Moderating Role of Job Performance in the Relationship Between Work–Health Enrichment and Employee Psychological Well-Being Among Employees

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Abstract

Work–health enrichment (WHE) represents a positive work-to-health pathway through which resources and affect generated in employment may facilitate healthier eating, exercise, and broader psychological functioning. The present study examined whether job performance conditions the relationship between WHE and employee psychological well-being among employees of private-sector organizations in Awka and Onitsha, Anambra State, Nigeria. Drawing principally on Conservation of Resources theory and Role Accumulation Theory, the study conceptualized WHE as a resource-generating process and job performance as a contextual condition that may strengthen the conversion of those resources into well-being. A cross-sectional correlational survey was conducted with 382 valid respondents drawn purposively from 15 private organizations. Participants completed measures of psychological well-being, job performance, and work-to-health behavior enrichment. Pearson product–moment correlations were used to test the bivariate hypotheses, while a Hayes PROCESS moderation model was used to examine the conditional relationship between WHE and psychological well-being. Overall WHE was strongly and positively associated with psychological well-being, $r = .72$, $p < .001$. Capital-based work-to-eating enrichment ($r = .59$), affect-based work-to-eating enrichment ($r = .68$), capital-based work-to-exercise enrichment ($r = .48$), affect-based work-to-exercise enrichment ($r = .56$), and job performance ($r = .51$) were also positively related to psychological well-being, all $ps < .001$. The interaction between WHE and job performance was statistically significant, $b = .0259$, $SE = .0110$, $t = 2.17$, $p = .038$, 95% CI [.0014, .0462], although the

reported overall moderation model was not statistically significant, $R^2 = .1326$, $F = 1.67$, $p > .05$. The findings therefore provide evidence that the association between WHE and psychological well-being varies as a function of job performance, while also warranting cautious interpretation of the model-level fit. The article contributes context-specific evidence from Southeastern Nigeria and highlights the importance of integrating health-promotive work practices with performance development.

Keywords: work–health enrichment; job performance; psychological well-being; employee well-being; Conservation of Resources theory; moderation

Introduction

Contemporary organizations operate in environments characterized by technological disruption, economic volatility, institutional uncertainty, and increasingly complex psychosocial demands. These conditions have intensified scholarly attention to organizational practices that can sustain both employee functioning and organizational effectiveness. Within occupational health psychology, the quality of the work environment is increasingly understood not only in terms of the absence of harm, but also in terms of the extent to which work provides resources that facilitate healthy functioning beyond the immediate task domain. This resource-oriented perspective is particularly pertinent to work–health enrichment, which describes the extent to which work experiences generate resources or positive affect that facilitate health-promoting behavior and well-being (Greenhaus & Powell, 2006; Sonnentag et al., 2023).

Employee psychological well-being is similarly multidimensional. Ryff and Keyes (1995) conceptualized psychological well-being in terms of autonomy, environmental mastery, personal growth, positive relations with others, purpose in life, and self-acceptance. This eudaimonic formulation is particularly useful in organizational research because it extends the meaning of employee well-being beyond temporary pleasure or job satisfaction to include functioning, agency, competence, meaningfulness, and positive social relationships. From this perspective, workplace conditions that supply useful resources, positive affect, and opportunities for mastery may contribute to broader psychological functioning.

Work–health enrichment provides a theoretically plausible route for such effects. Work can generate instrumental resources, such as competence, confidence, time-management capacity, and planning skills, which may be transferred into health-promoting activities. Work can also generate positive affect that spills into eating and exercise behaviors. The work-to-health behavior framework used in the present study distinguishes capital-based and affect-based enrichment within eating and exercise domains, thereby allowing the positive work-to-health process to be examined at a more granular level (Sonnentag et al., 2023).

The Job Demands–Resources (JD-R) model provides a complementary explanation. The model proposes that job resources can stimulate motivation and engagement while buffering the adverse consequences of demanding work (Bakker & Demerouti, 2007, 2017). Conservation of Resources (COR) theory similarly holds that individuals strive to acquire, retain, protect, and build valued resources, and that resource gains can initiate further gain cycles (Hobfoll, 1989, 2002). Applied to WHE, work experiences that enhance competence, positive affect, social support, or perceived control may constitute resource gains that facilitate health-promoting behavior and psychological well-being.

