



## The Effect of Workplace Well-being on Task Performance in Employees: The Mediating Role of Work Engagement

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### Abstract

Employees are expected to achieve optimal task performance. Therefore, workplace well-being is crucial for employees to enhance their work engagement and, consequently, reach high task performance. This study aims to examine the mediating role of work engagement in the relationship between workplace well-being and task performance. Utilizing a quantitative survey method, the research involved 310 employees selected through convenience sampling. The instruments used in the study included scales for workplace well-being, work engagement, and task performance. The results revealed that work engagement significantly mediates the effect of workplace well-being on employee task performance. These findings provide a basis for developing theoretical models of task performance and formulating training programs to enhance employee task performance, particularly in the field of applied psychology.

**Keywords:** task performance; work engagement; workplace well-being

In the contemporary era, organizations are demanded to continually adapt, learn, and innovate in order to achieve optimal task performance in the workplace environment, thereby ensuring the organization's sustainability and growth. Conversely, the growing complexity of work arrangements necessitates that employees assume additional roles and improve their performance to ensure the organization's ongoing success (Berg et al., 2017). Consequently, the primary criteria for employee assessment in the workplace is task performance. Task performance serves as the benchmark for organizational selection, development, compensation, and recognition (Ramos-Villagrana et al., 2019). The complex, uncertain, and ambiguous nature of the world compels employees to strive for perfecting task performance. Conway (1999) argued that task performance plays a pivotal role. This research endeavors to contribute to the analysis of models that can influence task performance.

Campbell et al. (1990) suggests that task performance is the most important part of business but receives little theoretical consideration. Campbell et al. (1993) then focused their studies on task performance, especially on organizational task performance. As a result, the study of task performance is increasingly encompassing various forms of non-work-related behavior that are contextually specific. Van Scotter and Motowidlo (1996) suggest that performance contextually is the drive to achieve organizational goals which can be seen through interpersonal behavior and motivation.

The achievement of an organization is strongly influenced by the effectiveness of the task performance of office holders in contributing to the organization (Aguinis, 2013). Task performance is influenced by several things such as

cognitive skills, expertise, habits, and well-being at work, so that it can generate responsibility and increase task performance (Pradhan & Jena, 2016). Task performance is strongly influenced by workplace well-being (Kundi et al., 2020). Anwarsyah et al. (2012) suggest that workplace well-being is very beneficial for individuals and organizations, individuals who feel prosperous at work can improve task performance.

Workplace well-being involves human, social and economic feelings so it is very important for organizational development (Colenberg et al., 2020; Jnaneswar & Manakkattil, 2021; Liu, 2020). Anwarsyah et al. (2012) suggest that workplace well-being is the feeling of well-being of employees obtained from work which can be in the form of intrinsic and extrinsic values. Ryan and Deci (2000) suggest that work well-being is a serious study among social scientists, this is due to the concept of workplace well-being being a divided concept that is difficult to solve.

Workplace well-being is needed by organizations to maintain the stability of employee task performance so that it can continue to increase organizational growth (Diener, 2013). This is consistent with Smith et al. (2018), who proposed that workplace well-being has significant potential to drive employee innovation and high performance. Page and Vella-Brodrick (2008) also identify two critical variables that can enhance both overall organizational performance and task performance. This is in line with Fisher (2010) who argued that an important factor that can improve task performance is workplace well-being. Crede et al. (2007) suggested that workplace well-being can reduce fatigue at work so that task performance increases.

In addition, Kundi et al. (2020) suggests that work-



place well-being has an influence on task performance through work engagement. Hackman (1980) was the first person to define work engagement as the process and phenomenon of employees becoming one with their jobs. Macey and Schneider (2008) suggest that work engagement is a strong link between the individual and the workplace, resulting in a strong relationship. Work engagement can occur when individuals have strong relationships emotionally with other individuals and cognitively with work. Furthermore, Schaufeli et al. (2002) suggests that it can reflect self-evaluation and self-identity in the workplace. Work engagement is very important in an organization. Low energy and lack of concentration at work can be caused by low work engagement which in turn can affect task performance of employees (Schaufeli et al., 2002). On the other hand, there is a theory that can explain work engagement, namely Kahn (1990) who suggests that work engagement has three preliminary conditions, namely the meaningfulness of work, psychological security, and the availability of experience.

