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Redeveloping a More Comprehensive Well-Being Measure: The Work-Life Well-Being Inventory

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Balancing family and military life demands is a constant challenge for the military service member and their family. This paper provides a background on well-being: part one describes the process of developing the reliability of the Work-Life Well-Being Inventory (WLWBI) with a U. S. Army recruiting population. In part two, the relationship of the WLWBI with the Emotional Quotient Inventory (EQ-i), NEO Personality Inventory (NEO), performance data and performance ratings is explored. The data for this study was collected from a randomly stratified subsample of 521 recruiters who completed the WLWBI. A re-analysis of the data found 18 well-being scales to meet an appropriate reliability range. The second part of this study compares the EQ-i and NEO with the WLWBI that resulted in EQ-i and NEO scales being correlated with various WLWBI dimensions. Lastly, some of the WLWBI dimensions were found to be correlated with the recruiter performance (production) data, but not with the performance ratings. These findings suggest the WLWBI has good reliability and is correlated with the EQ-i and NEO. The WLWBI positive correlation with performance suggests that several well-being dimensions are related to performance in military recruiting. The initial promising findings of the WLWBI suggest further research should be conducted with other branches of the military for the development of a more generalizable instrument across military populations.
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Part I

Introduction

The focus of this paper is to examine well-being, to describe the Work Life Well-Being Inventory, and to review new data analysis using this measure with military personnel. Due to the subjective nature of well-being, researchers have determined various definitions, all operationalize the well-being components differently. The standard dictionary definition of well-being is “a good or satisfactory condition of existence; a state characterized by health, happiness, and prosperity” (Well-being, n.d.). Rath and Harter (2010, pg. 4), who presented Gallup’s international research on well-being, describe well-being as “the combination of our love for what we do each day, the quality of our relationships, the security of our finances, the vibrancy of our physical health, and the pride we take in what we have contributed to our communities. Most importantly, it’s about how these five elements interact.” Despite the broad definitions of well-being, there is a recognition and appreciation for both the positive and negative components of well-being in one’s life (Diener et al., 1999). A definition of subjective
well-being for the individual “is a broad category of phenomena that includes people’s emotional responses, domain satisfactions, and global judgments of life satisfactions” (Diener et al., 1999, 277).

Historically, there have been two approaches to measuring subjective well-being. The first is the hedonic tradition, which attempts to measure well-being with questions focused on people’s feelings over time (Diener et al., 1999). A second point of view is that well-being does not come from pursuing pleasurable emotions, but from living a life directed by the pursuit of purpose and meaning. This perspective is called the eudemonic approach, which strives to measure well-being in this manner in an attempt to determine how people find meaning and purpose in their lives. These two different approaches emphasize the affective or cognitive ways in which people evaluate life experiences.

Though the two approaches seem separate, they are inherently related to a bi-directional process of the way feelings and thinking impact the way people react in certain situations. Measures of well-being or quality of life may focus on only one of these components, or on a combination of both (Bates et al., 2010; Moore et al., 2010).

Furthermore, people’s self-evaluation consists of both affective and cognitive components, which directly correlate with the hedonic and eudemonic traditions, respectively. More specifically, whereas the hedonic and affective components focus on an individual’s feeling of happiness, the eudemonic and cognitive components focus on “life satisfaction” (Bates & Bowles 2011, 2-3). When comparing the two aforementioned components, the affective, or emotional response, is typically observed within a shorter time frame. The cognitive component, however, is observed as a long-term response to cumulative life experiences (Bates & Bowles, 2011).
In discussing the conceptual framework of well-being, it is important to also acknowledge the elements that are intimately related to it. For example, well-being is frequently analyzed within the context of quality of life (QOL), while others see QOL as a dimension of well-being (Dodge et al. 2012, 224). To clarify, the World Health Organization defines QOL “as an individual’s perception of (his/her) position in life in the context of the culture and value systems in which they live and in relation to their goals, expectations, standards and concerns” (World Health Organization, n.d.). Another overlapping concept is wellness. A prevalent wellness model asserts the “interconnectedness of the characteristics of a healthy person, life tasks and life forces” a “total person approach improving quality of life in proactive and positive ways” (Witmer & Sweeney, 1992, 140). For the purposes of this paper, well-being is defined as the level of emotional happiness, meaning, and satisfaction across life and work dimensions.

