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MEDIATORS OF RELATIONSHIP BETWEEN PSYCHOLOGICAL CAPITAL AND JOB PERFORMANCE

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Abstract: *This study aims to investigate the mediating role of quality of work life, job effort, and job attractiveness in the relationship between psychological capital and job performance of staffsin Mellat Bank headquarters in Khorasan, Iran. This study is applicable and descriptive & analytic survey. The population size was179, whereas the sample size using the Cochran'formula was 122. Simple random samplingmethod was used to sampling. Using Partial Least Squares (PLS) analysisand Hierarchical Regression in SPSS, results revealed that psychological capital had both direct and indirect impacts mediated by job effort, on job performance of bank staffs. Furthermore, psychological capital had both direct and indirect impacts mediated by job attractiveness, on quality of work life. On the other hand, impact of quality of work life on job performance was not significant. The findings suggest that Mellat Bank should pay attention topsychological capital in their recruiting, training, and development programs.*

Keywords: *Job performance, Psychological capital, Quality of work life, Job attractiveness, Job effort.*

1. INTRODUCTION

Today banking industry is faced with intensive competition and banks are trying to gain competitive advantage. Many studies on consumer behavior and customer satisfaction and loyalty have been conductedin this area (Maiyaki & Mokhtar, 2012; Shanka, 2012). Attention to customer and market orientation and obtaining loyal customers, have been introduced as an important factor in gaining competitive advantage and survival in the banking industry.

There is no doubt in impact of these factors in the profitability and gaining competitive advantage for banks. However,the banks' human resources are also important. From the literature, human resources are the key resources of any

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organization. However, all types of human resource scan not create competitive advantage (Campbell, Coff, & Kryscynski, 2012).Among the variety of human resources which can create competitive advantage for organization, psychological capital is a key factor.

Psychological capital is defined as a core psychological factor of positivity in general, and positive organizational behavior criteria meeting states in particular, that go beyond human and social capital to gain a competitive advantage through investment/development of 'who you are' (Luthans *et al.*, 2005, p. 5).

Evidence suggests that psychological capital improves the job performance (Luthans, Avolio, Walumbwa, & Li, 2005). However, according to the best knowledge of authors, the role of mediators between psychological capital and job performance has received little attention.In addition, research on bank staffs' psychological capital is neglected. Understanding the relationship between bank staffs' psychological capital and job-related factors will help the banks in designing appropriate policies for staffs and will allow them to recruit qualified people.

Therefore, this study aims to investigatethe mediating role of job attractiveness, job effort and quality of work life in the relationship between psychological capital and job performance of staffsin Mellat Bank headquarters in Khorasan, Iran.

Although the factbank branches employees are at the forefront of facing with customer, the headquarters employees have a wide impact on organizational performance.Thus, this study is focused on headquarters' staffs.It is likely because, if the headquarters employees have high performance, wide range of customer service will be available at the branches and if the headquarters employees have weak performance, the branches employees despite the desire to provide high-performance, will not be able to do so.

To becomeaqualifiedlabor force, individualsshouldnot onlybeequippedwith the professionalknowledgeandskillsbut alsoshould invest on their psychological capital andthe organizationshouldhelpto promote thisinvestment.

2. LITERATURE REVIEW AND HYPOTHESES

2.1. Psychological Capital

Psychological capital is a state-like psychological capacity which is more specific to certain situations or tasks and tends to be malleable over time (Chen, Gully, Whiteman, & Kilcullen, 2000). Psychological capital is a multidimensional construct referring to a positive psychological state of development of an individual (Luthans, Avolio, Avey, & Norman, 2007).

This composite construct is characterized by:

1. ***Self-efficacy:*** having confidence and doing the best to succeed at challenging tasks;
2. ***Optimism:*** making a positive attribution about succeeding now and in the future;
3. ***Hope:*** persevering toward goals and when necessary, redirecting paths to goals in order to succeed; and
4. ***Resilience:*** when beset by problems and adversity, sustaining and bouncing back and even beyond to attain success (Luthans *et al.*, 2008, p. 5).

