Does Employee Wellbeing Mediate the Relationship between Job Characteristics and Job Performance in the Banking Industry? An Emerging Country Perspective

Ta Huy Hung, Thi-Minh-Ngoc Luu, Phuong Mai Nguyen*

International School, Vietnam National University, Hanoi, Vietnam. *Email: mainp@vnu.edu.vn

ABSTRACT

Banks play a crucial role in fostering and sustaining economic development within each country. Moreover, the rapid evolution of technology significantly influences the banking industry, ushering in profound changes in work dynamics. The post-COVID-19 era has accentuated the importance of employee well-being as a critical necessity for all workers. This study aims to elucidate the interplay between job characteristics, employee well-being, and job performance. A self-administered survey was conducted with employees working in the Vietnamese banking industry. After 4 months, we received 831 valid responses from 15 Vietnamese joint-stock commercial banks. SMARTPLS software was employed for structural equation modelling analysis. The findings shed light on the intricate relationships between job characteristics, employee well-being, and job performance. Building upon these insights, the study provides recommendations for Vietnamese banks to enhance job performance by refining job characteristics and fostering employee well-being.

Keywords: Employee Well-Being, Job Characteristics, Job Performance, Banking Industry, Vietnam
JEL Classifications: J24, J53, M54

1. INTRODUCTION

The ramifications of the COVID-19 pandemic extend beyond the socio-economic facets of countries, significantly influencing the psychological well-being of workers and precipitating shifts in their behaviors and sentiments within the professional sphere. As businesses navigate the post-COVID-19 landscape marked by global economic downturns, heightened competition, and technological advancements, they grapple with profound alterations in the ways employees approach and engage with their work. The evolving needs and aspirations of workers further contribute to a paradigm shift in work dynamics, necessitating corresponding adjustments in the fundamental nature of work, methodologies, and job attributes. This imperative arises from the imperative to align with the evolving external environment and accommodate the changing demands and expectations of

workers, ultimately aiming to optimize work outcomes for the labor force.

Job characteristics play a pivotal role in shaping the work outcomes of individual employees (Johari et al., 2019) and these characteristics, notably skill variety, task significance, task identity, autonomy, and feedback, are encapsulated in the Job Characteristics Model (JCM). These features exert a direct influence on the job performance achieved by individual employees.

In the post-COVID-19 landscape, employee well-being has emerged as a crucial factor for individuals striving to strike a balance between their professional and personal lives (Nielsen et al., 2008), especially in the face of heightened uncertainties about life and future prospects. Workers seek employment opportunities with job characteristics that enable them to derive

both professional fulfillment and personal value from their roles. Recognizing and aligning with these employee aspirations holds significance for organizations, as it plays a pivotal role in fostering Employee well-being, thereby motivating them to excel in their assigned roles.

The research aimed to elucidate the influence of Job characteristics on Employee well-being and to delineate the role of Employee well-being in mediating the relationship between Job characteristics and Job performance within the banking sector in Vietnam. The banking industry, a sector profoundly affected by the COVID-19 pandemic, has undergone substantial transformations post-pandemic, notably in response to heightened technological impacts.

The surge in technology, particularly the digital transformation within the banking sector, has significantly altered the nature of employees' work. This shift presents a context wherein employees must cultivate new competencies to effectively address escalating demands and heightened work pressures in the industry. Given these considerations, the study seeks to assess the impact of job characteristics on employee well-being and job performance in Vietnamese banks during the post-COVID era, marked by the ongoing digital transformation.

2. LITERATURE REVIEW

2.1. Job Characteristic and Job Performance

Research on the Job Characteristics Model (JCM) by Hackman and Oldham (1980), as discussed by Johari et al. (2019), asserts its pivotal role in shaping employee performance. The JCM posits that job characteristics act as catalysts for enhancing employee performance, delineating five key dimensions: skill variety, task significance, task identity, autonomy, and feedback. These dimensions collectively influence two critical facets conducive to improved work outcomes. Hackman and Lawler (1971), along with Johari et al. (2019), argue that skill variety, task significance, and task identity impact the psychological aspect of employees, imbuing their work with meaning. Conversely, autonomy and feedback influence employees' sense of responsibility and their ability to execute tasks effectively.

Skill variety is defined as the level of proficiency in necessary work-related actions to be able to perform job requirements effectively (Hackman and Oldham, 1975, Johari et al., 2019). Johari et al. (2019) argue that skill variety has a direct impact and intrinsic work motivation of workers to improve their performance. Skill variety is also confirmed to have an impact on positive attitudes and employee's performance (Ghosh et al., 2015; Krasman, 2012; Sulea et al., 2012).

