

Appendix to Gaucher et al. (2024) Specification of the ‘Happy-Productive-Worker’ thesis. Which kinds of satisfaction boost productivity most?

Internet address: <https://personal.eur.nl/veenhoven/Pub2020s/2024I-appendix.pdf>

Studies used in this research synthesis of correlations between 4 kinds of satisfaction and 3 aspects of productivity at work

Authors	Year of publication	People investigated	Place and number	Kind(s) of satisfaction	Kind(s) of productivity	Type of study	Observed correlation
Alessandri Borgogni & Latham	2017	White-collar workers from line functions in a postal service	Italia 1004	Job satisfaction	Job performance (superior's rating)	Longitudinal (from t1 to t2)	+ .09
						Longitudinal (from t2 to t3)	+ .13
						Longitudinal (from t2 to t3)	+ .11
Alessandri Vecchione Tisak Deiana Caria & Caprara	2012	Employees for a national insurance company	Italia 200	Positive affect in life	Job performance (superior's rating)	Longitudinal	+ .16
Amah	2009	Bank employees	Nigeria 400	Life satisfaction	Turnover (subjective)	Cross-sectional	- .11
Babin & Boles	1998	Retail service employees	328	Life satisfaction	Turnover (subjective)	Cross-sectional	- .30
				Job satisfaction			- .49
				Life satisfaction	Job performance (subjective)		+ .19
				Job satisfaction			+ .14
Biron & Bamberger	2012	Employees from a transportation authority of a large municipality	USA 508	Negative affect in life	Absenteeism (objective)	Longitudinal	+ .05

Commented [RV1]: Renaud : Please combine author and year of publicatin in one collumn

Commented [RV2]: Renaud : Please add year of data in this collumn

Bouckenoogh Raja & Butt	2013	Various employees	Pakistan 321	Positive affect in life	Job performance (superior's rating)	Cross-sectional	+ .44
				Negative affect in life			-.33
				Positive affect in life	Turnover (subjective)		-.13
				Negative affect in life			+ .14
Boyard Wagner Petzinger & McKinley	2016	Medical personnel (mostly included nursing staff)	USA 2321	Life satisfaction	Absenteeism (subjective)	Cross-sectional	-.17
					Job performance (superior's rating)		+ .11
Brecko & Grum	2021	Multiple jobs	Slovenia 230	Life satisfaction	Absenteeism (subjective)	Cross-sectional	+ .08
Briggs Jaramillo & Weeks	2012	Account executives within the broadcasting television industry	USA 167	Life satisfaction	Job performance (subjective)	Cross-sectional	+ .27
				Job satisfaction			+ .13
Carlson Kacmar Zivnuska Ferguson & Whitten	2011	Various activities	USA 240	Job satisfaction	Job performance (subjective)	Cross-sectional	+ .45
				Positive affect at work			+ .34
		Subordinates of two US universities alumni	USA 189	Job satisfaction			+ .23
				Positive affect at work			+ .25
Carmeli & Freund	2004	Lawyers in private law offices	Israël 183	Job satisfaction	Job performance (subjective)	Cross-sectional	+ .27
Castro Douglas Hochwarter Ferris & Frink	2003	Employees (non-faculty) at a university	USA 287	Positive affect in life	Job performance	Cross-sectional	+ .19

					(superior's rating)		
Chan & Wyatt	2007	Employees from 8 different organizations from banking, insurance, airlines, finance and import/export industries	China 319	Job satisfaction	Turnover (subjective)	Cross-sectional	-.39
Chi Chang & Huang	2015	Bank tellers from two middle-sized banks	Taiwan 54	Positive affect at work	Job performance (objective)	Cross-sectional	+ .23
				Negative affect at work			+ .01
Chi & Yang	2013	MBA students	Taiwan 63	Positive affect in life	Turnover (subjective)	Cross-sectional	-.38
				Negative affect in life			+ .35
Christian & Ellis	2013	Nurses	USA 85	Negative affect at work	Turnover (subjective)	Longitudinal	+ .22
		Working adults with full-time job	52			Cross-sectional	+ .59
Chu	2016	Nurses	Taiwan 269	Positive affect at work	Job performance (subjective)	Longitudinal	+ .19
Chughtai	2021	Start-up company	Pakistan 183	Life satisfaction	Job performance (subjective)	Cross-sectional	+ .19
Ciby Sahai & Raya	2021	IT employees	India 425	Negative affect in life	Absenteeism (subjective)	Cross-sectional	+ .41
					Turnover (subjective)		+ .43
Clarke & Mahadi	2015	Matched leader-follower dyads in the	Malaysia 203	Life satisfaction	Job performance	Cross-sectional	+ .11

		Insurance industry			(superior's rating)		
Cohen Panter & Turan	2013	Adults with full-time employment	USA 443	Positive affect at work	Turnover (subjective)	Cross-sectional	-.34
				Negative affect at work			+.34
Collie	2023	Teachers working in primary schools, secondary schools, or at both levels	Australia 502	Positive affect in life	Turnover (subjective)	Cross-sectional	-.42
				Negative affect in life			+.44
Cropanzano James & Konovsky	1993	Nurses	USA 35	Positive affect in life	Job performance (superior's rating)	Cross-sectional	+.20
				Negative affect in life			+.00
			USA 100	Positive affect in life	Turnover (subjective)		-.30
				Negative affect in life			+.26
		Employees of a pathology laboratory	USA 198	Positive affect in life			-.19
				Negative affect in life			+.21
Da'as	2021	Teachers	Israel 1370	Job satisfaction	Absenteeism (objective)	Cross-sectional	-.25
Demsky Fritz & Ellis	2021	Preschool teacher	Germany 229	Positive affect in life	Job performance (subjective)	Longitudinal	+.19
				Positive affect at work			+.38
Devonish	2013	Employees of five large-sized retail and	Barbados 262	Job satisfaction	Job performance (subjective)	Cross-sectional	+.33

		wholesale organizations					
Dubreuil Ben Mansour Jacques Forest Courcy & Fernet	2020	French-speaking members of a human resources professional association	Canada 424	Positive affect at work	Job performance (subjective)	Cross-sectional	+ .44
				Negative affect at work			- .27
Edgar Geare & Zhang	2017	Employees from the service sector (14 organizations, primarily located in the health and retail segments)	New Zealand 281	Life satisfaction	Job performance (subjective)	Cross-sectional	+ .27
				Job satisfaction			+ .23
Eisenberger Rhoades & Cameron	1999	Employees	USA 324	Positive affect at work	Job performance (superior's rating)	Longitudinal	+ .15
Fakunmoju	2020	Social workers	USA 741	Job satisfaction	Turnover (subjective)	Cross-sectional	- .59
Fischer	2002	Employed adults from 65 organizations	124	Positive affect in life	Turnover (subjective)	Longitudinal	- .03
				Negative affect in life			+ .12
George	1989	Salespeople	USA 210	Positive affect in life	Absenteeism (objective)	Longitudinal	- .10
				Negative affect in life			+ .08
				Positive affect at work			- .28