2.2. Job Performance

Job performance has defined by Borman and Motowidlo (1993) as work-related behaviors that can be determine by the individual's level of contribution toward meeting organizational goals (as cited in Lin *et al.*, 2014). Those researchers suggested atwo-component performance model relevant to all jobs:task performance (activities involved in the production ofgoods and services) and contextual performance (*e.g.*, effort, self-discipline, organizational citizenship behavior, etc.). Their model has been extended by other researchersto include a third dimension, that of an adaptive performance (the abilities of individuals to cope with, respond to, and/or support changes) (Zhang *et al.*, 2012, p.2).

2.3. Quality of Work Life

Quality of work life refers to the well-being of staffs (Sirgy, Efraty, Siegel, & Lee, 2001). Martel and Dupuis (2006), raised the different definitions of quality in the literature. One of these definitions was the definition that raised by Sirgy *et al.* (2001). They believed that quality of work life is "employee satisfaction with a variety of needs through resources, activities, and outcomes stemming from participation in the workplace".

Also, it was shownthat the quality of work life, can improve efficiency, performance, organizational commitment and loyalty of employees (Birjandi & Ataei, 2013; Dinh Tho, Dong Phong, & Ha Minh Quan, 2014; Korunka, Hoonakker, & Carayon, 2008; Rego & e Cunha, 2008). Therefore, the following hypothesis is proposed:

H1. Quality of work life has a positive impact on job performance of bank staffs.

A number of studies have shown that the four components (self-efficacy, optimism, hope, and resiliency) of psychological capital of employees enhance their job performance, happiness, satisfaction, and well-being.

For example, some studies shown that self-efficacy has a positive impact on performance (Dinh Tho *et al.*, 2014). Employees' optimism, hope and resiliency have a positive impact on their performance, satisfaction and happiness (Luthans, *et al.*, 2007). Those authors believed that, resiliency can enhance employees' performance. Choi and Lee (2014), confirmed the positive impact of employees' psychological capital on perceptions of their performance, plan to leave work, happiness and subjective well-being. Peterson *et al.* (2011), confirmed the positive relationship between psychological capital and job performance. A number of studies have shown the positive impact of psychological capital on quality of work life and organization performance (e. g. Mortazavi and Yazdi, 2012; Lusch and Serpkenci, 1990). This study focuses on the role of overall psychological capital of bank staffs instead of its components, and proposes the following hypotheses:

H_2. Psychological capital has a positive impact on quality of work life of bank staffs.

H_3. Psychological capital has a positive impact on job performance of bank staffs.

2.4. Job Effort and Job Attractiveness

This study also examines two other job factors. These factors are called job effort and job attractiveness. Job effort is an important concept in organizational behavior.

Some researchers believed that the job effort is a component of job performance (Lusch & Serpkenci, 1990). However, from the perspective of the employee, job effort and job performance are two different concepts (Christen *et al.*, 2006, p. 3).

Job effort is the input of job performance and job performance is the output of job effort (Dinh Tho *et al.*, 2014,p. 5). Employee's effort in work increases the performance. Also employee's psychological capital has a noticeable role in their efforts to do their jobs. Employees with higher levels of psychological capital tend to put more effort in their work and are not afraid of difficulties, and they always adapt to difficult tasks (Dinh Tho *et al.*, 2014, p. 5). They have suggested the positive impact of job effort on job performance and psychological capital on job effort of marketers at Vietnam. The present study test the impact of these factors in Mellat Bank' staffsin Khorasan, Iran. Thus the following hypothesisis proposed:

H_4. Job effort has a positive impact on job performance of bank staffs.

H_5. Psychological capital has a positive impact on job effort of bank staffs.

Job attractiveness is another factor that plays a central rolein the quality of work life. Job attractiveness reflects the degree which a job is exciting, challenging, and provides a sense of accomplishment (Christen *et al.*, 2006, p. 5). When employees perceive that the work they are performing is attractive, they are more willing to fulfill the work. Therefore, it can be concluded that job attractiveness will stimulate staffs' ability to work and generate interest to complete the assigned task,thus, increasing employees' satisfaction with the job (Dinh Tho *et al.*, 2014, p. 5). They believed that, job attractiveness also is enhanced for the employees with high levels of psychological capital because these employees do not hesitate to perform any challenging job. They always do their best to complete tasks. They are less prone to give up difficult tasks or become bored with simple tasks.