H1a: Skill variety positively influence on job performance in bank industry

Task significance refers to the extent of influence and impact that a job has on the lives and work of individuals both within and outside the organisation (Hackman and Oldham, 1975; Salami and Ajitoni, 2016). This aspect instils a sense in the job incumbent that the work they are engaged in holds significance not only for themselves

but also for others both within and beyond the organisational boundaries (Hackman and Oldham, 1975; Salami and Ajitoni, 2016, Johari et al., 2019). In the banking industry, given the pivotal role banks play in the economy, their impact and influence extend beyond customers, encompassing both individuals and businesses, to the broader economy as a whole. Therefore, task significance enables employees to recognise the broader impact of their work on various stakeholders, fostering a greater sense of responsibility and enhancing their job performance.

H1b: Task significance positively influence on job performance in bank industry

Task identity encompasses a comprehensive understanding of one's role, including the specific tasks involved and their impact on other roles within the organisation, as well as the need for thoroughness and precision in executing assigned duties (Faturochman, 1997; Salami and Ajitoni, 2016). In the banking sector, while employees' roles may not directly overlap with those of other banking positions, many roles necessitate interaction and coordination with external entities. Therefore, clarifying task identity is crucial for enhancing employee performance.

H1c: Task identity positively impact on job performance in bank industry

Autonomy denotes the degree of self-determination an individual employee possesses in their work, encompassing the freedom and independence to plan, organise, and proactively coordinate tasks (Salami and Ajitoni, 2016). It instils a sense of control and proactive engagement with assigned responsibilities. Moreover, autonomy holds significant psychological value for employees, empowering them to take ownership of their work and initiative in driving tasks forward. In the banking sector, given its pivotal role and intricate operational framework, autonomy assumes paramount importance in enabling employees to take proactive steps in planning and executing tasks efficiently.

H1d: Autonomy positively impact on job performance in bank industry

Feedback is understood as the process and level of providing necessary information about employees' work progress and completion levels (Salami and Ajitoni, 2016). Hackman and Oldham (1975) and Johari et al. (2019) assert that timely and clear feedback is essential for employees to promptly adjust their work to enhance performance. According to Johari et al. (2019), information regarding quality standards and work progress is pivotal in helping workers improve their performance. Research by Ghosh et al. (2015) and Krasman (2012) has demonstrated a positive correlation between feedback provision and employees' job performance, as it enables them to adjust their attitudes and behaviours promptly to achieve optimal results. In the banking sector, feedback on work processes aids employees in swiftly adapting their approaches and behaviours to enhance work outcomes.

H1e: Feedbak positively impact on job performance in bank industry

2.2. Job Characteristic and Employee Well-being

The World Health Organization (WHO, 1946) proposed the initial definition of employee well-being as "a state of complete physical, mental, and social well-being, not merely the absence of disease or infirmity." In recent years, the concept of employee well-being has evolved with multiple definitions addressing various aspects. Guest (2017) synthesized numerous definitions, affirming that employee well-being is a broad concept, encompassing the overall quality of the employee experience and functions at work. Bakker and Demerouti (2007) believe that autonomy at work, social support, opportunity development and constructive feedbak help improve employee work results. Guest's research (2017) confirms that in addition to factors affecting employee well-being such as the organization's regime and remuneration policies, the job characteristics themselves such as work autonomy, social support, Opportunity development are factors that affect employee well-being. Employee well-being is the overall level of experience and quality of work and activities of employees in work and life (Salami and Ajitoni, 2016), employee well-being includes psychological employee well-being.

H2: Job characteristic positively impact on job performance in bank industry

2.3. Employee Well-being and Job Performance

In recent years, the topic of employee well-being has garnered significant attention from scholars and researchers (Currie, 2001; Khoreva and Wechtler, 2018). According to Warr (1987) and Salami and Ajitoni (2016), employee well-being encompasses the overall experience and quality of work and activities in both work and personal life. Research by Guest (2017) and Khoreva and Wechtler (2018) highlights the importance of prioritising employee well-being for several reasons. Firstly, it is an ethical imperative often overlooked by businesses solely focused on employees' output. Secondly, external pressures, compounded by technological advancements and uncertainties, contribute to increased work-related stress over time. Ultimately, organisations stand to gain enhanced employee performance, reduced costs, and sustained competitive advantage by prioritising employee well-being.

