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# Impact of Emotional Well-being on Job Performance: A Study Based on Service Sector Professionals

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#### Introduction

The notion of well-being has garnered significant attention in recent times. Well-being is a multidimensional construct and is often used as an umbrella term. Emotional well-being (EWB) is acknowledged as one of those dimensions (Koslouski et al., 2022). Several terms are used as references for this type of health, such as psychological, mental, and subjective well-being. Feller et al. (2018) identified EWB as an umbrella term encompassing several psychometrically defined notions, including psychological well-being, thriving, positive mental health, subjective well-being, and health-related quality of life. These encompass dimensions such as positive emotions (e.g., happiness), minimal presence of negative emotions (e.g., stress, sadness), life satisfaction, sense of meaning, quality of life and satisfaction in various life domains (e.g., work and relationships). As per Kahneman and Deaton (2010), Emotional well-being pertains to the emotional aspects of an individual's daily

Abstract: Emotional well-being is an important part of holistic wellness. Emotional well-being involves an individual's overall positive feelings and their general outlook on life. By investing in the emotional well-being of their employees, firms can get significant business benefits such as improved performance, productivity, and commitment from employees, which in turn lowers attrition rates. The study aims to empirically investigate the factors influencing emotional well-being and their impact on the job performance of service sector professionals. A survey method was employed to gather responses from professionals in the service sector across various industries. The collected data, comprising 318 responses, underwent analysis using the partial least squares structural equation modelling approach. The findings from the study establish personality traits, Mindfulness and Resilience as factors affecting emotional well-being and a positive impact on job performance is observed. This study helps organisations understand that increasing the emotional well-being of professionals is one of the important parameters for their job performance. Future researchers may try to explore the other factors affecting emotional well-being and their impact on job performance.

> encounters, encompassing the frequency and intensity of emotions such as joy, fascination, sadness, anger, anxiety, affection, and stress. These collectively contribute to shaping the overall pleasantness or unpleasantness of one's life. EWB can be characterized as experiencing a greater sense of pleasant effect (positive affect) compared to an unpleasant effect (negative affect) in one's overall life, encompassing past, present, and future perceptions (Reh et al., 2021). In the current study, we adopted the definition provided by Crystal et al. (2023). 'EWB' is a multidimensional composite that encompasses how positive an individual feels generally and about life overall. It includes both experiential features (emotional quality of momentary and everyday experiences) and reflective features (judgments about life satisfaction, sense of meaning, and ability to pursue goals that can include and extend beyond the self). These features occur in the context of culture, life circumstances, resources, and life course. Well-being in the workplace is indeed crucial.



Danna and Griffin (1999) provide a comprehensive definition of well-being, encompassing an individual's mental, physical and overall health and satisfaction in both work and non-work domains. This underscores the importance of considering well-being in both professional and personal spheres. Professionals commonly experience emotions both in their personal and professional spheres. Hence, examining professionals' emotional well-being at the workplace becomes necessary. Prior studies found that Emotional well-being has a significant impact on job performance (MAN & TICU, 2015) The study of Jalali and Heidari (2016) indicated that subjective well-being is the strongest predictor of job performance. Ahmed and Malik (2020) & Gupta and Kumar (2024) found psychological well-being was significantly and positively related to teachers' job performance. Wright et al. (2017) suggest that people perform better psychologically. A higher correlation existsbetween subjective well-being and job performance (Khan et al., 2014). Numerous factors impact emotional well-being (A, P. and A, B., 2023; Sharma et al., 2024). In the current study, Personality traits (Anglim et al., 2020), mindfulness (Ju and Lee, 2015) and resilience (Fuentes et al., 2021) were identified as factors influencing emotional well-being. Given the pervasive nature of emotional dissonance in service sector occupations, the display of emotions by the service provider significantly influences clients' perceptions of service quality. The present study explored the factors influencing emotional well-being and their impact on the job performance of sector professionals, particularly service health professionals, teaching professionals, ICT professionals and business and administrative professionals.