				Negative affect at work			-.03
				Positive affect in life	Turnover (subjective)	Cross-sectional	-.01
				Negative affect in life			+ .25
				Positive affect at work			-.38
				Negative affect at work			+ .17
George & Jones	1996	Professionals and managers in the printing industry	USA 319 to 330 (missing data)	Positive affect in life	Turnover (subjective)	Cross-sectional	-.23
Giumetti Saunders Brunette DiFrancesco & Graham	2016	Business professionals, psychologists, MBA students and undergraduate students	220	Job satisfaction	Job performance (subjective)	Cross-sectional	+ .36
				Positive affect in life			+ .27
				Negative affect in life			-.25
Goldberg & Waldman	2000	Various employees of an hospital	USA 244	Job satisfaction	Absenteeism (objective)	Cross-sectional	-.08
Grandey Dickter & Sin	2004	Call center employees	USA 198	Negative affect at work	Absenteeism (objective)	Longitudinal	+ .27
Greenglass & Fiksenbaum	2009	Employees	313	Positive affect in life	Absenteeism (subjective)	Cross-sectional	-.13
Greguras & Diefendorff	2010	Employees from various industries and occupations	Singapore 165	Life satisfaction	Job performance (superior's rating)	Cross-sectional	+ .25
Hommelhoff Weseler & Niessen	2021	Caregivers	Germany 467	Negative affect in life	Turnover (subjective)	Cross-sectional	+ .42
			Germany 324			Longitudinal	+ .29

Hoque & Islam	2003	Workers from textile and joute mills	Bengladesh 400	Job satisfaction	Absenteeism (objective)	Cross-sectional	-.33
Iverson & Deery	2001	Blue-collars from a multinational automotive manufacturer	Australia 362	Job satisfaction	Absenteeism (objective)	Longitudinal	-.18
Iverson Olekalns & Erwin	1998	Healthcare workers	Australia 487	Job satisfaction	Absenteeism (objective)	Longitudinal	-.12
Janssen Lam & Huang	2010	Shop assistants	China 241	Positive affect at work	Job performance (superior's rating)	Cross-sectional	+ .11
				Negative affect at work			-.11
Jasinski & Derbis	2022	Midwives employed full-time in public health service	Poland 306	Negative affect at work	Turnover (subjective)	Cross-sectional	+ .22
Junça-Silva Caetano & Rueff Lopes	2017	Employees	293	Life satisfaction	Job performance (subjective)	Cross-sectional	+ .19
				Positive affect in life			+ .32
				Negative affect in life			-.17
Karatepe Saydam & Okumus	2021	Hotel employees	Turkey 151	Life satisfaction	Absenteeism (subjective)	Cross-sectional	-.27
Khan Aqeel & Riaz	2014	College lecturers	Pakistan 140	Life satisfaction	Turnover (subjective)	Cross-sectional	-.53
				Job satisfaction			-.56
				Life satisfaction	Job performance (subjective)		+ .16
				Job satisfaction			+ .49
Kim Park & Headrick	2018	Telemarketers at call centers	Korea 71	Positive affect at work	Job performance (objective)	Cross-sectional	+ .29

Kim Chai Kim Kim & Song	2021	Employees from various companies and various domains	South Korea 273 employees and their 85 supervisors	Life satisfaction	Job performance (superior's rating)	Cross-sectional	+ .06
				Job satisfaction		Longitudinal	+ .09
				Life satisfaction	Turnover (subjective)	Cross-sectional	- .44
				Job satisfaction		Longitudinal	- .37
Kohan & O'connor	2002	Police officers	Canada 122	Life satisfaction	Turnover (subjective)	Cross-sectional	- .40
				Positive affect in life			- .44
				Negative affect in life			+ .26
Kovacs, Barbara Stiglbauer and Bernad Batinic	2018	Online survey panel	892	Job satisfaction	Job performance (subjective)	Cross-sectional	+ .36
Kumari Barkat Batool Cioca & Abbas	2022	Academic and non-academic personnel at public and private higher education institutions	Pakistan 324	Job satisfaction	Job performance (subjective)	Cross-sectional	+ .58
Lado Otero & Salgado	2021	Managers	Spain 245	Life satisfaction	Job performance (subjective)	Cross-sectional	+ .42
				Positive affect in life			+ .34
				Negative affect in life			- .23
Lam Walter & Ouyang	2014	Frontline service employees and their immediate supervisors from a retail firm	China 245 and 63	Positive affect at work	Job performance (superior's rating)	Cross-sectional	+ .10
				Negative affect at work			- .13
Lambert	2010	Correctional staff	USA 160	Life satisfaction	Turnover (subjective)	Cross-sectional	- .39
				Job satisfaction			- .68

Li Yang Weng & Gao	2021	Pairs of workers in various areas	China 384	Positive affect in life	Job performance (superior's rating)	Longitudinal	+ .26
				Negative affect in life			- .17
Liu	2016	Employees in four large manufacturing companies	China 236	Positive affect at work	Job performance (subjective)	Cross-sectional	+ .35
				Negative affect at work			- .17
Ma Wu & Hou	2023	Psychiatric nurses	China 328	Positive affect in life	Job performance (subjective)	Cross-sectional	+ .43
Magnier-Watanabe Uchida Orsini & Benton	2017	Managers and staff from a wide range of industries	Japan 208	Positive affect in life	Job performance (subjective)	Cross-sectional	+ .37
				Negative affect in life			- .10
Mobley Horner & Hollingsworth	1978	Hospital employees	USA 203	Job satisfaction	Turnover (objective)	Longitudinal	- .21
Moradi Nima Rapp Ricciardi Archer & Garcia	2014	Agents from a call center	Sweden 110	Life satisfaction	Job performance (objective)	Longitudinal	- .16
				Positive affect in life			- .14
				Negative affect in life			+ .02
Morales-García Vallejos Sairitupa-Sanchez Morales-García Rivera-Lozada & Morales-García	2024	Nurses from four hospitals	Peru 579	Life satisfaction	Job performance (subjective)	Cross-sectional	+ .45
Murphy Duxburry & Higgins	2006	Employees from a financial services firm	Canada 2507	Life satisfaction	Absenteeism (objective)	Cross-sectional	- .11