The present investigation is particularly relevant because the translation of work resources into positive outcomes may not be uniform across employees. Job performance is ordinarily treated

as an outcome of individual and organizational processes. However, the present study considers whether performance can also function as a contextual condition that changes the strength of the WHE–well-being relationship. High-performing employees may possess greater perceived competence, self-efficacy, organizational visibility, and access to resources, potentially enabling them to convert enrichment experiences into well-being more effectively. Conversely, performance pressure and resource depletion could constrain this conversion for employees whose performance is lower or whose work circumstances provide fewer usable resources.

Statement of the Problem

Although the literature provides substantial support for relationships among work resources, health behavior, well-being, and performance, the specific role of job performance as a moderator of WHE and psychological well-being remains comparatively underexamined. Much of the established organizational literature treats performance as an outcome of well-being, job resources, engagement, or work design rather than as a variable capable of conditioning the effects of enrichment itself. This leaves an important conceptual question unresolved: does the beneficial influence of work-derived health enrichment operate similarly for employees regardless of their level of job performance?

The problem is also contextual. Much of the evidence informing work–family, work–health, and employee well-being scholarship has been generated in Western organizational settings. The transferability of these relationships to Southeastern Nigeria cannot simply be assumed. Employees in Nigerian organizations operate within distinctive economic, social, communal, and occupational conditions that may shape the availability and interpretation of work resources. Consequently, empirical evidence from private organizations in Awka and Onitsha can contribute context-sensitive evidence to a literature that remains comparatively underrepresented in sub-Saharan African settings.

A further issue concerns the analytical treatment of enrichment. Aggregating work-to-health enrichment into a single construct may conceal whether instrumental and affective pathways operate differently across eating and exercise behaviors. The present study therefore examines the overall WHE construct alongside capital-based and affect-based work-to-eating and work-to-exercise enrichment. This disaggregation provides a more precise empirical account of how work experiences may relate to psychological well-being.

Accordingly, the study addresses three connected gaps: the limited treatment of job performance as a moderator of enrichment effects; the underrepresentation of African organizational contexts; and the need to examine distinct pathways of work-to-health enrichment. The investigation consequently tests whether overall WHE and its four specified dimensions are positively related to psychological well-being, whether job performance is positively related to well-being, and whether job performance significantly moderates the WHE–well-being relationship.

Research Questions

1. Is overall work–health enrichment significantly and positively related to employee psychological well-being?
2. Is capital-based work-to-eating enrichment significantly and positively related to employee psychological well-being?
3. Is affect-based work-to-eating enrichment significantly and positively related to employee psychological well-being?
4. Is capital-based work-to-exercise enrichment significantly and positively related to employee psychological well-being?
5. Is affect-based work-to-exercise enrichment significantly and positively related to employee psychological well-being?
6. Is job performance significantly and positively related to employee psychological well-being?
7. Does job performance significantly moderate the relationship between work–health enrichment and employee psychological well-being?

Purpose and Objectives

The overarching purpose of the study was to examine the relationship between work–health enrichment and employee psychological well-being and to determine whether job performance functions as a moderator of that relationship.

1. To determine the relationship between overall work–health enrichment and employee psychological well-being.
2. To determine the relationship between capital-based work-to-eating enrichment and employee psychological well-being.
3. To determine the relationship between affect-based work-to-eating enrichment and employee psychological well-being.
4. To determine the relationship between capital-based work-to-exercise enrichment and employee psychological well-being.
5. To determine the relationship between affect-based work-to-exercise enrichment and employee psychological well-being.
6. To determine the relationship between job performance and employee psychological well-being.
7. To determine whether job performance moderates the relationship between work–health enrichment and employee psychological well-being.

Relevance of the Study

The study has theoretical relevance because it positions job performance not only as a possible consequence of employee well-being but also as a contextual variable that may alter the strength of an enrichment process. This perspective complements COR theory by suggesting that the value of a resource gain may depend partly on the employee's capacity to mobilize and sustain it. It also complements Role Accumulation Theory by treating successful work-role functioning as a

condition that may intensify the psychological returns associated with positive role experiences (Sieber, 1974).

The study has empirical relevance because it provides data from private-sector employees in Awka and Onitsha, thereby extending a literature that has disproportionately emphasized Western organizational contexts. It also differentiates capital-based and affect-based work-to-health enrichment, permitting more nuanced interpretation than a single undifferentiated enrichment score.

The study has practical relevance for human resource management and occupational health. If enrichment effects vary according to performance, organizations may need to integrate well-being initiatives with performance development, feedback, autonomy, recovery opportunities, and supportive supervision. Such an approach is consistent with evidence that job resources and supportive work environments can contribute to employee motivation, health, and performance (Bakker & Demerouti, 2017; Kelloway & Barling, 2010).