In the study that was conducted by Dinh Tho *et al.* (2014), the positive impactofjob attractiveness onquality of work lifeand also the positive impactof psychologicalcapitalonjob attractivenessapproved in marketers in Vietnam. In thepresent study byintroducingthe followingtwo hypotheses, thesefactorsare discussedin Mellat Bank headquarters in Khorasan, Iran:

H_6. Job attractiveness has a positive impact on quality of work life.

H_7. Psychological capital has a positive impact on job attractiveness.

If the positive impact of quality of work life on job performance;psychological capital on quality of work life and psychological capital on job performance were significant, the eighth hypothesis as follows will be discussed:

H_8. Quality of work life has mediating role in the relationship between psychological capital and job performance.

Also, in the case of the positive impact of psychological capital on quality of work life; job attractiveness on quality of work life and psychological capital on job attractiveness confirmation, the ninth hypothesis will be investigated:

H_9. Job attractiveness has mediating role in the relationship between psychological capital and quality of work life.

Finally, if the positive impact of psychological capital on job performance; job effort on job performance and psychological capital on job effortwere meaningful, tenth hypothesis as follows will be arise:

H_{10}. Job effort has mediating role in the relationship between psychological capital and job performance.

2.5. Conceptual Model

Figure 1 depicts a conceptual model adapted from Dinh Tho *et al.* (2014), explaining the direct and indirect roles of psychological capital in job performance of bank staffs. Specifically, the model proposes that staffs' psychological capital will have positive impacts on their job effort, job attractiveness, quality of work life, and job performance. Further, job attractiveness enhances the quality of work life of employees. Finally, the quality of work life and job effort of employees underlies their job performance.

In addition to the direct and indirect effects were investigated in the study of Dinh Tho *et al.* (2014),this study also examined the mediating role ofjob effort, job attractiveness, quality of work life.

3. METHOD

3.1. Design and Sample

Simple random sampling was used to assess opinions of employees regarding psychological capital, job performance, quality of work life, job effort and job attractiveness. The respondents of this study were employees working in Mellat Bank headquarters in Khorasan, Iran. Sampling was done randomly, based on a list of employees. The population size was 179, whereasthe sample size using the Cochran' formula was 122. Totally 152 questionnaires were sent to the respondents and 122 questionnaires were returned (response rate = 80%) for statistical analysis.

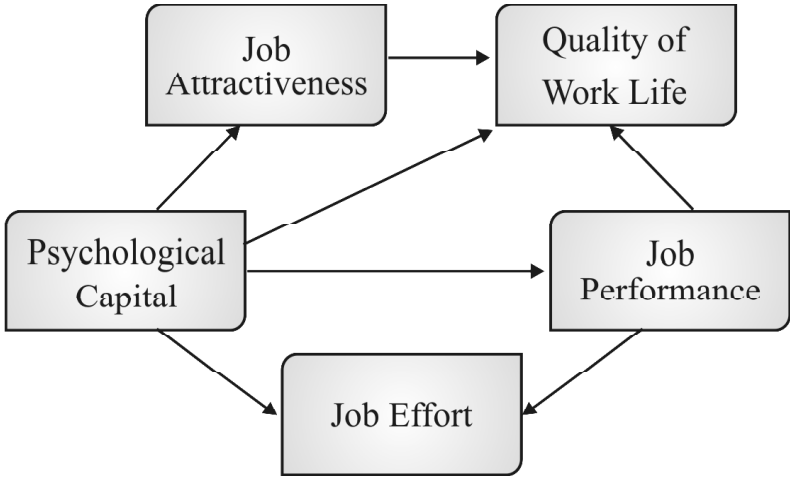


Figure 1: Conceptual Model (Adapted from Nguyen *et al.*, 2014)

3.2. Measurement

In order to validate the impact of psychological capital in job performance, considering the mediating role of job effort, job attractiveness and quality of work life, survey method was adopted. Two uni-dimensional constructs (job effort and job attractiveness) and three multidimensional constructs (psychological capital, quality of work life and job performance) were investigated.

