

Mediating Impact Of Transformational Leadership With Moderating Effects Of Employees' Psychological Wellbeing And Cognitive Trust In Leadership On The Relation Of Emotional Intelligence And Job Performance

Dr. Tariq Jalees¹, Asim Mubashir², Dr. Adnan Anwar³, Saleem Ahmed⁴, Noshaba Kanwal⁵

¹Professor, Karachi Institute of Economics and Technology, Email: tariquej2004@yahoo.com

²Lecturer, Karachi Institute of Economics and Technology, Email: asim.mubashir@kiet.edu.pk

³Professor, Karachi Institute of Economics and Technology, Email: adnananwar99@yahoo.com

⁴Senior lecturer, Ziauddin University, Email: Saleemahmed@live.com

⁵Research Scholar, Karachi Institute of Economics and Technology, Email: noshabakashif123@gmail.com

Abstract

The local biscuit sector generates employment and contributes toward the GDP, but it suffers due to low job performance. To address this issue, we developed a model containing "job performance, transformational leadership, emotional intelligence, employee wellbeing, and cognitive trust in leaders." We non-randomly collected a sample of 160 respondents using a pre-developed questionnaire. And found that emotional intelligence and transformational leadership positively affect job performance. We also found that emotional intelligence affects transformational leadership and mediates "emotional intelligence and job performance." The study also concluded that employees' well-being and cognitive trust in leaders moderate emotional intelligence and job performance. The study has contributed to the body of knowledge by using two moderators, i.e., "employee well-being and cognitive trust in the leaders," which past studies recommend using. The study recommends that firms develop a conducive environment that promotes social interaction and employee well-being. The leaders in the organization must focus on the development of the employees by sharing their vision with them.

Keywords: Leaders Emotional Intelligence, Transformational Leadership, Psychological well-being, Cognitive Trust in Leadership, Job Performance, Work Engagement

Introduction

No one can undermine the importance of workplace challenges and stress in the present era. Organizations have undergone major changes to improve organizational outcomes and operational proficiencies and face increased pressure at all levels (Alhamami et al., 2020). Some of the challenges are enlightened here due to which the organizations ponder to revise their traditional ways of doing things are: managing the persistent changes, being more creative,

organizing the huge list of information, hiring and retaining the suitable person, and increasing customer loyalty (Alhamami et al., 2020a).

Many researchers have called the upcoming era as "Fourth Industrial Revolution." Artificial intelligence will be an essential part of organizational decision-making in this era. Machines will make most decisions and replace most works humans do (Wilson & Daugherty, 2018.). Many researchers use historical innovation and technology trends to document

that organizational survival depends on spending resources by aligning emotional intelligence and Leadership (Alzoubi & Aziz, 2021; Blaik Hourani et al., 2021; Gómez-Leal et al., 2022). Emotional intelligence is an essential trait of leaders, as it helps achieve organizational goals efficiently. Leaders with high emotional intelligence are good in social interactions, control their own emotions, and manage the emotions of others (Yadav & Lata, 2019)

Extant literature documents that a high-quality leadership style is an important precursor for employees' psychological well-being. Rinfret et al. (2020); Shamshad and Naqi Khan, (2022) assert that the transformational leadership style and emotional intelligence promote psychological well-being. Individuals who can deal with and manage the emotions of others will be successful in their personal life and may help others to achieve their goals.

Leaders' attitudes and behavior are significantly associated with employees' attitudes toward work and organizations. Many studies based on the employees' perception of their supervisors' behavior concluded that employees with a positive attitude perception of the supervisor are highly motivated and do not suffer unwarranted stress and emotions (Charoensukmongkol & Phungsoonthorn, 2021)

Many past studies have extended Institutional and Social Intelligence Theories to find the antecedents and consequences of organizational performance. The Institutional Theory helps understand environmental pressures' impact on the organizational structure, policies, and procedures (Scott, 2005). Organizations often ignore the long-term implications of environmental pressures for financial gain, retaining customers, and political and institutional legitimacy (Claeys & Coombs, 2020). Edward Thorndike (1920) coined the concept of social intelligence as "the ability to understand and manage men and women, boys

and girls, and to act wisely in human relationships."

Claeys and Coombs (2020) assert individuals work in organizations as a family and socially interact with each other. Institutional Theory helps in understanding individuals' cognitive and practical aspects. Cognitive relates to understanding individuals, and the practical aspects relate to the capability to engage and responding other individuals (Cropanzano et al., 2017).

