

Psychological Well-being and Employee Performance: Work Engagement as a Mediating Mechanism among Baristas

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Received: July 7, 2026; **Revised:** September 27, 2026; **Accepted:** Oktober 15, 2026

Abstract: The study examines the connection between psychological well being and performance of employees in baristas and whether work engagement is a motivational mechanism that links the two. Relying on the Job Demands-Resources (JD-R) model, psychological well-being is addressed as an individual resource that can underpin the prolonged energy levels, commitment, and successful frontline performance. The population used in the study was a purposive sample of 257 baristas who work in coffee shops located in East Java, Indonesia where a minimum work-experience of three months was set. Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS and 5,000 bootstrap subsamples were used to analyze the proposed relationships. The existing model demonstrates the positive and statistically significant correlation between psychological well-being and employee performance ($\beta = 0.277$, $p < 0.001$), psychological well-being and work engagement ($\beta = 0.511$, $p < 0.001$), and work engagement and employee performance ($\beta = 0.435$, $p < 0.001$). The other significant path, which brings to the employee performance through work engagement and the final outcome of psychological well-being is also important ($\beta = 0.222$, $p < 0.001$). These results show that psychological well-being is connected with the frontline performance directly, as well as indirectly by the active motivation involvement of employees in service work. The study provides contextual information to the barista workforce and focuses on work engagement as the means through which psychological resources may be turned into more reliable front stage performance. This can be facilitated by the managers of coffee-shops who can be involved in practices that ensure protection of well-being and keep the employees engaged.

Keywords: Baristas; Employee Performance; Job Demands-Resources; Psychological Well-being; Work Engagement

How to Cite: Fayyaza, F., & Husain, M. (2026). Psychological Well-being and Employee Performance: Work Engagement as a Mediating Mechanism among Baristas. *Journal of Economic Education and Entrepreneurship Studies*, 7(5), 270–286. <https://doi.org/10.62794/je3s.v7i5.520>
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INTRODUCTION

Indonesia is not an exception, producing the great volumes of coffee, which is an important branch of its agriculture, and expanding consumer service sector. Coffee in Indonesia has been trending positively in its productivity in the recent years. To show that

the productivity increased 789 kg/ha in the year 2023 and 833 kg/ha in the year 2024 and that the productivity will jump to 846 kg/h per hectare in the year 2025, the Directorate General of Estates revealed the preliminary figures of the Directorate General of Estates (2025). Indonesia, nevertheless, still seems to be struggling with severe productivity disparities in comparison to the major coffee-producing countries in the world. The harmonized global dataset figures indicate that Indonesian coffee crop would yield in 2024 just 524 kg/ha compared to Vietnam (2,766 kg/ha) and Brazil (2,169 kg/ha). (Syofya et al., 2026). Agricultural productivity is not the only feature of competitiveness, but good processing, provision as well as consumer satisfaction of coffee products are also contributors to good performance of the entire coffee value chain. As customers-oriented service firms consume more coffee, the human element of coffee industry turns to be a variable that is as crucial in organizational competitiveness.

Coffee is one of the most significant agricultural products in Indonesia, which leads to the development of the economy through inputs into the production process, trade relations, and the emerging domestic market (Asmal et al., 2022; Purwanto et al., 2023; Wardhiani et al., 2023). The country has a high ranking in the global coffee market, consistently being one of the four or five biggest producers in the global market and exporting between 5-8 percent of the global production (Afrianto et al., 2024; Rahmah et al., 2022). Besides adding to the agricultural income, the coffee industry generates job opportunities and value to the economy through processing coffee products and services that relate to coffee (International Coffee Organization (ICO), 2024). The domestic market has also experienced impressive growth as it is fuelled by increasing demand. In 2020, the local coffee consumption had grown to around 288,360 metric tons, which formed 37.8% of the overall production in the country (Ashardiono et al., 2024). The rapid expansion of coffee shop chains has further fuelled this trend and has been increasing at an average of 15-20% per year (Nesta, 2025). This has witnessed the rise of coffee shops as a key element of downstream coffee industry in Indonesia that has seen the rise of domestic consumption which has resulted in the shift towards a more service oriented coffee industry.

