



Assessing the Implication of Physical Well-Being on Job Satisfaction and Performance of Employees in Selected Hotels in Akure, Ondo State, Nigeria

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ABSTRACT

Physical well-being is frequently neglected, yet it is an undeniably significant aspect of overall wellness. Indeed, no single aspect of wellness operates in isolation; hence, emotional, physical, and social well-being are all interrelated. This study, therefore, assesses the implication of physical well-being on the satisfaction and performance of employees in selected hotels in Akure, Ondo State, Nigeria. This study employs a quantitative research method, distributing an online questionnaire via Google Forms. Convenience sampling method was employed to choose four (4) hotels in Akure that are regarded as part of the top 20 hotels in the city with the total of 120 respondents selected across the hotels. The regression analysis results indicate that physical well-being ($R^2 = 0.577$; $t = 12.696$; $p = 0.000$) accounts for 57.7% of the total variance, demonstrating a strong relationship in determining job satisfaction. It was also found that physical wellbeing ($R^2 = 0.637$; $t = 14.397$; $p = 0.000$) account for 63.7% of the total variance which is a high coefficient in the determination of employee performance. This study concluded that physical well-being has a positive significant influence on employee satisfaction and job performance. Therefore, it is recommended that organisations should provide extensive healthcare benefits to tackle their employees' health-related concerns. Organisations should implement wellness reimbursements and exercise subsidies for all employees as an integral component of their wellness program to enhance physical well-being.


Keywords: Physical well-being, Job satisfaction, Employee performance, Employee physical health, Hospitality industry, Wellness.


JEL Codes: I31, E23, M12, L29

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1. INTRODUCTION

Employment plays a crucial role in a person's life, serving as a foundation for their overall well-being and that of their dependents. It is essential for fulfilling daily needs, encompassing both social and financial aspects (Agrawal, 2019). Employee well-being includes multiple factors that collectively enhance satisfaction across various dimensions of life, such as relationships, work, emotions, physical health, community engagement, financial security, and spiritual health (Nielsen et al., 2017). Therefore, the welfare of employees is essential for the success of an organisation. Hence, it is advantageous for the organisation to actively encourage and facilitate the physical well-being of their employees in the workplace in order to reduce stress (Neumeier et al., 2017). Stress arises from an overwhelming workload and additional professional responsibilities, resulting in a range of health issues associated with work (Addison & Yankyera, 2015; World Health Organisation, 2016). Many individuals in the hospitality sector often find themselves working around the clock without breaks (Adedipe & Adeleke, 2016; Adeola & Ezenwafor, 2016), unless they are on shift or have scheduled days off, as it may be emphasized. This results in significant stress stemming from the physically demanding nature of the hospitality industry. Consequently, focusing on employee well-being serves as a solution for improving employee efficiency, job satisfaction, and the performance of employees (Arnold, 2017; Bakar et al., 2018).

When considering well-being in the workplace, are organisations factoring in physical well-being? This is a question that needs an answer among employers and organisations in Nigeria. Hence, physical well-being is frequently neglected, yet it is an undeniably significant aspect of overall employee wellness programme. Indeed, no single aspect of wellness operates in isolation; hence, emotional, physical, and social well-being are all interrelated. Therefore, employee well-being refers to a state where individuals experience positive physical and mental health, satisfaction, success, and a sense of accomplishment in their professional roles. Employee well-being encompasses elements such as job satisfaction, a sense of purpose, and improved performance (Davis, 2019). Globally, organisations and human resource divisions have demonstrated a significant commitment to the well-being and success of their employees within the work environment. The 2023 report from the United Nations identified employee well-being and good health as the third objective within the seventeen Sustainable Development Goals (Martin, 2025).

According to Lee (2019), the well-being and satisfaction of employees play a crucial role in influencing a company's long-term success. The demanding workloads and obligations associated with employment in a competitive sector, such as the hospitality industry, pose significant risks to employees' physical well-being (Cotton & Hart, 2003).

Cho (2023) emphasises that the well-being of employees is a crucial focus for organisations, which aim to foster a positive relationship with their workforce and guarantee long-term satisfaction and engagement in the workplace. A significant number of employers recognise that the well-being and physical health of their employees play a crucial role in their competitive edge, as the skills and loyalty of the workforce greatly influence the overall performance of their organisations (Santos & Lousy, 2022). Organisations prioritising the physical well-being of their employees can achieve a sustainable competitive advantage

(Hussain et al., 2022). Ensuring the well-being and contentment of employees is crucial, as it yields numerous positive outcomes, including increased satisfaction, enhanced employee performance, reduced intentions to leave, and improved retention rates (Suárez-Albanchez et al., 2022). Therefore, a workforce with better physical health would demonstrate greater efficiency and effectiveness. Consequently, emphasising employee well-being empowers individuals to flourish within their organisation and achieve high levels of productivity (Khaleel & Chelliah, 2018).

Nonetheless, a significant gap persists in the existing literature regarding the implication of physical well-being on job satisfaction and performance. Furthermore, in the current dynamic corporate environment, where demands and expectations are consistently increasing, grasping the relationship between physical health and employee performance has become increasingly essential. Employers and industry professionals need to recognise the significant impact of employee physical well-being on overall productivity, job satisfaction, and financial performance. Encouraging physical well-being in the workplace benefits both employees and the organisation. The potential advantages for the business include reduced sick leave, fewer insurance claims, and increased productivity stemming from a healthier, happier, and more engaged workforce.

