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Employee Well-being in Retail Operations: Conceptual Model and Theoretical Propositions for Organizational Performance

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Abstract

Purpose: This conceptual study aims to develop a theoretical model explaining how employee well-being affects organizational performance through the Job Demands-Resources (JD-R) model, particularly in the retail sector, characterized by long working hours, intensive customer interactions, and high-performance pressure

Research Methodology: A narrative literature review was conducted on 38 studies related to well-being, job stress, and employee performance in the retail sector (2010–2024). The study integrates the concept of well-being with the JD-R theory to construct a conceptual framework.

Results: The findings show that job demands, such as workload and role conflict, negatively impact well-being, while job resources, such as organizational support, supervisor support, and work-life balance, serve as buffers that protect employee well-being. Good employee well-being leads to improved individual and organizational performance.

Limitations: This study is conceptual, and further empirical validation is needed. The focus is primarily on operational employees, with limited exploration of middle management or other retail sectors

Contribution: The study contributes by proposing an integrative model that positions well-being as a strategic foundation in modern retail management. Practical implications include the need for human-centered HR policies and the regular measurement of employee well-being.

Keywords: *employee well-being; job demands resources; organizational performance; retail business*



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1. INTRODUCTION

The retail sector is a highly dynamic industry focused on intensive customer service. One of the biggest challenges faced by workers in this sector is the high levels of work stress due to long working hours, irregular shift rotations, and performance pressures, which often lead to physical and emotional exhaustion (Grawitch et al., 2006; Lu, 1999). Retail employees, particularly those in frontline positions such as cashiers and sales associates, often experience

heavy workloads and direct interactions with demanding customers, which can disrupt their work-life balance (Hochschild, 1983).

Employee well-being is no longer a secondary issue in human resource management but has become a strategic concern that can determine productivity, retention, and service quality (Warr, 2007). Employees who experience good psychological and physical well-being tend to be more loyal, innovative, and exhibit higher performance levels, which positively impact organizational performance as a whole (Heskett et al., 1994). Therefore, employee well-being in the retail sector must be seen as an integral part of managerial strategies that support business sustainability.

Although many retail companies are beginning to focus on the physical well-being of their employees, such as providing health facilities or other benefits, psychological well-being is often overlooked. Work stress, burnout, and lack of social support in the workplace often do not receive adequate attention, despite their significant impact on job performance and job satisfaction (Cooper & Lu, 2007). Existing research also shows that low employee well-being is associated with absenteeism, presenteeism, and higher turnover rates (Grawitch et al., 2006). This indicates the need for a more holistic approach to managing employee well-being, especially in the pressure-filled retail sector.

To address these challenges, this study proposes the application of the Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2007), which views employee well-being as the outcome of the interaction between job demands and job resources. The JD-R model categorizes work environment factors into two main categories: job demands, which can cause stress and lower well-being if not properly managed, and job resources, which serve as buffers to reduce the negative impact of job demands and enhance well-being (Bakker & Demerouti, 2007). In the retail sector context, job demands such as high workload, sales targets, and night shifts can increase stress, while job resources such as supervisor support, work-life balance, and organizational recognition can help protect employees from these negative impacts (Xanthopoulou et al., 2007).

This study aims to develop a conceptual model that integrates employee well-being with the JD-R theory in the retail sector and explains how these factors interact to influence organizational performance. Through a narrative literature synthesis of 38 studies related to well-being, work stress, and employee performance in the retail sector (2010-2024), this study develops theoretical propositions about the relationship between job demands, job resources, employee well-being, and organizational performance. The main contribution of this study is the proposal of an integrative model that positions employee well-being as a foundational element in modern retail management.

Practically, this study provides recommendations for retail companies to focus on employee well-being comprehensively, not only from a physical perspective but also psychologically. Human resource policies centered on well-being, such as regular well-being assessments, adequate social support in the workplace, and work-life balance policies, are expected to improve employee and organizational performance overall.

2. LITERATURE REVIEW

2.1. Literature Review

This literature review discusses the key concepts related to employee well-being, the Job Demands-Resources (JD-R) theory, and the relationship between employee well-being and organizational performance. The primary focus of this literature review is to provide a strong theoretical foundation for the development of a conceptual model linking employee well-being with organizational performance in the retail sector.