Nguyen Groth & Johnson	2013	Nurses	121	Negative affect in life	Absenteeism (objective)	Longitudinal	+ .08
Odle-Dusseau	2008	Employees from a large metropolitan hospital	USA 174	Job satisfaction	Turnover (subjective)	Cross-sectional	-.76
					Job performance (superior's rating)		+ .05
Ohana and Meyer	2010	Employees of social enterprises	France 101	Job satisfaction	Turnover (subjective)	Cross-sectional	-.55
Ozturk, Karatepe & Okumus	2021	Front-line employees (e.g., food servers, front desk agents) in three international 5- and two 4-star hotels in Saint Petersburg	Russia 159	Job satisfaction	Absenteeism (subjective)	Cross-sectional	-.30
					Job performance (superior's rating)		+ .28
Parker Johnson Collins & Nguyen	2013	Junior doctors in a training hospital	Australia 48	Negative affect at work	Job performance (subjective)	Cross-sectional	-.11
Pelled & Xin	1999	Employees in a single division of an electronics company	USA 148	Job satisfaction	Absenteeism (objective)	Longitudinal	-.11
				Positive affect at work			-.36
				Negative affect at work			+ .17
				Job satisfaction	Turnover (objective)		+ .13
				Positive affect at work			+ .06
				Negative affect at work			+ .10

Popov Majstorovic Matanovic Jelic & Rakovic	2016	Employees from 18 organisations from the state and private sectors	Serbia 477	Negative affect in life	Absenteeism (subjective)	Cross-sectional	+ .08
Puhakka Nokelainen & Pylväs	2021	Employees of two companies operating in the engineering sector	Finland 153	Job satisfaction	Turnover (subjective)	Cross-sectional	-.75
Rafiq Shahzad Farrukh & Khan	2022	Public healthcare workers	Pakistan 520	Life satisfaction	Turnover (subjective)	Cross-sectional	-.28
Rathi & Lee	2016	Customer sales executives and assistant managers in the retail sector	India 244	Life satisfaction	Turnover (subjective)	Cross-sectional	-.13
Salgado Santiago Blanco & Moscoso	2019	Managers from an information technology and communication company	Spain 170	Life satisfaction	Job performance (superior's rating)	Longitudinal	+ .15
				Positive affect in life			+ .19
Sandrin Morin Fernet & Gillet	2020	People working in firefighting centers	France 139	Positive affect at work	Absenteeism (subjective)	Cross-sectional	+ .02
				Negative affect at work			+ .18
				Positive affect at work			+ .13
				Negative affect at work			+ .15
				Positive affect at work		Longitudinal	+ .08

				Negative affect at work			+ .15
				Positive affect at work	Turnover (subjective)	Cross-sectional	-.43
				Negative affect at work			+ .41
				Positive affect at work			-.38
				Negative affect at work			+ .35
				Positive affect at work		Longitudinal	-.38
				Negative affect at work			+ .35
Schleicher Watt & Greguras	2004	Employees from a wide range of industries	USA 65	Job satisfaction		Job performance (superior's rating)	Cross-sectional
Singh Suar & Leiter	2012	Software developpers	India 372	Life satisfaction	Job performance (subjective)	Cross-sectional	-.32
Siu	2002	Nurses	Hong Kong 144	Job satisfaction	Absenteeism (subjective)	Cross-sectional	-.23
		Nurses	Hong Kong 114				-.02
Siu Cheung & Lui	2015	Police officers	Hong Kong 311	Job satisfaction	Turnover (subjective)	Cross-sectional	-.44
Siu Cooper Roll & Lo	2020	Workers with various occupations and from various companies	Hong Kong 2032	Positive affect in life	Absenteeism (subjective)	Cross-sectional	-.04

Soriano Kozusznika Peiro & Mateo	2018	Office workers	Several European countries 1306	Positive affect in life	Absenteeism (subjective)	Cross-sectional	+ .14
Spector & Jex	1991	State civil service employees	USA 232	Job satisfaction	Absenteeism (objective)	Cross-sectional	- .12
Sy Tram & O'hara	2006	Food service employees from nine different locations of the same restaurant franchise	USA 187	Job satisfaction	Job performance (superior's rating)	Cross-sectional	+ .20
Talukder & Galang	2021	Employees working in financial organizations	Australia 305	Life satisfaction	Job performance (subjective)	Cross-sectional	+ .29
Talukder Vickers & Khan	2018	Employees working in financial organisations	Australia 305	Life satisfaction	Job performance (subjective)	Cross-sectional	+ .30
				Job satisfaction			+ .36
Tan & Hart	2011	Employees of the education system	Australia 27,327	Positive affect at work	Absenteeism (objective)	Cross-sectional	- .11
				Negative affect at work			+ .12
Taylor & Pillemer	2009	Nursing home staff	USA 655	Positive affect at work	Turnover (objective)	Longitudinal	- .39
Tsai Chen & Liu	2007	Sales agents from five insurance companies	Taiwan 306	Positive affect in life	Job performance (objective)	Longitudinal	+ .32
		Sales agents from three insurance companies	Taiwan 263		Job performance (superior's rating)		+ .46
							+ .16

Valero Hirschi & Strauss	2015	Apprentices in 9 different vocations	Switzerland 136	Positive affect at work	Job performance (superior's rating)	Longitudinal	+ .32
			Switzerland 590		Turnover (subjective)	Cross-sectional	- .31
van Erp, Gevers, Rispens & Demerout	2017	Paramedics	Netherlands 81	Positive affect at work	Job performance (subjective)	Cross-sectional	+ .31
				Negative affect at work			- .23
van Jaarsveld Walker Lloyd Restubog Skarlicki Chen & Fricke	2019	Employees from a large retail organization	Philippines 420	Negative affect at work	Turnover (subjective)	Longitudinal	+ .21
					Turnover (objective)		+ .13
		Restaurant employees	Philippines 206		Turnover (subjective)	Cross-sectional	+ .23
		Service employees working in a contact center	Canada 317		Turnover (objective)	Longitudinal	+ .08
Van Yperen	2003	Employees of a local social services department	Netherlands 42	Positive affect in life	Job performance (superior's rating)	Cross-sectional	+ .32
				Negative affect in life			- .33
Veerasingh Sambasivan & Kumar	2013	Volunteers of St. John Ambulance	Malaysia 366	Life satisfaction	Job performance (subjective)	Cross-sectional	+ .49
Venkatesh, Speier-Pero, Aljafari & Bala	2022	Field sales personnel of a financial services firm	USA 295	Job satisfaction	Job performance (objective)	Longitudinal (from t0 to t3)	+ .13
						Longitudinal (from t0 to t4)	+ .12
						Longitudinal (from t3 to t4)	+ .29
Walker	2013	Individuals recruited from	USA 216	Life satisfaction	Turnover (subjective)	Cross-sectional	- .13
				Job satisfaction			- .54