Psychological and physical well-being can enhance employee performance. When employees feel comfortable in a safe and friendly working environment, they tend to perform their tasks more effectively (Currie, 2001; Khoreva and Wechtler, 2018). Moreover, Horton and O'Fallon (2011) and Kirillova et al. (2020) assert that employees with high levels of well-being exhibit greater motivation, resulting in improved work outcomes. Additionally, employees experiencing high well-being levels contribute to organisational innovation during operations (Huhtala and Parzefall, 2007). Furthermore, Bakke (2005) and Khoreva and Wechtler (2018) posit that social well-being among employees fosters a perception of more interesting work with greater value, thus enhancing overall performance. Given the banking sector's substantial impact on the economy and its operational pressures and rapid changes, prioritising employee well-being is crucial for maintaining a balance between their health and their contributions to society.

H3: Employee well-being positively impact on job performance in bank industry

3. METHODOLOGY

3.1. Measurements

In this study, we utilised the Job Characteristics Scale developed by Morgeson and Humphrey (2006), which comprises five dimensions. Firstly, job autonomy encompasses aspects such as work scheduling autonomy, decision-making autonomy, and autonomy in work methods (Morgeson et al., 2005). For instance, respondents were asked to assess statements like "The job allows me to make my own decisions about how to schedule my work" and "The job gives me considerable opportunity for independence and freedom in how I do the work." Secondly, task variety was evaluated through items like "The job involves a great deal of task variety" and "The job involves doing a number of different things." Thirdly, task significance, fourthly, task identity, and fifthly, feedback were also examined as part of the job characteristics.

Secondly, employee well-being reflects the overall satisfaction and happiness of employees at work. This study adopts scales developed in the works of Alimo-Metcalfe et al. (2008) and Johari et al. (2019). A 5-point Likert scale is employed, consisting of 7 items inherited and utilised in this research. For example, statements such as "I experience a high level of self-fulfillment" and "I feel a strong sense of dignity" are included.

Thirdly, the employee performance scale utilised in this study is derived from the research of Ramos-Villagrasa et al. (2019). The author incorporates two dimensions of job performance: (i) task performance and (ii) contextual performance. Task performance encompasses 5 items, including statements such as "I effectively planned my work to meet deadlines" and "I maintained focus on achieving work objectives." Contextual performance comprises 8 items, such as "I took the initiative to start new tasks upon completing previous ones" and "I willingly undertook challenging tasks when presented."

3.2. Sampling and Data Collection

We employed quantitative research methods, utilizing a sample of 831 employees drawn from 15 Vietnamese joint-stock commercial banks. Upon collection, the data underwent analysis for scale reliability, exploratory factor analysis, and impact assessment to evaluate the hypotheses posited within the research model (Figure 1). Table 1 illustrates the respondent characteristic.

We collected information over a span of 6 months, from April 2023 to October 2023, utilizing both direct surveys and online questionnaires. The surveys were distributed to the human resources departments of various banks and were developed and administered within the systems managed by these departments. Following a meticulous screening process to eliminate questionnaires with missing or duplicated data, a total of 831 valid responses were retained.

4. FINDINGS AND DISCUSSION

4.1. Construct Reliability Result

Table 2 showed that the correlation coefficients range from 0.233 to 0.488. Consequently, all variables were positively correlated

with the remaining variables. The result showed a satisfactory model fit for further analysis.

4.2. Measurement Model Testing Result

In evaluating the outcome measurement model on SMARTPLS, the research will concentrate on key aspects: The quality of observed variables (indicators), reliability, convergence, and discrimination of the scales.

Hair et al. (2017) argue that the outer loading factor should be ≥ 0.708 for the observed variable, indicating quality. When the outer loading exceeds 0.708, it implies that the latent variable explains 50% of the variation in the observed variable. According to Hair et al. (2017), researchers assess an observed variable as high quality when the parent latent variable accounts for at least 50% of the change in that variable. The outer loading results are presented in Table 3 below.

Composite Reliability (CR) is favoured by many researchers over Cronbach's Alpha because Cronbach's Alpha tends to

underestimate reliability compared to CR. Chin (1998) suggested that for exploratory research, CR should be 0.6 or higher, while for confirmatory studies, a threshold of 0.7 is considered appropriate for the CR index (Henseler and Sarstedt, 2013). Several other researchers, such as Hair et al. (2011) and Bagozzi and Yi (1994), concur that 0.7 is the suitable threshold for assessment in most cases. Therefore, both Cronbach's Alpha and Composite Reliability should ideally exceed 0.7 (Bagozzi and Yi, 1994). In the present study, the results of reliability test are demonstrated in Table 4.

