

EMPLOYEE WORK PERFORMANCE IN ORGANIZATION: A QUANTITATIVE ASSESSMENT

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ABSTRACT

This study aimed to assess employee performance in the workplace via self-change elements. The elements are divided into five categories, namely, the emotional stability, psycho-spiritual paradigm, social skills, cognitive adaptation, and behavioural adaptation. Respondents who were involved as many as 68 people ranging from the experimental group and the control group. The agreement was distributed Questionnaire Well-being which has 51 items that measure five sub-constructs that are distributed at the post test. The data analysed on descriptive and inferential analysis software SPSS 23.0 and Multivariate Analysis of Variance (MANOVA). The alternative hypothesis is used and there are differences impact module against emotional stability, psycho-spiritual, cognitive and social skills, behaviour adaptation for the post test against low-performing officer between the control group and experimental group. The results of the study found in the analysis of MANOVA conducted for the hypothesis in terms of hypothesis of difference score is significant and this indicates that the hypothesis is accepted. Therefore, this study has met the objectives of the study and the implications on the study that the use of effective module for changes of five sub-constructs measured against employees in the workplace. The study also suggested that the use of extensively for respondent-respondent involved not tied to low-performing employees at work only but applies to individuals involved in counselling sessions, and not attend work and so on.

Keywords: Assessment, Counselling Psychology, Organization, Work Performance

INTRODUCTION

Self-change is defined as ability to measure variable situations such as changes in behavioral explanation which occur as a result from influences, reaction levels of physiological stresses and self-supervision characteristic (Bandura, 1982). This behavioral change takes place in moments where lack of self-stability is caused by problems occurring in the organization whether connected to the individual worker, Supervisor or of the organization itself in general. Thus, various suggestions is provided in order to assist treatments towards this change which includes introducing modules or programs that can solve the said problems. Intervention is defined as providing treatments and execute help in order to produce better performance aimed especially towards a certain process in order to help the client identify the ongoing problems and to face the problems appropriately.

In Circular 18/2005, Psychological Application in Public Service, intervention refers to steps taken in order to introduce positive changes in an officer such as counseling activities, intra colleague's guidance and mentoring. Intervention is therefore focused on individual persona including on ways to implement the various level of theories application. This intervention is aimed at introducing on changing the human mindset, to manage focus on human way of thinking to coordinate emotions and motivational actions that can influence human behavior. Examples of intervention such as coaching, stress management training. Motivations, time management, positive psychology, individual behavior and imitational strategy (Martin et al., 1999). As such the researcher identifies the need of intervention to be carried in order to manage individual emotion and stability so as to help increase one's work performance.

RESEARCH BACKGROUND

Certain intervention programmes existing at certain workplace give emphasis on spirituality contributing impact and effect on employees' intention to leave their jobs. In this company, this programme has been found to have impact on those with intentions of quitting their jobs (Beehner & Blackwell, 2016). A study sampling of 52 employees, working at various locations in a restaurant in Florida. ANCOVA analysis results showed that in the pre-trial, the spiritual programmes at work is not significant at ($p=0.274$) and it has been suggested that spiritual intervention at workplaces may not be the reason towards intention of quitting from their jobs in the food industry. However latest findings have revealed that there is need for further researches on the effect of spiritual at work place towards intention of job quitting. He added that in the year 2015, employee's turnover was a very alarming problem in the food service industry. To overcome this problem, the researcher examined the relationship between spirituality at work place and Intention in a little space of industry and geographical locations. The aim of the studies using experimental method to evaluate two test groups and to carry out pre and post trials in order to determine whether implementation of spiritual program at workplace has effect on the turnover intentions in the food service organisation.

However, Houghton, et al., (2016) suggested that spiritual aspects need to be included in the intervention besides the leadership aspects. The research draws of a conclusion that a framework for future studies needs to be included in the spiritual dominant work place. This will improve and further encourage the importance of spiritual and method of implementation of these aspects in an organisation (Houghton et al., 2016). This indicates the importance to study the existence of spiritual dimensions it does have influences on job performances at workplace. It is important to signify the internal aspects that lead to the main cause towards the decline in job performance. On the whole spiritual aspects at workplace have been involved effort to achieve end results in life to develop a firm association amongst colleagues and other people connected to the job and therefore it has to take place consistently among one base belief and other organisational values (Labonde, 2013) therefore the spiritual aspect is not only important in an organisation, it has become a therapy for various treatments such as addictions, work development and employee recovery (Gourlan et al., 2015; Leiter & Laschinger, 2011; Martin, Karanika-murray, Biron & Sanderson, 1999; McCarthy et al., 2017; Pignata et al., 2014; Weiss, Westerhof & Bohlmeijer, 2016).