This has sparked our research interest and led us to formulate the following research question: "What are the key factors influencing emotional well-being and their impact on the job performance of service sector professionals? By addressing this question, our research offers a comprehensive knowledge of the factors that influence the emotional well-being of service sector professionals.

Proceeding to the next segment of this study, we delve into Section II where a thorough literature review was conducted. Section III delineates the research designs and methodologies employed. The analysis of data and the testing of hypotheses are presented in Section IV. Section V is dedicated to the discussion, conclusion, and implications. Lastly, Section VI concludes by delving into future research directions and addressing any limitations.

## Literature review Emotional Well-being

Emotional well-being refers to a positive state of wellness that empowers individuals to effectively navigate societal demands and cope with the challenges of daily life. As per Kahneman and Deaton (2010b), emotional well-being encompasses the emotional richness of an individual's daily experiences, involving the frequency and intensity of emotions like joy, fascination, anxiety, stress, sadness, anger, and affection. These emotional experiences collectively contribute to the overall pleasantness or unpleasantness of one's life. Emotional well-being can be conceptualized as a dynamic combination of positive affect (PA) and negative affect (NA), fluctuating over time and embodying the transient nature that mirrors an individual's emotional state in the present moment (Larsen and Prizmic, 2008; Fredrickson, 2008). The National Center for Emotional Wellness defines emotional wellness or well-being as the conscious recognition, comprehension and acceptance of one's emotions, coupled with the capability to navigate through periods of change or adversity effectively. As per the National Institutes of Health (NIH), emotional well-beg is significant as it can impact individuals' overall functioning and ability to perform daily tasks successfully. Emotional well-being (EWB) encompasses a favourable equilibrium between positive and negative emotions, along with a cognitive evaluation of overall life satisfaction (Bornstein et al., 2003) (Danna and Griffin, 1999) have provided a comprehensive definition of well-being, considering it as the condition of an individual's mental, physical, and overall health, coupled with their levels of satisfaction in both professional and personal domains. This underscores the significance of well-being in both work-related and non-work-related aspects of life. Workplace resources are connected to non-work well-being, as Huhtala et al. (2011) and Kinnunenet al. (2011) highlighted. Therefore, it proves advantageous for organizations when positive effects from work extend into the non-work domain, as emphasized by (Nielsen et al., 2017). Job performance

Job performance is one of the most theoretically and practically important outcomes in workplace settings. Job performance means completing the tasks successfully assigned to employees (Rammstedt and John, 2007). The actions and activities carried out by an individual in the workplace are referred to as job performance (Seddigh et al., 2015). Rehman (2009) acknowledged that job performance is intricate, yet it becomes practical and quantifiable upon successful completion. Campbell et al. (1994) defined job performance as 'Performance' is what an organization hires one to do and do well. The organization's success is wholly contingent upon its employees' level of job performance. Job performance encompasses the behaviors within the control of individual employees that are pertinent to organizational goals (Ellinger et al., 2008). Job performance is the achievement of employees who are given a job. The study included task and contextual performance (Motowidlo and Van Scotter, 1994). Task performance refers to activities that directly contribute to the technical core of an organization, whereas contextual performance involves activities that support the social, psychological, and overall organizational environment. Witt et al. (2002) and Witt et al. (2002) recognized critical duties and tasks as dimensions of task performance. These outcomes serve to differentiate one job from another or one profession from another. Currall and Organ (1988) defines Organizational Citizenship Behavior as contextual performance, describing it as 'individual behavior that is discretionary/extra-role, not directly explicitly recognized by the formal reward system and that, in the aggregate, promotes the effective functioning of the organization.'