Theoretical Framework

Conservation of Resources Theory

Conservation of Resources (COR) theory proposes that people seek to acquire, retain, protect, and build resources, and that stress arises when resources are threatened, lost, or insufficiently gained (Hobfoll, 1989, 2002). Resources include objects, personal characteristics, conditions, and energies that individuals value or that facilitate attainment of valued outcomes. The theory is directly relevant to WHE because work can function as a resource-generating domain. Experiences of competence, accomplishment, positive affect, social support, and control may provide resources that employees subsequently invest in health-promoting behavior.

The present study extends this reasoning by treating job performance as a possible resource-related boundary condition. Successful performance may signal competence, efficacy, role mastery, recognition, and access to social or organizational resources. These resources may increase the employee's ability to convert WHE experiences into psychological well-being. The moderation hypothesis therefore follows a resource-amplification logic: when job performance is higher, the positive association between WHE and well-being may become stronger.

Role Accumulation Theory

Role Accumulation Theory argues that occupying multiple social roles can generate cumulative rewards, including enhanced self-esteem, social integration, and access to resources (Sieber, 1974). Work is one of the central roles through which adults acquire competence, social recognition, structure, and identity. When the work role provides positive resources and affect, these gains may extend into health-related behavior and psychological functioning. Job performance can be interpreted as an indicator of successful role enactment; consequently, stronger performance may intensify the psychological benefits attached to the work role.

Integrated Theoretical Model

The conceptual model below represents the study's central proposition. WHE is the focal predictor, psychological well-being is the criterion variable, and job performance is positioned as a moderator of the WHE–well-being relationship.

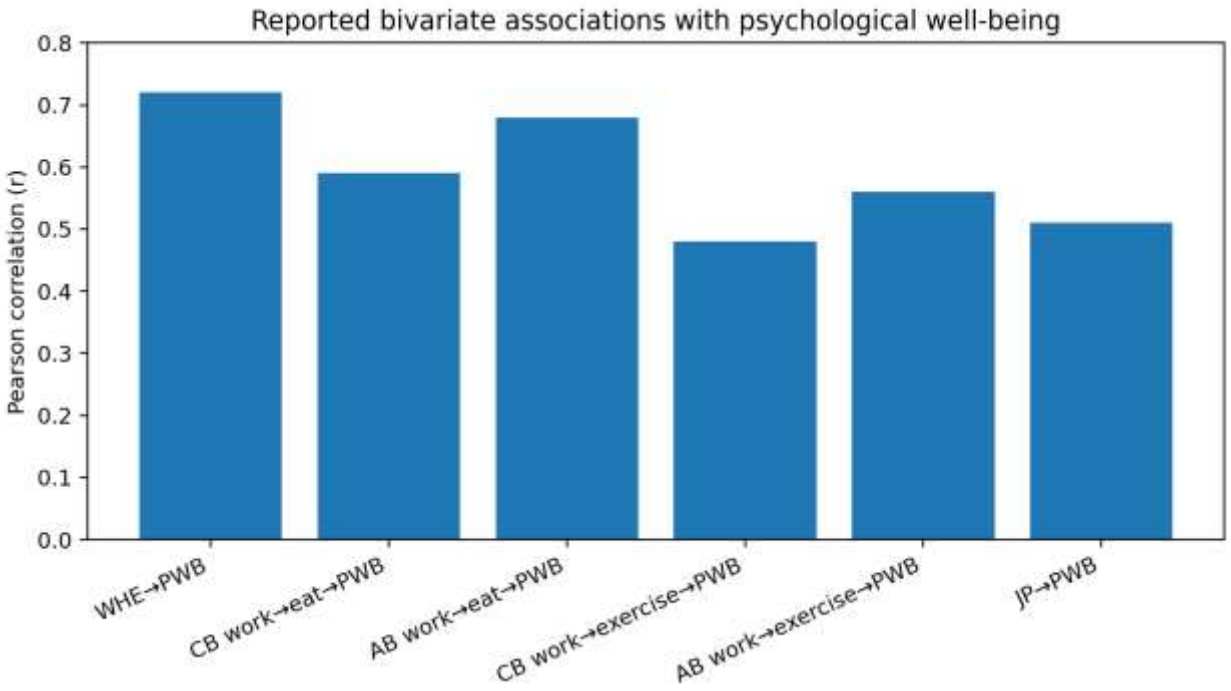


Figure 1. Conceptual representation of the hypothesized moderation model. Note. The empirical interaction coefficient reported in the study was positive and statistically significant.