As previously indicated, observing well-being in individuals, couples, groups, and larger populations can be complex and subjective. Well-being is measured through interviews and instruments in various ways. These tools are standard in social science research; however, some measures focus on a single area of well-being while others examine various components of well-being. It is important to determine which dimensions are most influential to well-being in specific populations, and the level of detail required for interpreting participant’s feedback before applying a relevant measure. The major assumption behind the Work Life Well-Being Inventory is that an individual’s overall well-being depends on the quality of experiences across multiple life dimensions (e.g., job, family, personal development). Not all of these areas need to be rated high for an individual to have overall well-being. However, in the case of the Work-Life Well-
being Inventory, if Emotional Well-being is positive for an individual, it would be expected that overall well-being would be positive. It was also assumed that the well-being may be high in some dimensions. While low in another dimension. Still, the person may have overall satisfactory well-being. While the satisfaction in another dimension may be low, the person may still have satisfactory well-being. For example, it is possible for a person to have a very fulfilling work life, yet be very dissatisfied with the community he or she lives in. For this reason significant correlations were expected among the WLWB dimensions, but also for the magnitude of these correlations to vary widely.

Data for this analysis was collected in a larger research study conducted through United States Army Recruiting Command (USAREC) in collaboration with Personnel Decisions Research Institutes, Inc. (PDRI) and U.S. Army Research Institute (ARI) that focused on development of the Noncommissioned Officer Leadership Sill Inventory (NLSI) and the development of the Army Recruiter Performance Rating Scale (Horgen et al., 2006, 39-62). Another component of this project summarizes the procedure used to group items in the original WLWBI psychometric scales, conduct a concurrent validation with various test instruments and two performance criterion, and lastly develop a brief well-being instrument (Bowles, Cunningham, & Jex, 2009; Jex et al., 2011).

This instrument was developed to measure well-being in people working in fast paced occupations like the military, although it can also be used for the general population. These high demand professionals work 24-hour shifts and address more complex, life-threatening situations in comparison to individuals in other careers (Moskos, 1977). Additionally, these professionals may also relocate to remote locations,
lack opportunities to resign at-will, or join unions in favor of their rights in the workplace (Moskos, 1977). Similar to the military, other high demand occupations within the government or public sector include the police and fire departments, emergency technicians, hospital providers, intelligence community, and relevant industry jobs. The nature of this type of career can be highly stressful, unpredictable, and dangerous. Since the beginning of Operation Iraqi Freedom and Operation Enduring Freedom there has been a noted increase in the military suicide rate (Selby et al., 2010, 298). Because military occupations – similarly to those pertaining to a high demand profession – require consistent accuracy, physical exertion, and mental alertness, service members must maintain an optimal state of well-being in order to meet the high standards expected by the public. Consequently, there exists a need for broader measure of holistic well-being in professions that are high risk and life-threatening, especially the military in combat and various operations.

**Past Research**

Past research indicates that there are a variety of dimensions that can measure well-being within the context of the military. Research has identified social support as being correlated with well-being during unaccompanied tours for military personnel (Limbert, 2004, 37). Another study recognized the value of the spouse’s sense of integration into the military community for the service member staying in the service but this was not related to the spouse’s well-being (Burrell, Durand, & Fortado, 2003, 19). A meta-analysis focused on the professional environment found that leadership was important for employee well-being (Kuoppala et al., 2008, 904). Examining the general population, studies have recognized that a positive workplace environment, socially
supportive co-workers and supervisors all contribute to an individual’s well-being (Repetti, 1987, 710; Terry, Nielsen, & Perchard, 1993, 168). Employees working for a perceived abusive supervisor report lower job satisfaction, psychological distress, work-life conflict, and reduced dedication to one’s job (Tepper, 2000, 178, 185). Others have identified having trust in a co-worker as being important for life satisfaction (Helliwell & Wang, 2011, p. 22). Ryff (1989, 1069) asserts that constructive social relationships, a sense of independence, control, growth and development, and purpose-driven activities are all critical to achieving a sense of well-being. Integration of friends, family and community relationships has been linked to well-being as well (Sherborne & Stewart, 1991). Although there exists no direct evidence supporting the notion that work demands impact an employee’s well-being that was found, research indicates that workers report feeling burnt out when they are encumbered with excessive demands, suggesting that reasonable work requirements could improve well-being (Richardsen, Burkeb, & Leiterc, 1992). Analogously, access to healthcare has been linked with psychological well-being, though no extensive research correlates satisfaction of health care with well-being (Aday & Andersen, 1974).