Past studies carried out by Dubreuil, et al., (2016) indicated that employee with high scores means the employee possessed good level of improvement and positive motions very pertinent to achieving good job performance. This means positive connections among emotional intelligence can influence an individual job performance. On the other hand, negative emotions will influence and give rise to bad effects towards mindfulness in a workplace (Jamieson, Tuckey, Jamieson & Tuckey, 2016; Sony & Mekoth, 2016). Apart from that, psycho-spiritual aspect becomes very important in an organisation.

Social skills have also emerged as an important aspect at workplace. Social skills such as learning on the job integrated with necessary working skills are required in order to function effectively at the work environment. An organisation that has proper working procedures will be able to increase performances in employees' social skill while carrying out their respective duties (Zoghbi-manrique-de-lara, 2010). The intervention wielded will depend on the available theory and model. The TTM model utilised here would help to enhance improvement of the employees; level of social and at the same time will influence to revamp their job performance (Gourland et al., 2015).

A healthy work environment will exist when the employees feel happy, achieving high job performances and thus leading to a high level of life mindfulness. Positive mindfulness is recognised as the close relationship between working and individual productivity. For example Positive mindfulness and job performances (Cropanzano, Avey, Luthans, Smith & Palmer, 2010). Studies by David, Ionicioiu & Imba dan Sava (2016) on bank executives that participated in the Executive Behavioral and cognitive program to improve and manage stress

disturbances and performances. 59 respondents are involved in the study consisting of bank officers 26 females and 33 males between the age of 28 to 56 years. Five of the respondents are high level managers while the remaining 54 are national unit managers. The test used annual appraisal formats which were evaluated by their respective supervisors and emotional stress reports used as main database for the study. Results from the study of officers attending the programme were able to function as a mechanism for the Human Resource Management to overcome depression and at the same time increased performance of their supervisors. They discovered that aiding to rationalise trust after attending the programme helped to manage emotion, cognitive and definite increase in performances.

Meanwhile, studies made by Glomb, et al., (2015) using the Mindfulness Based Cognitive Therapy (MBCT) is relevant to measure cognitive level of a person during intervention and this value is able to differentiate a person's cognitive before and after undergoing the intervention programme (Williams & Kuyken 2012; Brown et al., 2013). These approaches namely Mindfulness based stress reduction (Lomas et al., 2017), Mindfulness stress Therapy (brown et al., 2013) was implemented together with Mindfulness intervention are seen as very suitable to be implemented at workplace (Jamieson et al, 2016). Cognitive intervention and Mindfulness training is used among formative groups through group counselling. Group counselling is used in cognitive development intervention. Avey, et al., (2010) reported that cognitive and emotion combined can be proven through usage of Positive Mindfulness intervention which has both probable variables in the said approach. He mentioned when employees are going to their workplace, they will be face with various physical, cognitive and emotional demands. To manage this demand, they would have to utilise physical, emotional and cognitive energy in order to meet the very high demand (Williams & Kuyken 2012; Brown et al., 2013). Thus the development cognitive intervention approach used in this juncture can measure the level of emotional and cognitive of any individual employee and thus helping to stabilise both constructs to the intervention.

Studies by Authors (2016) on employees of a certain hotel in South Korea revealed that job performance is very significant towards innovative behavior. In a solid job setting, chances of positive perception towards behavior when it can produce good results is due to efforts of motivation being carried out by participating in positive behaviour such as effort towards improvements. In addition to that, the employees' positive attitude in making decision helps to elevate good production towards the organization and also to improve the employees' achievement themselves. It is therefore important because the management needs to understand on bad faith perception and motivation towards correcting irregularities or unfairness that is happening at the workplace and the effect towards employees' negative and positive behaviour (Stecher & Rose, 2007). Stress management intervention is used to increased employees' interest, employees and researchers and avoiding empirical evidences of which was suggested in individual mindfulness, behaviour to work and behaviour at work are minimally related (Arthur, 2010).

However, based on principles and modification techniques of organization behavior, Held (2001) reported that amendment to the National Integrity Plan is a job frame working in a period employees behaviour is identified, assessed and analyzed on how they functioned (readymade help available) and where any intervention is developed using skeleton principles. Held (2001) had also analyzed 39 studies over 4 decades and derived that employees' motivation needs to be assisted on whether working in the lab or outside the lab all the same (issue, 2016).