Hypotheses

H1: Overall work–health enrichment will be significantly and positively related to employee psychological well-being.

H2: Capital-based work-to-eating enrichment will be significantly and positively related to employee psychological well-being.

H3: Affect-based work-to-eating enrichment will be significantly and positively related to employee psychological well-being.

H4: Capital-based work-to-exercise enrichment will be significantly and positively related to employee psychological well-being.

H5: Affect-based work-to-exercise enrichment will be significantly and positively related to employee psychological well-being.

H6: Job performance will be significantly and positively related to employee psychological well-being.

H7: Job performance will significantly moderate the relationship between work–health enrichment and employee psychological well-being.

Methodology

Research Design

The study employed a cross-sectional survey design within a correlational research framework. Data were collected from respondents at a single period, enabling examination of naturally occurring associations among work–health enrichment, job performance, and psychological well-being. The design was appropriate for the study's objectives because the hypotheses concerned statistical relationships and conditional effects rather than experimental manipulation.

Participants and Setting

The sample comprised 382 employees purposively selected from 15 private-sector organizations located in the Awka and Onitsha metropolitan areas of Anambra State, Nigeria. The participating organizations were Chogon Private Security Company, Omega Softwares, Edu Dental Clinic and Braces Centre Awka, Conifer Konstruktion (Nig) Ltd, De-GraceLand Homes Consults, ARM Pension Managers (PFA) Limited, Juhel Pharmaceutical Company, Click-Hub Tech, Oliswarren Group, Royce & Xepalz Company Limited, Airtel Office, Ekulo International Limited, Guinea Insurance Plc, MTN Office, and Nexans Kabelmetal Nigeria Plc.

Participants included 209 males (54.7%) and 173 females (45.3%). Ages ranged from 26 to 65 years, with a reported mean age of 28.43 years (SD = 6.38). In marital status, 236 respondents (61.7%) were married, 92 (24.1%) were single, and 54 (14.1%) were divorced. Occupationally, 187 (48.95%) were in junior-level positions, 127 (33.25%) were mid-level professionals, and 68 (17.80%) occupied senior-level roles. Educational attainment comprised 189 respondents (49.48%) with OND qualifications, 115 (30.10%) with HND, 43 (11.26%) with B.Sc., and 35 (9.16%) with M.Sc. Mean organizational tenure was reported as 11.65 years (SD = 3.20). The sample was predominantly Igbo (98.35%, n = 376).

Sampling and Procedure

A purposive sampling procedure was used to identify eligible private-sector organizations in Awka and Onitsha. Formal access was facilitated through an introductory letter from the Head of the Department of Psychology. Organizational leaders, including chief executive officers, managers, and directors, provided institutional authorization for data collection. Workforce records were consulted to construct the sampling frame.

The source document records that 420 questionnaires were initially produced and later states that 520 questionnaires were disseminated. Because the reported response-rate calculations use 520 as the denominator, the present article retains 520 as the number disseminated while transparently noting the source-document discrepancy. Of the 520 questionnaires reportedly distributed, 442 were returned, representing an 85% return rate. Following screening, 60 responses were excluded because of incomplete or inconsistent responses, leaving 382 valid cases for analysis and a reported usable response rate of 73.5%.

The questionnaires contained an introductory statement explaining the study, instructions for completion, informed consent information, confidentiality assurances, voluntary participation, and the academic purpose of the research. Data collection occurred over one month during the second semester of the 2023/2024 academic session.

Measures

Psychological well-being was assessed using an 18-item measure attributed in the source document to Ryff and Keyes (1995) and subsequent refinement by Ryff et al. (2010). The measure covers autonomy, environmental mastery, personal growth, positive relations with others, purpose in life, and self-acceptance. Items were rated on a seven-point response format, and the source reports that 10 items were reverse-scored. The internal consistency coefficient obtained in the present study was $\alpha = .89$.

Job performance was assessed with a six-item scale attributed to Roe et al. (2000) and operationalized by Binnewies et al. (2010). The instrument assessed task performance over the preceding workweek using a Likert-type response format. The source reports $\alpha = .88$ for the current sample, with higher scores indicating higher job performance.

