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العلاقة بين الذكاء العاطفي والأداء الوظيفي لدى ضباط الشرطة في دولة الإمارات العربية المتحدة: الدور الوسيط للارتباط الوظيفي والمرونة الوظيفية

**RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE
AND WORK PERFORMANCE AMONG UAE'S POLICE
OFFICERS: THE MEDIATING ROLE OF WORK
ENGAGEMENT AND RESILIENCE**

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(904794)

**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA**

2025

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**A Thesis Submitted to the Ghazali Shafie Graduate School of Government
in Fulfilment of the Requirements for the Doctor of Philosophy (PhD),
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Kolej Undang-Undang, Kerajaan dan Pengajian Antarabangsa
(College of Law, Government and International Studies)
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الملخص

يُعدُّ الأمن من المتطلبات الأساسية للحياة، ولذلك تُعتبر المؤسسات الشرطية إحدى الركائز الرئيسة للمجتمع الأمن والمستقر، ولا سيما في القطاعات المتعلقة بالهوية والجنسية والجمارك وأمن المنافذ. ولهذا، يشير الباحثون والممارسون إلى أنَّ انخفاض مستوى أداء ضباط الشرطة يُعدُّ حاليًا من أكثر المشكلات الاجتماعية والاقتصادية المثيرة للقلق. بناءً على ذلك، تهدف هذه الدراسة إلى استكشاف العلاقة بين الذكاء العاطفي والارتباط الوظيفي والمرونة الوظيفية والأداء الوظيفي في القطاع الشرطي بإحدى الدول النامية، مثل الهيئة الاتحادية للهوية والجنسية والجمارك وأمن المنافذ في دولة الإمارات العربية المتحدة. كما تبحث الدراسة في الأثر الوسيط لكلٍّ من الارتباط الوظيفي والمرونة الوظيفية في العلاقة بين الذكاء العاطفي وأداء ضباط الشرطة في الهيئة الاتحادية للهوية والجنسية والجمارك وأمن المنافذ. وقد استند الإطار النظري للدراسة إلى الأدبيات السابقة لتحقيق هذه الأهداف، بالاعتماد على نظرية حفظ الموارد ونظرية المتطلبات والموارد الوظيفية كنظريتين أساسيتين. ولتحقيق أهداف البحث، تم استخدام المنهج الكمي بأسلوب المسح المقطعي لجمع البيانات من عينة قوامها 970 ضابط شرطة يعملون في الخطوط الأمامية بالهيئة المذكورة. تم توزيع 300 استبانة عشوائيًا باستخدام أسلوب العينة العشوائية البسيطة، وتم استرجاع 253 استبانة صالحة للتحليل بمعدل استجابة مرتفع بلغ 84%. تم تحليل البيانات باستخدام أسلوب نمذجة المعادلات الهيكلية بالمربعات الصغرى الجزئية لاختبار فرضيات الدراسة. وأظهرت النتائج وجود تأثير إيجابي ومعنوي لكلٍّ من الذكاء العاطفي والارتباط الوظيفي والمرونة الوظيفية على أداء ضباط الشرطة. كما تبين أن الذكاء العاطفي له تأثير إيجابي ومعنوي على كلٍّ من الارتباط الوظيفي والمرونة الوظيفية لدى ضباط الهيئة. والأهم من ذلك، كشفت النتائج أن الارتباط الوظيفي والمرونة الوظيفية يتوسطان جزئيًا العلاقة بين الذكاء العاطفي وأداء ضباط الشرطة. تُسهم هذه النتائج في إثراء الأدبيات العلمية من خلال تسليط الضوء على أهمية الذكاء العاطفي والارتباط الوظيفي والمرونة الوظيفية كمصادر وقدرات شخصية أساسية في تعزيز الأداء الوظيفي لضباط الشرطة. ويُسهم فهم هذه المكونات في تمكين صنّاع القرار في المؤسسات الشرطية من تعزيز ارتباط الضباط بعملهم وزيادة مرونتهم بما يؤدي إلى تحسين أدائهم العام.