Employees have demands to achieve optimal task performance. Thus, workplace well-being for employees is needed through increased work engagement. Several studies have established a connection between workplace well-being, task performance, and work engagement. Harter et al. (2002) conducted a study of thirty-six organizations and found that workplace well-being is related to employee productivity and task performance as well as commitment and work engagement. Furthermore, Bevan (2010) argued that workplace well-being and work engagement reinforce each other and can influence task performance so as to realize more optimal organizational performance. Schaufeli et al. (2002) suggested that workplace well-being can increase individual engagement with work or work engagement which leads to higher task performance. Based on the description above, this study seeks to investigate how work engagement mediates the relationship between workplace well-being and task performance.

## 1. Methods

### 1.1 Design and participants

This study uses a cross-sectional survey design involving employees in Indonesia using a convenience sampling technique. A total of 310 employees consisting of 144 (46.5%) male and 166 (53.5%) female, with an age range of 20 to 65 years ( $M_{\text{age}} = 34.9$  years;  $SD_{\text{age}} = 10.3$ ) and have worked for 4 to 9 years (33.9 %). Meanwhile, the data distribution for workplace well-being (skew = 0.007) and work engagement (skew = 1.013) has a positive skewness distribution, which means that the majority of participants have low levels of workplace well-being and work engagement. In contrast to task performance (skew = -0.302) which has a negative skewness distribution, which indicates that the majority of participants have a high level of task performance. By looking at the skewness distribution value which does not exceed the value range -2 to 2 (Kim, 2013; Winter et al., 2020) for each variable, which means that the data is normally distributed.

### 1.2 Procedures

The survey was conducted using the G-Form platform which contains the objectives, procedures and confidential-

ity of research data. Participants were gathered through online announcements using social media platforms. All participants were asked to fill out the consent form, demographic data, and research instruments voluntarily. Then, the participants were asked to complete the questionnaire individually and were encouraged to keep their answers confidential. Each participant took approximately 5 to 10 minutes to complete the research instrument.

### 1.3 Instrument

Workplace well-being, measured using the workplace well-being scale adapted from Bartels et al. (2019). This scale consists of two dimensions (interpersonal = 4 items and intrapersonal = 4 items), and is assessed using a 5-point Likert model (1 = strongly disagree to 5 = strongly agree). This scale has adequate internal consistency (intrapersonal  $\alpha = 0.85$ , interpersonal  $\alpha = 0.93$ ). Work engagement, measured using the work engagement scale adapted from Schaufeli et al. (2019). This scale consists of three factors, vigor, dedication, and absorption, which are assessed using a 5-point Likert model (1 = strongly disagree to 5 = strongly agree). This scale has adequate internal consistency ( $\alpha = 0.95$ ). Task performance, measured using the task performance scale adapted from Ramos-Villagrasa et al. (2019). This scale using the Likert 5-Point model (1 = strongly disagree to 5 = strongly agree), with adequate internal consistency ( $\alpha = 0.83$ ).