To assess convergence in SMARTPLS, the study will utilise the Average Variance Extracted index (AVE). According to Hock et al. (2010), a scale demonstrates convergent validity if the AVE is 0.5 or higher. The results displayed in Table 5 indicate that the Average Variance Extracted (AVE) coefficient exceeds 0.5, ensuring convergent validity for the scales in the model.

Regarding the validity of measurement scales, Fornell and Larcker (1981) recommend that discrimination is ensured when the square

Table 1: Demographic profile of respondents (n=831)

Characteristics	Number of respondents	n	%
Gender	Male	385	46.33
	Female	446	53.67
Age	18-24	121	14.56
	25-35	254	30.57
	36-45	211	25.39
	46-55	154	18.53
	Over 55	91	10.95
Education	Vocational school and college	58	6.98
	Bachelor	675	81.23
	Postgraduate	98	11.79
Working experience	Under 1 year	53	6.38
	1 year-5 years	257	30.93
	5 years-<10 years	326	39.23
	>10 years	195	23.47

Figure 1: Conceptual framework
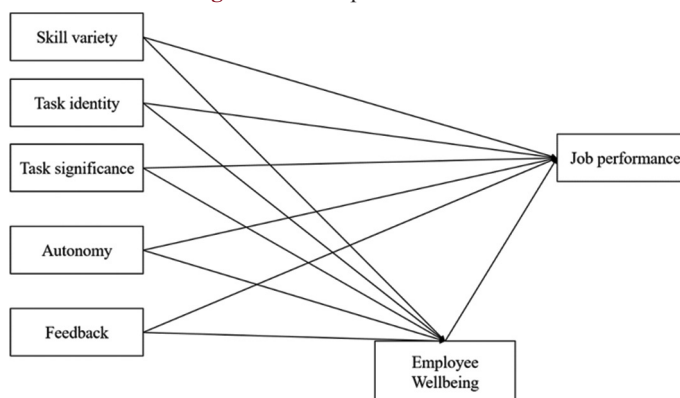
Table 2: Construct reliability

Item	Factor loading	Item to total correlation	Item	Factor loading	Item to total correlation
Autonomy (Cronbach's Alpha = 0.932; KMO = 0.935)			Feedback (Cronbach's Alpha = 0.838; KMO = 0.698)		
wsa1	0.696	0.757	fee1	0.820	0.625
wsa 2	0.794	0.840	fee2	0.885	0.722
wsa 3	0.761	0.811	fee3	0.905	0.762
dma1	0.698	0.763	Employee Well-being (Cronbach's Alpha = 0.908; KMO = 0.883)		
dma 2	0.792	0.846	ewb1	0.916	0.887
dma 3	0.790	0.845	ewb2	0.928	0.893
wma1	0.754	0.814	ewb3	0.922	0.894
wma 2	0.711	0.777	ewb4	0.928	0.899
wma 3	0.748	0.806	ewb5	0.931	0.906
Task Variety (Cronbach's Alpha = 0.836; KMO = 0.812)			ewb6	0.920	0.889
tvar1	0.842	0.710	Employee Performance (Cronbach's Alpha = 0.908; KMO = 0.883)		
tvar2	0.891	0.786	task1	0.904	0.374
tvar3	0.860	0.736	task3	0.896	0.383
tvar4	0.769	0.614	task3	0.885	0.367
Task Significance (Cronbach's Alpha = 0.770; KMO = 0.690)			task4	0.847	0.355
sig1	0.832	0.650	task5	0.843	0.374
sig 2	0.722	0.503	conp1	0.956	0.817
sig 3	0.760	0.569	conp 2	0.970	0.829
sig 4	0.765	0.570	conp 3	0.959	0.815
Task Identification (Cronbach's Alpha = 0.889; KMO = 0.823)			conp 4	0.937	0.766
iden1	0.807	0.672	conp 5	0.937	0.754
iden2	0.908	0.822	conp 6	0.925	0.761
iden3	0.900	0.808			