الكلمات المفتاحية: الذكاء العاطفي، الارتباط الوظيفي، المرونة الوظيفية، الأداء الوظيفي.

ABSTRACT

Security is regarded as one of life's fundamental requirements; therefore, police institutions are one of the primary pillars of a safe and stable society, especially in the sectors of identity, nationality, customs, and port security. Thus, scholars and practitioners indicate that a low level of police officials' performance is currently one of the most alarming social and economic problems. Therefore, the current study explores the correlation among emotional intelligence ability (EI-ability), work engagement (WE), employee resilience (ER), and work performance (WP) in the police sector in a developing country such as the UAE's Federal Authority for Identity, Citizenship, Customs and Port Security (ICP). Additionally, it examines the mediating effects of WE and ER on the relationship between EI-ability and police officers' WP in the UAE's ICP. The theoretical framework is based on extant literature to accomplish these objectives, utilizing the Conservation of Resources (COR) and Job Demands-Resources (JD-R) as foundational theories. To fulfill the study objectives, a quantitative cross-sectional survey method was employed to gather data from a population of 970 police officers working on the front lines in the UAE's ICP. Questionnaires were randomly distributed to 300 ICP police officers selected through simple random sampling, yielding 253 usable responses, achieving an impressive response rate of 84 percent. The collected data were analyzed using Partial Least Squares Structural Equation Modelling (PLS-SEM) to assess the study's hypotheses. The results indicate a significant and positive influence of EI ability, WE, and ER on police officers' work performance. Furthermore, EI ability was found to have a positive and significant impact on WE and ER within the UAE's ICP police officers. Crucially, the findings reveal that WE and ER partially mediate the relationship between EI ability and police officers' work performance in the UAE's ICP. These findings contribute to the literature by highlighting the relevance of EI, WE, and ER as personal resources and abilities in enhancing police officers' work performance. Understanding these components enables police institutions' decision-makers to optimize police officers' work engagement and resilience to enhance their work performance.

Keywords: Emotional Intelligence, Work Engagement, Employee Resilience, Job Performance

ABSTRAK

Keselamatan dianggap sebagai salah satu keperluan asas kehidupan oleh itu, institusi kepolisan merupakan antara tonggak utama dalam memastikan masyarakat yang selamat dan stabil, khususnya dalam sektor identiti, kewarganegaraan, kastam, dan keselamatan pelabuhan. Justeru, para sarjana dan pengamal menegaskan bahawa tahap prestasi pegawai polis yang rendah kini merupakan antara isu sosial dan ekonomi yang paling membimbangkan. Sehubungan itu, kajian ini meneliti hubungan antara kebolehan kecerdasan emosi (EI-ability), penglibatan kerja (WE), daya tahan pekerja (ER), dan prestasi kerja (WP) dalam sektor kepolisan di negara membangun seperti Pihak Berkuasa Persekutuan untuk Identiti, Kewarganegaraan, Kastam dan Keselamatan Pelabuhan (ICP) di Emiriah Arab Bersatu (UAE). Selain itu, kajian ini juga meneliti kesan pengantaraan WE dan ER terhadap hubungan antara kebolehan kecerdasan emosi dan prestasi kerja pegawai polis ICP di UAE. Kerangka teori kajian ini dibina berdasarkan literatur sedia ada bagi mencapai objektif penyelidikan, dengan menggunakan Teori Pemuliharaan Sumber (Conservation of Resources, COR) dan Teori Tuntutan–Sumber Kerja (Job Demands-Resources, JD-R) sebagai asas teori. Bagi memenuhi objektif kajian, kaedah tinjauan keratan lintang kuantitatif digunakan untuk mengumpul data daripada populasi seramai 970 pegawai polis barisan hadapan ICP di UAE. Soal selidik diedarkan secara rawak kepada 300 pegawai polis ICP yang dipilih melalui pensampelan rawak mudah, menghasilkan 253 respons yang boleh digunakan, sekali gus mencapai kadar respons yang tinggi iaitu 84 peratus. Data yang dikumpul dianalisis menggunakan Pemodelan Persamaan Struktural Kuasa Dua Terkecil Separa (Partial Least Squares Structural Equation Modelling, PLS-SEM) bagi menilai hipotesis kajian. Hasil kajian menunjukkan bahawa kebolehan kecerdasan emosi, penglibatan kerja, dan daya tahan pekerja memberi pengaruh yang positif dan signifikan terhadap prestasi kerja pegawai polis. Tambahan pula, kebolehan kecerdasan emosi didapati mempunyai kesan positif dan signifikan terhadap WE dan ER dalam kalangan pegawai polis ICP di UAE. Secara khususnya, penemuan ini membuktikan bahawa WE dan ER berperanan sebagai pengantara separa dalam hubungan antara kebolehan kecerdasan emosi dengan prestasi kerja pegawai polis ICP di UAE. Penemuan ini menyumbang kepada literatur dengan menekankan kepentingan EI, WE, dan ER sebagai sumber serta keupayaan peribadi dalam meningkatkan prestasi kerja pegawai polis. Pemahaman terhadap komponen ini membolehkan pembuat keputusan dalam institusi kepolisan mengoptimumkan penglibatan kerja dan daya tahan pegawai bagi memperkukuh prestasi kerja mereka.