The expansion of the coffee shop sphere changed coffee consumption into a service sphere that is growing and helps to generate employment and entrepreneurship on a local basis (Al Shammre, 2024; Jan et al., 2024). They are not only selling drinks, but also social and business centres, the best of the competitive advantage is the quality of service and experience (Ge et al., 2021; Nosi et al., 2026). Employees, particularly baristas, are significant organizational resources as their service delivery affects the customer perception based on the trustworthiness of the offered products and service delivery, effective communication and interaction with customers (Kwame Opoku et al., 2023; Vu et al., 2025). Nonetheless, an increase in competition in the coffee shop industry has increased the pressure on baristas to ensure a consistent and productive working performance (Demerouti et al., 2023; Miao et al., 2021). Being the first point of contact, baristas must cope with various job requirements simultaneously such as day-to-day operation, consistency of drinks, response to customer requests, and face-to-face communication (Lin et al., 2022; Nguyen et al., 2024; Pienaar et al., 2026). Such requirements imply that employees must have sufficient mental and emotional resources to remain productive, flexible, and robust to face the challenges in the workplace (Bakker et al., 2024; Demerouti, 2025). Consequently, employee performance in the service industry turns out to be one of the key predictors influencing the service sector because

it directly impacts the level of service quality, customer satisfaction, and the sustainability of the company in the long term (Agus Triansyah et al., 2023; Vuong et al., 2022).

The Job Demands-Resources (JD-R) model suggests that employee performance is the primary mechanism of action that guides company-specific resources and motivating mechanisms towards the overall organizational success (Bakker et al., 2017). Instead of a goal-oriented and focused measure, performance implies non-goal-oriented contextual behaviors and the ability to adapt to the altered work conditions besides the achievement of the tasks (Krijgsheld et al., 2022; Pradhan et al., 2017; Yoo et al., 2021). This general perspective is particularly applicable to frontline baristas and those who have to manage the preparation of drinks accurately, the unique customer experience, and the needs of the hectic service environment (Jo et al., 2023; Luo et al., 2021; Yu et al., 2024). Although a strategic concept, service performance is typically represented in the studies as an undifferentiated construct without taking into account the influence of each of these actions of operation in the creation of a competitive edge in the specific retailing environment (Jin et al., 2025; Jo et al., 2023). The present study mitigates this gap and brings the use of the JD-R model to the coffee shop industry and the significance of employee performance as a critical psychological and behavioral pathway that promotes service quality (Bakker et al., 2024; Demerouti et al., 2023). Practically, these lessons can be converted into actionable management recommendations to make the best use of resources, enhance frontline service delivery, and offer organizational stability in the long term (Demerouti et al., 2023; Vuong et al., 2022). Nevertheless, a more significant attention should be paid to the positive psychological performance of the employees, especially customer service workers. The barista occupation is often tiring physically and emotionally, has emotional labor requirements, and demands interpersonal acuity and time constraints (Grimmond et al., 2024; Tran et al., 2025). Such working conditions imply that technical skills might not be the sole reason behind the disparities in the output of workers. It is also through the psychological resources that workers can thrive and be productive in the face of daily stressors at work (Demerouti, 2025; Galanakis, 2026). On that note, Psychological Well-being is deployed as a potentially significant but yet to be studied in detail predictor of the performance of employees.

Besides technical skills, frontline baristas should possess a complex of psychological abilities to cope with the emotional features of the job, which is predetermined by time shortage and constant contact with customers (Grimmond et al., 2024; Tran et al., 2025). Positive mental functioning in a number of central dimensions, such as independence, being in charge of the environment one lives in, personal development, meaningful relationships with others, a sense of direction and self-acceptance are the defining characteristics of psychological well-being, which enables employees to cope with challenges in their work in a fruitful manner (Ryff, 1989). However, meta-analytical data tell us that the correlation between well-being and job performance is not that easy, not a simple, uniform action (Gutiérrez et al., 2020). This intricacy implies that having positive emotions does not necessarily mean employees will channel their mental energy into their work tasks. The state of work engagement is a fulfilling state of energy, dedication as well as complete absorption using the JD-R model; it is the focal point in creating ties to motivation (Schaufeli et al., 2002). An essential personal asset such as psychological well-being improves the ability of employees to participate in their work tasks at the most profound level, and another impact of this phenomenon is the increased rate of performance in the core work, encouraging

voluntary extra-role actions, and decreasing the rates of absenteeism (Corbeanu et al., 2023; Neuber et al., 2022).