Moreover, the physical health of employees plays a crucial role in their overall well-being, alongside emotional, mental, and psychological well-being, in the hospitality sector. This has been a significant focus of study both in Nigeria and globally (Oliveira-Silva & Porto, 2021; Akhbar, Harding & Yanuarti, 2020; Fridayanti, Kardinah & Fitri, 2019; Lee, 2019). Consequently, for professionals in human resources to fully grasp the complexities surrounding the management and understanding of workplace physical well-being, it is crucial to possess a solid foundation of knowledge about its advantages. This investigation aims to explore the impact of employee physical well-being on both satisfaction and performance within the hospitality sector, focusing on specific hotels located in Akure, Ondo State, Nigeria.

The hospitality industry, therefore, includes a diverse array of sectors within the service sector, including accommodation, food and beverage services, event management, theme parks, and travel and tourism (Myo, Khalifa & Aye, 2019). The concept of hospitality encompasses the warm reception of travellers and the creation of a comfortable atmosphere that mirrors the familiarity of home. The hospitality sector encompasses the provision of accommodations, food, drinks, and entertainment services for travellers and visitors (Akpan & Eno, 2021). Moreover, a notable increase in competitiveness has been observed among hotels, both in Nigeria and globally, in recent years. This has created a challenge, as the hotels must determine the factors that lead to consumer dissatisfaction. The aforementioned functions have captured the attention of individuals in exploring the role of employee physical well-being in enhancing job satisfaction and performance in hotels in Akure, Ondo State.

1.1 Research Objectives

The specific objectives of this study are to:

- Investigate the influence of physical well-being on job satisfaction among employees in the selected hotels in Akure, Ondo State, Nigeria.
- Examine the effect of physical well-being on the performance of employees in the selected hotels in Akure, Ondo State, Nigeria.

1.2 Research Hypotheses

- H0: Physical well-being does not have a significant influence on job satisfaction of employees.
- H0: There is no significant relationship between physical well-being and the performance of employees.

2. REVIEW OF RELATED LITERATURE

2.1 Concept of Well-being and Physical Well-being

Defining well-being presents numerous challenges when examining it within the context of the workplace. Alongside various academic definitions (Tina et al., 2017), multiple dimensions of well-being exist (De Witte et al., 2016). A notable differentiation exists among eudaimonic, hedonic, and evaluative well-being, as articulated by Ryan and Deci (2001). This distinction clarifies the difference between the concepts of "feeling good" and "functioning well," as articulated by Huppert (2009). Well-being can be understood in multiple dimensions, either as an outcome or as a process. The hedonic aspect of well-being relates to the personal experiences and emotional conditions of individuals, encompassing pleasure and anxiety, among other feelings (Ryff, 2018). The eudaimonic aspect of well-being relates to living a fulfilling life by engaging with the external environment to meet fundamental psychological needs, including achieving a sense of accomplishment and finding direction and meaning (Rahmani et al., 2018). The evaluative aspect of well-being pertains to individuals' self-reflective assessment of their situations, grounded in their judgments regarding overall life satisfaction or specific domains, such as job contentment.

Employee well-being encompasses the actions and efforts an individual undertakes to achieve physical, mental, and emotional health, as well as financial stability, in order to maintain their livelihood (Sprigg et al., 2019). According to Peccei, Van de Voorde, and van Veldhoven (2015), employee well-being encompasses psychological well-being, job satisfaction, the lack of emotional exhaustion, and the co-existence of both positive and negative emotions. Recent advancements have led to a more nuanced understanding of well-being in both personal and professional life. The definitions progressed from initial descriptions using broad emotional terminology to more specific and theoretically sophisticated ones (Weiss, 2002), providing robust frameworks crucial for a scientific inquiry (Bowling et al., 2010). For example, the concept of employee well-being now encompasses the evaluation of job and life satisfaction (Zheng et al., 2015; Weziak-Bialowolska et al., 2019).

Improving workplace well-being is an organisational duty, as it will have a positive impact on overall performance (Ravalier et al., 2016). Parks and Steelman (2008) conducted a meta-analysis, and the findings indicated that participation in organisational well-being programs was linked to lower stress levels, reduced absenteeism, increased job satisfaction, and improved productivity across various studies. Considering that individuals allocate a considerable amount of their time to their professional lives, understanding the strategies for fostering well-being in the workplace can serve as a pathway to enhancing employee well-being in the broader context of society. However, organisations might hesitate to prioritise employee well-being unless they can identify a clear financial rationale for doing so (Guest, 2017).

As noted by Donaldson, van Zyl, and Donaldson (2022), physical well-being encompasses aspects such as sleep, eating, and exercise habits, all of which influence energy levels. In a professional setting, this entails taking regular breaks for brief sessions of physical activity and stretching exercises. Any form of movement contributes to enhancing your physical well-being, encompassing activities like walking, running, swimming, and cycling, as well as strengthening exercises such as yoga, Pilates, weightlifting, and even gardening. Identifying a workout that brings joy is essential for establishing a routine; nonetheless, daily tasks also present a chance for physical activity (Rasool et al., 2021). This method can be utilised in organisational settings to enhance physical well-being. Capiro, Sit, and Abernethy (2014) define physical well-being as the capacity to sustain a healthy quality of life, enabling employees to maximise their daily activities without experiencing excessive fatigue or physical strain. It encompasses the maintenance of our physical health and the acknowledgement that the daily routines and actions of employees profoundly influence their overall health, well-being, and quality of life.