Kata Kunci: Kecerdasan Emosi, Penglibatan Kerja, Daya Tahan Pekerja, Prestasi Kerja

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CHAPTER ONE / الفصل الأول

مقدمة عامة عن موضوع الدراسة

1.1 المقدمة

تتناول هذه الدراسة إحدى الاستراتيجيات القليلة الفعّالة لتعزيز أداء العمل لدى ضباط الشرطة في دولة الإمارات العربية المتحدة، مع التركيز على العلاقات المتبادلة بين القدرة على الذكاء العاطفي، والمرونة النفسية لدى ضباط الشرطة، والانخراط الوظيفي، وأداء العمل.

وبناءً على ذلك، يتناول هذا الفصل خلفية الدراسة، ويعرض مشكلة البحث، ويوضح أهداف الدراسة، مع التأكيد على أهمية أسئلة البحث. كما يحدد نطاق الدراسة، ويشرح التعريفات التشغيلية للمفاهيم الرئيسة، ويستعرض الهيكل العام للأطروحة، ويُختتم بملخص شامل لما تضمنه الفصل.

1.2 خلفية البحث

لطالما عُدَّ الأمن أحدَ الاحتياجات الإنسانية الأساسية، وعنصراً جوهرياً في استقرار المجتمع وإنتاجيته ووحدته الوطنية (Al-Dhaafri & Alosani, 2022; Almazrouei, 2025). وعلى المستوى المؤسسي، تُعدُّ أجهزة إنفاذ القانون الركيزة الرئيسة للأمن المجتمعي، إذ إن كفاءة العمليات الشرطية لها آثارٌ ملموسة على السلوك اليومي ونجاح المجتمع واتجاه التنمية الاجتماعية والاقتصادية (Chen et al., 2025). وفي ظلِّ العالم الحديث الذي يتسم بتزايد الترابط العالمي والتهديدات العابرة للحدود، مثل الجريمة المنظمة والإرهاب، فإنَّ العملَ الشرطيَّ الفعَّالَ يُؤدِّي دوراً محورياً في صون السيادة الوطنية من خلال الحوكمة الرشيدة، والخطوات الاستباقية، والتطبيق المتوازن للأنظمة (Amalina & Susilowati, 2022; Chhoun & Yat, 2025). وتجد هذه الرؤية ما يؤيِّدها في البيانات الدولية، إذ تُظهر تقارير Gallup's Global Law and Order إدراك الرأي العام تجاه الجريمة وأجهزة الشرطة (Gallup, 2022).