METHODOLOGY

This study was conducted on two groups involved in psychological intervention and counseling that has characteristics that is performance under 70% in the assessment of work performance through Annual Performance Report in 2017. The study was conducted at two Ministry officers fewer than 70% categorized as low performance officer. They are participants

of a programmed organized by the Department and required they attend as intervention to them. The two groups involved the experiment in which they participated with special modules provided as measuring their performance. Meanwhile, the control group did not receive any intervention.

The study design used is the experiment which is quasi experiment. A questionnaire named The Well-being Questionnaire is divided into two parts, namely a demographic Division and B (five sub-constructs). The distribution of the items is emotional stability 8 items, psycho-spiritual 10 items, social skills 14 items, 10 items and adaptations in cognitive behavioral 9 items. This questionnaire has been through the process of validity and reliability that is 0.84 means high and ready for use by researchers. The reported demographics was sex, group services and the level of education is analyzed using descriptive analysis. In addition, the measurement is also made to the sub-constructs that is emotional stability, psycho-spiritual, social skills, cognitive and behavioural adjustment using Multivariate Analysis of Variance (MANOVA).

RESULTS

The hypothesis of this study was to identify the different effect of Module towards Emotional stability, Psycho-spiritual, Social Skills, Cognitive and Behavioural Suitability for post-trial towards personnel with low performance among control and experimental group.

The normality test of MANOVA was conducted based on multivariate normal distribution in practice it is reasonably robust to modest violations of normality. The data is said to be normally or normality qualify when the Skewness and Kurtosis between -2.0 and +1.0 as well as Z-Skewness score and Z-Kurtosis score are in the range -1.96 and +1.96 or $-1.96 < Z\text{-score} < 1.96$ (Hair et al., 1998). The test results as displayed in Table 1.

Groups	Skewness	Z-Skew	Kurtosis	Z-Kurt
Control	-.381	0.409	-0.523	0.798
Experimental	1.163	0.398	1.005	0.778
Control	0.471	0.409	-0.153	0.798
Experimental	0.701	0.398	-1.458	0.778
Control	-0.386	0.409	0.888	0.798
Experimental	1.320	0.398	2.430	0.778
Control	-0.422	0.409	0.801	0.798
Experimental	0.777	0.398	-0.743	0.778
Control	1.087	0.409	0.994	0.798
Experimental	0.682	0.398	-1.532	0.778

From the result shown in Table 1, it can be seen skewness and kurtosis for overall sub-constructs for each group still in the range -1.0 and =1. Similarly, the Z-Skewness and Z-Kurtosis score each of them in the range -1.96 and +1.96. Thus, according to these guidelines, the five sub-constructs surveyed meet the criteria of normality.

Furthermore, the linearity test is applied to make sure variables under linear relationship or not significantly. Variables have a linear relationship when significant value less than linearity 0.05. Linearity test results such as in the table below. Table 2 illustrates that self-change of low performance officer had a linear relationship with the F value 15.622 and Sig=0.000 ($p < 0.05$). Therefore, the conditions for using the test used to analyze the linearity in this research have been achieved.

Table 2 LINEARITY TEST SELF-CHANGE THE LOW PERFORMANCE PUBLIC SERVICE OFFICER FOR PRE-TEST					
Variable	SS	df	MS	F	Sig.
Linearity	31.572	1	31.572	15.622	0.000

In addition, Table 3 indicates that there is a difference of variance-covariance between the dependent variable for all level of independent variables, with the F value is 1.801 and significance level=0.029 ($p>0.001$). This means that variant-covariance independent variable is homogenous across independent variables. Based on the requirements, this analyze can be carried out for the group to see a difference for low-performance public service officers based on the post-test (Pallant, 2007).

Table 3 BOX'S M DIFFERENT POST-TEST BETWEEN GROUP				
Box's M	F-value	df1	df2	Sig
29.417	1.801	15	17401.615	0.029

Moreover, Table 4 shown that there is a difference significant for self-change of lower performance based on pre-test with the Wilks' value is 0.680, $F(5,62)=5.853$ and significance level=0.000 ($p<0.05$). *Eta squared* test shows the value is 0.320. This means that the effect of pre-test differences is small (Cohen, 1988). This indicates that the alternative hypothesis was accepted.