Physical well-being encompasses the capacity to engage in physical activities and fulfil social and professional roles without being obstructed by physical constraints or experiences of bodily discomfort, as well as biological health indicators (Clark et al., 2011). The physical aspect of well-being encompasses the capability and commitment to maintain one's health, safety, and overall quality of life. This is achieved through proper nutrition, regular exercise, sufficient rest and sleep, good hygiene practices, avoidance of detrimental habits, responsible decision-making, appropriate self-care, and seeking medical help when necessary (Kern et al., 2013). This encompasses the capacity to identify when we are not in good physical health and to take suitable measures, along with the comprehension of how behaviour connects to sustaining optimal physical well-being.

Moreover, physical well-being encompasses more than merely the absence of disease; it involves a broader understanding of health. Physical well-being encompasses lifestyle behaviour choices aimed at ensuring health, preventing avoidable diseases and conditions, and achieving a balanced state of body and mind (Akhbar, Harding & Yanuarti, 2020). The increasingly sedentary nature of office life poses a significant risk to the physical health of employees. The combination of being indoors in urban settings significantly increases the risk of health problems for your workforce. Individuals experience physical well-being when they feel robust, possess the energy to engage in activities, and are free from pain or discomfort. Typically, a working adult will dedicate approximately 90,000 hours to their professional life throughout their lifetime. It is essential to prioritise the maintenance of physical well-being within the workplace (CIPD, 2022).

2.2 Concept of Job Satisfaction

Bang (2015) describes job satisfaction as a blend of psychological, physiological, and environmental factors that influence an employee's sense of fulfilment in their workplace. According to Chaudhuri, Reilly, and Spencer (2015), job satisfaction is characterised as the personal and subjective view an individual holds regarding their workplace. In his view, salary, the nature of the work, opportunities for advancement, quality of supervision, and relationships with colleagues are all factors that could be employed to measure job satisfaction. Job satisfaction is characterised by Locke (1976) as an emotional and affective reaction to a job or particular aspects of the job. Spector (1997) opined that job satisfaction is the degree to which

employees experience positive feelings (satisfiers) or negative feelings (dissatisfiers) concerning their work. Satisfiers denote the components that fulfil a person's needs for psychological growth. Dissatisfiers, conversely, denote rewards that merely shield an individual from encountering negative emotions related to their work.

Spector (1997) defined job satisfaction as an assessment of various elements, including benefits, salary, work tasks, opportunities for advancement, supervision, relationships with colleagues, contingent rewards, communication, and operational procedures (Irer, 2016). Spencer et al. (2016) characterise job satisfaction as a comprehensive expression of an employee's positive attitude. From their perspective, a person with high job satisfaction is seen as having mainly positive views, whereas someone unsatisfied is likely to hold negative attitudes towards their work. According to Paul and Phua (2011), job satisfaction is defined as the degree to which outcomes meet or exceed expectations. Robbins and Judge (2007) describe job satisfaction as a positive emotional condition that arises from assessing the value of one's workplace.

2.3 Concept of Employee Performance

The main goal of any organisation globally is to achieve positive results by successfully meeting its objectives and aims (Idowu, 2019). Hence, the success of an organisation relies heavily on its robust performance. Therefore, the effectiveness of employees serves as a vital factor in any organisation. So, compliance with established standards by an individual lead to enhancements and improvements in organisation's performance (Chegini, 2010). According to Stephen and Stephen (2016), employee performance is a term frequently utilised within the realm of human resources. Employee performance refers to the ability of employees to achieve organisational goals with enhanced effectiveness and efficiency. Employee performance includes all elements that directly or indirectly influence and relate to the work of employees (Stephen & Stephen, 2016). Employee performance can be understood as the aggregate value of an employee's behaviours that both directly and indirectly support an organisation's objectives (Davies et al., 2015).

According to Owoyemi and Ekwoaba (2014), the performance of employees plays a vital role in the growth of an organisation, hinging on the capacity of individuals to exhibit creativity, innovation, and commitment. Every individual assumes unique roles or responsibilities within an organisation, which depend on the specific characteristics of that organisation. The personnel carry out these occupations or tasks with a high level of proficiency to ensure optimal performance in their work. Management must recognise the significance of employee performance and earnestly work towards enhancement in this area. Following the standards of accuracy, completeness, cost, and speed set forth by Kotter and Heskett (2011), employee performance is characterised as the effective completion of a specified task. Performance, as articulated by Soebbing et al. (2015), refers to the degree to which an individual meets the goals of the organisation in their role.

2.4 Relationship between Physical Well-being and Employee Job Satisfaction

The literature contains limited research evidence concerning the relationship between physical well-being and job satisfaction. However, the relationship between employee physical health and job satisfaction is significant. Employees in good physical health generally report increased job satisfaction. Optimal health facilitates employee task performance, reduces stress

levels, and enhances work-life balance (Aziri, 2011). These factors contribute to increased levels of job satisfaction. The relationship between job satisfaction and health is cyclical. Research indicates that employees with higher job satisfaction tend to report better health outcomes and a reduced likelihood of health deterioration (Abuhashesh, Al-Dmour & Masa'deh, 2019).