#### Mindfulness and Emotional well-being

The practice of mindfulness is ample in meaning. Mindfulness is actively concentrating on the present moment and cultivating acceptance without judgment. Mindfulness involves staying attentive and aware of our surroundings, embodying a quality of being conscious and observant to promote overall well-being (Brown and Ryan, 2003). In psychology, mindfulness is defined as "the awareness that emerges through paying attention to purpose, in the present moment and nonjudgmentally to the unfolding of experience moment by moment" (Kabat-Zinn, 2003). The literature indicates that a heightened state of mindfulness is associated with reduced levels of affect, depression and anxiety (Brown and Ryan, 2003; (Shapiro et al., 2008). Additionally, it is linked to effective self-regulation and increased tolerance of emotional stimuli (Creswell et al., 2007). Researchers have reported that mindfulness is associated with emotional well-being (Brown and Ryan, 2003; Baer and Lykins, 2011; Brown et al., 2007). A study by Ju and Lee (2015) states that mindfulness was positively associated with emotional well-being. In a healthcare setting, mindfulness has been demonstrated to mitigate the adverse effects of stress, promote emotional well-being and enhance resilience among healthcare professionals, particularly doctors (Olson and Kemper, 2014; Olson et al., 2015; El-Ghoroury et al., 2012). Lacking mindfulness may lead to challenges in facing and managing undesirable or difficult moments in healthcare settings. The "Call to Care - Israel for Teachers" (C2CIT) program employs mindfulness (Tarrasch, Berger, & Grossman, 2020) and has found a significant effect on teachers' well-being and may be instrumental in reducing stress among educators. Based on the literature implicitly suggesting the relation between mindfulness and emotional well-being, we posit the following hypothesis.

*H1: Mindfulness has a significant impact on emotional well-being.* 

#### Personality traits and emotional well-being

Chamorro-Premuzic and Furnham (2007) identified the Greek term 'persona' as the origin of the word 'personality.' He posited that 'personality' pertains to the qualities that set an individual apart or make them like others. Personality traits refer to the characteristics which predict a person's behaviour. The Big Five personality traits constitute a set of five distinct characteristics employed in the study of personality (Barrick and Mount, 1991). The model presents the personality at the "broadest level of abstraction."

The BIG FIVE theory posits the overarching traits of neuroticism, extraversion, openness to experience, agreeableness, and conscientiousness. Decades of research underscore the pivotal role of personality in shaping how individuals approach life, evaluate their circumstances and perceive their overall well-being (Anglim et al., 2020). Personality traits are strongly associated with the subjective and psychological wellbeing (PWB) experienced by individuals in the general population (Anglim et al., 2020). Steel et al. (2008) have shown that conscientiousness and high openness are important for good emotional well-being. Diener (1984) indicated that extraversion is positively related to subjective well-being. In a survey involving 236 nursing professionals, it was discovered that the personality traits of extraversion and neuroticism were the most significant predictors of subjective well-being (González et al., 2005). Neuroticism is often a negative predictor (Anderson et al., 2001; Belsky et al., 2003; Donnellan et al., 2005; Watson et al., 2000). Agreeable individuals tend to be more involved in helping behaviour (Graziano and Tobin, 2017). The positive social outcomes of agreeableness might improve individuals' subjective well-being. Joshanloo (2023) found a higher level of openness is associated with a higher level of subjective well-being. Thus, our research suggests the following hypothesis.

H2: Personality trait has a significant impact on emotional well-being.

#### **Resilience and Emotional well-being**

Resilience is the capacity to adjust to challenges effectively, demonstrate adaptability, exhibit internal fortitude, recover from setbacks, and potentially experience personal development amid difficult circumstances (Sabiret al., 2018). Wagnild and Young (1993) describe resilience as a trait within one's personality that mitigates the adverse impacts of stress and fosters the ability to adapt. The American Psychological Association (2016) defines resilience as preserving flexibility and equilibrium in one's life while navigating stressful situations and traumatic events. Fuentes et al. (2021) found that a higher level of resilience was a significant predictor of emotional well-being. Sabir et al. (2018) found that there is a significant correlation between resilience and the emotional well-being of doctors working in critical and non-critical care units of patients. Rogers et al. (2022) state that a higher level of resilience reported greater emotional well-being among clinical practitioners. Bagdžiūnienė et al. (2022) investigated that Emotional resilience was found to be a direct positive predictor of teacher well-being. Hence, we formulated the following hypothesis.