Table 4 VALUE OF WILKS' LAMBDA TO MEASURE THE DIFFERENCE OF SELF-CHANGE LOW PERFORMANCE OFFICERS BASED ON POST-TEST						
Effect	Wilks' Value	F value	dk1	dk2	Sig.	D2
Self-change	0.680	5.853	5	62	0.000	0.320

Finally, Table 5 revealed that there is no significant different between self-change of low performance officer in emotional stability [$F=11.900$ and $\text{sig}=0.001$, $p<0.05$], psycho-spiritual [$F=2.993$ and $\text{sig}=0.088$, $p>0.05$] based on post-test. While social skills variable [$F=18.463$ and $\text{sig}=0.000$, $p<0.05$], cognitive [$F=0.433$ and $\text{sig}=0.513$, $p>0.05$] and behavioral adjustment [$F=9.874$ and $\text{sig}=0.003$, $p>0.05$]. Through *Eta Squared* value for emotional stability is 0.153, psycho-spiritual is 0.043, social skill is 0.219, cognitive is 0.007 and behavioral adjustment is 0.130 meaning that *Eta Squared* value for emotional stability more than another variable.

Table 5 THE DIFFERENCE OF LOW PERFORMANCE OFFICER BASED ON POST-TEST							
Sub-construct	Group	Mean	SD Type III SS	df	F	Sig.	η^2
Emotional stability	Control	3.535	1.995	1	11.900	0.001	0.153
	Experiment	3.878					
Psycho-spiritual	Control	4.141	0.519	1	2.993	0.088	0.043
	Experiment	4.316					
Social	Control	3.671	3.637	1	18.463	0.000	0.219
	Experiment	4.134					
Cognitive	Control	4.212	.049	1	.433	.513	.007
	Experiment	4.266					
Behavior adjustment	Control	4.000	1.844	1	9.874	.003	.130
	Experiment	4.330					

In terms of the mean value, the emotional stability for the experimental group ($M=3.878$) was higher than the control group ($M=3.535$). For psycho-spirituality, the control group had a higher mean ($M=4.316$) than the experimental group ($M=4.141$). Meanwhile, for social skills, the experimental group recorded a higher mean ($M=4.134$) than the control group ($M=3.671$). The cognitive level was higher for the experimental group ($M=4.266$) than the control group ($M=4.212$) and finally for behavioral adjustment, the experimental group recorded a higher mean ($M=4.330$) than the control group ($M=4.000$). In the MANOVA analysis conducted for this alternative hypothesis in terms of the score difference, it was significant and this indicated that the hypothesis was accepted.

DISCUSSION

Various intervention programs are conducted in relation to the performance of employees in the workplace and researchers have found that low performing employees are measured through annual performance appraisal reports and undergo interventions using specific modules. Low-performing employees are said to have low self-esteem in many aspects.

Self-change is defined as the ability that help to measure a person in various situations such as changes in coping behaviours that arise from influences, levels of reactions to physiological stress, and self-regulation of behaviour (Bandura, 1982). It covered emotional, psycho-spiritual, social, cognitive and behavioural aspects. Each of these dimensions has the potential to be disturbed because low work performance affects all these dimensions. Based on previous studies, it is also shown that the results of the employee's involvement in the intervention management program are also reflected in the level of employee's interactions improvement. The improvement in the aspect of employee interaction is aided by improved self-esteem.

The results showed that psychological and counselling interventions can affect emotional stability, psycho-spirituality, social skills, cognitive as well as behavioural adjustment. The research conducted by the researchers is very helpful to the organization and the officers being evaluated because the module provided is comprehensive and time-saving. This study focused on the individual and neither the supervisor nor the workplace. This indicated that this study is comprehensive because it assessed five important aspects that influence one's job performance. These results supported the past studies that found that emotional, psycho-spiritual, social, cognitive, and behavioural adaptations can be stabilized and enhanced through relevant interventions (Cheng, 2012; Dubreuil et al., 2016; Sinha & Noida, 2017; Sony & Mekoth, 2016; Wihler, Meurs, Momm, John & Blickle, 2017).

Dubreuil, et al., (2016) stated that high-scoring individuals have a high level of positive attitudes and emotions that can lead to a good working performance. Therefore, a positive relationship between emotional intelligence influences one's work. Whereas, negative emotions negatively affect the well-being in the workplace (Jamieson, Tuckey, Jamieson & Tuckey, 2016; Sony & Mekoth, 2016). These results are consistent with previous studies on the efficacy of psycho-spiritual interventions such as the studies by Chandler, et al., (1992); Riduan (2017) who found that individuals who are aware of his or her spirituality will strive to maintain harmony between individuals and teams at work. They can understand the meaning and value of life, appreciating life and developing a stronger self-confidence system (Beehner & Blackwell, 2016; Jafari & Jafari, 2016; Kossek & Kossek, 2016; Magaldi & Trub, 2016; Myers & Sweeney, 2008; Riduan, 2017). In addition, these findings supported previous studies that found that social skills can be improved after attending psychological and counselling interventions that included social elements in the workplace (Gourlan et al., 2015; Mccarthy et al., 2017; Pignata et al., 2014; Weiss, Westerhof & Bohlmeijer, 2016).