In the prevailing competitive era, organizations look for leaders capable of meeting challenges, including downsizing, restructuring, and change management, to achieve organizational goals and missions. Alhamami et al. (2020a) believe that apart from skills, experience, and attitudes toward work, emotional intelligence is another essential ingredient for high performance. Shamshad & Khan (2020) believes organizations need transformational leaders and emotionally intelligent individuals for growth and sustainability (Shamshad & Khan, 2020). Social exchange theory also assumes that the relationship between two individuals depends on the cost-benefit analysis. The two important aspects of the Social Exchange Theory are self-interest and interdependence (Homans, 1958).

We found many studies on emotional leadership and job performance (Alonazi, 2020; Gong et al., 2019; Sembiring et al., 2020a), but insignificant "studies have examined the mediating role of transformational leadership and emotional intelligence and job performance." For example, Babakus et al. (2017) examined the effect of emotional intelligence on transformational leadership and job performance and the partial mediating role of transformational leadership on emotional intelligence and job performance. Thus the authors suggested more studies on this relationship. Zhang et al. (2022) found that psychological well-being positively moderates

emotional intelligence and job performance, but the author suggested more studies on the moderating role of psychological well-being from other cultures, along with some other variables as a moderator. Ghadi & Ali, I. (2021), in a study in Jordan, found cognitive trust moderates emotional intelligence job performance, but they believe more studies literature needs more studies that examine the moderating role of contrive trust along with other moderators

To address the above gaps, we have formulated the following objectives:

1. To examine the effect of emotional intelligence and transformational leadership on job performance
2. To examine the mediating roles of transformational leadership on emotional intelligence and job performance
3. To examine the moderating roles of psychological well-being and cognitive trust behavior on emotional intelligence and job performance.

Literature Review and Hypothesis Development

Leader Emotional Intelligence and Transformational

There are different leadership styles, and different researchers support different leadership styles (Nging & Yazdanifard, 2015). For example, servant leadership supporters believe leaders must have high ethical values, whereas Banks (2017) asserts that leaders must have inspirational and charismatic traits. While researchers supporting transformational leadership stress that the leader must be "motivational, intellectually, and visionary." Many researchers, including Hajncl & Vuc̃enovic (2020), believe that emotional intelligence is the predecessor of transformational leadership. Despite the availability of different leadership styles, most

researchers believe transformational leadership is effective in most domains globally.

Researchers believe that "emotional intelligence and transformational leadership are highly related." Emotionally highly intelligent individuals can recognize and manage their own and others' emotions (Drigas & Papoutsis, 2020). At the same time, transformational leaders motivate and inspire others, so their job-related achievements are significantly higher than others (Gao et al., 2020).

Extant literature documents that leaders with high emotional intelligence are highly oriented toward transformational leadership styles (Sahidur Rahman et al., 2020). Therefore they support their employees by setting challenging but achievable goals for the subordinates based on their capabilities. Such measures enhance employees' satisfaction, motivation, and job performance. Emotional intelligence and transformational leadership have a complex and multifaceted effect on employees' job-related outcomes (Waglay, 2020)

Thus we argue that.

H1: Emotional intelligence is positively associated with transformational leadership.

Transformational Leadership and Job Performance

Khan et al. (2020) assert that transformational leaders develop and share the vision of the organizations, which enhances employees' motivation to achieve organizational goals. Transformational leadership has four traits: "idealized influence, inspirational motivation, intellectual stimulation, and consideration." All these traits individually and collectively affect organizational-related outcomes, including job performance. For example, workers idealized their confidence, belief, and power, which inspired them to contribute towards the collective goals of the organizations (Batista-Taran et al.,

2013). Transformational leaders are open to change and challenging the status quo for the betterment of the organization. They also encourage their employees to do, resulting in new creative ideas and increased job performance. Since transformational leaders are considerate of their employees, they act as mentors and spend considerable time on their development and coaching, resulting in increased job performance

Leaders ensure the followers' participation and engagement, leading to job performance and sustainable growth of an organization (Asim & Siddiqui, 2023). Teamwork is an essential factor in job performance. Transformational leaders delegate challenging and attaining goals to the employees and team, enabling them to focus on collective goals rather than individual ones (Martinez et al., 2020). Lai et al. (2020) assert that transformational leaders instill holistic and collective goals in the employees, necessary for the job and organizational performance. Consequently, these measures positively affect employees' attitudes toward their jobs (Nurjanah et al., 2020).