H3: Resilience has a significant impact on emotional well-being.

#### **Emotional well-being and job performance**

Numerous research studies have explored the connection between psychological well-being and job performance (Demerouti and Cropanzano, 2010; Jalali and Heidari, 2016; Serumaga et al., 2011). Neuber et al. (2022) explored the well-being of employees across 34 countries and determined a significant relationship between subjective well-being and employees' job performance. Jalali and Heidari (2016) examined the significant positive relation between subjective well-being and iob performance. Man and Ticu (2015) analyzed the association between subjective well-being and professional performance, considering task performance, organizational citizenship behaviour and counterproductive work behaviours. The findings suggest a noteworthy connection between subjective well-being and dimensions of professional performance. Hence, the following hypothesis is proposed as:

H4: Emotional well-being has a significant impact on job performance.

## Methodology

## Sample and Data Collection Procedure

Service sector professionals, particularly health professionals, teaching professionals, ICT professionals and business and administrative professionals, were chosen as the population of the study. Professionals have been selected per the 'National Classification of Occupations-2015 (www.ncs.gov.in) ("NCS|Home: National Career Service - Career Guidance and Jobs in India and Related Services," n.d.).' Given the pervasive nature of emotional dissonance in service sector occupations, the display of emotions by the service provider significantly influences clients' perceptions of service quality. Since service sector professionals are the ones who would be most likely to experience emotional dissonance, it seemed acceptable to select them as study participants. The selection of participants was carefully designed to encompass a diverse demographic profile. This approach aimed to unveil a wide range of professionals' emotional well-being impacts on job performance.

Data was collected from service sector professionals by online survey using questionnaires. An online survey was distributed through popular social media platforms for wider reach. Questionnaires were sent online to approx. 380 respondents however 318 filled out the questionnaire. **Measures and Analysis** 

Personality trait was measured using 5 items (Kumar, 2015), adapted from mindfulness was measured by 4 items (Tanay and Bernstein, 2013), resilience was measured by 3 items (Smith et al., 2008), emotional well-being was measured by 4 items adapted and modified (Tricia Seifert, 2005; Ryff, 1989; Watson et al., 1988; Thompson, 2007; Diener et al., 1985; Kjell and Diener, 2021) and job performance was measured using 5 items adapted (Ramos-Villagrasa et al., 2019). In the final version of the questionnaire, a total of 21 scale items were included to make it fit with the amended concepts of factors of emotional well-being and to enhance conceptual clarity for better comprehension. The designed questionnaire has two distinct sections. The first part contained the participants' demographic information, while the second part provided explanations for the latent variables utilized in our research model. The questionnaire was designed in English. The response format was based on a five-point Likert Scale ("1" = "strongly disagree" to "5" = "strongly agree").

This study employed Partial Least Squares (PLS) for data analysis. Evaluation of the PLS model involves two primary aspects: (1) the measurement model, and (2) the structural model (Henseler et al., 2009). The measurement model investigates the connections between observable variables and latent variables. This model undergoes testing to ensure its reliability, including item reliability and internal consistency, as well as validity, encompassing convergent validity and discriminant validity. The structural model outlines the connection between latent variables through the bootstrapping method, and its