Psychological capital was comprised of three components, namely, hope, optimism, resiliency (Luthans *et al.*, 2005, p. 15). In this study psychological capital was measuredusing theinstrument that was applied bythose researchers.

Quality ofwork life was determinedusing 8 components, which were developed by Walton (1998)who was the first author that raised the quality of work life approach. This study categorized the quality of work life's features in eight categories including: "fair pay, Law partisan, growth opportunity and permanent security, developing individual capabilities, social affiliation, environment safety, social integration (*az* cited in Birjandi and Ataei, 2013, p. 2).

Notethat the job performancewas evaluated with the questionnaire that developed by Saatchi *et al.* (2010). In this study the job performances was determinedafter categorizing the items into three groups. Classification was performed using Exploratory Factor Analysis (EFA). This classification was performed because it is believed that grouping the items of questionnaires with more than 5 items may improve the fit of structural equation models (Rahimnia *et al.*, 1390).

Job effort was determined by three items and job attractiveness was also evaluated by three items. These two scales were based on the work of Christen *et al.* (2006). All measures uses a 5-point Likert scale (1 = 'Strongly disagree' to 5 = 'Strongly agree').

3.3. Sample Characteristics

The sample included 20 (16.4 percent) female and 102 (83.6 percent) male. In terms of age, the majority was between 40 and 50 years old with the age distribution; under 30 years old 4(3.3 percent), between 31 and 40 years old 42 (34.4 percent), between 41 and 50 years old 56 (45.9 percent) and above 50 years old 20(16.4 percent).

Respondents in terms of education were mostly college graduateswith the levels of education being: high school 33 (27.05 percent),advanced diploma 14 (11.48 percent),college/ university 59 (48.36 percent) andmaster degree 16 (13.11 percent).

Owing to the high concentration of middle aged in the sample, 63 (51.63 percent)had above 20 years working experience. There were 3 (2.49 percent) less than 5 years, 7 (5.73 percent) between 5 and 10 years, 22 (18.02 percent) between 10 and 15 years, 27 (22.13 percent) between 15 and 20 years working experience. Sample Characteristicsare given in Table1.

Table 1
Sample Characteristics (*n* = 122)

Description		*Frequency*	*Percent*
Gender	Male	102	83.6
	Female	20	16.4
Age	Under 30	4	3.3
	31-40	42	34.4
	41-50	56	45.9
	Above 50	20	16.4
Education	High school	33	27.05
	Advanced Diploma	14	11.48
	College/ university	59	48.36
	Master degree	16	13.11
	PH.D.	0	0
working experience	Less than 5 years	3	2.49
	5-10	7	5.73
	10-15	22	18.02
	15-20	27	22.13
	Above 20	63	51.63
Total number	122	100	

4. DATA ANALYSIS AND RESULTS

PLS (partial least square) was adopted for data analysis, in this study. PLS is a commonly accepted data analysis method. This software applies the bootstrapping technique for re-sampling, and the partial least square method for coefficient estimation. This study used *Smart PLS 2.0* for data analysis. The measurement and structural models were both evaluated, and each construct was modeled to be reflective in data analysis.

4.1. Measurement Validity and Reliability

To verify construct measures, convergent validity and discriminate validity were first provided ((Komiak & Benbasat, 2006, p. 11).Note that Cronbach's *alpha*, the underlying factor structure and composite reliability were also justified. Convergent validity refers to the consistency with which multiple items measure the same construct. Unidimensionality, the average variance extracted (AVE), and the composite reliability (CR) are adequate indicators in understanding