Some items, namely iden4, ewb7, conp7, and conp8, exhibit factor loadings lower than 0.5. Consequently, all such items must be eliminated from further analysis.
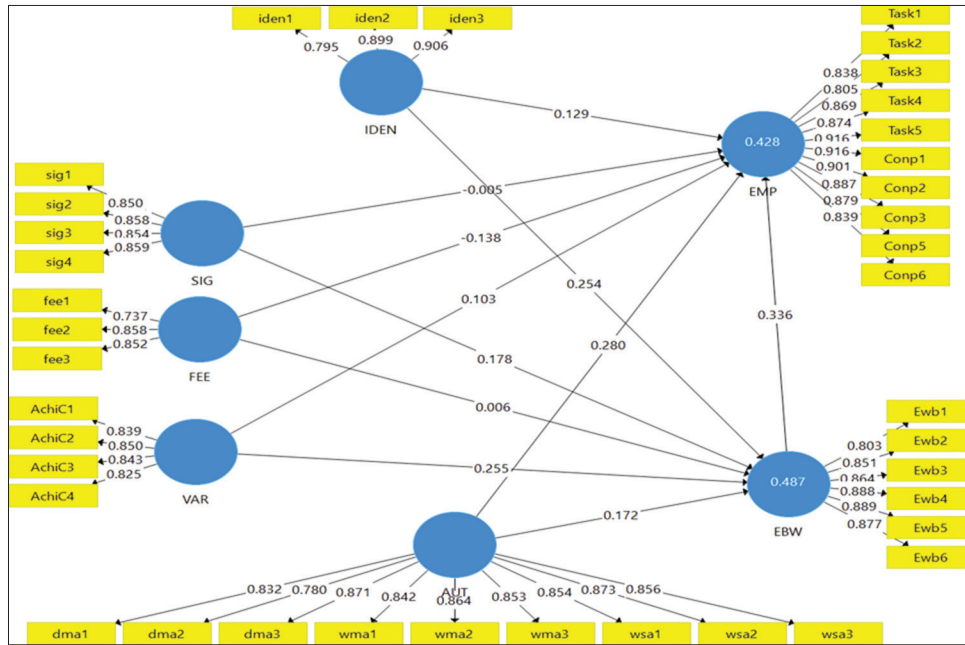
Figure 2: SEM analysis result

Table 3: Outer loading result

Item	AUT	EBW	EMP	FEE	IDEN	SIG	VAR
AchiC1							0.839
AchiC2							0.850
AchiC3							0.843
AchiC4							0.825
Conp1			0.916				
Conp2			0.901				
Conp3			0.887				
Conp5			0.879				
Conp6			0.839				
Ewb1		0.803					
Ewb2		0.851					
Ewb3		0.864					
Ewb4		0.888					
Ewb5		0.889					
Ewb6		0.877					
Task1			0.838				
Task2			0.805				
Task3			0.869				
Task4			0.874				
Task5			0.916				
dma1	0.832						
dma2	0.780						
dma3	0.871						
fee1				0.737			
fee2				0.858			
fee3				0.852			
iden1					0.795		
iden2					0.899		
iden3					0.906		
sig1						0.850	
sig2						0.858	
sig3						0.854	
sig4						0.859	
wma1	0.842						
wma2	0.864						
wma3	0.853						
wsa1	0.854						
wsa2	0.873						
wsa3	0.856						

Table 4: Cronbach's alpha, CR and AVE

Variable	Cronbach's alpha	rho_A	Composite reliability	Average variance extracted (AVE)
AUT	0.951	0.953	0.958	0.719
EBW	0.931	0.931	0.946	0.744
EMP	0.965	0.966	0.970	0.762
FEE	0.753	0.774	0.858	0.669
IDEN	0.836	0.852	0.902	0.754
SIG	0.877	0.878	0.916	0.731
VAR	0.861	0.865	0.905	0.704

Table 5: AVE and variable corelation: Fornell-Larcker criterion

Variable	AUT	EBW	EMP	FEE	IDEN	SIG	VAR
AUT	0.848						
EBW	0.560	0.862					
EMP	0.552	0.570	0.873				
FEE	0.343	0.387	0.180	0.818			
IDEN	0.598	0.587	0.491	0.375	0.868		
SIG	0.525	0.533	0.355	0.620	0.547	0.855	
VAR	0.549	0.567	0.448	0.455	0.511	0.477	0.839