Work–health behavior enrichment was assessed with a 16-item measure described in the source as the Work-to-Health Behavior Scale. It comprises work-to-eating and work-to-exercise domains, each subdivided into capital-based and affect-based enrichment. The source reports current-sample reliability coefficients of $\alpha = .81$ for capital-based work-to-eating enrichment, .78 for affect-based work-to-eating enrichment, .80 for capital-based work-to-exercise enrichment, and .79 for affect-based work-to-exercise enrichment; the overall coefficients reported were .84 for work-to-eating enrichment and .82 for work-to-exercise enrichment.

Data Analysis

Pearson product–moment correlation coefficients were used to test H1 through H6 because these hypotheses concerned bivariate relationships among continuous variables. A Hayes PROCESS moderation model was used to test H7, with WHE entered as the focal predictor, job performance as the moderator, and psychological well-being as the criterion. The interaction term between WHE and job performance provided the direct test of moderation. Analyses were conducted in IBM SPSS Statistics Version 23.0.

Results

Descriptive Statistics, Reliability, and Intercorrelations

Table 1 presents the reported intercorrelations and internal-consistency coefficients. The principal variables were positively associated. The overall WHE score correlated strongly with psychological well-being ($r = .72$, $p < .001$), while job performance correlated positively with psychological well-being ($r = .51$, $p < .001$). The four enrichment dimensions also displayed significant positive relationships with psychological well-being. Correlations among the enrichment dimensions were generally moderate to strong, ranging from .48 to .81, while the reported correlations among the overall WHE and its dimensions were high.

Variable	1	2	3	4	5	6	7	8	9	10
1. Gender	1									
2. Age	.08	1								
3. Tenure	.10	.25**	1							
4. Job performance	.09	.08	.19**	(.77)						
Variable	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**
1. Gender	1									
2. Age	.08	1								
3. Tenure	.10	.25**	1							
4. Job performance	.09	.08	.19**	(.77)						
5. Psychological well-being	.13*	.11	.12	.51***	(.89)					
6. WHE scale	.11	.09	.08	.68***	.72***	(.84)				
7. CB work-to-eating	.08	.05	.07	.56**	.59***	.84***	(.81)			
8. AB work-to-eating	.10	.07	.10	.61***	.68***	.89***	.72***	(.78)		
9. CB work-to-exercise	.06	.09	.10	.35***	.48***	.73***	.48***	.54***	(.80)	
10. AB work-to-exercise	.07	.08	.08	.46***	.56***	.81***	.53***	.57***	.81***	(.7)

*Note. N = 382. *p < .05. **p < .01. ***p < .001. Values in parentheses are Cronbach's alpha coefficients. CB = capital-based; AB = affect-based; WHE = work–health enrichment; PWB = psychological well-being; JP = job performance.*

Hypothesis Testing

Hypothesis	Relationship tested	r / interaction	p	Decision
H1	WHE → PWB	.72	< .001	Supported
H2	CB work-to-eating → PWB	.59	< .001	Supported
H3	AB work-to-eating → PWB	.68	< .001	Supported
H4	CB work-to-exercise → PWB	.48	< .001	Supported
H5	AB work-to-exercise → PWB	.56	< .001	Supported

H6	JP → PWB	.51	< .001	Supported
H7	WHE × JP → PWB	.0259	.038	Interaction significant

The correlation results supported H1 through H6. The overall WHE–PWB association was strong and positive. Each enrichment dimension was also positively associated with psychological well-being, and job performance was positively related to psychological well-being.

For H7, the moderation analysis yielded an interaction coefficient of b = .0259 (SE = .0110), t = 2.17, p = .038, with a 95% confidence interval from .0014 to .0462. The reported moderation model accounted for R^2 = .1326 of the variance, with F = 1.67. The source narrative additionally reports the overall model as nonsignificant, p > .05. Accordingly, the interaction term itself provides evidence of conditional association, but the model-level result warrants cautious interpretation rather than an unqualified claim of comprehensive model significance.

Predictor	**b**	**SE**	**t**	**p**	**LLCI**	**ULCI**
Constant	48.3389	14.1101	3.4258	.0017	19.6312	77.0467
WHE-S	−.3199	.1590	−2.0117	.0525	−.6435	.0036
JP	−2.1640	1.0039	−2.1556	.0385	−4.2066	−.1215
WHE-S × JP	.0259	.0110	2.1657	.0377	.0014	.0462

Note. WHE-S = work–health enrichment scale; JP = job performance. The table reproduces the coefficient values reported in the source document. Because the source does not provide conditional-effects estimates at specific moderator values, no additional simple-slope coefficients are inferred.