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الملحقات 1

Questionnaire

Survey Questionnaire

Attention: Frontline Police Officers at Federal Authority for Identity and Nationality, Customs and Ports Security (ICP):

Dear participant,

I am HAMAD OBAID JEMEI OBAID ALHINDAASSI, a Ph.D. candidate at University Utara Malaysia (UUM). I would like to take this opportunity to invite you to participate in a research survey entitled Assessing the Relationship between Emotional Intelligence, Work Engagement, Resilience, and Work Performance in ICP's police officers. It will only take about 10 minutes of your valuable time to complete this survey. Your participation is voluntary, and your answers will be kept anonymous and confidential. Only the researcher will have the right to data access. If you have any questions regarding the survey, you may contact me directly by phone at "+971501055510", I would like to thank you in advance for your participation and for volunteering your valuable time. Sincerely,,

HAMAD OBAID JEMEI OBAID ALHINDAASSI

Doctor of Philosophy in Management

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MALAYSIA

Survey Questionnaire

INSTRUCTIONS: This questionnaire consists of five sections. Please read the questions carefully before answering them. Where appropriate, please tick (✓) in the box provided. Your honest and sincere response is highly appreciated.

SECTION A. Police Officers' Profile

1. Please indicate your gender: ☐ Male ☐ Female

2. Please indicate your age group:

<input type="checkbox"/> Less than 25	<input type="checkbox"/> 25-30	
<input type="checkbox"/> 31-35	<input type="checkbox"/> 36-40	41-
<input type="checkbox"/> 45	<input type="checkbox"/> 50	<input type="checkbox"/> over 51

3. Social Status: ☐ Single ☐ Married ☐ Divorced/Widowed

4. Please indicate your Education:

<input type="checkbox"/> Below Bachelor	<input type="checkbox"/> Bachelor Degree
<input type="checkbox"/> Diploma	<input type="checkbox"/> Master
	<input type="checkbox"/> Doctorate

5. The length of your work in the police sector:

<input type="checkbox"/> Under 3 year	<input type="checkbox"/> 3-5 years
<input type="checkbox"/> 6-10 years	<input type="checkbox"/> 11- 15 years
<input type="checkbox"/> More than 15 years	

6. Your work sector in the Authority of ICP:

7. Level of Your Current Position: ☐ Non-Executive Level ☐ Executive Level

5. The Length of Your Work in the Current Job:

<input type="checkbox"/> Under 1 year	<input type="checkbox"/> 1-3 years
<input type="checkbox"/> 4-6 years	<input type="checkbox"/> 7- 10 years
<input type="checkbox"/> More than 10 years	

SECTION B: Emotional Intelligence (EI)					
INSTRUCTIONS: Please indicate your answer by circling the appropriate number based on your current EI abilities.					
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
1	2	3	4	5	
Self-Emotion Appraisal (SEA)					
1. I have a good sense of why I have certain feelings most of the time.	1	2	3	4	5
2. I have good understanding of my own emotions.	1	2	3	4	5
3. I really understand what I feel.	1	2	3	4	5
4. I always know whether or not I am happy.	1	2	3	4	5
Others' Emotion Appraisal (OEA)					
5. I always know my friends' emotions from their behavior.	1	2	3	4	5
6. I am a good observer of others' emotions.	1	2	3	4	5
7. I am sensitive to the feelings and emotions of others.	1	2	3	4	5
8. I have good understanding of the emotions of people around me.	1	2	3	4	5
Use of Emotion (UOE)					
9. I always set goals for myself and then try my best to achieve them.	1	2	3	4	5
10. I always tell myself I am a competent person.	1	2	3	4	5
11. I am a self-motivated person.	1	2	3	4	5
12. I would always encourage myself to try my best.	1	2	3	4	5
Regulation of Emotion (ROE)					
1. I am capable of controlling my emotions.	1	2	3	4	5
2. I am capable of withstanding pressure and regulating stress.	1	2	3	4	5
3. I am reflective and less likely to give in to my urges.	1	2	3	4	5
4. I am flexible and willing to adapt to new conditions.	1	2	3	4	5
5. I am driven and unlikely to give up in the face of adversity.	1	2	3	4	5