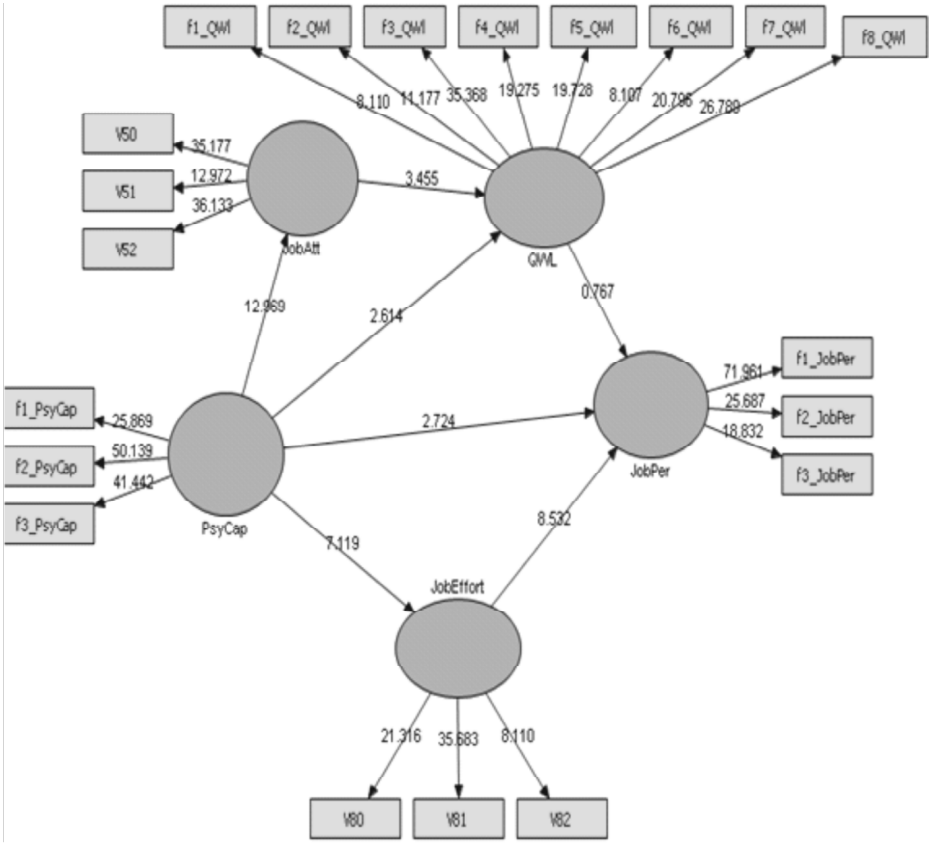
convergent validity of measurements (Bagozzi & Yi, 1988, p. 7).These measurements, as well as Cronbach's *alpha*, were presented in this study.Regarding to the unidimensionality, factor loading (>0.5) and t-value (>1.96) of items were both required(Azar *et al.*, 1391, p. 125). The results of factor loading, as well as AVE, CR and Cronbach's *alpha*, are given in Table 2.

Table 2
Average variance extracted (AVE), composite reliability (CR), Cronbach's alpha, and factor loading/weight of construct measurement

Constructs		*AVE*	*CR*	*alpha*	*PC*	*JA*	*QWL*	*JE*	*JP*	*t-value*
Psychological	PC1	0.77	0.91	0.85	0.83					16.24
capital (PC)	PC2				0.90					16.79
	PC3				0.89					19.25
Job	JA1	0.72	0.89	0.81		0.85				11.87
attractiveness	JA2					0.81				11.54
(JA)	JA3					0.88				15.60
quality of	QWL1	0.54	0.90	0.88			0.60			7.64
work life	QWL2						0.70			6.76
(QWL)	QWL3						0.82			8.56
	QWL4						0.76			7.36
	QWL5						0.77			7.68
	QWL6						0.59			4.36
	QWL7						0.78			5.58
	QWL8						0.81			9.76
Job effort (JE)	JE1	0.65	0.84	0.72				0.87		14.75
	JE2							0.90		18.23
	JE3							0.62		6.99
Job	(JP)	JP1	0.74	0.89	0.82				0.90	16.53
performance	JP2								0.87	15.51
	JP3								0.81	9.46

The results showed that all the constructs had CR values higher than 0.7 and all AVE values were higher than 0.5. All question items had acceptable *t*-value (> 1.96) and loadings (> 0.5). Also, the results showed the commonly acceptable convergent validity of the measurements. In addition, all Cronbach's *alpha* values were higher than 0.7, which indicates the reliability of all measurements.

In measuring discriminant validity, cross loading and average variance extracted (AVE) could be adopted to understand discriminant validity. The correlation between different constructs should be lower than the square root of the variance extracted from the individual construct. In addition, the factor loadings belonging to the same construct should be higher than those of different constructs (Azar *et al.*, 1391, pp. 163-165). The results of the AVEs showed that the square roots of the AVEs for all constructs were higher than their correlation coefficients with other construct. They are shown in Table 3.