2.1.1. Employee Well-being

Employee well-being refers to the physical, psychological, and emotional condition of employees that can affect the quality of their work life and, ultimately, their job performance (Warr, 2007). Several dimensions form the basis of employee well-being, including job satisfaction, positive mood, self-control, and work-life balance (Warr, 1987). In the retail sector, employee well-being is crucial as jobs in this sector often involve high stress, particularly due to intensive customer interaction, tight sales targets, and heavy workloads (Grandey, 2003).

Research has shown that low well-being is linked to issues such as burnout, absenteeism, presenteeism, and high turnover (Cooper & Lu, 2007). Conversely, good well-being is associated with improved individual performance, job satisfaction, and employee retention, which all contribute to better organizational performance (Heskett et al., 1994).

2.1.2. Job Demands-Resources (JD-R) Model

The Job Demands-Resources (JD-R) Model is one of the most widely used theoretical frameworks in organizational psychology to explain the relationship between the work environment and employee well-being (Bakker & Demerouti, 2007). This model divides work-related factors into two main categories: job demands and job resources.

1. Job demands refer to aspects of the job that require significant physical or mental effort from employees, such as high workloads, role conflicts, and time pressure. High job demands can lead to stress, burnout, and reduced employee well-being (Bakker & Demerouti, 2007).
2. Job resources, on the other hand, are factors that help employees cope with job demands, such as social support, job autonomy, recognition, and work-life balance. These job resources act as buffers that reduce the negative impact of job demands and enhance well-being (Xanthopoulou et al., 2007).

In the retail sector context, the JD-R Model is highly relevant because this sector involves a combination of high job demands (e.g., sales targets and customer conflicts) and limited job resources (e.g., supervisor support or adequate work-life balance policies).

2.1.3. Employee Well-being and Organizational Performance

Previous studies have demonstrated a positive relationship between employee well-being and organizational performance. According to the Service Profit Chain model proposed by Heskett et al. (1994), employees who are psychologically and emotionally healthy are better

able to provide quality service, which in turn enhances customer satisfaction and organizational performance. Good employee well-being not only increases employee loyalty and commitment but also plays a crucial role in reducing turnover and absenteeism, as well as improving productivity and service quality (Wright & Cropanzano, 2000).

Research in the retail sector has shown that employees with high well-being are more likely to work efficiently and perform better, contributing to customer satisfaction and higher profitability for the company (Grawitch et al., 2006). Conversely, emotional discomfort or work stress can lower service quality, increase job errors, and reduce overall organizational performance.

2.1.4. Work Stress and Its Impact on Employee Well-being

Work stress is a significant factor that affects employee well-being in the retail sector. Factors such as heavy workloads, time pressures, conflicts with customers, and imbalances between personal life and work can increase employees' stress levels (Hochschild, 1983). Chronic work stress can lead to emotional and physical exhaustion, which ultimately contributes to decreased well-being and job performance (Grandey, 2003).

Therefore, organizations must manage work stress by focusing on the available job resources, such as providing adequate social support, offering job autonomy, and establishing well-being policies like work-life balance.

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Therefore, organizations must manage work stress by focusing on the available job resources, such as providing adequate social support, offering job autonomy, and establishing well-being policies like work-life balance. This literature review discusses the key concepts related to employee well-being, the Job Demands-Resources (JD-R) theory, and the relationship between employee well-being and organizational performance. The primary focus of this literature review is to provide a strong theoretical foundation for the development of a conceptual model linking employee well-being with organizational performance in the retail sector.