### 1.4 Data Analysis

Data analysis begins by testing descriptive statistics to describe the sociodemographic characteristics of participants (f and %), as well as understanding the mean, standard deviation and normal distribution (skewness) of all variables. After that, it was continued with Pearson correlation analysis to see the relationship between the main variables. Meanwhile, to test the hypothesis as a whole, the analysis technique used is structural equation modeling (SEM) with latent variables. The reason for choosing SEM testing is to obtain accurate analysis results (Schoemann & Jorgensen, 2021), because SEM is a full-strength statistical test that focuses on testing the measurement model and structural model simultaneously, so that it can confirm the theoretical model based on the empirical data obtained (Daud et al., 2024). Overall, statistical analysis in this research uses the R programming language (v4.3.2) (R Core Team, 2023) using RStudio software (v2023.12.1) (RStudio Team, 2023) with the R readxl package (Wickham & Bryan, 2015) which aims to import excel file, jmv (Selker et al., 2017) aims for descriptive analysis, metan (Olivoto, 2020) for conducting correlation analysis and correlation plot, and lavaan (Rosseel, 2012) for carrying out SEM analysis.

## 2. Result

### 2.1 Preliminary analyses

The mean value and standard deviation of all research variables based on raw data show varying scores. Workplace well-being has an average value of 2.63 ( $SD = 0.889$ ), work engagement has an average value of 1.92 ( $SD = 0.854$ ), and task performance has an average value of 2.97 ( $SD = 0.755$ ). The correlations between the study variables are

presented in Figure 1(a). Significant positive correlation between workplace well-being and work engagement ( $r = 0.50$ ,  $p < 0.001$ ), and task performance ( $r = 0.27$ ,  $p < 0.001$ ). Employees who feel well at work are more committed to their work and of course improve their performance in carrying out their duties. Then, work engagement has a positive correlation with task performance ( $r = 0.35$ ,  $p < 0.001$ ). These results provide a strong foundation for conducting structural equation modeling analysis. In addition, Figure 1(b) also reports a significant correlation between indicators of each research variable.

## 2.2 Assessment of Measurement Models

Anderson and Gerbing (1988) stated that there are two stages in conducting SEM analysis: Confirmatory Factor Analysis (CFA) as the first stage, which aims to test the measurement model, and the second stage, which tests the structural model. The measurement model consists of three interrelated latent variables: workplace well-being, work engagement, and task performance. To increase the accuracy of parameter estimation, two parcel items were created as workplace well-being indicators, and three work engagement parcel items, which are assumed to be multi-dimensional. In this study, each parcel item consisted of an average of three or four items being measured. Meanwhile, the latent variable task performance is assumed to be unidimensional.

The results of the CFA analysis using the Maximum Likelihood (ML) estimator, focusing on the Full Information Maximum Likelihood (FIML) method to address missing data, indicated that the first model did not fit the data:  $\chi^2(32) = 112.080$ ,  $p < 0.001$ ;  $CFI = 0.948$ ,  $TLI = 0.927$ ,  $SRMR = 0.042$ ,  $RMSEA = 0.090$  (90%  $CI = 0.072 - 0.108$ ). To achieve a fit measurement model, we respecified the model by correlating residuals between indicators/items twice, based on modification indices ( $MI > 10$ ) (Kline, 2023). The results of the model respecification, involving residual correlations between the dedication and absorption indicators/items ( $MI = 25.429$ ), showed that the second model was acceptable and fit the data:  $\chi^2(31) = 84.245$ ,  $p < 0.001$ ;  $CFI = 0.965$ ,  $TLI = 0.950$ ,  $SRMR = 0.049$ ,  $RMSEA = 0.074$  (90%  $CI = 0.056 - 0.094$ ). Furthermore, the results of the model respecification involving residual correlations between Tp3 and Tp5 indicators/items ( $MI = 13.653$ ), showed that the third/final model (Table 1) was acceptable and fit the data:  $\chi^2(30) = 71.389$ ,  $p < 0.001$ ;  $CFI = 0.973$ ,  $TLI = 0.960$ ,  $SRMR = 0.051$ ,  $RMSEA = 0.067$  (90%  $CI = 0.047 - 0.087$ ).