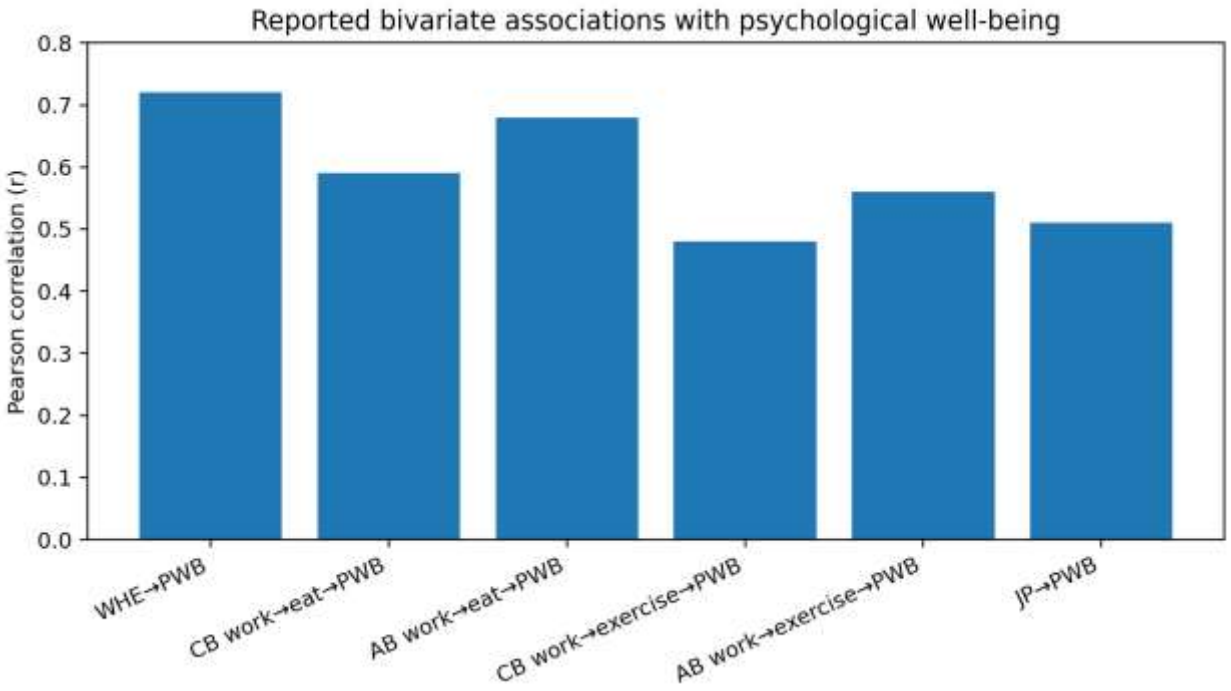


Figure 2. Reported Pearson correlations between WHE dimensions/job performance and psychological well-being. Note. The graph visualizes reported bivariate coefficients; it does not imply causal effects.

Discussion of the Results

Hypothesis 1

H1 proposed a positive relationship between overall WHE and psychological well-being. The hypothesis was supported: WHE correlated strongly with psychological well-being, $r = .72$, $p < .001$. This result is theoretically consistent with COR theory, because work experiences that supply valued resources can contribute to subsequent resource gains and improved psychological functioning (Hobfoll, 1989, 2002). It is also compatible with the work–home resources perspective, which emphasizes the transfer and accumulation of resources across domains (Ten Brummelhuis & Bakker, 2012).

The magnitude of the association indicates that employees who reported greater work-to-health enrichment also tended to report stronger psychological well-being. The finding is consonant with the broader enrichment literature, which proposes that positive experiences in one domain can improve functioning in another through instrumental resources and positive affect (Greenhaus & Powell, 2006). It also extends the relevance of this logic to a work-to-health context among employees in Southeastern Nigeria.

Hypotheses 2 and 3

H2 and H3 addressed the two work-to-eating pathways. Capital-based work-to-eating enrichment was positively related to psychological well-being ($r = .59$, $p < .001$), while affect-based work-to-eating enrichment displayed an even stronger positive association ($r = .68$, $p < .001$). These

results indicate that both resource transfer and positive affect may be relevant components of the work-to-health process.

