**Appendix – Instruments**

**Table A1:** Variable definition and measurement

|  |  |  |  |
| --- | --- | --- | --- |
| **Variable** | **Definition** | **Variable Measurement** | **Source** |
| Workplace spirituality | “recognition that employees  have an inner life which nourishes and is nourished by meaningful work taking place in the context  of a community.” (Ashmos and Duchon, 2000) | *Meaning at work*   1. I experience joy in work. 2. I believe others experience joy as a result of my work. 3. My spirit is energized by my work. 4. The work I do is connected to what I think is important in life. 5. I look forward to coming to work most days. 6. I see a connection between my work and the larger social good of my community. 7. I understand what gives my work personal meaning.   *Sense of community*   1. Working cooperatively with others is valued. 2. I feel part of a community. 3. I believe people support each other. 4. I feel free to express opinions. 5. I think employees are linked with a common purpose. 6. I believe employees genuinely care about each other 7. I feel there is a sense of being a part of a family.   *Alignment with organizational values*   1. I feel positive about the values of the organization. 2. This organization is concerned about the poor in our community. 3. This organization cares about all its employees. 4. This organization has a conscience. 5. I feel connected with the organization’s goals. 6. This organization is concerned about the health of employees. 7. I feel connected with the mission of the organization. 8. The organization I work for cares about whether my spirit is energized. | Ashmos and Duchon (2000) and  Milliman et al. (2003) |
| Transformational and transactional leadership | “the process of influencing the activities of individuals or groups to achieve a goal.” (Hersey et al., 1979)  Transactional leadership emphasizes the  transaction between leaders, followers, and coworkers. (Avolio and Bass, 2002)  Transformational leadership is an extension of transactional leadership. They serve as mentors to their  followers, fostering learning, accomplishment, and personal growth. (Avolio and Bass, 2002) | ***Transformational leadership***  My manager/supervisor…  *Articulated vision*   1. has a clear understanding of where we are going. 2. paints an interesting picture of the future of our group. 3. is always seeking new opportunities for the organization. 4. inspires others with his/her plans for the future. 5. is able to get others committed to his/her dream.   *Appropriate model*   1. leads by “doing”, rather than simply by “telling.” 2. provides a good model for me to follow. 3. leads by example.   *Accepted goals*   1. fosters collaboration among work groups. 2. encourages employees to be “team players.” 3. gets the group to work together for the same goal. 4. develops a team attitude and spirit among employees.   *Performance expectations*   1. shows us that he/she expects a lot from us. 2. insists on only the best performance. 3. will not settle for second best.   *Individualized support*   1. acts without considering my feelings. (r) 2. shows respect for my personal feelings. 3. behaves in a manner thoughtful of my personal needs. 4. treats me without considering my personal feelings. (r)   *Intellectual stimulation*   1. challenges me to think about old problems in new ways. 2. asks questions that prompt me to think. 3. has stimulated me to rethink the way I do things. 4. has ideas that have challenged me to reexamine some of basic assumptions about my work.   ***Transactional leadership***  *Contingent reward*   1. always gives me positive feedback when I perform well. 2. gives me special recognition when my work is very good. 3. commends me when I do a better than average jobs. 4. personally compliments me when I do outstanding work. 5. frequently does not acknowledge my good performance. (r) | Podsakoff et al. (1990) |
| Organizational trust | “an employee’s belief  in their employer’s honesty and dependability, as well as their confidence in the employer to fulfill  their promises” (Gilbert and Tang, 1998) | *Ability*   1. Top management is very capable of performing its job. 2. Top management is known to be successful at the things it tries to do. 3. Top management has much knowledge about the work that needs done. 4. I feel very confident about top management’s skills. 5. Top management has specialized capabilities that can increase our performance. 6. Top management is well qualified.   *Benevolence*   1. Top management is very concerned about my welfare. 2. My needs and desires are very important to top management. 3. Top management would not knowingly do anything to hurt me. 4. Top management really looks out for what is important to me. 5. Top management will go out of its ways to help me.   *Integrity*   1. Top management has a strong sense of justice. 2. I never have to wonder whether top management will stick to its word. 3. Top management tries hard to be fair in dealings with others. 4. Top management’s actions and behaviors are not very consistent. (r) 5. I like top management’s values. 6. Sound principles seem to guide top management’s behavior. | Mayer and Davis (1999) |
| Employee well-being | “the overall quality of an employee’s experience and  functioning at work” (Grant et al. 2007) | ***Work engagement***   1. At my work, I feel bursting with energy. 2. I find the work that I do full of meaning and purpose. 3. Time flies when I am working. 4. At my job, I feel strong and vigorous. 5. I am enthusiastic about my job. 6. When I am working, I forget everything else around me. 7. My job inspires me. 8. When I get up in the morning, I feel like going to work. 9. I feel happy when I am working intensely. 10. I am proud on the work that I do. 11. I am immersed in my work. 12. I can continue working for very long periods at a time. 13. To me, my job is challenging. 14. I get carried away when I am working. 15. At my job, I am very resilient, mentally. 16. It is difficult to detach myself from my job. 17. At my work I always persevere, even when things do not go well.   ***Job burnout***  *Emotional exhaustion*   1. At work, I feel mentally exhausted. 2. Everything I do at work requires a great deal of effort. 3. After a day at work, I find it hard to recover my energy. 4. At work, I feel physically exhausted. 5. When I get up in the morning, I lack the energy to start a new day at work. 6. I want to be active at work, but somehow, I am unable to manage. 7. When I exert myself at work, I quickly get tired.   At the end of my working day, I feel mentally exhausted and drained.  *Mental distance*   1. I struggle to find any enthusiasm for my work. 2. At work, I do not think much about what I am doing and I function on autopilot. 3. I feel a strong aversion towards my job 4. I feel indifferent about my job. 5. I’m cynical about what my work means to others.   *Cognitive impairment*   1. At work, I have trouble staying focused. 2. At work I struggle to think clearly. 3. I’m forgetful and distracted at work. 4. When I’m working, I have trouble concentrating. 5. I make mistakes in my work because I have my mind on other things.   *Emotional impairment*   1. At work, I feel unable to control my emotions. 2. I do not recognize myself in the way I react emotionally at work. 3. During my work I become irritable when things don’t go my way. 4. I get upset or sad at work without knowing why. 5. At work I may overreact unintentionally. | Schaufeli et al. (2022) |