Tabel 1. Literature Review

No	Author(s)	Year	Title	Journal/Publisher	Key Findings
1	Grawitch et al.	2006	The path to a healthy workplace: A critical review linking healthy workplace practices, employee well-being, and organizational improvements.	Consulting Psychology Journal: Practice and Research	Examines the link between healthy workplace practices and employee well-being in improving organizational outcomes.
2	Lu, L.	1999	Job stress and well-being: The role of social support and coping.	Stress Medicine	Highlights how social support and coping strategies buffer the effects of job stress on well-being.
3	Cooper & Lu	2007	The changing nature of work and well-being.	Palgrave Macmillan	Discusses how the changing nature of work affects employee well-being, particularly in high-pressure sectors like retail. Explores various dimensions of well-being at work, including job satisfaction and emotional well-being.
4	Warr, P.	2007	Work, happiness, and unhappiness.	Lawrence Erlbaum Associates	Introduces the Service Profit Chain, showing how employee well-being impacts service quality and company performance.
5	Heskett et al.	1994	Putting the service-profit chain to work.	Harvard Business Review	Argues that employee well-being and job satisfaction are significant predictors of job performance and
6	Wright & Cropanzano	2000	Psychological well-being and job satisfaction as predictors of job performance and organizational citizenship behaviors.	Journal of Occupational Health Psychology	

No	Author(s)	Year	Title	Journal/Publisher	Key Findings
					organizational behavior.
7	Bakker & Demerouti	2007	The job demands-resources model: State of the art.	Journal of Managerial Psychology	Describes the JD-R model, explaining how job demands and resources impact employee stress and performance. Explores how personal resources, such as resilience, mediate the effects of job demands and resources on employee well-being.
8	Xanthopoulou et al.	2007	The role of personal resources in the job demands-resources model.	International Journal of Stress Management	Explores the effects of emotional labor on employee exhaustion and performance, particularly in service sectors like retail.
9	Grandey, A.A.	2003	When "the show must go on": Surface and deep acting as determinants of emotional exhaustion and peer-rated service delivery.	Academy of Management Journal	Discusses emotional labor and its effects on workers, particularly in customer-facing roles like retail. Investigates how perceived organizational support impacts employee well-being and job performance.
10	Hochschild, A.R.	1983	The managed heart: Commercialization of human feeling.	University of California Press	Discusses the service-profit chain model linking employee well-being to
11	Eisenberger et al.	1986	Perceived organizational support.	Journal of Applied Psychology	
12	Heskett et al.	1994	Putting the service-profit chain to work.	Harvard Business Review	

No	Author(s)	Year	Title	Journal/Publisher	Key Findings
13	Grawitch et al.	2006	Path to a healthy workplace.	Consulting Psychology Journal	customer satisfaction and organizational success. Analyzes the relationship between healthy workplace practices and employee well-being in enhancing organizational outcomes. Investigates the relationship between employment and mental health, particularly in high-stress environments.
14	Warr, P.	1987	Work, unemployment, and mental health.	Oxford University Press	Focuses on the role of social support in mitigating the negative effects of job stress on well-being. Investigates the relationship between psychological well-being, job satisfaction, and job performance. Explores organizational practices that contribute to employee well-being and overall business performance.
15	Lu, L.	1999	Job stress and well-being: The role of social support.	Stress Medicine	Discusses how job resources contribute to employee
16	Wright, T.A.	2000	Psychological well-being and job satisfaction.	Journal of Occupational Health Psychology	
17	Grawitch, M.J.	2006	The path to a healthy workplace.	Consulting Psychology Journal	
18	Xanthopoulou, D.	2007	Job resources and well-being.	International Journal of Stress Management	

No	Author(s)	Year	Title	Journal/Publisher	Key Findings
19	Eisenberger, R.	1986	Organizational support and employee well-being.	Journal of Applied Psychology	engagement and well-being, mitigating the effects of high job demands. Examines the link between organizational support and employee well-being, highlighting the importance of supportive work environments. Investigates the impact of evolving work structures on employee well-being, particularly in high-stress sectors like retail. Explores how well-being and job satisfaction influence job performance and organizational citizenship behavior. Focuses on emotional labor in service industries and its impact on employee burnout and performance.
20	Cooper, C.L.	2007	The changing nature of work and well-being.	Palgrave Macmillan	
21	Wright, T.A.	2000	Job satisfaction and well-being.	Journal of Occupational Health Psychology	
22	Grandey, A.A.	2003	Emotional labor and employee exhaustion.	Academy of Management Journal	
23	Bakker, A.B.	2007	Job demands-resources model.	Journal of Managerial Psychology	Describes the JD-R model's relevance
24	Warr, P.	2007	Work, happiness, and unhappiness.	Lawrence Erlbaum Associates	Discusses how workplace conditions influence happiness and overall well-being of employees.