Although the research body on the topic of employee well-being, work engagement, and performance constantly grows, there has been little focus on the interplay between these elements among frontline baristas in the coffee shop industry. Baristas must deal with customers, time constraints, varying operational needs and yet give customers sufficient service. The paper therefore concentrates on the psychological Well-being and its influence on the Employee Performance with Work Engagement as the mediating factor. The proposed model elucidates the notion of psychological well-being as a personal resource that builds up work engagement, which then improves the performance of employees. This paper adds to the knowledge of how positive psychological resources can be converted into productive performance and service delivery in a uniform way among baristas.

Literature Review & Hypothesis Development

Grand Theory Framework

Job Demands-Resources (JD-R) Model

Bakker and Demerouti (2007) Job Demands-Resources (JD-R) model offers a full-fledged theoretical basis to the understanding of the effects of the workplace circumstances on the psychological condition of employees and, thus, their behavior. In this model, there are two basic groups of attributes in every profession: Job demands are those physical, psychological, social or organizational aspects of a job which demand ongoing effort. On the other hand, job resources are those which enable one to achieve the desired goals, minimize stress and minimize risks of burnout and increase employee engagement (Bakker et al., 2007). This model (JD-R) states that two processes contribute to the generation of employee outcomes; energy depletion process and motivation-based process where resources evoke the positive state, e.g., the state of engagement at work and high performance level (Bakker et al., 2017). Subsequent developments of JD-R theory take the concept of resources past the external work-related factors to include personal resources that is, the internal ability of workers to respond to the challenges and maintain successful operations (Xanthopoulou et al., 2007). Current research still validates the applicability of the JD-R theory in explaining The impact of job and personal resources on well-being, engagement, and performance in modern working environments has been highlighted in recent research (Lesener et al., 2019; Rudolph et al., 2021). On its basis, the current study uses JD-R framework as a theoretical approach to test the hypothesis of the role of psychological well-being as a personal resource that can be utilized to positively influence work engagement and, therefore, employee performance.

Psychological Well-being and Employee Performance

The psychological well-being is the optimum mental functioning of a person and self-fulfillment, including such aspects as independence, control over the environment, meaningful relations with other people, personal development, cognition of the sense of direction in life, self-approval (Ryff, 1989; van Dierendonck et al., 2023). The study will rely on the theory of Job Demands-Resources (JD-R) that explains that job demands are sources of energy drainage and psychological expenditure, and job and personal resources allow attaining career outcomes, development, and protection against job

demands (Bakker et al., 2024; Demerouti et al., 2023; Li et al., 2023). Employees with a more positive psychological state would tend to show greater emotional stability, faster recovery in a negative situation, as well as increase their positivity toward work. As a result, they will be capable of executing their core operations efficiently, excelling in their workplace, and delivering high-quality services even during the most demanding circumstances (Ahmed et al., 2026; David et al., 2024; Kundi et al., 2021). Previous studies have indicated that psychological well-being is one of the most important psychological resources available to employees and can be used to help them perform well in various work environment. Higher psychological well-being increases the ability of employees to exhibit emotional stability, better adaptive abilities, and better work behaviors, which increase the capacity to handle workplace stress and improve performance outcomes, especially in the food and beverage industry (Safitri et al., 2026). Furthermore, research on frontline employees in the hospitality industry has found that psychological well-being has been demonstrated to positively impact job performance by enabling workers to stay in positive psychological conditions, cope with service-related stressors and continue to perform their work effectively in customer-oriented work environments (Kim et al., 2022). The identical outcomes were found in respect of Generation Z nurses, and the psychological well-being was found to mediate job performance by assisting employees to continue to perform effectively in demanding service-based jobs (Zafirah et al., 2024). Based on these empirical findings, the level of psychological well-being must directly enhance the performance of employees in the position of baristas commonly subjected to the stress of work, necessity to communicate with customers and emotional labor in service environments. Therefore:

H1: Psychological well-being is positively associated with employee performance among baristas.