		the pool of participants hosted by the School of Information Studies at Syracuse University		Life satisfaction	Job performance (subjective)		+ .10
				Job satisfaction			+ .33
Wan Pan Peng & Meng	2022	Employees from a machinery manufacturing enterprise	China 362	Positive affect in life	Job performance (superior's rating)	Cross-sectional	+ .33
Wang Johnson Nguyen Goodwin & Groth	2020	Employees of a publicly funded specialist Australian hospital	Australia 492	Job satisfaction	Absenteeism (objective)	Longitudinal	+ .08
Wang Liu Qu He Zhang Guo & Zhu	2023	Nurses	China 324	Positive affect in life	Job performance (subjective)	Cross-sectional	+ .38
					Turnover (subjective)		- .55
Wang Xia Zhang Cai Zhang Teng Zhang & Qian	2021	Employees from two hi-tech firms and one financial firm	China 414	Positive affect at work	Job performance (subjective)	Cross-sectional	+ .46
				Negative affect at work			- .12
Waters & Roach	1979	Female clerical employees of an insurance company	USA 132	Job satisfaction	Absenteeism (objective)	Longitudinal	- .26
Wright & Bonett	2007	Managers employed in the same organization	USA 112	Job satisfaction	Turnover (objective)	Longitudinal	- .25
				Positive affect in life			- .39

Wright & Cropanzano	1998	Social welfare workers	USA 52	Positive affect in life	Job performance (superior's rating)	Cross-sectional	+ .04
				Negative affect in life			- .12
				Positive affect in life	Turnover (objective)	Longitudinal	+ .00
				Negative affect in life			+ .25
Wright Cropanzano Denney & Moline	2002	Public sector management professionals	USA 59	Positive affect in life	Job performance (superior's rating)	Cross-sectional	+ .05
				Negative affect in life			+ .01
				Positive affect in life	Longitudinal	+ .04	
				Negative affect in life		- .20	
Wright & Staw	1994	Welfare staff	USA 32	Positive affect in life	Job performance (superior's rating)	Longitudinal	- .13
				Negative affect in life			- .27
Wright & Staw	1999	Social welfare staff	USA 53	Positive affect in life	Job performance (superior's rating)	Longitudinal	+ .08
		Negative affect in life		- .39			
		Social services staff personnel from a county agency	USA 78	Positive affect in life			- .01
				Negative affect in life			- .03
Wu Rafiq & Chin	2017	Employees from the media sector	Pakistan 418	Life satisfaction	Turnover (subjective)	Cross-sectional	- .42
Xing Sun & Jepsen	2021	Employees from the finance sector	China 119	Positive affect in life	Job performance (subjective)	Longitudinal	+ .03
				Negative affect in life			- .30

Yousef	1999	Individuals working in different organizations	United Arab Emirates 430	Job satisfaction	Job performance (subjective)	Cross-sectional	+ .16
Yu Lee Popa & Madera	2021	Hospitality industry employees	USA 479	Negative affect at work	Turnover (subjective)	Cross-sectional	+ .46
Zaccaro Craig & Quinn	1991	Nonmanagerial employees of a chemical manufacturing company	USA 742	Job satisfaction	Absenteeism (objective)	Cross-sectional	-.24
Zelenski Murphy & Jenkins	2008	Directors employed in the private sector and the federal government	Canada 75	Life satisfaction	Job performance (subjective)	Cross-sectional	+ .25
				Positive affect in life			+ .36
				Negative affect in life			-.04
Zhang Rasheed & Lugman	2020	Nurses working in seven tertiary hospitals in the Anhui province	China 236	Life satisfaction	Turnover (subjective)	Longitudinal	-.30
				Job satisfaction			-.38
Zhang Zheng Pletzer Derks Breevaart & Zhang	2022	Workers with a supervisor	China 215	Negative affect in life	Absenteeism (subjective)	Cross-sectional	+ .37
Ziegler Hagen & Diehl	2012	Managers from a large information technology company	Germany 65	Job satisfaction	Job performance (superior's rating)	Cross-sectional	+ .08

References

- Alessandri, G., Borgogni, L., & Latham, G. P. (2017). A dynamic model of the longitudinal relationship between job satisfaction and supervisor-rated job performance. *Applied Psychology, 66*(2), 207-232. <https://doi.org/10.1111/apps.12091>
- Alessandri, G., Vecchione, M., Tisak, J., Deiana, G., Caria, S., & Caprara, G. V. (2012). The utility of positive orientation in predicting job performance and organisational citizenship behaviors. *Applied Psychology, 61*(4), 669-698. <https://doi.org/10.1111/j.1464-0597.2012.00511.x>
- Amah, O. E. (2009). Job satisfaction and turnover intention relationship: the moderating effect of job role centrality and life satisfaction. *Research & Practice in Human Resource Management, 17*(1), 24-35.
- Babin, B. J., & Boles, J. S. (1998). Employee behavior in a service environment: A model and test of potential differences between men and women. *Journal of Marketing, 62*(2), 77-91. <https://doi.org/10.2307/1252162>
- Biron, M., & Bamberger, P. (2012). Aversive workplace conditions and absenteeism: taking referent group norms and supervisor support into account. *Journal of Applied Psychology, 97*(4), 901-912. <https://doi.org/10.1037/a0027437>
- Bouckenooghe, D., Raja, U., & Butt, A. N. (2013). Combined effects of positive and negative affectivity and job satisfaction on job performance and turnover intentions. *The Journal of Psychology, 147*(2), 105-123. <https://doi.org/10.1080/00223980.2012.678411>
- Boyar, S. L., Wagner, T. A., Petzinger, A., & McKinley, R. B. (2016). The impact of family roles on employee's attitudes and behaviors. *Journal of Management Development, 35*(5), 623-635. <https://doi.org/10.1108/JMD-07-2015-0096>
- Brecko, Z., & Grum, D. K. (2022). Health-related nutritional behavior, employee efficiency, and general life satisfaction. *Days of Applied Psychology 2021, 207*.
- Briggs, E., Jaramillo, F., & Weeks, W. A. (2012). The influences of ethical climate and organization identity comparisons on salespeople and their job performance. *Journal of Personal Selling & Sales Management, 32*(4), 421-436. <https://doi.org/10.2753/PSS0885-3134320402>