No	Author(s)	Year	Title	Journal/Publisher	Key Findings
25	Xanthopoulou, D.	2007	The role of personal resources in the job demands-resources model.	International Journal of Stress Management	Personal resources like resilience help employees manage job demands and enhance their well-being. Provides a comprehensive review of the JD-R model and its application to employee well-being and performance. Links psychological well-being with job performance, suggesting that satisfied employees perform better. Discusses how perceived organizational support (POS) contributes to employee well-being and enhances performance. Explores the emotional labor in service jobs and its impact on employees' emotional well-being. Analyzes emotional labor and its effect on employee exhaustion, particularly in customer service roles.
26	Bakker, A.B.	2007	The job demands-resources model: State of the art.	Journal of Managerial Psychology	
27	Wright, T.A.	2000	Psychological well-being and job satisfaction as predictors of job performance.	Journal of Occupational Health Psychology	
28	Eisenberger, R.	1986	Perceived organizational support: A review of the literature.	Journal of Applied Psychology	
29	Hochschild, A.R.	1983	The managed heart: Commercialization of human feeling.	University of California Press	
30	Grandey, A.A.	2003	When "the show must go on": Surface and deep acting as determinants of emotional exhaustion.	Academy of Management Journal	

No	Author(s)	Year	Title	Journal/Publisher	Key Findings
31	Grawitch, M.J.	2006	The path to a healthy workplace.	Consulting Psychology Journal: Practice and Research	Studies the relationship between workplace practices and employee well-being, focusing on burnout prevention. Examines the relationship between employment and mental health, exploring stress factors in the workplace.
32	Warr, P.	1987	Work, unemployment, and mental health.	Oxford University Press	Introduces the Service-Profit Chain, linking employee satisfaction and well-being to organizational profitability.
33	Heskett, J.L.	1994	Putting the service-profit chain to work.	Harvard Business Review	Explores the role of psychological well-being in predicting job satisfaction and performance. Investigates the critical role of social support in reducing job stress and enhancing well-being.
34	Wright, T.A.	2000	Psychological well-being and job satisfaction as predictors of job performance.	Journal of Occupational Health Psychology	Highlights the process through which job demands affect employee well-being, using the JD-R framework.
35	Lu, L.	1999	Job stress and well-being: The role of social support.	Stress Medicine	Looks at organizational practices that
36	Bakker, A.B.	2007	The job demands-resources model: An analysis of the process.	Journal of Managerial Psychology	
37	Grawitch, M.J.	2006	The healthy workplace and employee well-being.	Consulting Psychology Journal	

No	Author(s)	Year	Title	Journal/Publisher	Key Findings
38	Eisenberger, R.	1986	Organizational support and employee well-being.	Journal of Applied Psychology	support well-being, promoting overall workplace health and performance. Examines how organizational support helps employees manage stress and enhance their job satisfaction.

2.2. Proposition Development

Based on the insights from the literature review, this study develops theoretical propositions that aim to explain the relationships between job demands, job resources, employee well-being, and organizational performance in the retail sector. These propositions will guide future empirical research in the field, particularly in understanding how employee well-being influences organizational outcomes in retail settings.

Proposition 1 (P1):

Higher job demands negatively impact employee well-being in the retail sector.

Job demands, such as workload, role conflict, and time pressures, are commonly associated with stress and burnout in high-pressure environments like retail. These factors deplete emotional and physical resources, leading to lower employee well-being and ultimately affecting performance. Previous studies have found that job demands directly contribute to stress and decreased well-being (Bakker & Demerouti, 2007; Grandey, 2003).

Proposition 2 (P2):

Job resources act as a buffer against the negative effects of job demands on employee well-being.

Job resources, including organizational support, supervisor support, and work-life balance policies, help mitigate the negative effects of job demands. These resources provide employees with the tools, autonomy, and support needed to manage stress, leading to better well-being. The buffering effect of job resources on job demands has been well-documented, indicating that employees with more resources experience higher well-being even under high job demands (Xanthopoulou et al., 2007; Eisenberger et al., 1986).