H2: Transformational leadership relates positively to the Job performance of the employee

Emotional Intelligence and Job Performance

Extant literature documents that the emotional intelligence of leaders is an important precursor of employee job performance (Papoutsi et al., 2019). Emotional intelligent leaders develop a conducive environment in an organization that enables employees to interact socially and give feedback without fear (Cui, 2021). Such an environment is necessary for employees' well-being and high performance (Di Fabio & Kenny, 2019). Suleman et al (2020) assert that highly emotionally satisfied employees have less stress and are more efficient and productive. Emotionally satisfied employees are often more creative and have innovative ideas that help

increase their job-related outcomes (Ivcevic et al., 2021). Emotional intelligent leaders have high interpersonal skills, which helps them to deal with others, which results in increased job-related outcomes. Individuals who are highly content with the support of emotionally intelligent leaders learn how to control their emotions, anticipate how others may react emotionally, and learn to manage the emotions of others. All these aspects significantly contribute to increased job performance (Di Fabio & Kenny, 2019; Wirawan et al., 2019). Many past studies have documented a positive association between leaders' emotional intelligence and job performance (Nguyen et al., 2019; Sembiring et al., 2020b)

H3: A leader's Emotional Intelligence positively relates to Job Performance.

Leader Emotional Intelligence, Transformational Leadership, and Job Performance

In the above discussions, we provided support for the "association between emotional intelligence and transformational leadership (Baba et al., 2021; Hajncl & Vučenović, 2020; Mysirlaki & Paraskeva, 2020). And the effect of "transformational leadership on job performance" (Khan et al., 2020; Lai et al., 2020; Nurjanah et al., 2020). Therefore we argue that transformational leaders' emotional intelligence affects job performance.

H4: Transform leadership mediates "emotional intelligence and job performance."

2.2.5. Psychological Wellbeing, Emotional Intelligence, and Job Performance

Psychological well-being relates to individuals' psychological functioning. Apart from other factors, it relates to individuals' hedonic or pleasant feelings (López et al., 2020). Researchers believe that the determinant of pleasantness, such as "happiness, depression, and

sadness," are significantly associated with job-related outcomes (Nowack & Niemiowski, 2021). Bani-Melhem et al. (2021) assert that a highly unpleasant worker has low self-esteem, little motivation, and poor attitudes toward work. Extant literature argues that the emotional intelligence concept is organized "hierarchically from basic psychological practices to the more psychologically integrated and complex thought" (Keller et al., 2020), which changes with age and experience (Karimi et al., 2020).

Extant literature asserts that although emotional intelligence stimulates job performance, this relationship is contingent on the psychological well-being of the employees (Karimi et al., 2020; Keller et al., 2020). Employees with positive psychological well-being may enhance the relationship between emotional intelligence and job performance. At the same time, individuals with low psychological well-being despite high emotional intelligence levels may perform poorly at work (Lea et al., 2019). Psychological well-being is important for employees' attitudes toward work and job-related outcomes, including job performance (Kundi et al., 2021).

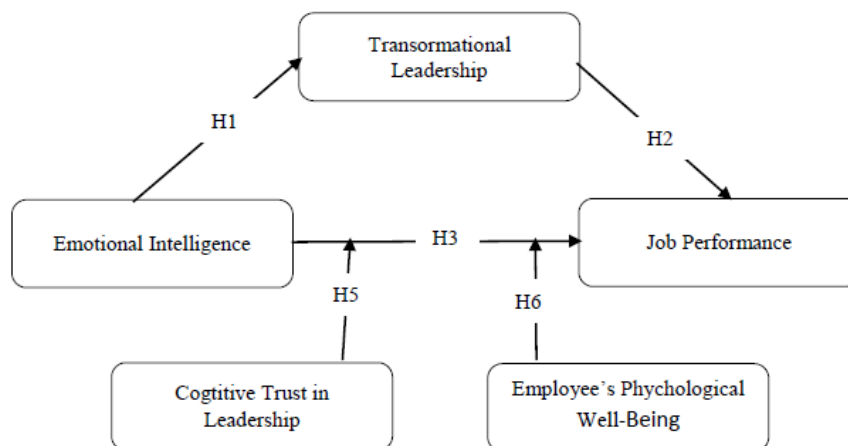
H5: Psychological well-being moderates "emotional and intelligence and job performance."