Research indicates that family well-being serves as an essential crux to a service member’s dedication to his or her job and satisfaction derived from service, considering the importance of organizational support in family well-being (Segal & Harris, 1993, 23; Bourg & Segal, 1999, 648; Booth et al., 2007, 3). One of these research teams has identified the military community’s and organization’s contribution to family well-being as an indicator of an enlistee’s dedication and contentedness with the Army (Bourg & Segal, 1999, 648). This finding further validates the incorporation of the “Community
Supports Family” dimension in addition to other family-specific dimensions, designed specifically to analyze the well-being of military personnel.

Research has found that those possessing spiritual well-being may experience a reduction in anxiety and depression symptoms (Brown, Carney, Parrish, & Klem, 2013, 107) A relationship has also been found between healthy dietary habits, well-being, and quality of life in the military population (Bowles, Picano, Epperly, & Myers, 2006, 1089). Essentially, individuals who eat a well-balanced diet report feeling healthier overall, which supports the addition of the “Healthy Diet” dimension in this instrument. The current instrument is more holistic than the historical measures of well-being; however, the inclusion of the aforementioned dimensions is widely supported by research specific to well-being.

Well-being Instrument Comparisons

There exists relevant overlap and unique features between the above dimensions of the WLWBI with other measures of well-being/quality of life, which provides some evidence for the content validity of the WLWBI. Specifically, Evans and Cope (1989) early on-identified dimensions to be measured in their Quality of Life Questionnaire (QLQ). This served as a difference from traditional methodologies, which tended to focus on the positive vs. negative subjective effects of one’s overall life satisfaction and standard global indexes of life satisfaction. In this measure, well-being is considered a separate dimension.

There are a few distinctions between the factors and terminology of the instruments mentioned and the Work-Life Well-being Inventory (WLWBI) proposed in this paper. The previously reviewed research supports the WLWBI dimensions that were
developed through previous focus groups. Motivation and Pride, Community Supports Family, Positive Work Environment, Organizational Trust, and Realistic Work Demands are dimensions specific to the WLWBI and not included in the QLQ. It is crucial to note the importance of the first two dimensions, as they are somewhat unique indicators related to the military culture. This work-related specificity is necessary because analysis of the QLQ has revealed that it moderately correlates with facet-based measures pertaining to job satisfaction (Evans et al., 1993). The QLQ does not focus on work dimensions the way the WLWBI does. The Quality of Life Inventory overlaps with the WLWBI, and has been used considerably in past research (Frisch, 1992; Frisch et al., 2005). The WLWBI assesses work life more comprehensively than the QLQ, and again demonstrates its greater relevance for the military in the work dimensions of life.

The WLWBI bears some resemblance to the Navy-Marine Corps Quality of Life Questionnaire (Hindelang, Schwerin, & Farmer, 2004; Wilcove, Schwerin, & Wolosin, 2003), though this measure was created to evaluate life satisfaction of service members after retention into the Service. While the WLWBI overlaps some with the comprehensive Navy-Marine Corps Quality of Life Questionnaire (NMCQLQ), the NMCQLQ is used with early-inducted Navy and Marine Corps, limiting its use outside these groups. The WLWBI has been administered to service members and spouses from each military Service, providing a necessary addition to existing well-being assessment tools. There are other measures, however, that also have various limitations. For example, the Quality of Well Being is more focused on physical health and is often used in a medical context. The WHOQOL is designed for international and cross-cultural use and may not be as refined for a military population. While these instruments are valuable,
they are less comprehensive than the WLWBI in the work dimension and are not specifically designed for military populations (except for the NMCQLQ) or other similar populations in which work substantially influences well-being.