($|t| > 1.96$, $p < 0.05$; $|t| > 2.58$, $p < 0.01$; $|t| > 3.29$, $p < 0.001$)
Figure 2: The Bootstrapping Results

Table 3
Construct Correlations and Square Root of Average Variance Extracted (AVE)

Constructs	*Job attractiveness*	*Job effort*	*Job performance capital*	*Psychological*	*QWL*
Job attractiveness	0.85*a*				
Job effort	0.48	0.81*a*			
Job performance	0.40	0.74	0.86*a*		
Psychological capital	0.68	0.51	0.51	0.88*a*	
QWL	0.57	0.45	0.36	0.54	0.73*a*

a : Indicates the square root of average variance extracted (AVE) of the construct.

Appendix A shows the results of factor loadings. They showed that each item loaded higher on its principal construct than on other constructs. In a summary, the results suggested good measurement properties.

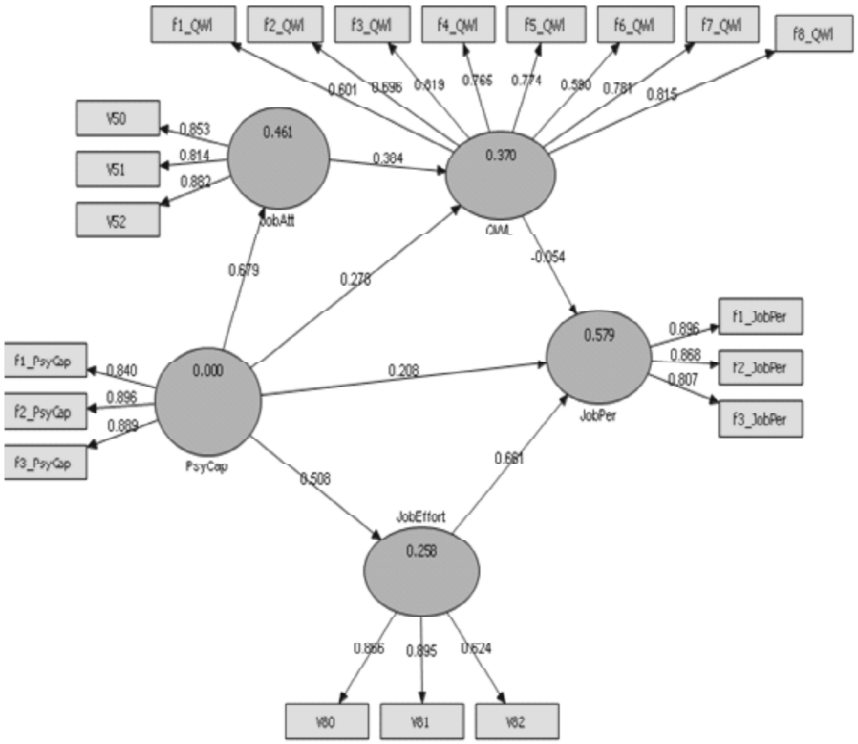


Figure 3: The PLS Algorithm Results

4.2. Path Analysis and Hypothesis Testing

With adequate convergent and discriminant validity, the hypotheses were then empirically tested. However, job performance, psychological capital and quality of work life were composed of the sub-constructs and the influence of others; thus, these factors were measured by the repeating indicators from the first-order constructs (Diamantopoulos, Riefler, & Roth, 2008, p. 3).

The results of the *SmartPLS* analysis are shown in Figure 2 and Figure 3.

Figure 2 shows the result of bootstrapping whereas, thenumbers on the arrowsshow *t*-values. Figure 3 presents the result of PLS algorithm. In this respect, the values on the arrowsshow beta and thevalues in the constructs show *R* squares.

The results indicated that excluding H1, all other hypotheses were supported. According to Figure2, The direct impact of quality of work life on job performance was not significant (($|t| < 1.96$, $p > 0.05$).