The stronger association for affect-based enrichment is compatible with positive-affect perspectives suggesting that positive emotional states broaden thought–action repertoires and facilitate the development and mobilization of personal resources (Fredrickson, 2001). Positive emotions generated through work may therefore accompany healthier behavioral orientations and broader psychological functioning. However, because the present design is cross-sectional, the observed association cannot establish whether positive work experiences improve well-being, whether psychologically healthier employees perceive work more positively, or whether both processes operate reciprocally.

Hypotheses 4 and 5

The two work-to-exercise pathways were also positively related to psychological well-being. Capital-based work-to-exercise enrichment correlated with PWB at $r = .48$, $p < .001$, whereas affect-based work-to-exercise enrichment correlated at $r = .56$, $p < .001$. These findings suggest that both instrumental resources and positive emotional experiences associated with work may accompany employees' psychological functioning in the exercise domain.

The findings are compatible with JD-R theory because resources such as autonomy, support, and competence can facilitate adaptive behavior and protect against strain (Bakker & Demerouti, 2007, 2017). They are also consistent with COR theory insofar as exercise and associated health behaviors may constitute resource investment and recovery processes. Nevertheless, the findings should be interpreted as associations rather than evidence that work experiences directly cause exercise behavior or improved psychological health.

Hypothesis 6

H6 proposed a positive relationship between job performance and psychological well-being. The hypothesis was supported, $r = .51$, $p < .001$. This result aligns with the Happy–Productive Worker Thesis and broader evidence that positive employee functioning is associated with performance-related outcomes (Judge et al., 2001). It is also compatible with the resource logic of COR theory: effective performance can be accompanied by feelings of competence, accomplishment, recognition, and control, which may reinforce psychological resources.

The relationship should nonetheless be interpreted bidirectionally. Psychological well-being may facilitate concentration, persistence, emotional regulation, and motivation, thereby supporting performance; at the same time, successful performance may generate positive affect and perceptions of competence that support well-being. The cross-sectional design cannot determine the direction of this reciprocal process.

Hypothesis 7

H7 predicted that job performance would moderate the WHE–PWB relationship. The interaction term was positive and statistically significant, $b = .0259$, $p = .038$, with a confidence interval that did not include zero. This provides evidence that the association between WHE and psychological well-being varies as a function of job performance.

The finding can be interpreted through COR theory as a resource-amplification process. Employees who perform effectively may possess or generate additional personal and organizational resources that enable them to capitalize on enrichment experiences. Role Accumulation Theory provides a complementary explanation: successful work-role enactment

may strengthen feelings of competence, identity, and social recognition, increasing the psychological returns of positive work experiences (Sieber, 1974).

Importantly, the source document reports that the overall moderation model was not statistically significant, $F = 1.67$, $p > .05$, despite the significant interaction term. This apparent tension means that the moderation finding should be presented precisely as evidence of a significant interaction effect within the reported analysis, rather than as evidence that every component of the model was statistically significant. Future analyses with the original dataset should report the complete PROCESS model summary, conditional effects, and Johnson–Neyman region where available.

Implications

Theoretical Implications

The study contributes to organizational and occupational health scholarship by repositioning job performance as a possible boundary condition in a work-to-health enrichment process. This complements conventional models in which performance is treated principally as an outcome. The finding of a significant interaction supports a more conditional conceptualization in which the translation of work resources into psychological well-being may depend partly on employees' work functioning.

The results also support theoretical integration. COR theory explains the resource-generating logic of WHE, while Role Accumulation Theory helps explain why successful participation in the work role may intensify psychological returns. JD-R theory provides a broader organizational framework for understanding how job resources can support both performance and well-being. Together, these perspectives support a non-linear, context-sensitive view of employee functioning.

Practical Implications

For organizations, the findings suggest that health-promotive practices should not be separated from performance development. Wellness initiatives may be more sustainable when employees simultaneously receive adequate autonomy, feedback, supportive supervision, opportunities for competence development, and recovery resources. Performance management should therefore be developmental rather than exclusively evaluative.

Human resource practitioners may also use performance information to identify where additional resources are required. Importantly, the moderation result should not be interpreted as justification for directing well-being resources only toward high performers. Rather, lower-performing employees may require greater developmental support so that performance difficulties do not become a mechanism through which access to well-being resources is reduced.

The study is also relevant to organizational health promotion. Workplaces may consider health education, access to physical activity opportunities, supportive scheduling, nutrition-related initiatives, psychological support, and recovery-friendly work practices. Such interventions are consistent with the broader objective of integrating employee health into organizational systems rather than treating wellness as an isolated benefit.