Table 6: Heterotrait-monotrait ratio (HTMT) result

Variable	AUT	EBW	EMP	FEE	IDEN	SIG	VAR
AUT	0.848						
EBW	0.560	0.862					
EMP	0.552	0.570	0.873				
FEE	0.343	0.387	0.180	0.818			
IDEN	0.598	0.587	0.491	0.375	0.868		
SIG	0.525	0.533	0.355	0.620	0.547	0.855	
VAR	0.549	0.567	0.448	0.455	0.511	0.477	0.839

root of the Average Variance Extracted (AVE) for each latent variable exceeds all correlations between the latent variables. Garson (2016) suggests that the discriminant value between two latent variables is assured when the Heterotrait-Monotrait Ratio (HTMT) index is < 1. According to Henseler and Sarstedt (2013), a value below 0.9

guarantees discrimination. However, Kline (2023) advocates for a more stringent threshold of 0.85. SMARTPLS typically adopts a threshold of 0.85 for evaluation. Details are shown in Table 5 and Table 6 below.

4.3. Hypothesis testing result

Path coefficients denote the regression coefficients of the path model, illustrating the impact relationship between latent variables in the Structural Equation Modelling (SEM) model. These values are normalised and presented in a matrix table. However, this table does not include the P-value (sig) of the impact, thus precluding the conclusion of statistical significance for each impact path. To obtain the P-value, conducting Bootstrap analysis on SMARTPLS is necessary. The results of Path Coefficients after Bootstrap analysis are presented in Table 7.

Referring to the table above, it is evident that the P-values (significance values compared to the significance level of 0.05) for all relationships are < 0.05. This indicates that the latent variables in the SEM model exhibit a variable correlation, with the exception of the relationship between FEE and EBW, as well as the relationship between SIG and EMP.

The original sample (O) illustrates the specific relationships between variables in the SEM model, as follows:

The EWB variable is dependent and influenced by four independent variables: AUT, IDEN, SIG, and VAR, with corresponding standardized regression coefficients of 0.172, 0.245, 0.178, and 0.255 respectively.

The EMP variable is impacted by AUT, EBW, FEE, IDEN, and VAR, with an Adjusted R^2 of 0.280, 0.336, −0.138, 0.129, and 0.103 respectively.

The adjusted R-squared for EWB is 0.484, indicating that the independent variables account for 48.4% of the variation in EWB. Similarly, the adjusted R-squared for EMP is 0.424, suggesting that the independent variables explain 42.4% of the variance in EMP. The remaining variance is attributed to variables outside the model and random errors. Detailed results are also shown in Figure 2 below.

5. DISCUSSION

Firstly, the study investigates the correlation between job characteristics and employee well-being, particularly within the banking sector. Job characteristics are pivotal for bank employees, with autonomy emerging as a significant factor. Autonomy fosters motivation and proactivity among employees, nurturing a positive work environment conducive to enhanced performance. The research findings underscore the favourable influence of job autonomy on both employee well-being and performance. Consequently, the results suggest that banks should consider integrating job design principles that prioritise autonomy. This may involve empowering employees with greater control over job planning, decision-making, and task execution. Rather than rigidly overseeing work processes, banks are encouraged to shift towards outcome-based evaluation methods. Such an approach cultivates a sense of empowerment and positivity among employees, thereby facilitating task engagement and productivity.

Secondly, the study highlights the positive correlation between employee well-being and job performance. This finding underscores the importance for banks to accurately assess the significance of employee well-being for both individual employees and the organization as a whole. Human resources represent a crucial asset that can confer a competitive edge upon organisations; employees who experience heightened levels of satisfaction are likely to yield positive outcomes in their work. Consequently, banks may find it beneficial to incorporate evaluations of employee happiness levels as a key metric in assessing human resource management practices within the organisation. By integrating indicators of employee well-being into the framework for evaluating human resource management, the human resources department can devote greater attention to devising policies and initiatives aimed at enhancing employee well-being. Such initiatives foster cohesion among employees and contribute to the sustainable development of the bank.