Psychological Well-being and Work Engagement

Work engagement is a favorable, rewarding attitude, related to the occupation, which is described as vibrant, devotion and total focus, which is the planned, intentional use of emotional, physical and intellectual resources to work-related duties (Schaufeli et al., 2002). Based on the personal resource theory, positive psychological well-being emerges as one of the primary personal resources that offer the necessary mental stability and psychological resilience employees need to preside over the daily stress-related aspects of work, their high rates of internal motivation, and be engaged and enthusiastic at work (Xanthopoulou et al., 2007). The presence of research on management and work-related literature proves that psychological well-being is a primary, immediate antecedent that triggers engagement in work in different situations in the service field (Neuber et al., 2022). Further, positive mental states enable service workers by enhancing their emotional availability, which highly facilitates employee engagement and, therefore, have a profound effect on other important behavioral outcomes (Pashieri et al., 2023). Adequate well-being services also explicitly support the high rate of energy, devotion and immersion among the frontline workers who had to endure frequent requests of shifts in dynamic working environments (Siswanti et al., 2024). A good psychological health would allow the baristas to possess personal reserves to stay in full concentration, be warm in their dealings with the customers, to be able to take the huge numbers of orders and demonstrate a lasting enthusiasm even in the most demanding working hours. Therefore:

H2: Psychological well-being is positively associated with work engagement among baristas.

Work Engagement and Employee Performance

Work engagement and job performance have been critically researched in the context of occupation health psychology as well as organizational behavior. Employees who report good levels of energy and satisfaction are always seen to easily transfer their enthusiasm, commitment and concentration to high level of service delivery. According to the behavioral engagement theory, engaged frontline workers are more inclined to be physically active, fewer errors in their work, demonstrate stamina at the workplace, and willingness to undertake additional activities such as voluntary and discretionary, on top of their routine duties (Biekowska et al., 2020). A significant number of empirical studies carried in various industries consistently validates this good relationship. As an example, a systematic review of 174 individual organizational studies has shown that work engagement positively directly and powerfully affects central job activities and optional contextual behavior (Corbeanu et al., 2023). Furthermore, the topical study which focuses on the frontline workers, demonstrated that the work engagement directly enhances the overall performance indicators (Az'zahra et al., 2026). It was also established that high involvement plays a key role in improving the speed of task completion and active involvement in service environments (Nurmasari et al., 2025). Additionally, systematic reviews of the performance measurement within organizations underline that the engaged frontline staff is a strategic consideration to ensure the overall functioning of service delivery and efficiency within the organization (Vuong et al., 2022). A greater job engagement in the case of baristas who must work in specialty cafes with high-paced work leads to a more responsible approach to drinks preparation, easy and quick tasks, a more stable state of emotions, and never negative interactions with customers. Therefore:

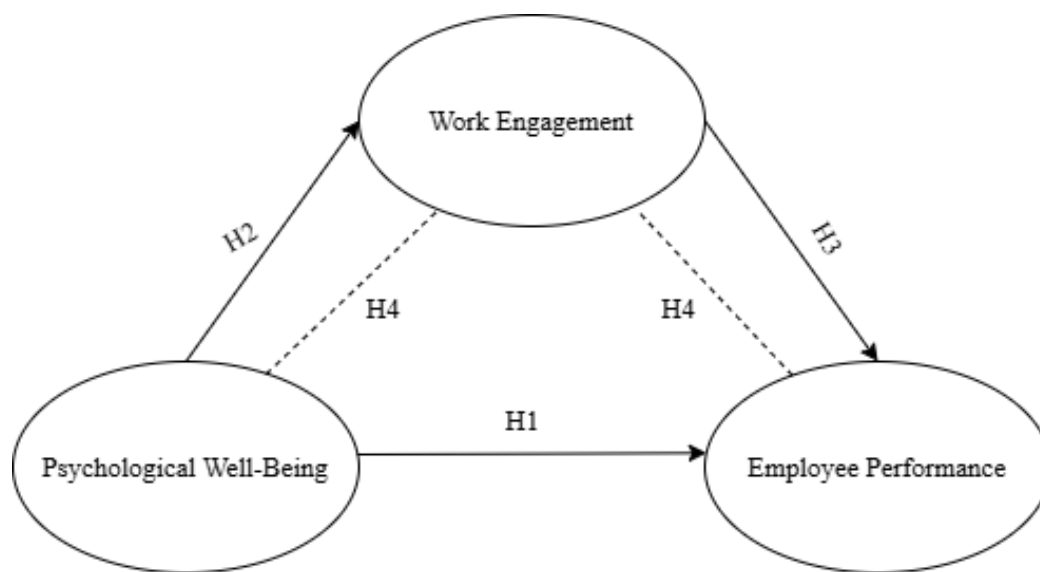
H3: Work engagement is positively associated with employee performance among baristas.