Based on model fit testing, the final measurement model (Figure 2A) was obtained with the lowest BIC value (7082.044) compared to the BIC values of other models. Thus, the final model is the most recommended model and has a strong fit with the empirical research data (Kline, 2023). Furthermore, the CFA test results (Table 2) show that the Standardized Loading Factor (SLF) values for all indicators are above the threshold value of 0.50 (Hair et al., 2019), ranging from 0.66 to 1.03 (all items are significant,  $p < 0.001$ ). Thus, each indicator has a high estimated effect value on the variable being measured, and it can be concluded that all indicators are in the valid category. Additionally, the AVE value in this

study ranges from 0.57 to 0.65 ( $AVE > 0.50$ ) (Hair et al., 2019), indicating that the indicators in this study are able to measure the same concept as the latent variable or are said to be convergently valid. Furthermore, the CR value in this study ranges from 0.76 to 0.87 ( $CR > 0.70$ ); (Hair et al., 2019). Hence, the indicators in this study demonstrate strong consistency.

The evaluation of discriminant validity (Table 3)\*\* reveals that the squared correlation values for each construct are lower than the square root of the AVE (shown as the diagonal values in the table), indicating that each indicator effectively measures its corresponding construct.

## 2.3 Model Assessment

After validating the measurement model with the CFA method, the hypothesis of the relationship or influence between variables was tested using SEM. SEM analysis using ML with FIML missing data handling was applied to test the proposed structural model between workplace well-being, work engagement, and task performance. The results show that the hypothesized mediation model with residual correlation between indicators/items (MI dedication and absorption, MI Tp3 and Tp5) fits the empirical data ( $\chi^2 = 71.389$ ,  $\chi^2/df = 30$ ,  $p < 0.001$ ;  $CFI = 0.973$ ,  $TLI = 0.960$ ,  $SRMR = 0.051$ ,  $RMSEA = 0.067$  [90%  $CI = 0.047 - 0.087$ ]). In addition, the results of SEM analysis (Table 4, Figure 2B) show that workplace well-being has a positive and significant effect on work engagement ( $\beta = 0.67$ ;  $z = 10.41$ ;  $p < 0.001$ ). Then the results of the analysis show that there is a significant positive effect between work engagement and task performance ( $\beta = 0.19$ ;  $z = 2.19$ ;  $p = 0.029$ ). Other test results also show that there is a significant positive effect between workplace well-being and task performance ( $\beta = 0.20$ ;  $z = 2.02$ ;  $p = 0.043$ ).

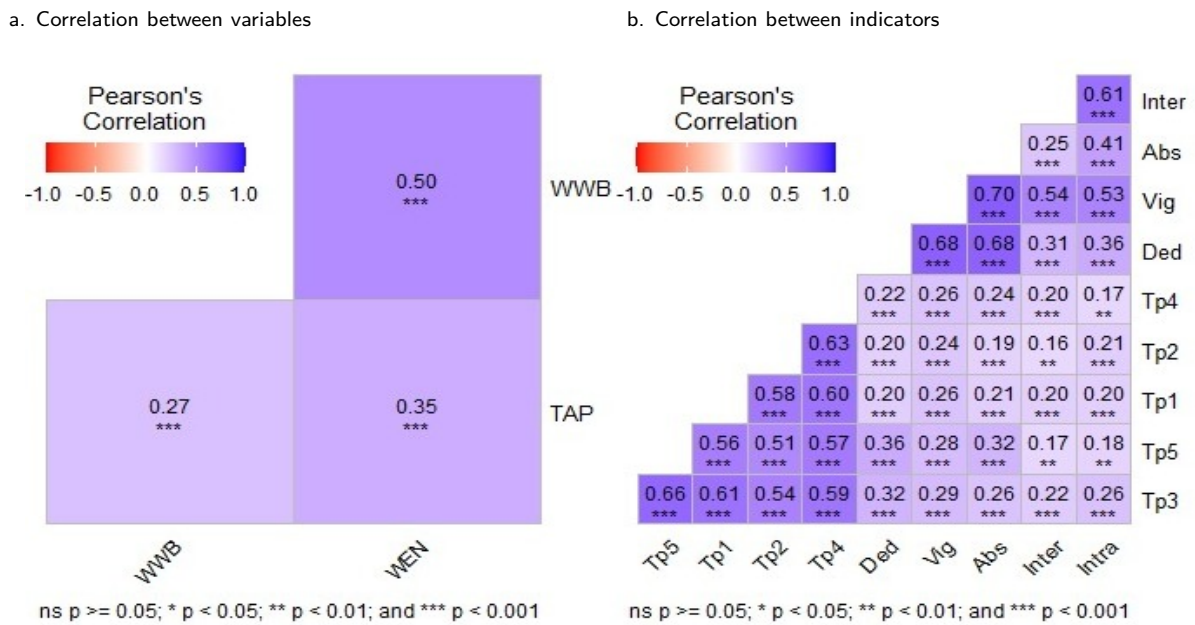
Moreover, the findings on the indirect effect indicate a significant positive impact of workplace well-being on task performance, with work engagement acting as a mediator ( $\beta = 0.13$ ;  $z = 2.17$ ;  $p = 0.030$ ). Significant results were also shown in the effect of total workplace well-being and task performance ( $\beta = 0.33$ ;  $z = 4.57$ ;  $p < 0.001$ ). The results of the structural model tests indicate that the proposed theoretical model accounts for 13% ( $R^2 = 0.13$ ) of the variance in employee task performance.