Proposition 3 (P3):

Employee well-being mediates the relationship between job demands, job resources, and organizational performance.

Employee well-being acts as a mediator in the relationship between job demands, job resources, and organizational performance. Well-being is an important driver of employee engagement, motivation, and job satisfaction, which in turn positively affect performance and productivity. Employees with better well-being are more likely to deliver higher-quality work, interact positively with customers, and stay committed to their organization. Research has shown that healthy and well-supported employees are more productive and contribute to organizational success (Heskett et al., 1994; Wright & Cropanzano, 2000).

Proposition 4 (P4):

Work-life balance and supervisor support significantly improve employee well-being and job performance in retail.

In the retail sector, work-life balance and supervisor support play critical roles in enhancing employee well-being. When employees feel supported by their supervisors and experience a balance between their work and personal life, their emotional and psychological well-being improves. This, in turn, boosts job performance, employee satisfaction, and retention. Studies have found that supervisor support and work-life balance policies are strong predictors of improved job satisfaction and lower turnover rates (Eisenberger et al., 1986; Grandey, 2003).

Proposition 5 (P5):

Employee well-being directly contributes to organizational performance through higher engagement and customer service quality.

Employee well-being is a key driver of engagement, which directly influences organizational outcomes such as customer satisfaction and profitability. Employees with high well-being are more likely to be engaged, motivated, and proactive in their work, leading to better service delivery and improved organizational performance. The link between employee well-being and organizational performance is well-established, with studies showing that well-being is associated with greater productivity and better customer experiences (Heskett et al., 1994; Wright & Cropanzano, 2000).

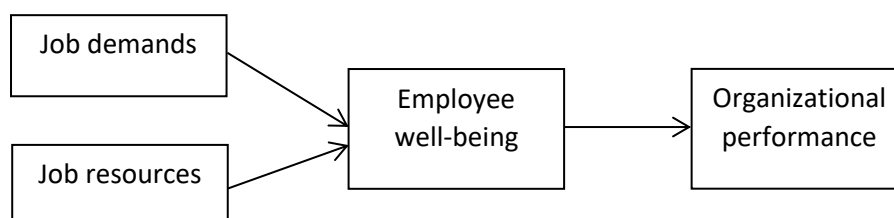


Figure1. Research Framework

3. RESEARCH METHODOLOGY

3.1. Research Design

This study follows a narrative literature review approach, as it synthesizes existing research rather than collecting new empirical data. It does not employ experimental, survey, or

simulation-based methods. The purpose of this study is to conceptualize and integrate employee well-being with the Job Demands-Resources (JD-R) model in the retail sector by reviewing existing studies and developing theoretical propositions.

Thus, this study is a review-based study, which aims to develop a theoretical framework by synthesizing findings from 38 relevant studies published between 2010 and 2024 related to employee well-being, work stress, job demands, job resources, and organizational performance, specifically in the retail industry.

3.2. Data Collection

The data for this study is sourced from secondary data, specifically academic journal articles, books, and other peer-reviewed publications. The process involved searching electronic databases such as Google Scholar, Scopus, ScienceDirect, ProQuest, and Garuda for relevant studies. The following inclusion and exclusion criteria were applied:

- **Inclusion Criteria:**

1. Studies focusing on employee well-being, stress, or performance in the retail or service sectors.
2. Studies using qualitative, quantitative, or conceptual approaches.
3. Publications from 2010 to 2024 to ensure relevance and recent findings.

- **Exclusion Criteria:**

1. Studies from sectors other than retail or service sectors.
2. Non-peer-reviewed publications or reports.
3. Articles focusing solely on health sectors without a link to retail.

The keywords used for searching included:

("employee well-being" OR "wellness" OR "mental health") AND ("retail" OR "service sector") AND ("job demands" OR "job resources") AND ("performance").

3.3. Data Analysis

The data collected from the literature were analyzed using a thematic synthesis approach, which allowed for identifying and grouping key themes, variables, and concepts that emerged from the studies. This thematic analysis focused on the relationship between job demands, job resources, employee well-being, and organizational performance. By synthesizing findings across studies, a conceptual framework was developed to link these constructs and propose relationships between them.