Mediating Role of Work Engagement

According to Job Demands-Resources (JD-R) model, the role of work engagement as a mediator is important to convert internal psychological resources into performance results. Although the state of the mind brings emotional stability and energy banks, based on prior research, positive mental states do not necessarily correlate with performance unless there is a middle range motivational pressure (Pashiera et al., 2023). That is why work engagement must be a mediating process based on which individual well-being is translated into the quantifiable productivity. A strong body of empirical evidence in various service settings has led to the support of this sequential relationship. Work engagement has always been one of the most crucial mediators that ties individual psychological resources with high job performance (Lee et al., 2023; Romi et al., 2026). Moreover, these positive internal states tend to lead to adaptive behavior at work more often, when they are implemented in the form of active engagement programs (Katsaros, 2024; Sabila et al., 2025). Further process-oriented studies affirm that positive psychological states trigger the level of engagement, which consequently shapes the later performance indicators unless it is actively involved in the daily tasks of operation (Faustine et al., 2024) applies to coffee shop baristas since their mental state is not a sure way to provide excellent service delivery, despite the presence of the latter. Therefore:

H4: Work engagement mediates the association between psychological well-being and employee performance among baristas.

Figure 1. Conceptual model of the direct and indirect hypotheses



Source : Authors, 2026. H4 denotes the indirect PWB → WE → EP pathway.

3. Method

3.1 Research Design and Study Area

This study uses a quantitative, cross-sectional research design to evaluate structural associations among psychological well-being, work engagement, and employee performance in the coffee-shop industry. The JD-R model provides the theoretical basis for treating psychological well-being as a personal resource, work engagement as a motivational state, and employee performance as the behavioral outcome. The empirical setting is East Java, Indonesia, where baristas work under high customer turnover, emotional labor, and continuous operational demands.

3.2 Population and Sampling

The target will be active baristas within specialty coffee shops and food-service establishments within East Java, Indonesia. The use of purposive sampling was due to the absence of an official list of active baristas. The pre-specified inclusion criteria included that the participants must be actively working as a barista in East Java, and must have at least three months of work experience. This is because the original analytical file has 257 responses, but the report of the respondent profile shows that the respondent has four cases (1.6%) with a less than three months experience. The four cases do not match the eligibility criterion mentioned and have to be checked against the raw screening records prior to the final sample size and structural estimates being validated.

3.3 Data Collection Procedures

A structured online questionnaire was used to collect the data, which was mailed to major urban centres baristas in East Java. The purpose of the study, anonymity, and confidentiality, and voluntary participation were explained to the respondents. Employment status, location and tenure were checked with the help of the screening

questions. Since the number of cases in the reported profile is less than three months tenure threshold, the database audit must be done finally prior to resubmission. This is followed by the re-estimation of the SmartPLS model with the eligible sample that is valid and the findings are to be added to the final respondent table, the reliability statistics, the path coefficients and the mediation results, on the basis of that audited project.

3.4 Measurement Scale

This paper employed the five-point Likert scale where 1 strongly disagree and 5 strongly agree were the scale used to measure the opinions of the participants on each of the studied variables. Psychological well-being was measured according to the items that were a product of the old Psychological Well-Being scales, six basic domains, namely autonomy, control over the surrounding environment and uninterrupted self-growth positive social relationships, sense of purpose and self-esteem. Work engagement on the other hand was gauged through the items borrowed in the Utrecht Work Engagement Scale which measured the three main components, that is, vitality, dedication and full involvement in ones occupation. Lastly, employee performance was evaluated using the items, which were anchored on the Individual Work Performance Questionnaire and with an incredibly narrow focus of task-specific performance and overall contribution to the workplace. To ensure adaptation of context, all the scale items were translated and pre-tested to adapt them to the context of retail services in Indonesia.