CONSTRUCTS	ITEMS	LOADINGS	CA	CR	AVE
Emotional Well-being	EWB1	0.571	0.733	0.833	0.560
	EWB2	0.711			
	EWB3	0.822			
	EWB4	0.856			
Job Performance	JP1	0.699	0.816	0.870	0.574
	JP2	0.727			
	JP3	0.783			
	JP4	0.836			
	JP5	0.734			
Mindfulness	MF1	0.745	0.791	0.805	0.511
	MF2	0.611			
	MF3	0.794			
	MF4	0.697			
Personality trait	PT1	0.709	0.763	0.842	0.518
	PT2	0.631			
	PT3	0.792			
	PT4	0.822			
	PT5	0.623			
Resilience	RE1	0.854	0.736	0.845	0.645
	RE2	0.808			
	RE3	0.744			

assessment relies on the significance of path coefficients and R2 measures.

#### **Results**

## Sample profile

The sample was predominantly males (52.5 %). Of those who completed the survey, 27.5% were health professionals, followed by teaching professionals (23.5%), ICT professionals (27.5%), and business and administrative professionals (21.5%). More than half of the sampled respondents were married (65.4%). Regarding education, the majority of them (53.6%) were postgraduate. 58.2% of respondents' ages ranged from 27 to 42 years. In addition, 52.7% of professionals had experienced up to 5 years, followed by 6-15 years (35%), 16-25 years (11.4) and more than 25 years (0.9%). The majority had income between 5 to 15 lakhs per annum (64.7%)

#### **Measurement Model Results**

The Reliability and validity assessed the robustness of the model, which offers strong foundation for path coefficient and structural modelling (Sharma & Aggarwal, 2024). The reliability of the constructs is assessed using Cronbach's alpha and composite reliability. The values of Cronbach alpha (CA) and composite reliability (CR) must be more than 0.70 to achieve appropriate construct reliability (Santoso et al., 2020). Table 1 shows that the CR and Cronbach alphas have values of more than 0.7, indicating the acceptable internal reliability of the scale. Similarly, indicator reliability is achieved through adherence to the specified loading value of more than 0 (Hair et al., 2012). Validity has also been tested using a measurement model. Convergent validity was tested using average variance extracted (AVE), and the values of AVE were required toe greater than 0.50 to indicate appropriate convergent validity of the constructs (Fornell and Larcker, 1981). AVE values ranged from 0.511 to 0.645, which is higher than the threshold value, thus meeting the required criteria.

Discriminant validity has been assessed using the "cross-loading matrix" and "Fornell and Larcker" criteria (Leguina, 2015). As per Compeau et al. (1999), ems are expected to exhibit higher loadings on their respective constructs rather than on others. Additionally, the square root of the Average Variance Extracted (AVE) must be greater than the correlation observed between latent constructs (Fornell and Larcker, 1981). Table 2 presents cross-loadings, showing that the loading of each construct is greater than the cross-loading (with other constructs). Table 3 reveals that the square root of the Average Variance Extracted (AVE) for the latent variable exceeds the correlations with other constructs, satisfying the Fornell and Larcker criteria. Consequently, the measurement model is deemed to exhibit satisfactory reliability and validity.

Table 2.		loading of Factors.			
	EWB	Job performance	Mindfulness	Personality trait	Resilience
EWB1	0.571	0.159	0.280	0.268	0.363
EWB2	0.711	0.419	0.168	0.439	0.100
EWB3	0.822	0.461	0.345	0.453	0.367
EWB4	0.856	0.417	0.489	0.610	0.113
JP1	0.312	0.699	0.099	0.373	0.181
JP2	0.323	0.727	0.115	0.160	0.345
JP3	0.428	0.783	0.156	0.340	0.344
JP4	0.487	0.836	0.382	0.531	0.309
JP5	0.326	0.734	0.402	0.284	0.278
MF1	0.387	0.233	0.745	0.410	0.132
MF2	0.165	0.043	0.611	0.222	-0.087
MF3	0.331	0.356	0.794	0.416	0.098
MF4	0.307	0.189	0.697	0.235	0.222
PT1	0.389	0.266	0.296	0.709	0.182
PT2	0.387	0.597	0.469	0.631	0.186
PT3	0.435	0.481	0.411	0.792	0.201
PT4	0.506	0.222	0.371	0.822	0.104
PT5	0.463	0.154	0.154	0.623	0.123
RE1	0.296	0.381	0.165	0.168	0.854
RE2	0.150	0.228	0.213	0.173	0.808
RE3	0.215	0.280	0.017	0.186	0.744