A workplace that encourages physical well-being cultivates a constructive organisational culture. Employees who receive support in their health endeavours tend to report greater job satisfaction, which correlates with enhanced retention rates and increased loyalty (Bin Shmailan, 2016). Promoting employees' physical well-being and addressing their bodily needs enhances not only their physical health but also their emotional, intellectual, and relational well-being, ultimately contributing to job satisfaction (Rasool, 2021). Bowling (2018) asserts that workplace well-being may yield both positive and negative outcomes. Job satisfaction can impact health risks, health perceptions, and the perceived availability of healthcare services. Dissatisfied individuals may exhibit carelessness in their activities, adopt unhealthy lifestyles, or endure persistent stress that compromises their physical well-being (Downes et al., 2002). Individuals may exhibit increased concern for their health, place greater emphasis on physical discomforts, interpret symptoms as indicative of illness more readily, and actively seek to adopt the sick role.

Statistics from the HSE indicate that each year, more than one million workers in Great Britain experience injuries or illnesses related to their employment. This may have a significant impact on individuals, their families, employers, the government, and society as a whole (HSE, 2022). The effects of inadequate physical health are equally significant. Estimates from the UK government indicate that, during the 2022/2023 period, around 581,000 workers sustained injuries from workplace accidents, resulting in a loss of 28.2 million working days due to work-related ill health. Annually, an additional 674,000 workers experience a new instance of ill health that they attribute to their work or believe has been exacerbated by it (HSE, 2022). The total costs associated with self-reported injuries and ill health in the workplace for the year 2022/23 amounted to £21.6 billion. Ill health accounts for approximately 67% of total costs, equating to £14.5 billion, while injuries contribute around 33% of total costs, amounting to £7.1 billion. Ill health cases generally lead to increased absenteeism, resulting in elevated costs (HSE, 2022).

2.5 Relationship between Physical Well-being and Employee Performance

Performance and well-being are intricate phenomena that include a wide range of aspects and dimensions. Multiple constructs have been employed to define and evaluate performance, including counterproductive behaviours, task performance, contextual performance, and creative performance (Koopmans et al., 2011). Two distinct lineages of well-being have been identified: hedonic, encompassing affect, life satisfaction, and job satisfaction, and eudaimonic, which includes engagement, personal development, and the pursuit of meaning in life. Most research investigating the connection between human resource practices, performance, and well-being has predominantly concentrated on task performance. Contextual performance and job satisfaction, along with other enjoyable aspects of well-being, have been inadequately explored (Gallagher et al., 2009).

Edgar et al. (2015) provide evidence that well-being has a significant influence on performance. They highlight the ambiguity regarding the specific dimensions of well-being

linked to different performance outcomes. This raises concerns about the accuracy and reliability of the performance metrics used in this field of study. The research concluded that unique performance outcomes correlate with distinct dimensions of well-being. A study conducted by Harvard Medical School indicated that individuals with elevated well-being levels exhibited significantly greater productivity compared to those with lower well-being levels (Investors in People, 2017).

In the contemporary corporate landscape, organisations are increasingly acknowledging the essential connection between physical health initiatives and employee well-being (Arena et al., 2013). A recent survey conducted by the Global Wellness Institute indicates that organisations that invest in employee wellness programs observe a 25% decrease in absenteeism and a 30% enhancement in productivity (Global Wellness Institute, 2018). Examine the case of TechCorp, which instituted a comprehensive fitness initiative encompassing subsidised gym memberships and on-site wellness workshops. Reports indicated a 35% decline in healthcare costs per employee within a year, alongside a significant increase in employee morale, demonstrating the connection between physical health and organisational benefits (psycho-smart.com., 2023).

Furthermore, a study published by the Harvard Business Review indicates that for each dollar invested in wellness programs, organisations can anticipate an average return of \$3.27 due to enhanced health outcomes and decreased medical expenses (Berry, Mirabito & Baun, 2020). The case of BeWell Inc. illustrates this point. Following the implementation of a program centred on nutritional counselling and fitness competitions, the company experienced a 50% increase in employee engagement scores. This shift promoted a healthier workforce and established a culture of wellness within the organisation, resulting in a more dynamic workplace where employees excel both physically and mentally (Gubler, Larkin & Pierce, 2018). Research indicates that physical health can adversely impact employee performance, productivity, and overall job satisfaction (Kim, 2021).

In contrast, employees who receive support for their physical health tend to exhibit improved performance, increased job satisfaction, and greater retention with their employer (Akhba, Harding & Yanuarti, 2022). Both employers and employees must prioritise physical health. Investing in health and wellness programs and promoting work-life balance enables employers to enhance employee well-being, resulting in a healthier, happier, and more productive workforce (Herwanto & Ummi, 2017). In the absence of physical health, employees may neglect essential organisational practices and responsibilities. Finally, the absence of a growth mindset can lead to employees not only lacking essential skills or competencies but also being unable to acquire them (Hudin & Budiani, 2021).