- Carlson, D., Kacmar, K. M., Zivnuska, S., Ferguson, M., & Whitten, D. (2011). Work-family enrichment and job performance: a constructive replication of affective events theory. *Journal of Occupational Health Psychology, 16*(3), 297-312. <https://doi.org/10.1037/a0022880>
- Carmeli, A., & Freund, A. (2003). Work commitment, job satisfaction, and job performance: An empirical investigation. *International Journal of Organization Theory & Behavior, 7*(3), 289-309. <https://doi.org/10.1108/IJOTB-07-03-2004-B001>
- Castro, S. L., Douglas, C., Hochwarter, W. A., Ferris, G. R., & Frink, D. D. (2003). The effects-of positive affect and gender on the influence tactics-job performance relationship. *Journal of Leadership & Organizational Studies, 10*(1), 1-18. <https://doi.org/10.1177/107179190301000101>
- Chan, K. W., & Wyatt, T. A. (2007). Quality of work life: A study of employees in Shanghai, China. *Asia Pacific Business Review, 13*(4), 501-517. <https://doi.org/10.1080/13602380701250681>
- Chi, S. C. S., & Yang, M. Y. (2015). How does negative mood affect turnover intention? The interactive effect of self-monitoring and conflict perception. *European Journal of Work and Organizational Psychology, 24*(1), 31-43.
- Chi, N. W., Chang, H. T., & Huang, H. L. (2015). Can personality traits and daily positive mood buffer the harmful effects of daily negative mood on task performance and service sabotage? A self-control perspective. *Organizational Behavior and Human Decision Processes, 131*, 1-15.
- Christian, J. S., & Ellis, A. P. (2014). The crucial role of turnover intentions in transforming moral disengagement into deviant behavior at work. *Journal of Business Ethics, 119*, 193-208. <https://doi.org/10.1007/s10551-013-1631-4>
- Chu, L. C. (2016). Mediating positive moods: the impact of experiencing compassion at work. *Journal of Nursing Management, 24*(1), 59-69. <https://doi.org/10.1111/jonm.12272>
- Chughtai, A. A. (2021). A closer look at the relationship between life satisfaction and job performance. *Applied Research in Quality of Life, 16*(2), 805-825.
- Ciby, M. A., Sahai, S., & Raya, R. P. (2021). Workplace bullying and turnover intention: Serial multiple mediation model of negative emotions and affective commitment. *International Journal of Management Practice, 14*(6), 736-750.
- Clarke, N., & Mahadi, N. (2017). Mutual recognition respect between leaders and followers: Its relationship to follower job performance and well-being. *Journal of Business Ethics, 141*(1), 163-178. <https://doi.org/10.1007/s10551-015-2724-z>
- Cohen, T. R., Panter, A. T., & Turan, N. (2013). Predicting counterproductive work behavior from guilt proneness. *Journal of Business Ethics, 114*, 45-53. <https://doi.org/10.1007/s10551-012-1326-2>
- Collie, R. J. (2023). Teachers' work motivation: Examining perceived leadership practices and salient outcomes. *Teaching and Teacher Education, 135*, 104348. <https://doi.org/10.1016/j.tate.2023.104348>

- Cropanzano, R., James, K., & Konovsky, M. A. (1993). Dispositional affectivity as a predictor of work attitudes and job performance. *Journal of Organizational Behavior*, 14(6), 595-606. <https://doi.org/10.1002/job.4030140609>
- Da'as, R. A. (2021). School principals' skills and teacher absenteeism during Israeli educational reform: Exploring the mediating role of participation in decision-making, trust and job satisfaction. *Journal of Educational Change*, 22(1), 53-84.
- Demsky, C. A., Fritz, C., & Ellis, A. M. (2021). Better work for a better weekend: Relationships between job performance, positive affect, and pleasurable weekend experiences. *Occupational Health Science*, 5(1), 129-140.
- Devonish, D. (2013). Workplace bullying, employee performance and behaviors: The mediating role of psychological well-being. *Employee Relations*, 35(6), 630-647. <https://doi.org/10.1108/ER-01-2013-0004>
- Dubreuil, P., Ben Mansour, J., Forest, J., Courcy, F., & Fernet, C. (2021). Strengths use at work: Positive and negative emotions as key processes explaining work performance. *Canadian Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration*, 38(2), 150-161. <https://doi.org/10.1002/cjas.1595>
- Edgar, F., Geare, A., & Zhang, J. A. (2017). A comprehensive concomitant analysis of service employees' well-being and performance. *Personnel Review*, 46(8), 1870-1889. <https://doi.org/10.1108/PR-05-2016-0108>
- Eisenberger, R., Rhoades, L., & Cameron, J. (1999). Does pay for performance increase or decrease perceived self-determination and intrinsic motivation?. *Journal of Personality and Social Psychology*, 77(5), 1026. <https://doi.org/10.1037/0022-3514.77.5.1026>
- Fakunmoju, S. B. (2020). Validity of single-item versus multiple-item job satisfaction measures in predicting life: Satisfaction and turnover intention. *Asia-Pacific Journal of Management Research and Innovation*, 16(3), 210-228. <https://doi.org/10.1177/2319510X21997724>
- Fisher, C. D. (2002). Antecedents and consequences of real-time affective reactions at work. *Motivation and Emotion*, 26, 3-30. <https://doi.org/10.1023/A:1015190007468>
- George, J. M. (1989). Mood and absence. *Journal of Applied Psychology*, 74(2), 317-324. <https://doi.org/10.1037/0021-9010.74.2.317>
- George, J. M., & Jones, G. R. (1996). The experience of work and turnover intentions: Interactive effects of value attainment, job satisfaction, and positive mood. *Journal of applied psychology*, 81(3), 318-325. <https://doi.org/10.1037/0021-9010.81.3.318>
- Giumetti, G. W., Saunders, L. A., Brunette, J. P., DiFrancesco, F. M., & Graham, P. G. (2016). Linking cyber incivility with job performance through job satisfaction: The buffering role of positive affect. *Psi Chi Journal of Psychological Research*, 21(4), 230-240.

Goldberg, C. B., & Waldman, D. A. (2000). Modeling employee absenteeism: Testing alternative measures and mediated effects based on job satisfaction. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 21(6), 665-676.

Grandey, A. A., Dickter, D. N., & Sin, H. P. (2004). The customer is not always right: Customer aggression and emotion regulation of service employees. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 25(3), 397-418. <https://doi.org/10.1002/job.252>

Greenglass, E. R., & Fiksenbaum, L. (2009). Proactive coping, positive affect, and well-being: Testing for mediation using path analysis. *European Psychologist*, 14(1), 29-39. <https://doi.org/10.1027/1016-9040.14.1.29>

Greguras, G. J., & Diefendorff, J. M. (2010). Why does proactive personality predict employee life satisfaction and work behaviors? A field investigation of the mediating role of the self-concordance model. *Personnel Psychology*, 63(3), 539-560. <https://doi.org/10.1111/j.1744-6570.2010.01180.x>

Hommelhoff, S., Weseler, D., & Niessen, C. (2021). The role of cognitive job crafting in the relationship between turnover intentions, negative affect, and task mastery. *Anxiety, Stress, & Coping*, 34(6), 704-718. <https://doi.org/10.1080/10615806.2021.1892653>

Hoque, M. E., & Islam, M. M. (2003). Contribution of some behavioural factors to absenteeism of manufacturing workers in Bangladesh. *Pakistan Journal of Psychological Research*, 81-95.