Table 3 Fornell-Larcker Criteria

Table 2 Cross Leading of Fastors

Table 5. FC			terra.			
	EWB	Job perfor mance	Mindf ulness	Perso nality trait	Resili ence	
EWB	0.749					Ī
Job	0.507	0.757				1
performa						
nce						
Mindfuln	0.440	0.315	0.715			
ess						
Personalit	0.612	0.464	0.468	0.720		
y trait						
Resilienc	0.292	0.388	0.158	0.216	0.803	
e						

## **Structural Model Results**

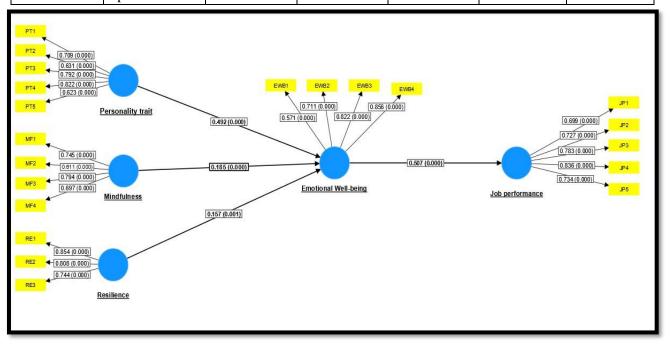
The structural model explores the relationships between latent variables. The Variance Inflation Factor (VIF) was employed to evaluate the lateral multicollinearity among the constructs. To confirm the absence of a notable concern regarding lateral multicollinearity in the dataset, the author has employed the criteria established by (Hadji and Degoulet, 2016), which state that VIF values should not exceed 3.3. Table 4 shows the findings of VIF, indicating that all values are less than 3.3 and that the data is valid for structural evaluation.

A bootstrapping analysis of 5000 subsamples was undertaken to test the hypothesis. The results of bootstrapping are presented in Table 5. The structural model results detail the path coefficient, p-values, standard deviation, and t-statistics associated with the hypotheses. Mindfulness has a positive and significant impact on emotional well-being (t=3.619,  $\beta$  =0.189,  $\rho$  <0.05), therefore approving H1. Personality trait has a significant and positive impact on emotional well-being (t=8.519,  $\beta$ =0493,  $\rho$  <0.05), thus accepting H2. Resilience also has a positive and significant impact on emotional well-being  $(t=3.418, \beta=0.161, \rho < 0.05)$ , hence, accepting H3. The association between emotional well-being and job performance is positive, significant, and statistically supported by (t=12.264,  $\beta$ =0.515,  $\rho$  <0.05), hence approving H4.

	Table 4. Assessing the internal m	nulticollinearity of the
constructs (VIF).	constructs (VIF).	

	VIF
EWB -> Job performance	1.000
Mindfulness -> EWB	1.286
Personality trait -> EWB	1.316
<b>Resilience -&gt; EWB</b>	1.054

Table 5. Hype	othesis testing.					
Hypothesis	Relationship	Path coefficient	Standard deviation	T statistics	P values	Result
H1	Mindfulness - > EWB	0.189	0.051	3.619	0.000	Supported
H2	Personality trait -> EWB	0.493	0.058	8.519	0.000	Supported
НЗ	Resilience -> EWB	0.161	0.046	3.418	0.001	Supported
H4	EWB -> Job performance	0.515	0.041	12.264	0.000	Supported



## Figure 1. Conceptual Model.

Figure 1 depicts the research model conceptualized in this study. Table 6 shows the predictive validity (R square) and predictive relevance (Q square). It reveals R2 values for emotional well-being and job performance, which were 0.428 and 0.258, respectively. This indicates that 42.8% of the variability in emotional well-being and 25.8% of the variability in job performance can be accounted for by the factors of personality traits, mindfulness, and resilience.