H2 proposed a positive relationship between psychological capital and quality of work life. The estimated structural path between psychological capital and quality of work life was significant ($|t| > 2.58$, $p < 0.01$), thus H2 was supported.

H3 suggests that psychological capital has a positive impact on job performance. The results reveal that this hypothesis also received support from the data ($|t| > 2.58$, $p < 0.01$).

According to H4, there is a positive relationship between job effort and job performance. This hypothesis was also meaningful ($|t| > 3.29$, $p < 0.001$).

The relationship between psychological capital and job effort suggests in H5 was found significant ($|t| > 3.29$, $p < 0.001$).

Besides, the relationship between job attractiveness and quality of work life suggested in H6 was confirmed ($|t| > 3.29$, $p < 0.001$).

Consistent with H7, the relationships between psychological capital and job attractiveness was also supported ($|t| > 3.29$, $p < 0.001$).

The results also indicated that variables entered into the model explained 57.9 percent of the variance of bank staffs' job performance (Figure 3).The results of hypothesis (H1-H7) analysis are shown in Table 4.

Table 4
The Result of Hypothesis Analysis

	Hypothesis	*Beta*	*t-value*	*p-value*	*Result*
H1	Quality of work life has a positive impact on job performance of bank staffs.	–0.054	0.767	> 0.005	Rejected
H2	Psychological capital has a positive impact on quality of work life of bank staffs.	0.278	2.614	< 0.01	Confirmed
H3	Psychological capital has a positive impact on job performance of bank staffs.	0.208	2.724	< 0.01	Confirmed
H4	Job effort has a positive impact on job performance of bank staffs.	0.681	8.532	< 0.001	Confirmed
H5	Psychological capital has a positive impact on job effort of bank staffs.	0.508	7.119	< 0.001	Confirmed
H6	Job attractiveness has a positive impact on quality of work life.	0.384	3.455	< 0.001	Confirmed
H7	Psychological capital has a positive impact on job attractiveness.	0.679	12.969	< 0.001	Confirmed

According to the rejection of the impact of quality of work life on job performance, the eighth hypothesis (Mediating role of quality of work in the relationship between psychological capital and job performance) was not investigated.

But H2, H6 and H7 were significant and mediating role of job attractiveness in the relationship between psychological capital and quality of work life (H9) was analyzed with the SPSS software.

Also since H3, H4 and H5 were significant, H10 (Job effort has mediating role in the relationship between psychological capital and job performance) was analyzed.

To examine the mediating role of job effort in the relationship between psychological capital and job performance, Hierarchical Regression in SPSS software was used.

In the first stage

Job effort as the dependent variable and psychological capital as the independent variable were entered into the model. This relationship was significant (sig = 0.000, beta = 0.537).

In the second stage

job performance as the dependent variable and effort as the independent variable were entered into the model. This relationship was also meaningful (sig = 0.000, beta = 0.697).

In the third stage

Job performance as the dependent variable and psychological capital as the independent variable were entered.This relationship was confirmed (sig = 0.000, beta = 0.507).

In the last stage

Job performance was considered as the dependent variable and psychological capital as the independent variable. Then job effort was added to the independent variables. At this stage, it was observed that the beta of psychological capital decreased from 0.507 to 0.186 (Reduction more than 0.1) and all relationships was significant.Thus, partial mediation of job effort in the relationship between psychological capital and job performance was confirmed. Results are shown in Table 5.

Table 5
Hierarchical regression analysis
(Mediator: Job Effort; Dependent: Job Performance; Independent: Psychological Capital)

Stage	*Variable*	*Beta*	*P* <
1	Psychological capital	0.507	0.000
2	Psychological capital	0.186	0.016
	Job effort	0.597	0.000

To investigate the mediating role of job attractiveness in the relationship between psychological capital and quality of work life, the above method was also used.

The analysis results showed thatjob attractiveness reduced beta from 0.535 to 0.283 and all the relationships were meaningful. Thus, partial mediation of job attractiveness in the relationship between psychological capital and quality of work life was confirmed. Results are shown in Table 6. Results of mediation hypotheses are shown in Table 7.