3.METHODOLOGY

3.1 Research Design

The concept of "research design" involves a comprehensive strategy for linking theoretical research issues with practical and relevant empirical studies (Creswell, 2018). However, the chosen design for this study is descriptive design. Descriptive research designs rely exclusively on gathering primary data from respondents (Basias & Pollalis 2018). This

study therefore, employed descriptive research design aligned with the quantitative research approach.

3.2 Research Methods

This study employs a quantitative research method, distributing an online questionnaire through the use of Google Forms. The study employs quantitative methods, allowing for an accurate measurement of the implication of employee physical well-being on satisfaction and performance in four selected hotels. A study conducted by Sale and Thielke (2018) indicates that the application of quantitative research methodologies primarily relies on numerical data.

3.3 Population of the Study

According to Hotels.ng (2024), Akure, located in Ondo State, boasts a total of 109 hotels. This study concentrates mainly on four hotels in Akure, which are recognised as part of the top 20 hotels in the city (Hotels.ng, 2024). The selected hotels in Akure, Ondo State, include St. Jacobs, Groovy, Towlab Hotel & Suites, and Sunview Hotels. St Jacobs Hotel has a total of 44 rooms. The package offers a complimentary breakfast for guests residing in 25 Executive Deluxe rooms, 4 Royal Deluxe rooms, 10 Royal Superior rooms, 4 Diplomatic Suites, and 1 Presidential Suite (Hotels.ng, 2024). Groovy Hotel offers an economical stay, boasting a 3-star rating. The room categories offered include the Deluxe Room, Super Deluxe Room, Executive Room, and Super Executive Room (Hotels.ng, 2024). Towlab Hotel & Suites offers lodging that includes a restaurant, complimentary private parking, and a bar. The facilities include a front desk available 24/7, airport transfer services, room service, and complimentary Wi-Fi throughout the establishment. The Sunview Hotel reception team is proficient in German, English, Spanish, French, Italian, and Vietnamese. The hotel offers ample guest accommodations, featuring complimentary Wi-Fi access throughout the entire property. Visitors have the opportunity to unwind in the indoor swimming pool, vibrant garden, and terrace. The on-site restaurant offers a comprehensive menu for an additional fee, with the option for outdoor dining on the terrace.

3.4 Sample and Sampling Technique

After identifying the four hotels for this study (St. Jacobs, Groovy, Towlab Hotel & Suites, and Sunview), respondents were selected through a convenience sampling technique, which is a form of non-probability sampling based on the availability and willingness of individuals to participate in the study. The research involved a sample of 30 employees from each of the four hotels, resulting in a total of 120 respondents utilised for this analysis.

Table 1. Details of how the respondents were selected from the four (4) hotels.

S/N	Name of Hotel	Local Government Area	Number of Participants	Customer Patronage
1.	St. Jacobs Hotels	Akure South	30	Very High
2.	Groovy Hotels	Akure South	30	Very High
3.	Towlab Hotel & Suite	Akure South	30	Very High
4.	Sunview Hotel	Akure South	30	Very High

Source: Researchers findings, 2025.

The sample size was chosen to encompass the perspectives of the majority of staff from the selected hotels who are willing to share their thoughts on matters concerning their physical well-being at work about job satisfaction and performance. Employees of both genders, aged 18 and above, from various hotel units, were chosen for this study, particularly emphasising those in middle and lower positions.

3.5 Data Collection

For this study, primary data was collected using a closed-ended questionnaire. This was achieved through direct inquiries. A questionnaire was meticulously crafted using Microsoft Forms to gather the necessary data for this study effectively. A convenience sampling method was employed to choose four (4) hotels in Akure that are regarded as part of the top 20 hotels in the city (Hotels.ng, 2024).

This study involved the development of the scale by utilising existing literature, and the questionnaire was designed with clear and unbiased language to ensure that respondents could easily understand the questions. The questionnaire comprises three scales, which were distributed to the respondents via email after obtaining approval from the management of the chosen hotels.

The questionnaire will be divided into three scales which are:

- Scale one: Employee physical well-being;
- Scale two: Job satisfaction and;
- Scale three: Employee performance

To assess the physical well-being of employees, modifications were implemented to the Escala de Bem-estar Subjetivo (EBES), as suggested by Albuquerque and Trócoli (2004). The survey consists of 62 items that assess three dimensions of employee well-being: life satisfaction, positive affect, and negative affect. The instrument was chosen because it has a dependability rating of 0.86 for its complete scale. The overall scale achieved a reliability coefficient of 0.77 based on the sample analysed. Furthermore, the reliability coefficient for the satisfaction with life factor was 0.77. In contrast, the positive affect factor exhibited a reliability coefficient of 0.93, and the negative affect factor demonstrated a reliability coefficient of 0.94.

The Minnesota Satisfaction Questionnaire (MSQ-short form) was employed to assess job satisfaction. This standardised scale, created by Weiss, Dawis, England, and Lofquist in 1967, seeks to measure both the intrinsic and extrinsic dimensions of worker employment. Employee performance was evaluated through a self-reported measure of improved performance.

3.6 Data Analysis

This investigation examined the demographic information of participants in conjunction with the research hypotheses outlined in this study. The collected data is analysed utilising version 26 of the IBM SPSS quantitative analysis software. This investigation employed inferential statistics to analyse the collected data. Multiple regression analysis was employed for the analyses.