Emotional Intelligence Cognitive Trust in Leaders and Job Performance)

Extant literature asserts that cognitive confidence in leadership promotes a conducive work environment and stimulates positive job-related outcomes (Lyndon et al., 2020). At the same time, emotional intelligence is a critical factor in job-related outcomes (Mohamed et al., 2020). Leaders with high emotional intelligence skills motivate and inspire employees to do their job efficiently and effectively. Literature also documents a positive association "between emotional intelligence and job performance." However, if employees have low trust in the cognitive capabilities of the leaders, their performance will be low despite the high emotional skills of the leaders (Han et al., 2019). At the same time, employees with high cognitive confidence in their leaders will perform better, irrespective of the emotional intelligence level of the leaders. Thus we argue that cognitive trust has a varying effect on "emotional intelligence and job performance."

H5: Psychological well-being moderates "emotional and intelligence and job performance."

2.2.7. Conceptual Framework



H4: Mediating effect of transformational leadership

Research Methodology

Sample Design and Data Collection

The food industry in Pakistan employs significant employees and significantly contributes towards GDP. Therefore, the study collected data from two leading biscuit manufacturers in Baluchistan

using a pen and pencil questionnaire adopted from past studies. The study distributed 200 questionnaires and received 175. After discarding 15 incomplete questionnaires, we had 160 usable questionnaires.

Respondents Profile

In Table 1, we have summarized the profile of the respondents.

Gender	Male	60.1%
	Female	39.9%
Age Group	Up to 25 Years	63.4
	26 to 36 years	29.4
	37 to 45 years	5.60%
	Greater than 45 years	0.70%
Level of Education	M, Phils	0.20%
	Masters	20.90%
	Bachelors	43.80%
	Intermediate	20.30%
Professional Experience	Less than 5 years	54.20%
	5 to 10 years	22.90%
	10 to 15 years	16.30%
	15 years plus	6.50%

Scales and Measures

The study has seven latent variables, which are: Emotional intelligence (17 items), transformational leadership (14 items), job performance (15 items), psychological well-

being (16 items), and cognition trust (9 items). We measured the responses on "a 5-point scale, one showing low agreement and five high agreement." Table 2, depicted below, shows the details of "constructs, sources, and number of items"

Table 2: Scales and Measures (Asim, please cross-check the items by comparing them with the questionnaire

Constructs	Sources	Items
Emotional Intelligence	Wong (2022)	17
Transformational Leadership	Avolio and Bass,(1995)	14
Job performance	Koopmans et al., (2014)	15
Psychological Wellbeing	Pejtersen et al.(2010)	16

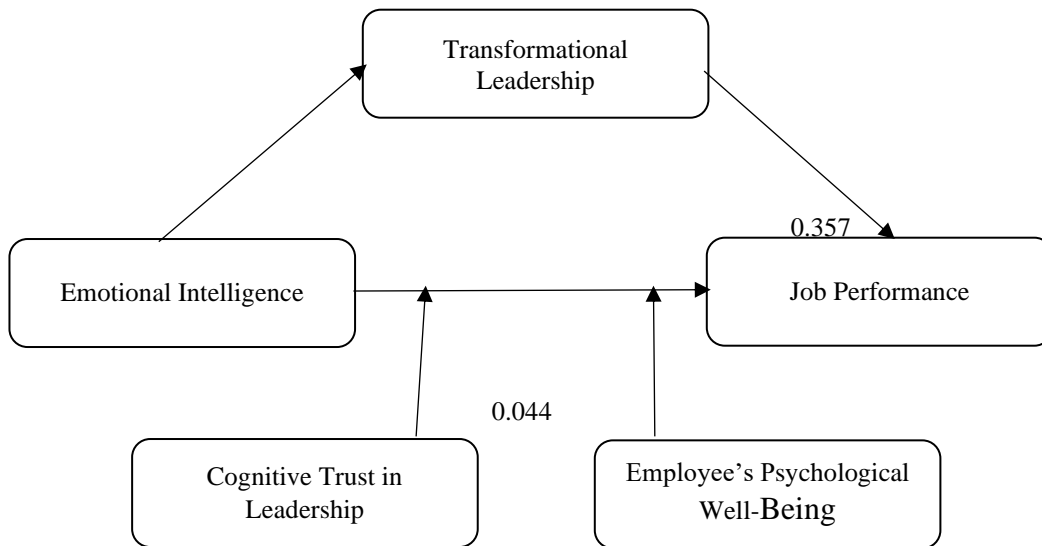
Data Analysis

The study used Smart (Partial Least Squares) PLS 4.0 Software and followed the two-stage analytical procedure for SEM. We analyzed the measurement model (measuring validity and reliability) and then examined the structural model for the hypothesis (F. Hair Jr et al., 2014). The reason we used it as researchers recommend using it for a complex model like the one we articulated