Table 1. Measurement Scale

Construct	Dimensions	Number of Items	Scale Reference
Psychological Well-Being	Autonomy, Environmental Mastery, Personal Growth, Positive Relations, Purpose in Life, Self-Acceptance	6	Psychological Well-Being Scale
Work Engagement	Vigor, Dedication, Absorption	4	Utrecht Work Engagement Scale (UWES)
Employee Performance	Task Performance, Contextual Performance	5	Individual Work Performance Questionnaire (IWPQ)

Source : Author, 2026.

3.5 Data Analysis

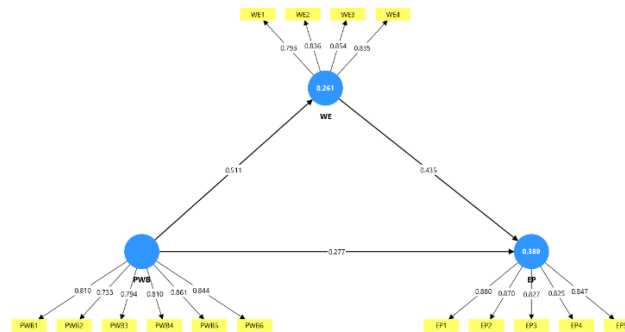
The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS. Measurement-model evaluation considered indicator loadings, Cronbach's alpha, composite reliability, Average Variance Extracted (AVE), the Fornell-Larcker criterion, and the Heterotrait-Monotrait (HTMT) ratio. Structural-model assessment considered path coefficients, t-values, p-values, R^2 , and the indirect effect of psychological well-being on employee performance through work engagement.

Statistical significance was evaluated using 5,000 bootstrap subsamples at the 5% level. The structural analysis tests three direct associations—PWB → EP, PWB → WE, and WE → EP—and the indirect PWB → WE → EP pathway. Because the eligibility audit described above may alter the analytical sample, all reported SmartPLS statistics should be treated as provisional until the four tenure-inconsistent cases have been verified and the model has been re-estimated.

4. Result and Discussion

Result Grapichal Output

Figure 2. Result Grapichal Output



Source : Author, 2026.

Respondent Profile**Table 2.** Respondent Profile

Characteristic	Category	Number Of Respondent	Percentage (%)
Gender	Male	139	54,1 %
	Female	118	45,9 %
Age	>30	4	1,6 %
	26-30 Years	26	10,1 %
	20-25 Years	208	80,9 %
	<20	19	7,4 %
Education	<u>Master's S2</u>	2	0,8 %
	Bachelor's Degree (S1)	49	19,1 %
	Diploma D3/D4	5	1,9 %
	Senior High School	201	78,2 %
Work	< 3 Month	4	1,6 %
Experience	3-6	88	34,2 %
	7-12	95	37 %
	1-2 Years	62	24,1 %
	>2 Years	8	3,1 %
Employment	Full Time	187	72,8 %
Status	Part Time	69	26,8 %
	Daily Worker	1	0,4 %

Source : Author, 2026.

Table 2 shows a summary of the demographic profile of the 257 responses in the present analytical file. The profile has four respondents (1.6) that have less than three months of work experience, which does not agree with the pre-specified eligibility criterion. These would be cases that would have to be verified and in the event that they are unqualified, they would be filtered out before recreating the final descriptive statistics and SmartPLS model. The other profile depicts that sample of baristas is predominantly young (most of the respondents are between the ages of 20 and 25 years old), and they work full-time.

Measurement Model Assessment

Table 3. Loadings, Cronbach's Alpha, CR, and AVE

Construct	Outer Loading	Cronbach's alpha	CR	AVE
		0.894	0.901	0.656
PWB1	0.810			
PWB2	0.733			
PWB3	0.794			
PWB4	0.810			
PWB5	0.861			
PWB6	0.844			
		0.849	0.850	0.688
WE1	0.793			
WE2	0.836			
WE3	0.854			
WE4	0.835			
		0.904	0.906	0.723
EP1	0.880			
EP2	0.870			
EP3	0.827			
EP4	0.825			
EP5	0.847			

Source : Author, 2026.