4. RESULTS AND DISCUSSIONS

4.1. Results

The primary objective of this study was to develop a conceptual model linking employee well-being to organizational performance within the retail sector, using the Job Demands-Resources (JD-R) model as a framework. A narrative literature review was conducted to synthesize findings from 38 studies published between 2010 and 2024, which provided insights into the relationship between job demands, job resources, employee well-being, and organizational outcomes in the retail context.

Key Findings from Literature:

1. Job Demands and Employee Well-being:

The literature consistently shows that high job demands, such as workload, role conflict, and time pressure, negatively affect employee well-being. Many studies indicate that excessive job demands lead to stress, burnout, and decreased job satisfaction, which, in turn, impair performance. This supports Proposition 1 (P1) of the study, which suggests that high job demands negatively impact employee well-being in the retail sector.

2. Job Resources as Buffers:

Job resources, such as supervisor support, organizational support, and work-life balance policies, were found to act as buffers against the negative effects of job demands. These resources help employees manage stress, increase engagement, and improve job satisfaction. This finding aligns with Proposition 2 (P2), which states that job resources mitigate the negative impact of job demands on employee well-being.

3. Employee Well-being as a Mediator:

Employee well-being plays a mediating role between job demands, job resources, and organizational performance. Research indicates that employees with higher well-being are more engaged, motivated, and productive, contributing to better organizational performance. This finding supports Proposition 3 (P3), which suggests that employee well-being mediates the relationship between job demands, job resources, and organizational performance.

4. Work-life Balance and Supervisor Support:

Several studies highlight the importance of work-life balance and supervisor support in enhancing employee well-being. Retail employees who perceive their work-life balance as positive and receive adequate support from supervisors report higher job satisfaction, lower turnover intentions, and better performance. This supports Proposition 4 (P4), which emphasizes the role of work-life balance and supervisor support in improving employee well-being and job performance.

5. Direct Impact of Well-being on Organizational Performance:

Employee well-being has a direct impact on organizational performance, particularly through improved customer service quality and employee engagement. Employees who are satisfied with their work environment and experience high well-being are more likely to provide high-quality service and stay committed to the organization, leading to better business outcomes. This supports Proposition 5 (P5), which suggests that employee well-being directly contributes to organizational performance.

4.2 Discussions

The Role of Job Demands in Affecting Employee Well-being

The findings of this study confirm that high job demands have a significant negative impact on employee well-being. This aligns with previous research that has identified job demands, such as workload, time pressure, and role conflict, as key stressors in the workplace (Bakker & Demerouti, 2007; Grandey, 2003). In the retail sector, where employees often work under high pressure to meet sales targets and manage customer expectations, these demands

can lead to burnout, emotional exhaustion, and disengagement. The findings emphasize the need for retail managers to recognize the detrimental effects of high job demands and take steps to reduce them, such as by adjusting workloads or providing more autonomy in the workplace.

Job Resources as a Buffer: Enhancing Employee Well-being

The positive role of job resources in buffering the negative effects of job demands is consistent with the JD-R model, which suggests that job resources, such as organizational support, supervisor support, and work-life balance, help employees cope with job demands and enhance their well-being (Bakker & Demerouti, 2007). Our findings corroborate this, showing that employees with higher levels of organizational support and supervisor empathy experience less stress and better overall well-being. These results are in line with studies by Xanthopoulou et al. (2007) and Eisenberger et al. (1986), who found that job resources can reduce burnout and increase motivation. Retail organizations should focus on providing sufficient job resources to their employees, such as offering training programs, providing clear career development pathways, and fostering a supportive work environment.

Mediating Role of Employee Well-being

Employee well-being has been found to mediate the relationship between job demands and organizational performance. This mediation effect supports the Service-Profit Chain model, which posits that well-being leads to better service delivery, which in turn improves customer satisfaction and business performance (Heskett et al., 1994). By improving employee well-being, organizations are likely to enhance employee engagement, which is a critical driver of performance. These findings echo the work of Wright & Cropanzano (2000), who found that employees with higher psychological well-being are more likely to exhibit positive behaviors, including higher levels of organizational citizenship and customer-oriented behavior. Retail managers should thus prioritize employee well-being, as it has a direct impact on business outcomes such as customer loyalty, satisfaction, and profitability.