Findings and Results

4.2. Measurement Model

We have used two stages in the Smart PLS analysis. Initially, we generated a measurement model presented in Figure 2 for results related to reliability and validity. In the subsequent section, we have presented these results



H4 is a mediating effect ($\beta=0.290$)

Figure 2: Measurement Model

Construct Validity and Reliability

In Table 3 we have presented the summary relating to "construct validity and reliability."

The results show that all "the AVE values are greater than 0.60" and "composite reliability values at least 0.70." suggesting the constructs fulfill the requirements of "construct validity and reliability."

Table 3

Constructs	Items	Loading	rho-A	CR	AVE
Emotional Intelligence		0.803	0.908	0.919	0.652
	E3	0.879			
	E5	0.828			
	E9	0.751			
	E12	0.765			

	E13	0.777			
	E14	0.800			
	E16	0.303			
Job Performance		0.826	0.944	0.948	0.687
	JP3	0.826			
	JP4	0.816			
	JP7	0.838			
	JP9	0.932			
	JP10	0.717			
	JP11	0.852			
	JP14	0.785			
Transform Leadership		0.897	0.898	0.948	0.697
	TL1	0.847			
	TL3	0.817			
	TL4	0.811			
	TL7	0.718			
	TL8	0.795			
	TL13	0.707			
	TL14	0.740			
Psychological Wellbeing		0.897	0.898	0.948	0.697
	PW1	0.781			
	PW2	0.869			
	PW7	0.805			
	PW8	0.835			
	PW14	0.883			
	PW15	0.796			
	PW16	0.777			
Cognitive Trust		0.877	0.804	0.852	0.899
	CW1	0.804			
	CW2	0.890			
	CW5	0.980			
	CW6	0.875			
	CW8	0.842			
	CWP	0.866			

Discriminate Validity

Tables 4 and 5 show the results related to discriminant validity based on Fornell and Larcker's (1981) criteria and Heterotrait Monotrait Ratio. The results in Table 4 show that

"AVE square root values are greater than Pearson Correlation." And Table 5 suggests that "all HMT ratios are less than 0.90;" Thus, we have inferred the constructs used in the study are "unique and distinct"

Table 4: Fornell and Larcker's criteria

Contact	CTL	LEI	JP	PWB	TL
CTL	0.865				

LEI	0 957	0 808			
JP	0 371	0 384	0 835		
PWB	0 307	0 358	0 803	0 832	
TL	0 566	0 579	0 674	0 517	0 785

Table 5: Heterotrait Monotrait Ratio

Construct	CTL	LEI	JP	PWB	TL	CTLxLEI	PWBxLEI
CTL							
LEI	1 114						
JP	0 409	0 388					
PWB	0 387	0 393	0 878				
TL	0 640	0 607	0 739	0 582			
CTLxLEI	0 853	0 773	0 317	0 308	0 525		
PWBxLEI	0 595	0 636	0 151	0 124	0 224	0 661	

R Square and Q Square Values

The R^2 and Q^2 presented in Table 6 suggest that the model has adequate predictive power since $R^2 > 0.20$ and $Q^2 > 0$.

Table 6: R Square and Q Square Values

Endogenous LV	R^2 value	Q^2 value
JP	0 787	0. 773
TL	0 293	0 285

Structural Model and Hypothesis Results

Based on bootstrapping, we have generated hypothesis results presented in Table 7.

Table 7: Hypothesis Results

Hypothesis	Beta	P-Value	T-Value	Decision
Emotional Int. > Trans. Leadership (H1)	0 579	0 000	0 524	Supported
Trans. Leadership > Job Performance (H2)	0 357	0 005	2 804	Supported
Emotional Int. > Job Perform (H3)	0 044	0 915	0 106	Rejected
Emot. I Int. > Trans. Lead. > Job Perform (H4)	0 534	0 000	4 201	Supported
Pay.Wellbeing > Trans. Lead. > Job Per. (H5)	0 290	0 030	2 164	Supported
Cog Trust > Trans. Lead. > Job Per. (H6)	-0 055	0 553	0 594	Rejected

We have tested three direct, one mediating, and two moderating relationships. We did not find

support for Hypothesis 3, which states, "Emotional intelligence positively affects job

performance." And Hypothesis 6 states, "Transformational leadership moderates cognitive Trust and job performance."