SECTION C: Work Engagement (WE)					
INSTRUCTIONS: Please indicate your answer by circling the appropriate number based on your work engagement in the Authority of ICP.					
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
1	2	3	4	5	
The Vigour (WE_V)					
1. When I get up in the morning, I feel like going to work.	1	2	3	4	5
2. At work, I am bursting with energy.	1	2	3	4	5
3. At work I always persevere, even when things are not going well.	1	2	3	4	5
4. I can continue working for very long periods at a time.	1	2	3	4	5
5. In my job, I am very resilient, mentally.	1	2	3	4	5
6. In my job, I feel strong and vigorous.	1	2	3	4	5
The Dedication (WE_D)					
1. To me, my job is challenging.	1	2	3	4	5
2. My job inspires me.	1	2	3	4	5
3. I am enthusiastic about my job.	1	2	3	4	5
4. I am proud of the work I do.	1	2	3	4	5
5. I find the work I do full of meaning and purpose.	1	2	3	4	5
The Absorption (WE_A)					
1. When I am working, I forget about everything else around me.	1	2	3	4	5
2. Time flies when I am working.	1	2	3	4	5
3. I get carried away when I am working.	1	2	3	4	5
4. I am immersed in my work.	1	2	3	4	5
5. It is difficult to detach myself from my job.	1	2	3	4	5
6. I feel happy when I am working hard.	1	2	3	4	5

SECTION D: Employee Resilience (ER)					
INSTRUCTIONS:					
Please indicate your answer by circling the appropriate number based on your resilience in this job at the Authority of ICP.					
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
1	2	3	4	5	
1- I have important core values that I hold fast to in my work life.	1	2	3	4	5
2- I am able to change my mood at work when I need to.	1	2	3	4	5
4- The work that I do helps to fulfill my sense of purpose in life.	1	2	3	4	5
3- I know my personal strengths and I use them regularly in my work.	1	2	3	4	5
5- My workplace is somewhere where I feel that I belong.	1	2	3	4	5
6- The work that I do fits well with my personal values and beliefs.	1	2	3	4	5
7- Generally I appreciate what I have in my work environment.	1	2	3	4	5
8- When things go wrong at work, it usually tends to overshadow the other parts of my life.	1	2	3	4	5
9- Nothing at work ever really “fazes me” for long.	1	2	3	4	5
10- Negative people at work tend to pull me down.	1	2	3	4	5
11- I make sure I take breaks to maintain my strength and energy when I am working hard.	1	2	3	4	5
12- I have developed some reliable ways to relax when I am under pressure at work.	1	2	3	4	5
13- I have developed some reliable ways to deal with the personal stress of challenging events at work.	1	2	3	4	5
14- I am careful to ensure that my work does not dominate my personal life.	1	2	3	4	5
15- I often ask for feedback so that I can improve my work performance.	1	2	3	4	5
16- I believe in giving help to my work colleagues, as well as asking for it.	1	2	3	4	5
17- I am very willing to acknowledge others’ effort and successes in my workplace.	1	2	3	4	5
18- I have a good level of physical fitness.	1	2	3	4	5
19- I am careful about eating well and healthily.	1	2	3	4	5
20- I have friends at work whom I can rely on to support me when I need it.	1	2	3	4	5