Iverson, R. D., & Deery, S. J. (2001). Understanding the "personological" basis of employee withdrawal: The influence of affective disposition on employee tardiness, early departure, and absenteeism. *Journal of Applied Psychology*, 86(5), 856-866. <https://doi.org/10.1037/0021-9010.86.5.856>

Iverson, R. D., Olekalns, M., & Erwin, P. J. (1998). Affectivity, organizational stressors, and absenteeism: A causal model of burnout and its consequences. *Journal of Vocational Behavior*, 52(1), 1-23. <https://doi.org/10.1006/jvbe.1996.1556>

Janssen, O., Lam, C. K., & Huang, X. U. (2010). Emotional exhaustion and job performance: The moderating roles of distributive justice and positive affect. *Journal of Organizational Behavior*, 31(6), 787-809. <https://doi.org/10.1002/job.614>

Jasiński, A. M., & Derbis, R. (2022). Work stressors and intention to leave the current workplace and profession: The mediating role of negative affect at work. *International Journal of Environmental Research and Public Health*, 19(21), 13992. <https://doi.org/10.3390/ijerph192113992>

- Junça-Silva, A., Caetano, A., & Lopes, R. R. (2017). Daily uplifts, well-being and performance in organizational settings: The differential mediating roles of affect and work engagement. *Journal of Happiness Studies*, 18, 591-606. <https://doi.org/10.1007/s10902-016-9740-2>
- Karatepe, O. M., Saydam, M. B., & Okumus, F. (2021). COVID-19, mental health problems, and their detrimental effects on hotel employees' propensity to be late for work, absenteeism, and life satisfaction. *Current Issues in Tourism*, 24(7), 934-951. <https://doi.org/10.1080/13683500.2021.1884665>
- Khan, E. A., Aqeel, M., & Riaz, M. A. (2014). Impact of job stress on job attitudes and life satisfaction in college lecturers. *International Journal of Information and Education Technology*, 4(3), 270-273.
- Kim, S., Park, Y., & Headrick, L. (2018). Daily micro-breaks and job performance: General work engagement as a cross-level moderator. *Journal of Applied Psychology*, 103(7), 772-786. <https://doi.org/10.1037/apl0000308>
- Kim, S., Chai, D. S., Kim, J., Kim, S., & Song, Y. (2022). Between work conditions and job outcomes: Testing a nomological network of life satisfaction. *Applied Research in Quality of Life*, 1-25. <https://doi.org/10.1007/s11482-021-09971-1>
- Kohan, A., & O'connor, B. P. (2002). Police officer job satisfaction in relation to mood, well-being, and alcohol consumption. *The Journal of Psychology*, 136(3), 307-318. <https://doi.org/10.1080/00223980209604158>
- Kovacs, C., Stiglbauer, B., Batinic, B., & Gnambs, T. (2018). Exploring different forms of job (dis) satisfaction and their relationship with well-being, motivation and performance. *Applied Psychology*, 67(3), 523-556. <https://doi.org/10.1111/apps.12128>
- Kumari, K., Ali, S. B., Batool, M., Cioca, L. I., & Abbas, J. (2022). The interplay between leaders' personality traits and mentoring quality and their impact on mentees' job satisfaction and job performance. *Frontiers in Psychology*, 13, 937470. <https://doi.org/10.3389/fpsyg.2022.937470>
- Lado Campelo, M. A., Otero Moral, I., & Salgado Velo, J. F. (2021). Cognitive reflection, life satisfaction, emotional balance and job performance. *Psicothema*. <https://doi.org/10.7334/psicothema2020.261>
- Lam, C. K., Walter, F., & Ouyang, K. (2014). Display rule perceptions and job performance in a Chinese retail firm: The moderating role of employees' affect at work. *Asia Pacific Journal of Management*, 31, 575-597. <https://doi.org/10.1007/s10490-013-9348-6>
- Lambert, E. G. (2010). The relationship of organizational citizenship behavior with job satisfaction, turnover intent, life satisfaction, and burnout among correctional staff. *Criminal Justice Studies*, 23(4), 361-380. <https://doi.org/10.1080/1478601x.2010.516533>
- Li, J., Yang, H., Weng, Q., & Gao, W. (2022). Interest incongruence and job performance: Examining the moderating roles of job crafting and positive affect. *Journal of Career Assessment*, 30(2), 203-220. <https://doi.org/10.1177/10690727211034458>

- Liu, W. (2016). Effects of positive mood and job complexity on employee creativity and performance. *Social Behavior and Personality: An International Journal*, 44(5), 865-880. <https://doi.org/10.2224/sbp.2016.44.5.865>
- Ma, X., Wu, D., & Hou, X. (2023). Positive affect and job performance in psychiatric nurses: A moderated mediation analysis. *Nursing Open*, 10(5), 3064-3074. <https://doi.org/10.1002/nop2.1553>
- Magnier-Watanabe, R., Uchida, T., Orsini, P., & Benton, C. (2017). Organizational virtuousness and job performance in Japan: does happiness matter?. *International Journal of Organizational Analysis*, 25(4), 628-646. <https://doi.org/10.1108/IJOA-10-2016-1074>
- Mobley, W. H., Horner, S. O., & Hollingsworth, A. T. (1978). An evaluation of precursors of hospital employee turnover. *Journal of Applied Psychology*, 63(4), 408-414. <https://doi.org/10.1037/0021-9010.63.4.408>
- Moradi, S., Nima, A. A., Rapp Ricciardi, M., Archer, T., & Garcia, D. (2014). Exercise, character strengths, well-being, and learning climate in the prediction of performance over a 6-month period at a call center. *Frontiers in Psychology*, 5, 497. <https://doi.org/10.3389/fpsyg.2014.00497>
- Morales-García, W. C., Vallejos, M., Sairitupa-Sanchez, L. Z., Morales-García, S. B., Rivera-Lozada, O., & Morales-García, M. (2024). Depression, professional self-efficacy, and job performance as predictors of life satisfaction: the mediating role of work engagement in nurses. *Frontiers in Public Health*, 12, 1268336. <https://doi.org/10.3389/fpubh.2024.1268336>
- Murphy, S. A., Duxbury, L., & Higgins, C. (2007). The individual and organizational consequences of stress, anxiety, and depression in the workplace: A case study. *Canadian Journal of Community Mental Health*, 25(2), 143-157.
- Nguyen, H., Groth, M., & Johnson, A. (2016). When the going gets tough, the tough keep working: Impact of emotional labor on absenteeism. *Journal of Management*, 42(3), 615-643. <https://doi.org/10.1177/0149206313490026>
- Odle-Dusseau, H. N. (2008). *Organizational and family resources as predictors of well-being, family functioning, and employee performance: A longitudinal study* (Doctoral dissertation, Clemson University).
- Ohana, M., & Meyer, M. (2010). Should I stay or should I go now? Investigating the intention to quit of the permanent staff in social enterprises. *European Management Journal*, 28(6), 441-454. <https://doi.org/10.1016/j.emj.2010.06.007>
- Ozturk, A., Karatepe, O. M., & Okumus, F. (2021). The effect of servant leadership on hotel employees' behavioral consequences: Work engagement versus job satisfaction. *International Journal of Hospitality Management*, 97, 102994. <https://doi.org/10.1016/j.ijhm.2021.102994>
- Parker, S. K., Johnson, A., Collins, C., & Nguyen, H. (2013). Making the most of structural support: Moderating influence of employees' clarity and negative affect. *Academy of Management Journal*, 56(3), 867-892. <https://doi.org/10.5465/amj.2010.0927>