Limitations

First, the study was geographically and sectorally bounded to private-sector employees in Awka and Onitsha. The findings therefore should not automatically be generalized to public-sector organizations, other Nigerian regions, or other national contexts.

Second, the cross-sectional design limits causal interpretation. The statistical relationships cannot establish temporal precedence among WHE, job performance, and psychological well-being. Longitudinal or experience-sampling designs would be better suited to examining whether enrichment produces subsequent changes in well-being and whether performance changes the strength of that process over time.

Third, the principal constructs were measured through self-report. This creates potential exposure to common-method variance, recall error, and social desirability. In particular, self-rated job performance may differ from supervisor- or objective performance indicators.

Fourth, the study did not report a full set of potential confounding variables in the moderation model. Factors such as occupational category, income, organizational size, leadership style, workload, and occupational stress could influence both performance and well-being.

Fifth, the source document reports a significant interaction term alongside a nonsignificant overall moderation-model F statistic. This requires careful reporting and replication. The absence of conditional-effects and simple-slope estimates also limits interpretation of how the WHE–PWB association changes at different levels of job performance.

Finally, the source document contains a procedural inconsistency: it reports 420 questionnaires produced but 520 disseminated. The present article reports the discrepancy rather than silently resolving it, while retaining the reported response-rate calculations based on 520 questionnaires.

Recommendations

Organizations should integrate work-health enrichment into formal human resource and occupational health systems rather than treating wellness as a peripheral benefit.

Performance management should emphasize developmental feedback, competence building, autonomy, and role clarity so that performance improvement and psychological well-being can reinforce one another.

Organizations should provide practical opportunities for health-promoting behavior, including feasible exercise opportunities, supportive scheduling, and health-oriented environmental resources.

Managers and supervisors should receive training in supportive leadership, employee well-being, and performance-sensitive resource allocation.

Well-being initiatives should be accessible to employees across performance levels; performance information should be used to identify developmental needs rather than to restrict access to health resources.

Organizations should strengthen longitudinal monitoring of employee well-being and performance to identify emerging resource loss, strain, or disengagement.

Researchers and practitioners in Nigeria should incorporate culturally relevant features of work and family life when designing work-health enrichment interventions.

Suggestions for Further Studies

Future research should employ longitudinal, multi-wave designs to establish temporal ordering among WHE, job performance, and psychological well-being. Experience-sampling or diary

methods would be particularly valuable because enrichment and affect may fluctuate substantially across workdays.

Future studies should also use multi-source performance data, combining self-reports with supervisor ratings and, where feasible, objective performance indicators. Such designs would reduce common-method concerns and strengthen inference about the role of performance as a moderator.

Researchers should replicate the model across public and private organizations and across multiple Nigerian regions. Comparative studies could determine whether the observed relationships vary according to organizational sector, occupation, region, or cultural context.

Further work should examine whether specific mechanisms explain the moderation effect. Potential mechanisms include self-efficacy, psychological capital, recovery experiences, work engagement, perceived organizational support, and job autonomy. A moderated mediation framework could also test whether WHE influences well-being through health behavior, positive affect, or psychological resources, conditional on performance.

Future research should report complete moderation diagnostics, including centered-variable specifications, model summaries, interaction plots, conditional effects at meaningful moderator values, and Johnson-Neyman regions where appropriate.

Conclusion

This study examined work–health enrichment, job performance, and psychological well-being among private-sector employees in Awka and Onitsha, Southeastern Nigeria. The findings demonstrated consistent positive associations between overall WHE and psychological well-being, between each of the four enrichment dimensions and psychological well-being, and between job performance and psychological well-being. These relationships provide empirical support for the proposition that work can function as a source of resources and positive experiences that are associated with employee psychological functioning.

The study also identified a statistically significant WHE × job performance interaction. This result supports the proposition that the association between work-health enrichment and psychological well-being is conditional upon job performance, although the reported nonsignificant overall model statistic requires cautious interpretation. The evidence therefore supports a nuanced rather than purely linear understanding of enrichment: the benefits associated with work-derived resources may vary according to employees' work functioning and resource capacity.

Overall, the study extends organizational well-being scholarship by bringing together work-to-health enrichment, performance, and psychological well-being within an underrepresented Nigerian context. Its principal contribution lies in highlighting the importance of examining not only whether work environments provide health-enriching resources, but also the conditions under which employees are able to translate those resources into positive psychological outcomes.

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