4. RESULTS AND DISCUSSION

4.1 Demographic Variables of Respondents

Table 2. Demographic Information (n=120)

Demographic Measures	Data	Frequency	Percentage (%)
Gender	Female	53	44.2
	Male	67	55.8
	Total	120	100.0
Age Range	18-25 Years	12	10.0
	26-33 Years	39	32.5
	34-41 Years	49	40.8
	42 Years and above	20	16.7
	Total	120	100.0
Marital Status	Married	71	59.2
	Single	41	34.2
	Others	8	6.7
	Total	120	100.0
Years of Experience	Less than 1 Year	61	50.8
	1-3 Years	37	30.8
	4 years above	22	18.3
	Total	120	100.0
Departments	Bar attendants	22	18.3
	Food and Beverage	14	11.7
	Housekeeping	22	18.3
	Kitchen	9	7.5
	Reception/Customer care	41	34.2
	Security	12	10.0
	Total	120	100.0

Source: Researcher's survey, 2025.

The analysis of Table 2 reveals that male respondents accounted for 55.8% of the study's participation. The majority of participants in this study are respondents aged 34-41 years, comprising 40.8% of the total sample. A significant portion of the respondents, specifically 59.2%, are identified as married based on their marital status. Additionally, the data indicates that a significant portion of the respondents, specifically 50.8%, possess less than one year of work experience. The reception and customer care departments in the selected hotels had a notable participation rate of 34.2% in this study.

4.2 Analyses of Research Hypotheses

Hypothesis One: Physical well-being does not have a significant influence on the job satisfaction of employees.

Table 3. Regression Model Summary^b on the influence of Physical Well-being on Job Satisfaction of Employees

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1	df2	Sig. F Change
1	.760 ^a	.577	.574	.667	.577	161.198	1	118	.000

a. Predictors: (Constant), Physical Well-being

b. Dependent Variable: Job satisfaction

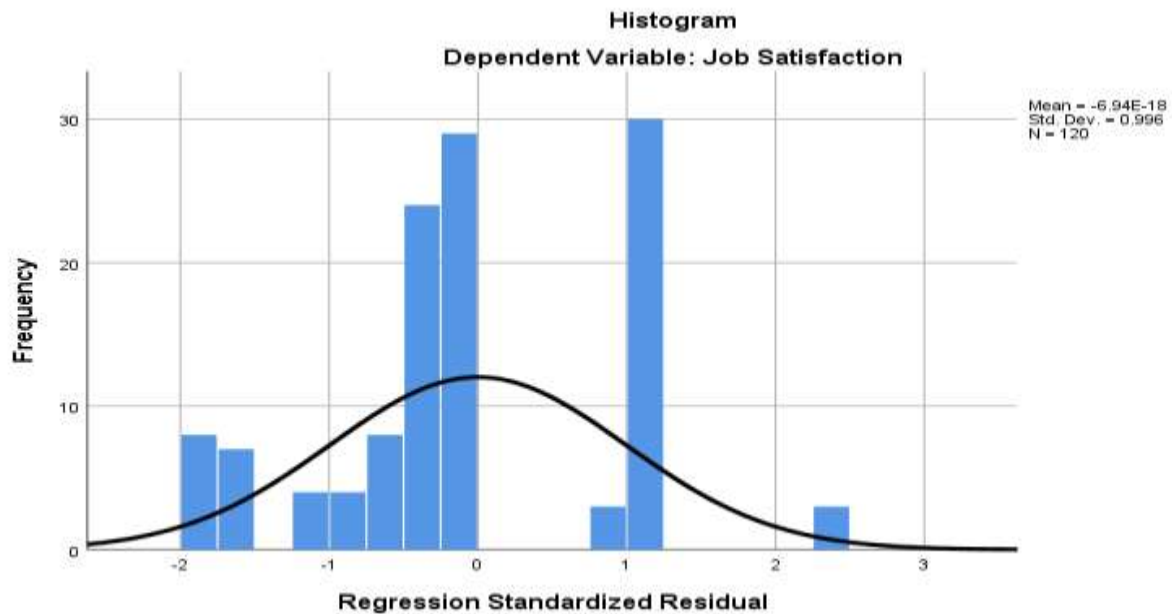
Decision rule: The regression analysis results shown in Table 3 indicate an R-square (R²) coefficient of 0.577. This suggests that physical well-being accounts for 57.7% of the total variance, demonstrating a strong relationship in determining job satisfaction within the selected hotels at a 0.05 level of significance. This indicates that prioritising the physical well-being of employees is crucial for enhancing job satisfaction.

Table 4. Coefficients of the influence of Physical Well-being on Job Satisfaction of Employees

Model		Unstandardised Coefficients		Standardised Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.846	.272		3.106	.002		
	Physical Well-being	.839	.066	.760	12.696	.000	1.000	1.000

a. Dependent Variable: Job satisfaction

Decision rule: The coefficient summary table 4 demonstrated the extent of the significant impact that physical well-being has on job satisfaction in the chosen hotels. The statistical outcome is presented below: Physical well-being: $\beta = 0.760$, $t = 12.696$; $p = 0.000$, indicating a statistically significant result at the 0.05 level. The statistical findings suggest that physical well-being has a significant impact on employees' job satisfaction. The results of the multicollinearity test indicate that the "linearity statistic" value reveals a VIF value of less than 10 and a tolerance greater than 0.1. The analysis indicates that multicollinearity is absent among the VIF values of the independent variable.