Table 6
Hierarchical Regression Analysis
(Mediator: Job attractiveness; dependent: quality of work life; independent: psychological capital)

Stage	*Variable*	*Beta*	*P <*
1	Psychological capital	0.535	0.000
2	Psychological capital	0.283	0.005
	Job attractiveness	0.373	0.000

Table 7
The result of hypothesis analysis

	Hypothesis	*Result*
H8	Quality of work life has mediating role in the relationship between psychological capital and job performance.	Not examined
H9	Job attractiveness has mediating role in the relationship between psychological capital and quality of work life.	Confirmed
H10	Job effort has mediating role in the relationship between psychological capital and job performance.	Confirmed

5. DISCUSSION AND IMPLICATIONS

Thisstudy investigates the mediating role of quality of work life, job effort and job attractiveness in job performance of bank staffs in Mellat Bank headquarters in Khorasan, Iran. Theresults of this study provide some implications for theory and practice.

Theoretically, this study documents the effects of psychological capital of bank staffs on various job factors in Iran. Significant positive impacts ofpsychological capital on job performance suggest that psychological capital plays animportant role in job performance of bank staffs in Iran, not only in advanced economies (Luthans, Norman, Avolio, & Avey, 2008)but also in transitioning economies.Psychological capital alsoimproves job effort and quality of work life of bank staffs. This results reinforces the results of other studies such as the study of Dinh Tho *et al.* (2014) in Vietnam.

In terms of practice, this study confirms that psychological capital is a factor that promotes the performance of bank staffs. Therefore, Mellat Bank should pay attention to this psychological aspect of employees. Mellat Bank should recruit qualified individuals based on not only their knowledge and skills but alsotheir psychological capital. Bank should also design training programs which includepsychological capital.

In other words,banks need to recruit individuals who have a high level of psychological capitaland help them to increase this typeof capital together with other human capacities (such as knowledge and skills in banking).

Note that psychological capital is in the form of state, which can bedeveloped and managed ((Luthans, *et al.*, 2008, p. 2).Therefore, the organization is able to raise this type of capital if the organization has appropriate strategies and personnel policies.In doing so, the organization will have qualified employees.

6. LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

The impact of quality of work life on job performance was not confirmed in this study. This needs to more investigation. Changing the measuring tools of quality of work life and job performance may lead to different results.

In addition, the model only examined the role of psychological capital in job performance at Mellat Bank headquarters in Khorasan, Iran. Testing the model with employees in Mellat Bank branches and other banks will enhance our understanding of themediators in the relationship between psychological capital and job performance. This is an appropriate area for future research.

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Appendix A
Cross Loadings

Items	Job attractiveness	Job effort	Job performance	Psychological capital	QWL
JA1	0.853138	0.395243	0.336937	0.589724	0.518166
JA2	0.814281	0.410359	0.343885	0.539966	0.417127
JA3	0.882167	0.418197	0.338018	0.599106	0.518911
JE1	0.393063	0.866038	0.668454	0.359472	0.328072
JE2	0.356758	0.895119	0.713340	0.433407	0.350845
JE3	0.437121	0.730874	0.355406	0.459846	0.443500
f1_JobPer	0.440267	0.624463	0.895555	0.467948	0.418109
f2_JobPer	0.344978	0.615901	0.867663	0.483844	0.306891
f3_JobPer	0.213985	0.545664	0.807027	0.364129	0.158085
f1_PsyCap	0.550130	0.414618	0.494080	0.839973	0.494265
f2_PsyCap	0.598722	0.458450	0.441003	0.895611	0.457776
f3_PsyCap	0.631898	0.460502	0.417237	0.888825	0.462563
f1_QWl	0.388305	0.319571	0.290278	0.348951	0.600520
f2_QWl	0.339442	0.385440	0.282133	0.382212	0.695860
f3_QWl	0.478706	0.395311	0.256579	0.440872	0.819119
f4_QWl	0.448270	0.273257	0.274038	0.385139	0.764591
f5_QWl	0.438367	0.383798	0.305847	0.427578	0.774061
f6_QWl	0.369530	0.157956	0.054447	0.319063	0.590009
f7_QWl	0.372083	0.204908	0.199945	0.376079	0.780978
f8_QWl	0.500882	0.443325	0.346889	0.458751	0.814572