21- I have a strong and reliable network of supportive colleagues at work.	1	2	3	4	5
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SECTION E: Work Performance (WP)					
INSTRUCTIONS: Please indicate your answer by circling the appropriate number based on your work performance in Authority of ICP.					
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
1	2	3	4	5	
Task Performance (WP_TP)					
1. I was able to plan my work so that I completed it on time.	1	2	3	4	5
2. I kept in mind the work result I needed to achieve.	1	2	3	4	5
3. I know which tasks should be given priority.	1	2	3	4	5
4. I can perform my duties efficiently.	1	2	3	4	5
5. I managed my time well.	1	2	3	4	5
Contextual Performance (WP_CP)					
1. With my own initiative, I started new tasks once my old tasks were completed.	1	2	3	4	5
2. I accepted challenging tasks when they were offered.	1	2	3	4	5
3. I worked on keeping my job-related knowledge up-to-date.	1	2	3	4	5
4. I worked on keeping my work skills up-to-date.	1	2	3	4	5
5. I solved new problems with creative solutions.	1	2	3	4	5
6. I accepted additional responsibilities.	1	2	3	4	5
7. I kept searching for new challenges in my work.	1	2	3	4	5
8. I actively participated in meetings and/or consultations.	1	2	3	4	5

YOUR PARTICIPATION IN THIS SURVEY JS HIGHLY APPRECIATED

الملحق 2
تحكيم الاستبيان

The first Independent Variable: Emotional Intelligence Ability (EI-Ability) Instruction: Using the scale given, please indicate to what extent you agree on the given statement by circle on the appropriate number.										
Scales used: (1) Strongly Disagree (2) Disagree (3) Neither Neutral (4) Agree (5) Strongly Agree										
Construct	Instruction and Questionnaire Items	Your Assessment (Kindly tick (√) which appropriate)								Comments
		Relevancy				Clarity				
		(1) Not relevance at all	(2) Item need some revision	(3) Relevant but need minor revision	(4) Very relevant	(1) Not clear	(2) Item need some revision	(3) Clear but need minor revision	(4) Very clear	
Emotional Intelligence Ability (EI-Ability)	Self-emotion appraisal (SEA)									
	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.									
Others' emotion appraisal (OEA)									
5. I always know my friends' emotions from their behavior.									
6. I am a good observer of others' emotions.									
7. I am sensitive to the feelings and emotions of others.									
8. I have good understanding of the emotions of people around me.									
Use of emotion (UOE)									
9. I always set goals for myself and then try my best to achieve them.									
10. I always tell myself I am a competent person.									
11. I am a self-motivated person.									
12. I would always encourage myself to try my best.									
Regulation of emotion (ROE)									
13. I am able to control my temper and handle difficulties rationally.									

14. I am quite capable of controlling my own emotions.									
15. I can always calm down quickly when I am very angry.									
16. I have good control of my own emotions.									

The mediating variable: Work Engagement (WE)

Instruction: Using the scale given, please indicate to what extent you agree on the given statement by circle on the appropriate number.

Scales used:

(1) Strongly Disagree (2) Disagree (3) Neither Neutral (4) Agree (5) Strongly Agree

Construct	Instruction and Questionnaire Items	Your Assessment (Kindly tick (√) which appropriate)								Comments
		Relevancy				Clarity				
		(1) Not relevance at all	(2) Item need some revision	(3) Relevant but need minor revision	(4) Very relevant	(1) Not clear	(2) Item need some revision	(3) Clear but need minor revision	(4) Very clear	
Work Engagement (WE)	Vigour									
	1. When I get up in the morning, I feel like going to work.									

2. At work, I am bursting with energy.									
3. At work I always persevere, even when things are not going well.									
4. I can continue working for very long periods at a time.									
5. In my job, I am very resilient, mentally.									
6. In my job, I feel strong and vigorous.									
Dedication									
7. To me, my job is challenging.									
8. My job inspires me.									
9. I am enthusiastic about my job.									
10. I am proud of the work I do.									
11. I find the work I do full of meaning and purpose.									
Absorption									
12. When I am working, I forget about everything else around me.									
13. Time flies when I am working.									