Discussion and Conclusion

Discussion

The study validated the association "between emotional intelligence and transformational leadership." Based on past studies, we argue that leaders with high emotional intelligence often follow a transformational leadership style (Momeny & Gourgues, 2019). Consequently, they are role models for the employees and motivate them by empowering their employees by delegating challenging and achievable to employees (Stanescu et al., 2021). We also believe that despite the complex and multifaceted effect of emotional intelligence and job performance, employees' motivation and job-related outcomes increase significantly (Gong et al., 2019).

The study found that "transformational leadership positively affects job performance," which aligns with past studies (Eliyana et al., 2019). We argue that transformational leaders enhance the followers' engagement by counseling and guiding them. We also believe that transformational leaders sacrifice personal goals while focusing on organizational goals and the development of employees. All these measures instill employees' positive attitudes towards jobs and organizations (Xie, 2020)

We found "emotional intelligence enhances job performance, and transformational leader mediates emotional intelligence and job performance." We assert that "emotional leaders promote a conducive environment" in an organization that enables employees to socially and professionally interact and improve their skills, leading toward enhanced job performance (Abdullahi et al., 2020). We also assert that transformational leaders, due to their social and interpersonal skills, enhance the relationship

between emotional intelligence and job performance (Baba et al., 2021).

The study validated the moderating effect of (i) cognitive trust and psychological well-being on "emotional intelligence and job performance." We argue that despite the direct association between emotional intelligence and job performance, psychological well-being and cognitive trust have varying effects on this relationship (Kamboj & Garg, 2021). We also believe employees' well-being and cognitive trust are critical for job performance. High cognitive trust and employees' well-being have a positive effect on the relationship between emotional intelligence and job performance (Alsayed, 2022)

Conclusion

Job performance is a problematic issue across the world in all domains. Transformational leadership and emotional intelligence have a profound effect on organizational performance. Thus the study examined the impact of transformational leadership and emotional intelligence on job performance. And the moderating role of transformational leadership and moderating roles of employee well-being and cognitive trust in the local business sector. Using a sample of 160 collected non-randomly, we found that emotional intelligence and transformational leadership positively affect job performance. We also found that emotional intelligence affects "transformational leadership and mediates emotional intelligence and job performance." The study also concluded that employees' well-being and cognitive trust in leaders moderate emotional intelligence and job performance.

Theoretical Implication

Babakus et al. (2017) found a partial mediating effect on the mediating role of transformational leadership between "emotional intelligence and job performance." And suggested more studies on the relationship. This study examined "the mediating effect of transformational leadership,"

and contrary to the findings of Babakus et al. (2017), we found transformational leadership fully mediates "emotional intelligence and job performance,"

We also found studies examining the moderating effect of employees' well-being on "emotional intelligence and job performance" (Zhang et al., 2022). And the moderating roles of cognitive trust on "emotional intelligence and job performance" (Ghadi & Ali, 2021). Both authors have suggested using two moderators between "emotional intelligence and job performance." We have contributed to the body of knowledge by using two moderators and found employees' well-being and cognitive trust in leaders and found both of them moderate "emotional intelligence and job performance."

Implications for Managers

The study found that emotional intelligence and transformational leaderships profoundly affect job performance. Thus, while inducting new employees, firms in the biscuit sectors must ensure the new employees have these traits in them. For existing employees, the firms must arrange workshops and counseling sessions to enhance these traits. We also found that employee well-being and cognitive trust are important factors for job-related outcomes. Thus organizations must focus on developing an environment that positively affects employee well-being and enhances the trust in the leaders. Consequently, employees may believe that organizations are concerned about them, which will promote positive attitudes toward work and loyalty.

Limitations and Future Research

We have focused on the biscuit sector of one city, and we recommend other researchers examine other sectors and cities. In this study, we have the effect of transformational leadership on job performance. Other researchers can extend this model by incorporating transactional leadership. We have used one job-related outcome, i.e., job

performance. We invite other studies to examine the impact of emotional intelligence and leadership styles on other job-related outcomes, including motivation and turnover intention. Literature suggests that transactional and transformational leadership's effect varies from industry to industry. Therefore future researchers may explore this aspect as well.