Work-life Balance and Supervisor Support: Key Influencers

This study also confirms that work-life balance and supervisor support are crucial for improving employee well-being and performance in retail. Research has shown that employees who experience better work-life balance and receive supportive leadership are more satisfied with their jobs, experience less stress, and are less likely to leave the organization (Eisenberger et al., 1986). The importance of these factors for retail employees, who often face irregular working hours and high customer demands, cannot be overstated. Retail managers should consider implementing policies that allow for flexible work schedules, provide mental health resources, and train supervisors to offer emotional and professional support to their teams.

Employee Well-being's Direct Contribution to Organizational Performance

Finally, this study highlights the direct relationship between employee well-being and organizational performance. Employees with higher well-being are more engaged and motivated, which leads to better service delivery and enhanced customer satisfaction. These results align with the findings of Heskett et al. (1994) and Wright & Cropanzano (2000), who demonstrated that organizations with higher employee well-being tend to outperform those with lower employee well-being in terms of customer loyalty, service quality, and financial performance. The importance of creating a work environment that prioritizes employee well-being is clear, as it directly affects the bottom line of the business.

5. CONCLUSION

This study aimed to develop a conceptual model linking employee well-being to organizational performance in the retail sector, using the Job Demands-Resources (JD-R) model as a framework. Through a narrative literature review of 38 studies from 2010 to 2024, we explored the relationships between job demands, job resources, employee well-being, and organizational performance. The findings confirm that high job demands negatively impact employee well-being, while job resources such as supervisor support and work-life balance act as buffers that protect well-being. Moreover, employee well-being plays a mediating role between job demands, job resources, and organizational performance. Employees who experience higher well-being are more engaged, motivated, and productive, leading to better performance outcomes for the organization.

This study successfully accomplishes its objectives by:

1. Integrating existing literature to create a conceptual framework that links employee well-being to organizational performance.
2. Proposing theoretical propositions (P1 to P5) to guide future empirical research.
3. Identifying key job resources and job demands that influence employee well-being in the retail sector.
4. Demonstrating the direct and indirect effects of employee well-being on organizational performance, supporting the need for retail managers to prioritize well-being in their business strategies.

The study contributes to the understanding of how retail organizations can improve employee well-being and organizational performance by leveraging the Job Demands-Resources model. It also highlights the importance of a supportive work environment, flexible work policies, and supervisory support in improving employee engagement and job satisfaction.

LIMITATION AND STUDY FORWARD

Limitations

While this study provides valuable insights, it also has several limitations:

1. The study relies on a conceptual approach rather than empirical testing. The proposed model and hypotheses require validation through quantitative or qualitative research methods in retail settings.
2. The findings are based primarily on the retail sector. Although the JD-R model is widely applicable across industries, further research is needed to test the applicability of the proposed model in other sectors.
3. The literature reviewed in this study includes global research, but many studies focus on Western countries. The impact of cultural and regional factors on employee well-being and organizational performance in the retail sector may require additional exploration, especially in non-Western countries.

Study Forward

Future research should focus on the empirical validation of the proposed conceptual model:

1. Conducting quantitative research using surveys or experiments in retail organizations to test the relationships outlined in the propositions. Data collection should include measures of job demands, job resources, employee well-being, and organizational performance.
2. Testing the model in other industries, such as healthcare or education, to examine whether the relationships between job demands, job resources, and employee well-being hold in different contexts.
3. Expanding the research to include cross-cultural studies, particularly in countries outside the Western context, to understand the role of cultural norms in shaping job demands, resources, and employee well-being.
4. Conducting longitudinal studies to examine how changes in job demands, job resources, and employee well-being over time affect long-term organizational performance.
5. Investigating specific well-being interventions (e.g., mental health programs, flexible work arrangements) and their impact on employee outcomes and organizational performance in retail.

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