The presented standardized loadings of about 0.656 in case of Psychological Well-being, about 0.689 in case of Work Engagement, and about 0.723 in case of the Employee Performance allow the values of the AVEs to be replicated. Re-computations of composite reliability with the same loadings provide approximate of 0.919, 0.898 and 0.929 respectively. Such fixed values are internally consistent with the printed loadings, but Table 3 will have to be recreated in the final SmartPLS project when the respondent-eligibility audit is finally completed so that the final analysis sample is reported as the published measurement statistics.

The Fornell-Larcker evaluation criterion, as well as the Heterotrait-Monomethod (HTMT) ratio were employed to assess the discriminant validity as shown in Table 4. It passed the Fornell-Larcker criterion, that is the square root of AVE of each construct was larger than the correlations among the constructs. In addition, the HTMT scores were between 0.551 and 0.656 lower than rigid cutoff of 0.90. Taken together, these findings affirm acceptable amounts of discriminant validity, which reveals that the constructs are distinct empirical dimensions.

Table 4. Discriminant Validity

Construct	Fornell-Larcker criterion			Heterotrait-Monotrait Ratio	
EP	0.85				
PWB	0.499	0.81		0.551	
WE	0.576	0.511	0.83	0.656	0.583

Source : Author, 2026.

Structural Model Assessment

Table 5. R Square

Construct	R-square	R-square adjusted
EP	0.389	0.384
WE	0.261	0.258

Source : Author, 2026.

Table 6. Direct Effect

Direct Effect	Weight	SE	T	P values
PWB -> EI	0.277	0.061	4.569	0.000
PWB -> W	0.511	0.046	11.121	0.000
WE -> EP	0.435	0.059	7.398	0.000

Source : Author, 2026.

In the current model, Psychological Well-being is positively associated with Employee Performance ($\beta = 0.277$, $t = 4.569$, $p < 0.001$) and Work Engagement ($\beta = 0.511$, $t = 11.121$, $p < 0.001$). Employee Performance also has a positive association with Work Engagement ($\beta = 0.435$, $t = 7.398$, $p < 0.001$). These coefficients confirm H1 to H3 in the current analysis file but should be confirmed after the respondent database is audited and the final SmartPLS model reestimated.

Mediation Analysis

The current indirect-effect estimate indicates a positive PWB $\rightarrow$ WE $\rightarrow$ EP pathway ($\beta = 0.222$, $t = 5.932$, $p < 0.001$). This trend is in coherence with work engagement as a mediating variable in which psychological well being is correlated with employee performance. Since the final eligible sample is not verified yet, the conclusion about the mediation needs to be confirmed with the re-estimated bootstrap output of the audited SmartPLS project.

Table 7. Indirect Effect

Indirect Effect	Weight	SE	T	P values
PWB -> WE -> EP	0.222	0.037	5.932	0

Source : Author, 2026.

The latest trend corresponds to the JD-R motivational process where higher levels of psychological well-being are correlated with higher levels of vigor; commitment and engagement and involvement are connected with better

performance. Not only are all three constructs positively correlated, but the contribution is a realistic motivational process where a personal psychological resource is transformed into frontline service behavior among baristas (Lee and Jo, 2023; Pashiera and Budiono, 2023; Safitri and Husain, 2026). This is associative interpretation as it is a cross-sectional study.

Conclusion

The research paper will center on exploring the relationship between psychological well being and performance of the employees in the form of baristas through the motivational process of engagement in work. As shown in the present analytical file the relationships between psychological well-being and work engagement as well as the employee performance, work engagement and employee performance, and indirect PWB WE EP are all positive in their case and the indirect relationships are statistically significant as indicated by the JD-R interpretation that there is a conversion of personal psychological resources into frontline performance through the active motivational engagement. The contribution is largely contextual and process-oriented: rather than viewing the three positive associations as a new reality, the research shows how the well-being-engagement process works in the settings of customer-facing work in the barista profession. The engagement and more consistent service delivery of the employees in the coffee-shop management case can be supported with the assistance of psychological functioning support of the employees, recognition, good relationships, manageable demands and opportunities to develop. However, the current profile has four respondents that have not met the three-month eligibility criterion of the study and therefore, the conclusion at the end shall be redefined when the records are audited and the SmartPLS model re-estimated with the verified eligible sample. Future research should utilize longitudinal or multi-source designs to strengthen inference of time, and to establish that the same motivational pathway can be extrapolated to other frontline service jobs.

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