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Annexure-1

#	STATEMENTS
	Emotional Intelligence Wong (2022)
1.	I have a good sense of why I have certain feelings most of the time.
2.	I have good understanding of my own emotions.
3.	I really understand what I feel.
4.	I always know whether or not I am happy.
6.	I always know my friends' emotions from their behavior.
7.	I am a good observer of others' emotions.
8.	I am sensitive to the feelings and emotions of others.

9.	I have good understanding of the emotions of people around me.
10.	I always set goals for myself and then try my best to achieve them.
11.	I always tell myself I am a competent person
12.	I am a self-motivated person.
13.	I would always encourage myself to try my best.
14.	I am able to control my temper and handle difficulties rationally.
15.	I am quite capable of controlling my own emotions.
16.	I can always calm down quickly when I am very angry.
17.	I have good control of my own emotions.
	Transformational Leadership Avolio and Bass,(1995)
TL1	My leader instills pride in being associated with the Team
TL2	My leader envisions exciting new possibilities(IM)
TL3	My leader seeks a broad range of perspective when solving Problems
TL4	My leader focus on developing team members' strengths
TL5	My leader acts in a way build my respect
TL6	My leader emphasizes the importance of having a collective sense of mission.
TL7	My leader specifies the importance of having a strong sense of purpose.
TL8	My leader expresses confidence that goals will be achieved.
TL9	My leader talks enthusiastically about what needs to be accomplished
TL10	My leader suggests new ways of looking at how to complete assigned tasks.
TL11	My leader gets me to look at problems from many different angles
TL12	My leader treats me as an individual rather than just a member of the group.
TL13	My leader spends time teaching and coaching
TL14	My leader considers me as having different needs, abilities and aspirations from others.
	Job Performance Koopmans et al., (2014)
JP1	I managed to plan my work so that I was done on time
JP2	My planning was optimal.
JP3	I kept in mind the results that I had to achieve in my work.
JP4	I knew how to set the right priorities.
JP5	I took on extra responsibilities.
JP6	I took on challenging work tasks, when available.
JP7	I worked at keeping my job skills up-to-date.
JP8	I worked at keeping my job knowledge up-to-date.
JP9	I complained about unimportant matters of work.
JP10	I made problems greater than they were at work.
JP11	I did less than was expected of me.
JP12	I managed to get off from a work task easily.
JP13	I grasp opportunities when they presented themselves.
JP14	I spoke with colleagues about the negative aspect of my work.
JP15	I made problem greater than they were at work.
	Psychological Well Being Pejtersen et al.(2010)

PWB1	Is your workload unevenly distributed so it piles up?
PWB1	How often do you not have time to complete all your work tasks?
PWB2	Do you get behind with your work?
PWB3	Do you have enough time for your work tasks?
PWB4	Do you have to work very fast?
PWB5	Do you work at a high pace throughout the day?
PWB6	Is it necessary to keep working at a high pace?
PWB7	Do you have to keep your eyes on lots of things while you work?
PWB8	Does your work require that you remember a lot of things?
PWB9	Does your work demand that you are good at coming up with new ideas?
PWB10	Does your work require you to make difficult decisions?
PWB10	Does your work put you in emotionally disturbing situations?
PWB11	Do you have to relate to other people's personal problems as part of your work?
PWB12	Is your work emotionally demanding?
PWB13	Do you get emotionally involved in your work?
PWB14	Are you required to treat everyone equally, even if you do not feel like it?
PWB15	Does your work require that you hide your feelings?
PWB16	Are you required to be kind and open towards everyone - regardless of how they behave towards you?
	Cognition-based trust(McAllister (1995)
CTW1	This person approaches his/her job with professionalism and dedication.
CTW2	Given this person's track record, I see no reason to doubt his/her competence and
CTW3	Preparation for the job.
CTW4	I can rely on this person not to make my job more difficult by careless work.
CTW5	Most people, even those who aren't close friends of this individual, trust and respect
CTW6	Him/her as a coworker.
CTW7	Other work associates of mine who must interact with this individual consider him/her to be trust worthy.
CTW8	If people knew more about this individual and his/her background, they would be more
CTW9	Concerned and monitor his/her performance more closely.

Constructs and Items used in the Questionnaire