Meanwhile, psychological and counselling interventions conducted to measure low-performance workers was also based on past studies that found that cognitive improvement after attending the psychological and counselling interventions because good and stable emotions can create happiness that positively affects human thinking (Adamson, 2014; Judge & Erez, 2007;

Moynihan & Pandey, 2010). Cognitive thinking can be defined as the process organisms use to organize information. This included obtaining information (perception), selecting (attention), representing (understanding) and retaining information (memory) and using it to guide behaviour (consideration and coordination of motor output). Whereas cognitive improvement can be defined as the choice and core of the mental capacity through the enhancement or improvement of internal or external information processing systems (Bostrom & Sandberg, 2009). A good and healthy work environment influenced good cognitive development in the work performance. Stable emotions also affect a person's cognition because the stress that a worker faced at work affected his job performance (Ekonomisi, 2013; Spenser, 2005). In terms of behavioural adjustment, behaviour can be adjusted after attending psychological and counselling intervention because good behaviour can help an employee to be the employer's asset as well as functioning better as an employee in the workplace and such awareness occurs after attending the intervention (Kirk, 2003; Myers et al., 2000).

This result also supported the findings of the study by Goodwin, Cairns, Dargay & Hanly (2004) that emotion can be enhanced by using the Trans-theoretical Model as an intervention in the workplace. The research conducted by the researchers using the integration of TTM Model and Reality Therapy Theory has an advantage in implementing modules in psychological and counselling intervention. This is very important because the module is built on a combination of counselling theory that can help to see the changes and that changes are focused on a plan that keep the change happened continuously. The use of interventions and instruments as a benchmark for the effect of these changes was conducted on the pre-test, post-test and follow-up tests to look at the comparisons between control and experimental groups. In addition, the findings of this study also supported previous studies that psychological and counselling intervention can measure the emotional stability of pre-test, post-test, and the follow-up test (Sin & Lyubomirsky, 2009; Shrestha et al., 2018).

As a whole, Sinha & Noida (2017) stated that confidence; trust in the organization, flexibility, openness to change, and emotional stability factors are some of the most important traits for employees that may be causing a great competition to the organization. This indicated that emotional intelligence is closely related to the degree of emotional stability that can have a positive impact on the work performance. Good working performance can help stabilize employees' emotions. Thus, the need for employees to have a stable emotion clearly demonstrates that it can help improve an employee's job performance. On the psycho-spiritual aspect, workers who have a comfortable life are those who are spiritually healthy and can lead them to good psycho-spiritual levels. Understanding self-responsibility in performing work tasks ensured a personal well-being. In addition, aspects of social skills are also emphasized. Social interactions with co-workers, superiors and even oneself are affected by poor work performance (Fenton et al., 2014; Jeremiah, 2009; Upton & Asch, 1997).

Therefore, there is a need for interventions to help provide social awareness to improve low social skills for those with low performance. Healthy work exists when employees are feeling well, achieve a high performance, and have high levels of well-being. Rational thinking can help improve performance as well as provide a positive boost in work. Awareness during interventions is closely related to work attitudes. Rhoades & Eisenberger (2002) stated that employees with this awareness have higher job satisfaction than those who are unaware of the importance of interventions to them in improving job performance (Pignata et al., 2014).

CONCLUSION

In this study, three theories of organizational behavior were identified but only one theory that was relevant to the research aspect of the study that was Work Performance Theory pioneered by Blumberg & Pringle (1982) which dealt with psychological, environmental, emotional, job satisfaction and several other aspects. While the construction of M-Selfie is based on the integration of the Transtheoretical Model by Prochaska (1977) and the Theory of Reality Therapy by William Glasser (1965) that emphasized the processes of human changes through

eight processes and interventions that are based on the stated processes. In conclusion, recent studies have shown that the five dimensions of emotional stability, psycho-spirituality, social skills, cognitive and behavioural adaptations studied by the researchers are emphasized in the intervention conducted in the workplace. These five dimensions are integral to the workforce's performance and are emphasized in helping to improve one's job performance in the workplace. Therefore, it is important to emphasize the whole dimension studied to be taken seriously in order to assist human development and performance.

ACKNOWLEDGMENT

The authors are grateful to the Universiti Kebangsaan Malaysia (UKM) for assisting the publication of this manuscript *via* its' internal research funding (Code: TAP-K018026).

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