Hypothesis Two: There is no significant relationship between physical well-being and the performance of employees.

Table 5. Regression Model Summary^b on the relationship between Physical Well-being and Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.798 ^a	.637	.634	.618	.637	207.266	1	118	.000

a. Predictors: (Constant), Physical Well-being

b. Dependent Variable: Employee Performance

Decision rule: From the regression analysis result presented in Table 5, the result reveals the coefficient of R-square (R²) of 0.637, which indicates that physical well-being accounts for 63.7% of the total variance, which is a high coefficient in the determination of employee performance in the selected hotels at 0.05 level of significance. This suggests that prioritising the physical well-being of employees has a positive correlation with employee performance.

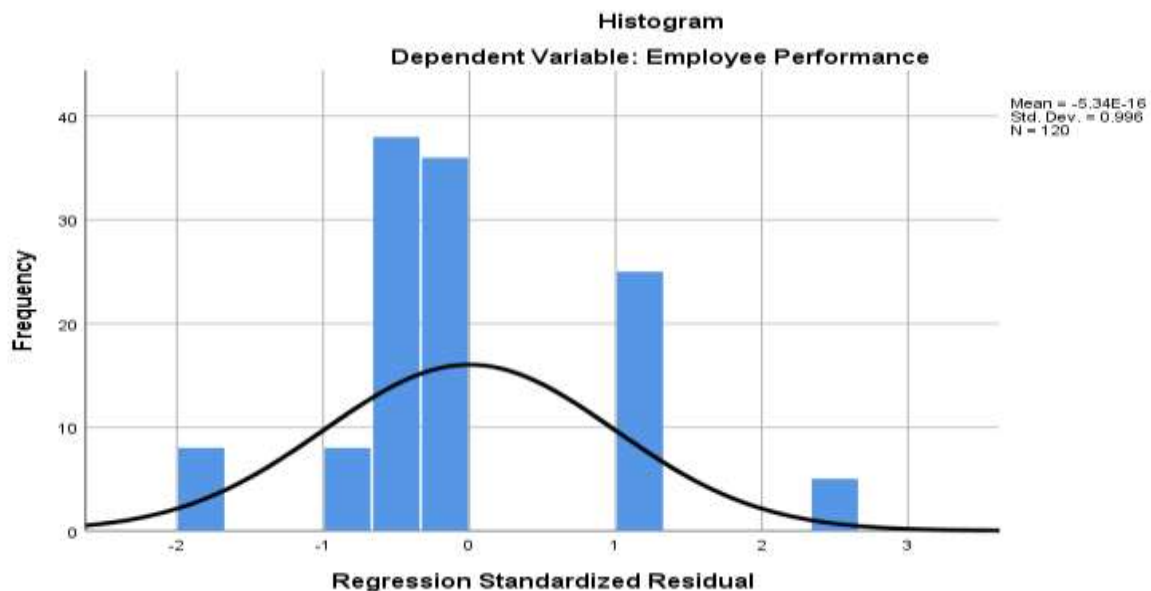
Table 6. Coefficients on the relationship between Physical well-being and Employee Performance

Model		Unstandardised Coefficients		Standardised Coefficients		Sig.	Collinearity Statistics	
		B	Std. Error	Beta	t		Tolerance	VIF
1	(Constant)	.749	.247		3.026	.003		
	Physical Well-being	.869	.060	.798	14.397	.000	1.000	1.000

a. Dependent Variable: Employee Performance

Decision rule: The coefficient summary table (6) illustrates the extent of the correlation between physical well-being and employee performance in the chosen hotels. The statistical findings are presented below: Physical well-being: $\beta = 0.798$, $t = 14.397$; $p = 0.000$, which is significant at the

0.05 level. The statistical findings indicate a significant positive relationship between physical well-being and employee performance. The findings from the multicollinearity test indicate that the "linearity statistic" reveals a VIF value of less than 10 and a tolerance exceeding 0.1. The analysis indicates that there is no multicollinearity present among the VIF values of the independent variable.



5.DISCUSSION OF FINDINGS

This study found, in Hypothesis 1 that physical well-being has a significant influence on job satisfaction of employees. The findings of this study indicate that employee physical well-being is crucial to job satisfaction. The physical demands associated with the execution of assigned duties by staff at the chosen hotels include serving customers at the bar, preparing meals in the kitchen, handling guest requests at the reception, and ensuring the safety of both the hotel and its patrons, among other responsibilities. The result aligns with the outcomes observed in the research conducted by Salgado et al. (2019), which explored the relationship between workplace contentment and the satisfaction levels of new employees through a survey. The results indicate that a workplace prioritising employee well-being tends to foster greater job satisfaction among employees. An environment that encourages physical health cultivates a constructive organisational culture. Individuals who perceive support in their health endeavours tend to exhibit greater job satisfaction, which correlates with enhanced retention rates and heightened loyalty (Akhbar Harding & Yanuarti, 2020). A related study indicates that organisations prioritising employee well-being experience a significant 21% increase in productivity, according to research by Gallup. Furthermore, 63% of employees who engage in well-being initiatives report elevated levels of job satisfaction, highlighting the strong connection between well-being and job satisfaction (Gallup, 2022). In a similar contribution, when individuals receive support for their physical well-being, they tend to exhibit greater job satisfaction and increased retention with their employer (Hudin & Budiani, 2021). A well-functioning body contributes to optimal mental performance, enhancing abilities such as