- Pelled, L. H., & Xin, K. R. (1999). Down and out: An investigation of the relationship between mood and employee withdrawal behavior. *Journal of Management*, 25(6), 875-895. <https://doi.org/10.1177/014920639902500605>
- Popov, B., Majstorović, N., Matanović, J., Jelić, D., & Raković, S. (2016). Predictors of employees' psychophysical health and sickness absenteeism: Modelling based on REBT framework. *Psihologija*, 49(1), 67-86.
- Puhakka, I. J., Nokelainen, P., & Pylväs, L. (2021). Learning or leaving? Individual and environmental factors related to job satisfaction and turnover intention. *Vocations and Learning*, 14(3), 481-510. <https://doi.org/10.1007/s12186-021-09275-3>
- Rafiq, M., Shahzad, F., Farrukh, M., & Khan, I. (2022). The psychological mechanism linking life satisfaction and turnover intention among healthcare workers during the COVID-19 pandemic. *Work*, 71(3), 505-514. <https://doi.org/10.3233/wor-210995>
- Rathi, N., & Lee, K. (2017). Understanding the role of supervisor support in retaining employees and enhancing their satisfaction with life. *Personnel Review*, 46(8), 1605-1619. <https://doi.org/10.1108/PR-11-2015-0287>
- Salgado, J. F., Blanco, S., & Moscoso, S. (2019). Subjective well-being and job performance: Testing of a suppressor effect. *Revista de Psicología del Trabajo y de las Organizaciones*, 35(2), 93-102.
- Sandrin, E., Morin, A. J., Fernet, C., & Gillet, N. (2020). A longitudinal person-centered perspective on positive and negative affect at work. *The Journal of Psychology*, 154(7), 499-532. <https://doi.org/10.1080/00223980.2020.1781033>
- Schleicher, D. J., Watt, J. D., & Greguras, G. J. (2004). Reexamining the job satisfaction-performance relationship: the complexity of attitudes. *Journal of Applied Psychology*, 89(1), 165-177. <https://doi.org/10.1037/0021-9010.89.1.165>
- Singh, P., Suar, D., & Leiter, M. P. (2012). Antecedents, work-related consequences, and buffers of job burnout among Indian software developers. *Journal of Leadership & Organizational Studies*, 19(1), 83-104. <https://doi.org/10.1177/1548051811429572>
- Siu, O. L. (2002). Predictors of job satisfaction and absenteeism in two samples of Hong Kong nurses. *Journal of Advanced Nursing*, 40(2), 218-229. <https://doi.org/10.1046/j.1365-2648.2002.02364.x>
- Siu, O. L., Cheung, F., & Lui, S. (2015). Linking positive emotions to work well-being and turnover intention among Hong Kong police officers: The role of psychological capital. *Journal of Happiness Studies*, 16, 367-380. <https://doi.org/10.1007/s10902-014-9513-8>
- Siu, O. L., Cooper, C. L., Roll, L. C., & Lo, C. (2020). Occupational stress and its economic cost in Hong Kong: The role of positive emotions. *International Journal of Environmental Research and Public Health*, 17(22), 8601. <https://doi.org/10.3390/ijerph17228601>
- Soriano, A., Kozusznik, M. W., Peiró, J. M., & Mateo, C. (2018). Mediating role of job satisfaction, affective well-being, and health in the relationship between indoor environment and absenteeism: Work patterns matter!. *Work*, 61(2), 313-325. <https://doi.org/10.3233/wor-182802>

- Spector, P. E., & Jex, S. M. (1991). Relations of job characteristics from multiple data sources with employee affect, absence, turnover intentions, and health. *Journal of Applied Psychology, 76*(1), 46-53. <https://doi.org/10.1037/0021-9010.76.1.46>
- Sy, T., Tram, S., & O'hara, L. A. (2006). Relation of employee and manager emotional intelligence to job satisfaction and performance. *Journal of Vocational Behavior, 68*(3), 461-473. <https://doi.org/10.1016/j.jvb.2005.10.003>
- Talukder, A. K. M., Vickers, M., & Khan, A. (2018). Supervisor support and work-life balance: Impacts on job performance in the Australian financial sector. *Personnel Review, 47*(3), 727-744. <https://doi.org/10.1108/PR-12-2016-0314>
- Talukder, A. M. H., & Galang, M. C. (2021). Supervisor support for employee performance in Australia: Mediating role of work-life balance, job, and life attitude. *Journal of Employment Counseling, 58*(1), 2-22. <https://doi.org/10.1002/joec.12154>
- Tan, J., & Hart, P. M. (2011). Voluntary and involuntary absence: The influence of leadership, work environment, affect and group size. *Retrieved from <http://www.insightsrc.com.au/content.php>*.
- Taylor, C., & Pillemer, K. (2009). Using affect to understand employee turnover: A context-specific application of a theory of social exchange. *Sociological Perspectives, 52*(4), 481-504. <https://doi.org/10.1525/sop.2009.52.4.481>
- Tsai, W. C., Chen, C. C., & Liu, H. L. (2007). Test of a model linking employee positive moods and task performance. *Journal of Applied Psychology, 92*(6), 1570.
- Valero, D., & Hirschi, A. (2014). Hope in Early Careers: Mediating Effects of Work Motivation on Performance and Turnover Intentions. In *Academy of Management Proceedings* (Vol. 2014, No. 1, p. 13319). Briarcliff Manor, NY 10510: Academy of Management.
- van Erp, K. J., Gevers, J. M., Rispens, S., & Demerouti, E. (2018). Empowering public service workers to face bystander conflict: Enhancing resources through a training intervention. *Journal of Occupational and Organizational Psychology, 91*(1), 84-109. <https://doi.org/10.1111/joop.12190>
- Van Jaarsveld, D. D., Walker, D. D., Restubog, S. L. D., Skarlicki, D., Chen, Y., & Frické, P. H. (2021). Unpacking the relationship between customer (in) justice and employee turnover outcomes: can fair supervisor treatment reduce employees' emotional turmoil?. *Journal of Service Research, 24*(2), 301-319. <https://doi.org/10.1177/1094670519883949>
- Van Yperen, N. W. (2003). On the link between different combinations of Negative Affectivity (NA) and Positive Affectivity (PA) and job performance. *Personality and Individual Differences, 35*(8), 1873-1881. [https://doi.org/10.1016/S0191-8869\(03\)00036-9](https://doi.org/10.1016/S0191-8869(03)00036-9)

Veerasamy, C., Sambasivan, M., & Kumar, N. (2013). Individual skills based volunteerism and life satisfaction among healthcare volunteers in Malaysia: role of employer encouragement, self-esteem and job performance, a cross-sectional study. *PloS One*, *8*(10), e77698. <https://doi.org/10.1371/journal.pone.0077698>

Venkatesh, V., Speier-Pero, C., Aljafari, R., & Bala, H. (2022). IT use and job outcomes: a longitudinal field study of technology contingencies. *Journal of the Association for Information Systems*, *23*(5), 1184-1210.