The blindfolding technique was employed to evaluate the predictive relevance of the proposed model through the  $Q^2$  statistic. A  $Q^2$  value above zero signifies the model's predictive relevance, while a  $Q^2$  value below zero indicates a lack of predictive relevance, as per the methodology established by (Fornell and Cha, 1994). Notably, the  $Q^2$ values for emotional well-being and job performance were 0.405 and 0.236, respectively. Therefore, we can infer that our model demonstrates predictive relevance.

# Table 6. Predictive Validity and Predictive Relevance of the Mode.

Exogenous variable	Endogenous variable	R <sup>2</sup>	Q <sup>2</sup> predict	Predictive Relevance
Mindfulness	Emotional	0.428	0.405	yes
Personality	Well-being			
trait				
resilience				
Emotional	Job	0.258	0.236	yes
well-being	performance			

## Discussion

Emotional well-being has a very pivotal impact on the job performance of employees. We examined the variables influencing emotional well-being and impacting the job performance of service sector professionals. According to the results, the model has high predictive power for both emotional well-being and job performance. The study's findings provide useful insights into the factors influencing service sector professionals' emotional wellbeing and job performance. The study found that personality trait is the most significant factor that positively influences emotional well-being, as Anglim et al. (2020) reported. Particularly agreeableness (Joshanloo, 2023), personality traits of individuals impact their emotional well-being and their job performance more than other personality types. Mindfulness is another important factor in emotional well-being supported by Ju and Lee (2015), implying individuals with high mindfulness have greater emotional well-being. Organizations can consider different mindfulness training practices. Resilience is the least significant factor that positively impacts emotional well-being (Sabir et al., 2018). Individuals with better bounce-back ability on setbacks report better emotional well-being. A significant and positive relationship also exists between emotional well-being and job performance (Man and Ticu, 2015). This suggests that employees with better emotional wellness can perform better. So, organisations should emphasise the emotional wellness of professionals for better job performance and higher productivity.

#### **Conclusion and implications**

The study intends to provide useful insights into the factors of emotional well-being, particularly focusing on service sector professionals, which are often overlooked in previous studies. Following mindfulness and resilience, the results highlighted personality traits as the most significant emotional factor. Additionally, emotional wellbeing has a significant and positive impact on the job performance of service sector professionals. The results might help the organisation to take into consideration the emotional well-being of employees as a parameter of job performance. Steps can be taken to enhance the emotional well-being of professionals at the workplace for improved job performance.

#### Limitations and future research directions

A significant limitation lies in the fact that this study is cross-sectional, implying that it does not allow for establishing causal relationships. All respondents were service sector professionals particularly health professionals, teaching professionals, ICT professionals and business and administrative professionals only, so results may not be generalised to other professionals. Another limitation is the small sample size; respondents were mainly from Delhi and the NCR region. The impact of emotional well-being on the job performance of professionals from other regions was not explored; consequently, results may not represent all professionals. The study limits its focus to just three factors that influence emotional well-being. Future researchers can explore other significant factors impacting emotional well-being and job performance to address this gap. The questionnaires employed in the study were self-report measures, and the

findings may have been affected by social desirability, as highlighted in the report by Anglim and colleagues (2020). To enhance the reliability and validity of future findings, researchers should consider adopting a more objective approach to data collection (Liu et al., 2021). Future research should explore the results of another set of respondents. Other geographical locations can be explored to uncover additional factors. Factors mediating the relationship can also be explored and provide valuable insights.

## **Conflict of Interest**

The authors declare no conflict of interest.

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