Thirdly, concerning the elements of job characteristics influencing employee well-being, the research findings present a nuanced perspective compared to some prior studies by indicating that employee feedback does not directly influence employee well-being but does have a direct impact on employee job performance. These results mirror the reality within commercial banks, where systems for employee monitoring and evaluation provide feedback aimed at enhancing individual work outcomes. However, the findings also shed light on another dimension of workers' psychological responses, suggesting that feedback received in the workplace may not necessarily contribute to improvements in employee well-being. From a psychological standpoint, employees exhibit varied reactions to work-related feedback. Hence, banks

Table 7: Path Coefficients result

Relationship	Original sample (O)	Sample mean	Standard deviation (STDEV)	T-statistics	P-values
AUT -> EBW	0.172	0.172	0.040	4.341	0.000
AUT -> EMP	0.280	0.277	0.043	6.479	0.000
EBW -> EMP	0.336	0.335	0.042	8.050	0.000
FEE -> EBW	0.006	0.007	0.034	0.187	0.852
FEE -> EMP	−0.138	−0.139	0.034	4.092	0.000
IDEN -> EBW	0.254	0.251	0.040	6.400	0.000
IDEN -> EMP	0.129	0.131	0.040	3.202	0.001
SIG -> EBW	0.178	0.177	0.042	4.235	0.000
SIG -> EMP	−0.005	−0.003	0.041	0.128	0.898
VAR -> EBW	0.255	0.257	0.037	6.867	0.000
VAR -> EMP	0.103	0.102	0.041	2.499	0.013

may need to consider how feedback is delivered to ensure it enhances work outcomes without adversely affecting employee psychology, thus safeguarding employee well-being.

Fourthly, task variety has been found to positively influence both employee well-being and performance. Diversification in job design not only mitigates employee boredom but also enables them to uncover latent abilities, thereby enhancing their skills and work outcomes. The research findings recommend implementing policies within banks to enhance job diversity and advocate for job rotation and enrichment initiatives.

Fifthly, job identification has shown a positive correlation with both employee well-being and performance. This underscores the importance for banks to meticulously conduct job analysis, clearly delineating job descriptions along with associated responsibilities and roles in contributing to the organisation's overarching goals. When employees have a clear understanding of their tasks, responsibilities, and their contribution towards the bank's growth, it fosters a sense of purpose, reduces work-related stress, and enhances social cohesion, thereby bolstering employee well-being.

6. CONCLUSION

The relationship among employee well-being, work characteristics, and job performance in the banking business is complex and substantial. Findings from this research indicate that employment characteristics, including autonomy, task variety, and task significance, significantly impact employee well-being, subsequently influencing job performance. Employees with elevated well-being, encompassing both physical and mental health, demonstrate superior job performance, enhanced productivity, and more favorable views towards their work. Conversely, elevated stress and burnout, frequently resulting from excessive workloads or ambiguous role requirements, adversely affect employee well-being and subsequently impede performance.

This research underscores the significance of establishing a supportive work environment within the banking sector. Managers and HR professionals should prioritize the creation of jobs that enhance employee engagement, job happiness, and general well-being. Interventions including work-life balance policies, employee support programs, and career advancement opportunities can alleviate job stress and enhance performance results.

Moreover, this study enhances the existing literature that emphasizes the essential connection between employee well-being and job effectiveness. In the competitive and high-pressure banking sector, firms that prioritize employee well-being are more likely to achieve enhanced job performance, increased employee retention, and overall organizational success. Subsequent research ought to investigate targeted tactics that improve well-being and refine job attributes to promote enduring performance within the business.

REFERENCES

Alimo-Metcalfe, B., Alban-Metcalfe, J., Bradley, M., Mariathasan, J., & Samele, C. (2008), The impact of engaging leadership on performance, attitudes to work and wellbeing at work: A longitudinal study. Journal of Health Organization and Management, 22(6), 586-598.

Bagozzi, R.P., Yi, Y. (1994), Advanced topics in structural equation models. In: Advanced Methods of Marketing Research. Oxford: Blackwell. p1-51.

Bakke, D.W. (2005), Joy at Work: A Revolutionary Approach to Fun on the Job. New York: Penguin Group (USA) Inc.

Bakker, A.B., Demerouti, E. (2007), The job demands-resources model: State of the art. Journal of Managerial Psychology, 22(3), 309-328.

Chin, W.W. (1998), The partial least squares approach for structural equation modeling. In: Modern Methods for Business Research. Mahwah, NJ: Lawrence Erlbaum Associates.

Currie, D. (2001), Managing Employee Well-Being. Oxford: Chandos Publishing (Oxford) Limited.

Faturochman, M.A. (1997), The job characteristics theory: A review. Bulletin Psychology, 5(2), 1-13.

Fornell, C., Larcker, D.F. (1981), Evaluating structural equation models with unobservable variables and measurement error. Journal of Marketing Research, 18, 39-50.

Garson, G.D. (2016), Partial Least Squares (PLS-SEM). Hillsborough: Statistical Associates Publishing.