Figure 2. Measurement and structural model illustrating the full mediation effect of work engagement on the relationship between workplace well-being and task performance. Note: \* $p < 0.05$ , \*\* $p < 0.01$ , \*\*\* $p < 0.001$ . All path coefficients are standardized.

## 2.4 Discussion

This study seeks to explore the relationship between workplace well-being and task performance, with a particular focus on the mediating role of work engagement. The initial hypothesis posits that workplace well-being positively influences work engagement. The findings of this research are consistent with those of Schuck et al. (2011), who identified a correlation between workplace well-being and work engagement. However, Schuck et al. (2011) study did not clarify the direction of the influence of workplace well-being on work engagement. This research

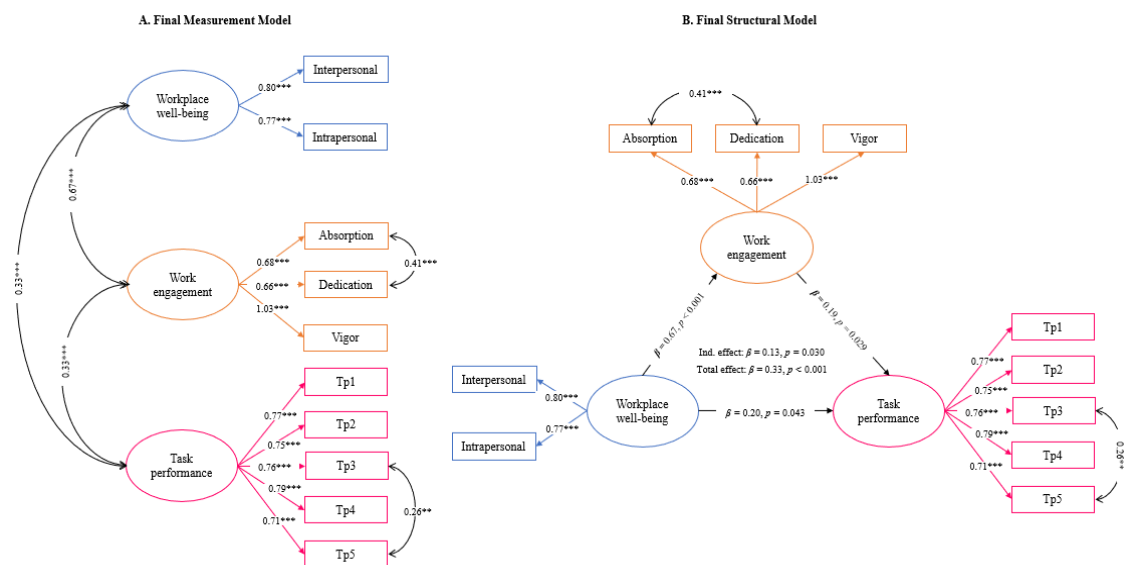
**Figure 1**  
Correlation between observed variables and items