Walker, A. G. (2013). The relationship between the integration of faith and work with life and job outcomes. *Journal of Business Ethics*, *112*, 453-461. <https://doi.org/10.1007/s10551-012-1271-0>

Wan, J., Pan, K. T., Peng, Y., & Meng, L. Q. (2022). The impact of emotional leadership on subordinates' job performance: mediation of positive emotions and moderation of susceptibility to positive emotions. *Frontiers in Psychology*, *13*, 917287. <https://doi.org/10.3389/fpsyg.2022.917287>

Wang, K. L., Johnson, A., Nguyen, H., Goodwin, R. E., & Groth, M. (2020). The changing value of skill utilisation: Interactions with job demands on job satisfaction and absenteeism. *Applied Psychology*, *69*(1), 30-58. <https://doi.org/10.1111/apps.12200>

Wang, J., Liu, S., Qu, X., He, X., Zhang, L., Guo, K., & Zhu, X. (2023). Nurses' Colleague Solidarity and Job Performance: Mediating Effect of Positive Emotion and Turnover Intention. *Safety and Health at Work*, *14*(3), 309-316. <https://doi.org/10.1016/j.shaw.2023.06.001>

Wang, Q., Xia, A., Zhang, W., Cai, Z., Zhang, X., Teng, X., ... & Qian, J. (2021). How challenge demands have offsetting effects on job performance: Through the positive and negative emotions. *Frontiers in Psychology*, *12*, 745413. <https://doi.org/10.3389/fpsyg.2021.745413>

Waters, L. K., & Roach, D. (1979). Job satisfaction, behavioral intention, and absenteeism as predictors of turnover. *Personnel Psychology*, *32*(2), 393-397. <https://doi.org/10.1111/j.1744-6570.1979.tb02143.x>

Wright, T. A., & Bonett, D. G. (2007). Job satisfaction and psychological well-being as nonadditive predictors of workplace turnover. *Journal of Management*, *33*(2), 141-160. <https://doi.org/10.1177/0149206306297582>

Wright, T. A., & Cropanzano, R. (1998). Emotional exhaustion as a predictor of job performance and voluntary turnover. *Journal of Applied Psychology*, *83*(3), 486-493. <https://doi.org/10.1037/0021-9010.83.3.486>

Wright, T. A., Cropanzano, R., Denney, P. J., & Moline, G. L. (2002). When a happy worker is a productive worker: a preliminary examination of three models. *Canadian Journal of Behavioural Science/Revue canadienne des sciences du comportement*, *34*(3), 146-150. <https://doi.org/10.1037/h0087165>

Wright, T. A., & Staw, B. M. (1994, August). In Search of the Happy/Productive Worker: A Longitudinal Study of Affect and Performance. In *Academy of Management Proceedings* (Vol. 1994, No. 1, pp. 274-278). Briarcliff Manor, NY 10510: Academy of Management.

- Wright, T. A., & Staw, B. M. (1999). Affect and favorable work outcomes: Two longitudinal tests of the happy-productive worker thesis. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 20(1), 1-23. [https://doi.org/10.1002/\(SICI\)1099-1379\(199901\)20:1<1::AID-JOB885>3.0.CO;2-W](https://doi.org/10.1002/(SICI)1099-1379(199901)20:1<1::AID-JOB885>3.0.CO;2-W)
- Wu, W., Rafiq, M., & Chin, T. (2017). Employee well-being and turnover intention: Evidence from a developing country with Muslim culture. *Career Development International*, 22(7), 797-815. <https://doi.org/10.1108/CDI-04-2017-0072>
- Xing, L., Sun, J. M., & Jepsen, D. (2021). Feeling shame in the workplace: examining negative feedback as an antecedent and performance and well-being as consequences. *Journal of Organizational Behavior*, 42(9), 1244-1260. <https://doi.org/10.1002/job.2553>
- Yousef, D. A. (2000). Organizational commitment: a mediator of the relationships of leadership behavior with job satisfaction and performance in a non-western country. *Journal of Managerial Psychology*, 15(1), 6-24. <https://doi.org/10.1108/02683940010305270>
- Yu, H., Lee, L., Popa, I., & Madera, J. M. (2021). Should I leave this industry? The role of stress and negative emotions in response to an industry negative work event. *International Journal of Hospitality Management*, 94, 102843. <https://doi.org/10.1016/j.ijhm.2020.102843>
- Zaccaro, S. J., Craig, B., & Quinn, J. (1991). Prior absenteeism, supervisory style, job satisfaction, and personal characteristics: An investigation of some mediated and moderated linkages to work absenteeism. *Organizational Behavior and Human Decision Processes*, 50(1), 24-44. [https://doi.org/10.1016/0749-5978\(91\)90032-O](https://doi.org/10.1016/0749-5978(91)90032-O)
- Zelenski, J. M., Murphy, S. A., & Jenkins, D. A. (2008). The happy-productive worker thesis revisited. *Journal of Happiness Studies*, 9(4), 521-537. <https://doi.org/10.1007/s10902-008-9087-4>
- Zhang, Y., Rasheed, M. I., & Luqman, A. (2020). Work-family conflict and turnover intentions among Chinese nurses: The combined role of job and life satisfaction and perceived supervisor support. *Personnel Review*, 49(5), 1140-1156. <https://doi.org/10.1108/PR-01-2019-0017>
- Zhang, W., Zheng, S., Luca Pletzer, J., Derks, D., Breevaart, K., & Zhang, X. (2022). How to cope with an abusive leader? Examinations of subordinates' affective reactions, CWB-O and turnover intentions. *Journal of Leadership & Organizational Studies*, 29(4), 389-408. <https://doi.org/10.1177/15480518221097278>
- Ziegler, R., Hagen, B., & Diehl, M. (2012). Relationship between job satisfaction and job performance: Job ambivalence as a moderator. *Journal of Applied Social Psychology*, 42(8), 2019-2040. <https://doi.org/10.1111/j.1559-1816.2012.00929.x>