14. I get carried away when I am working.									
15. I am immersed in my work.									
16. It is difficult to detach myself from my job.									
17. I feel happy when I am working hard.									

The mediating variables: Employee Resilience (ER)

Instruction: Using the scale given, please indicate to what extent you agree on the given statement by circle on the appropriate number.

Scales used:

(1) Strongly Disagree (2) Disagree (3) Neither Neutral (4) Agree (5) Strongly Agree

Construct	Instruction and Questionnaire Items	Your Assessment (Kindly tick (√) which appropriate)								Comments
		Relevancy				Clarity				
		(1) Not relevance at all	(2) Item need some revision	(3) Relevant but need minor revision	(4) Very relevant	(1) Not clear	(2) Item need some revision	(3) Clear but need minor revision	(4) Very clear	
Employee Resilience (ER)	1- I have important core values that I hold fast to in my work life.									

2- I am able to change my mood at work when I need to.									
4- The work that I do helps to fulfill my sense of purpose in life.									
3- I know my personal strengths and I use them regularly in my work.									
5- My workplace is somewhere where I feel that I belong.									
6- The work that I do fits well with my personal values and beliefs.									
7- Generally I appreciate what I have in my work environment.									
8- When things go wrong at work, it usually tends to overshadow the other parts of my life.									
9- Nothing at work ever really “fazes me” for long.									

10- Negative people at work tend to pull me down.									
11- I make sure I take breaks to maintain my strength and energy when I am working hard.									
12- I have developed some reliable ways to relax when I am under pressure at work.									
13- I have developed some reliable ways to deal with the personal stress of challenging events at work.									
14- I am careful to ensure that my work does not dominate my personal life.									
15- I often ask for feedback so that I can improve my work performance.									
16- I believe in giving help to my work colleagues, as well as asking for it.									
17- I am very willing to acknowledge others' effort and									

	successes in my workplace.								
	18- I have a good level of physical fitness.								
	19- I am careful about eating well and healthily.								
	20- I have friends at work whom I can rely on to support me when I need it.								
	21- I have a strong and reliable network of supportive colleagues at work.								

The Independent Variable: Work Performance (WP).

Instruction: Using the scale given, please indicate to what extent you agree on the given statement by circle on the appropriate number.

Scales used:

(1) Never, (2) Very Rarely, (3) Rarely, (4) Occasionally, (5) Frequently, (6) Very Frequently

Construct	Instruction and Questionnaire Items	Your Assessment (Kindly tick (√) which appropriate)								Comments
		Relevancy				Clarity				
		(1) Not relevance at all	(2) Item need some revision	(3) Relevant but need minor revision	(4) Very relevant	(1) Not clear	(2) Item need some revision	(3) Clear but need	(4) Very clear	

								minor revision		
Work Performance (WP).	Task Performance									
	1. I was able to plan my work so that I completed it on time.									
	2. I kept in mind the work result I needed to achieve.									
	3. I know which tasks should be given priority.									
	4. I can perform my duties efficiently.									
	5. I managed my time well.									
	Contextual Performance									
	1. With my own initiative, I started new tasks once my old tasks were completed.									
	2. I accepted challenging tasks when they were offered.									
	3. I worked on keeping my job-									

related knowledge up-to-date.									
4. I worked on keeping my work skills up-to-date.									
5. I solved new problems with creative solutions.									
6. I accepted additional responsibilities.									
7. I kept searching for new challenges in my work.									
8. I actively participated in meetings and/or consultations.									

Overall time taken to complete the instrument: Comments:

Font size recommendation:

☐

Maintain

☐

Change to bigger font size

☐

Change to smaller font size

Language use for questionnaire:

☐

English

☐

Arabic

☐

Bilingual (English and Arabic)

Checked and Validated by:

Name :

Position :

BY SIGNING HERE: I verify that the above information is _____
accurate and complete.

Company Stamp & Signature

Date