**Table 1**  
Measurement Model Fit Index

Models	BIC	$\chi^2$	df	p	CFI	TLI	RMSEA (90%CI)	SRMR
First model	7111.262	112.080	32	< 0.001	0.948	0.927	0.090 (0,072 – 0,108)	0.042
Second model	7089.163	84.245	31	< 0.001	0.965	0.950	0.074 (0,056 – 0,094)	0.049
Final model	7082.044	71.389	30	< 0.001	0.973	0.960	0.067 (0,047 – 0,087)	0.051

**Figure 2**  
Measurement and structural model illustrating the full mediation effect of work engagement on the relationship between workplace well-being and task performance. Note: \*p < 0.05, \*\*p < 0.01, \*\*\*p < 0.001. All path coefficients are standardized.



**Table 2**  
Item Parameters, Average Variance Extracted, and Composite Reliability

Variables	Indicators	Estimate	SE	AVE	CR
Workplace well-being	Inter	0.80	0.04	0.61	0.76
	Intra	0.77	0.04		
Work engagement	Vig	1.03	0.03	0.65	0.84
	Ded	0.66	0.04		
	Abs	0.68	0.04		
Task performance	Tp1	0.77	0.03	0.57	0.87
	Tp2	0.75	0.03		
	Tp3	0.76	0.03		
	Tp4	0.79	0.03		
	Tp5	0.71	0.03		

builds upon previous studies by providing evidence for the direction of this influence. The results indicate that workplace well-being significantly and positively impacts work engagement. Moreover, Judge and Locke (1993) argue that workplace well-being can foster a positive cycle within the work environment, leading to increased job satisfaction and work engagement. Bailey et al. (2015) suggest that a comfortable work environment enhances employee welfare, which in turn boosts work engagement. This aligns with Kahn (1990) assertion that workplace well-being, encompassing meaningful work, security, working conditions, social environment, and employee energy levels, can drive work engagement. Additionally, the results of this study are in agreement with Adekoya et al. (2019), who found that workplace well-being and work engagement contribute to improved employee efficiency and effectiveness.

The results regarding the impact of work engagement on task performance align with the initial hypothesis. This study's findings are consistent with earlier research indicating that work engagement enhances the efficiency and effectiveness of employee performance (Armstrong et al., 2016; Bailey et al., 2015; Ellis & Sorensen, 2007). Additionally, other studies have demonstrated that workplace well-being positively influences task performance (Adekoya et al., 2019; Armstrong et al., 2016). Fisher (2010) identifies workplace well-being as a key factor in improving employee task performance. Colenberg et al. (2020) highlight the critical role of workplace well-being in bolstering organizational performance by addressing human, social, and economic factors. Michaelson et al. (2006) assert that workplace well-being enhances employees' quality of life, thereby contributing to greater productivity. The concluding findings of this study support the proposed hypothesis that workplace well-being affects task performance through the mediating role of work engagement. These results are in line with the research of Kundi et al. (2020), who found that workplace well-being influences task performance via work engagement. Schaufeli et al. (2002) observed that low work engagement is associated with reduced energy, enthusiasm, and concentration among employees. Furthermore, Schaufeli et al. (2002) emphasizes that the energy and enthusiasm employees bring to the workplace are crucial for managing high-pressure environments. Bevan (2010) also suggests that workplace

well-being and work engagement are interconnected in their role in enhancing task performance.