Ghosh, P., Rai, A., Chauhan, R., Gupta, N., Singh, A. (2015), Exploring the moderating role of context satisfaction between job characteristics and turnover intention of employees of Indian public sector banks. Journal of Management Development, 34(8), 1019-1030.

Guest, D.E. (2017), Human resource management and employee well-being: Towards a new analytic framework. Human Resource Management Journal, 27(1), 22-38.

Hackman, J.R., Lawler, E.E. III. (1971), Employee reactions to job characteristics. Journal of Applied Psychology, 55(3), 259-286.

Hackman, J.R., Oldham, G.R. (1975), Development of the job diagnostic survey. Journal of Applied Psychology, 60(2), 159-170.

Hackman, J.R., Oldham, G.R. (1980), Work Redesign. Reading, MA: Addison-Wesley.

Hair, J., Hollingsworth, C.L., Randolph, A.B., Chong, A.Y.L. (2017), An updated and expanded assessment of PLS-SEM in information systems research. Industrial Management and Data Systems, 117(3), 442-458.

Hair, J.F., Ringle, C.M., Sarstedt, M. (2011), PLS-SEM: Indeed a silver bullet, Journal of Marketing Theory and Practice, 19(2), 139-152.

Henseler, J., Sarstedt, M. (2013), Goodness of fit indices for partial least squares path modelling. Computational Statistics, 28(2), 565-580.

Hock, C., Ringle, C.M., Sarstedt, M. (2010), Management of multi-purpose stadiums: Importance and performance measurement of service interfaces. International Journal of Services Technology and Management, 14(2/3), 188-207.

Horton, B.W., O'Fallon, M.J. (2011), Employee wellness in the private club industry. Journal of Human Resources in Hospitality and Tourism, 10(3), 285-303.

Huhtala, H., Parzefall, M.R. (2007), A review of employee well-being and innovativeness: An opportunity for a mutual benefit. Creativity and Innovation Management, 16(3), 299-306.

Johari, J., Mohd Shamsudin, F., Fee Yean, T., Yahya, K.K., Adnan, Z. (2019), Job characteristics, employee well-being, and job performance of public sector employees in Malaysia. International Journal of Public Sector Management, 32(1), 102-119.

Khoreva, V., Wechtler, H. (2018), HR practices and employee performance: The mediating role of well-being. Employee Relations, 40(2), 227-243.

Kirillova, K., Fu, X., Kucukusta, D. (2020), Workplace design and well-being: Aesthetic perceptions of hotel employees. The Service Industries Journal, 40(1-2), 27-49.

Kline, R.B. (2023), Principles and Practice of Structural Equation Modeling. United States: Guilford publications.

Krasman, J. (2012), Putting feedback-seeking into 'context': Job characteristics and feed-back seeking behavior. Personnel Review, 42(1), 50-66.

Morgeson, F.P., Delaney-Klinger, K., Hemingway, M.A. (2005), The importance of job autonomy, cognitive ability, and job-related skill for predicting role breadth and job performance. Journal of Applied Psychology, 90(2), 399-406.

Morgeson, F.P., Humphrey, S.E. (2006), The Work Design Questionnaire (WDQ): developing and validating a comprehensive measure for assessing job design and the nature of work. Journal of Applied Psychology, 91(6), 1321-1339.

Nielsen, K., Randall, R., Yarker, J., Brenner, S.O. (2008), The effects of transformational leadership on followers' perceived work characteristics and psychological well-being: A longitudinal study. Work and Stress, 22(1), 16-32.

Ramos-Villagrasa, P.J., Barrada, J.R., Fernández-del-Río, E., Koopmans, L. (2019), Assessing job performance using brief self-report scales: The case of the individual work performance questionnaire. Journal of Work and Organizational Psychology, 35(3), 195-205.

Salami, S.O., Ajitoni, S.O. (2016), Job characteristics and burnout: The moderating roles of emotional intelligence, motivation and pay among bank employees. International Journal of Psychology, 51(5), 375-382.

Sulea, C., Virga, D., Maricutoiu, L.P., Schaufeli, W., Dumitru, C.Z., Sava, F.A. (2012), Work engagement as mediator between job characteristics and positive and negative extra-role behaviors. Career Development International, 17(3), 188-207.

Warr, P. (1987), Work, Unemployment, and Mental Health. Oxford: Clarendon Press.

World Health Organization. (1946), Preamble to the Constitution of the World Health Organization as Adopted by the International Health Conference. New York: World Health Organization.