problem-solving, decision-making, and creativity. Individuals who prioritise their physical well-being often experience lower stress levels and improved mental clarity (Fridayanti, Kardinah, & Fitri, 2019). Both practitioners and scholars recognise employee well-being as a fundamental contributor to job satisfaction among employees (Ryan & Deci, 2000; Edgar et al., 2020). Moreover, job satisfaction manifests in the constructive attitudes of employees towards their tasks and the overall dynamics within the workplace. Miah (2018) defines job satisfaction as a positive emotional state that assesses an individual's work experience. Job dissatisfaction arises when expectations remain unmet. Job satisfaction encompasses various dimensions, typically including self-job satisfaction, salary, recognition, supervisor-employee interaction, and development opportunities (Nabawi, 2020).

The findings from Hypothesis 2 indicate a positive and significant relationship between physical well-being and employee performance. The results indicate a significant positive relationship between physical well-being and the performance of employees in the selected hotels. This could be attributed to their positive feelings regarding physical well-being. This aligns with the findings of Parks and Steelman (2018), whose study revealed that organisational well-being programs were associated with decreased stress levels, reduced absenteeism, and increased productivity. In a related discovery, Donaldson et al. (2021) observed that sustaining good physical health enables employees to possess the energy necessary for efficient task performance. Similarly, Kim (2021) identified that improving employee well-being transcends moral obligations; it is a strategic requirement for organisations seeking to cultivate a motivated and productive workforce. Rasool et al. (2021) suggest that by implementing comprehensive well-being programs focused on physical health, organisations can foster a supportive workplace culture. When these initiatives are customised to address the unique needs of employees, they can greatly alleviate stress and burnout, resulting in enhanced employee performance. The research conducted by Donaldson, van Zyl, and Donaldson (2022) supports the conclusions of this study, emphasising that employees' physical fitness and health are crucial for effectively performing their daily activities within an organisation, ultimately leading to enhanced performance in various tasks.

This study represents the initial effort to systematically investigate how employee physical well-being affects satisfaction and performance within the hospitality sector. The hospitality sector is burdened with physical responsibilities in executing work obligations. This study represents a notable progression for organisations in cultivating a positive workplace culture, ultimately leading to improved job satisfaction and performance. This study offers valuable insights into developing a model for employee physical well-being, as there has been a predominant focus on psychological, mental, and social well-being, often overlooking the importance of physical well-being. Consequently, organisations, employers, and employees need to recognise that physical well-being holds equal significance to other aspects of overall well-being. This study highlights the importance of organisations prioritising their employees' physical health by investing in proper nutrition, regular exercise, sufficient rest and sleep, effective hygiene practices, the avoidance of harmful habits, responsible decision-making, adequate self-care, timely medical assistance when needed, and the prevention of detrimental behaviours. Therefore, promoting physical well-being can enhance employees' emotional, intellectual, and relational well-being.

6.CONCLUSION AND RECOMMENDATIONS

This study found that the physical well-being of employees plays a crucial role in their job satisfaction and performance. This suggests that prioritising employees' health ultimately fosters happiness, which in turn leads to job satisfaction. By prioritising employee physical well-being, organisations can expect to see favourable outcomes, including higher talent retention, greater job satisfaction, and enhanced performance. The findings indicate that implementing physical well-being can significantly enhance an organisation's overall success. Therefore, employees represent a significant resource for the organisation, offering contributions through their intellectual, physical, and psychological abilities. Nonetheless, the significance of providing exceptional service to employees within a company or organisation must not be overlooked, as employee dissatisfaction can greatly affect their performance results.

Based on the findings of this study, the following recommendations were proffered:

- Organisations should take an active role in overseeing the physical health and well-being of their employees to avert problems like elevated staff turnover, poor performance, diminished productivity, lower profitability, and job dissatisfaction.
- In addition, organisations should emphasize on employee support initiatives, which can assist individuals in coping with challenges like depression, stress, and anxiety stemming from substantial work demands.
- Furthermore, it is advisable for organisations to provide extensive healthcare benefits to tackle their employees' health-related concerns. Organisations ought to implement wellness reimbursements and exercise subsidies for every employee as an integral component of their wellness program to enhance physical well-being.

The primary limitation faced during the process of carrying out this study pertains to the gathering of data. The study revealed that some participants were hesitant to respond to the questionnaire, especially when it came to providing information on their demographic characteristics. However, the individual succeeded in allaying such fears as a larger percentage of the respondents participated fully in the study. Also, the researcher was only able to collect data by means of quantitative methods using questionnaire. There was no opportunity to use qualitative approach through interview or focus group discussion which would have captured the emotions of the respondents on their feelings towards their physical well-being in the hospitality industry.

Based on the limitations, further research area can investigate employee physical well-being in comparison with psychological well-being using a mixed method in the data collection process with a more robust sample size.

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