This study concludes that organizational success is closely linked to employee task performance, which can be improved by fostering workplace well-being. Moreover, this research presents a novel perspective on the relationship between workplace well-being, task performance, and work engagement. In the current context, organizations increasingly recognize the importance of employee happiness and welfare. Therefore, the insights gained from this study offer practical implications for organizations striving to meet these challenges. These findings contribute to enhancing organizational effectiveness and developing workplaces that ensure employee well-being.

This study has several limitations that should be acknowledged. First, the cross-sectional design limits the ability to draw causal inferences about the relationship between workplace well-being, work engagement, and task performance. As a result, caution should be exercised when generalizing the findings. To address this, future research could employ longitudinal or experimental designs to better capture the directionality and causality of these relationships over time. Additionally, the reliance on self-report measures may introduce response bias, as participants might overestimate or underestimate their well-being and engagement. To minimize this bias, future studies could incorporate objective performance data or multi-source assessments. Lastly, the study's sample population may be limited in scope, reducing the generalizability of the results. Expanding the population to include diverse industries, regions, and employee demographics would enhance the robustness and applicability of the findings.

### 3. Conclusion

This research highlights that work engagement serves as a mediator in the relationship between workplace well-being and task performance. Similar to other studies, there are certain limitations that necessitate further exploration. For instance, the reliance on self-report measures may introduce variability based on individual differences among assessors. Additionally, there is potential for replicating this study in other culturally diverse contexts, as comparative studies across different cultures can yield valuable insights. Consequently, cross-cultural research involving samples from various countries could reveal intriguing findings and determine whether cultural factors influence these variables. Future research should also aim to further clarify the antecedents of the constructs examined. Understanding these constructs can assist in enhancing work engagement, workplace well-being, and task performance where necessary.

To conclude, this study emphasizes the crucial connection between organizational success and employee task performance, highlighting the essential role of workplace well-being in driving optimal results. By offering a new perspective on the interaction between workplace well-being, task performance, and work engagement, this research presents a unique approach for organizations to effectively address the challenges of promoting employee happiness and well-being.

**Table 3**  
Discriminant Validity

Variables	Workplace well-being	Work engagement	Task performance
Workplace well-being	0.76		
Work engagement	0.25	0.84	
Task performance	0.07	0.12	0.87

**Table 4**  
Results of Hypothesis Testing

Path	$\beta$	S.E	z	p
Direct effect				
Workplace well-being → Work engagement (a)	0.67	0.08	10.41	< 0.001
Work engagement → Task performance (b)	0.19	0.06	2.19	0.029
Workplace well-being → Task performance (c)	0.20	0.09	2.02	0.043
Indirect effect				
Workplace well-being → Work engagement → Task performance (axb)	0.13	0.05	2.17	0.030
Total effect				
Workplace well-being → Work engagement → Task performance (c + axb)	0.33	0.06	4.57	< 0.001

### 3.1 Implication

Theoretically, the findings of this study expand the understanding of the relationship between workplace well-being and task performance, with the mediating role of work engagement. This research provides empirical evidence that reinforces the concept that workplace well-being significantly and positively impacts work engagement, which in turn enhances employee task performance. Thus, it supports existing models of workplace well-being while clarifying the direction of influence between well-being and engagement. Practically, the results offer important implications for organizations aiming to create work environments that support employee well-being. Organizations that focus on improving workplace well-being, such as providing comfortable working conditions and promoting work-life balance, can increase employee engagement and, consequently, enhance their performance. This approach can serve as an effective strategy to boost productivity and achieve long-term organizational success.

## 4. Declaration

### 4.1 Acknowledgement

The researchers express their gratitude to the employees who generously dedicated their time to participate in this study.

### 4.2 Conflict of Interest

No conflicts of interest are associated with this research.

### 4.3 Author's Contribution

DNS: Conceptualization; Methodology; Writing – original draft. MD: Conceptualization; Validation; Supervision. DYN: Methodology; Data Curation; Formal Analysis; Software; Writing – review & editing. MSZ: Investigation; Writing – review & editing. DRN: Project Administration; Writing – review & editing; Visualization.


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