Well-being is multi-dimensional, and the WLWBI is an all-inclusive model with numerous dimensions reflected. The components identified with the current Army recruiter WLWBI measure and joint WLWBI as mentioned are similar to those found in other existing and substantiated measures of Well-Being and Quality of Life (Evans & Cope, 1989; Frisch, 2005; Cummins, 2013; Bann et al., 2012; Rath & Harter, 2010; Wilcove, 2003; and Skevington et al., 2004). The following well-being/quality of life measures that will be reviewed include: the Quality of Life Questionnaire (Evans & Cope, 1989), the Quality of Life Inventory (Frisch, 2005), the Australian Unity Wellness Index (Cummins, 2010), the Centers for Disease Control Wellbeing Scale Brief (Bann et al., 2012), the GALLUP Wellbeing Index (Rath & Harter, 2010), the Navy Marine Corps Quality of Life Questionnaire (Wilcove, 2003), the Personal Wellbeing Index–Adult (Cummins, 2013), and the World Health Organization Quality of Life Indicator brief version (Skevington et al., 2004).

The Work Life Well Being Inventory will provide a more effective tool in assessing well-being and quality of life in individuals working in occupations of high stress and commitment such as those in the military, police force, the intelligence and security industries, and emergency related fields. For these occupations, work affects all other dimensions such as family, recreation and leisure, and other non-work related dimensions (Segal, 1986, 9). These jobs are given high societal value and require optimal performance. Therefore, it is imperative that those holding these jobs experience high
levels of well-being. Research shows how vital organization and community support are in worker well-being (Bourg & Segal, 1999, 648). This makes it important to assess job satisfaction as well as the level of support individuals and their families receive from these groups and their leaders. For this reason, our Work Life Well Being Inventory measures satisfaction in various dimensions, emphasizing job-related elements, and is a comprehensive and much needed addition to the current assessment instruments. The WLWBI fills a previously neglected gap by providing a method of evaluation of well-being in the military and other high stress occupations. This instrument should prove to be a useful tool for assessing and subsequently improving well-being levels in populations heretofore overlooked.

Quality of Life Questionnaires

The Quality of Life Questionnaire (Evan & Cope, 1989), utilizes 192 true/false questions in order to effectively evaluate 15 elements: physical and material well-being, personal development, familial relationships (spousal, parental, extended family, extrafamilial), political involvement, satisfaction with challenging and/or fulfilling work, satisfaction with compensation, benefits and advancement opportunities at work, relationships with coworkers, charitable activities, creative activities, sports involvement, and vacation opportunities. Additionally, the QLQ takes a more holistic approach to quality of life/well-being assessment, as it includes both mental and physical well-being components as well as examining a few factors related to work (Evans & Cope, 1989).

Quality of Life Inventory

Frisch’s quality of life model is comprised of 17 elements which were identified in a research literature review aimed to determine the basic human needs that permeate
all life dimensions: values and ambitions, overall health, self-esteem, salary, work, leisurely activities, intellectual growth, creative activities, volunteering, love, friendships, children, extended family, home, neighborhood, and community. The above factors in the Quality of Life Inventory measure quality of life/well-being (Frisch, 2005; Frisch, Cornell, Villanueva, & Retzlaff, 1992). Frisch’s model and measurement tool are both extensively utilized in research. Frisch and his colleagues regard quality of life/well-being as strongly correlated with life satisfaction, involving “[a person’s] most important needs, goals, and wishes” (Frisch et al., 1992, 93) This clinical measure of satisfaction with life is informed by a framework with a major assumption: more positive responses to the multiple factors which are weighted based on the importance assigned to it by participants will yield a more positive rating of overall life satisfaction. Extended application of this tool has corroborated its versatility; it can also accurately measure general quality of life/well-being, clinical and non-clinical use (Frisch et al., 2005).

Australian Unity Wellbeing Index (AUWI)

Initiated in 2001, the AUWI is designed to measure the subjective well-being of Australian citizens and the nation as a whole through general population surveys. Around every 6 months, 2,000 citizens are selected as participants based on national demographic proportions. It is designed to capture responses to seven elements of individual’s lives (Personal Well-being Index), and six elements related to life in Australia (National Well-being Index (NWI)). These elements are business, economy, environment, governance, national security, and social conditions (Cummins, 2010). The AUWI is an additional way to measure population well-being in comparison to the Gross Domestic Product, population health or crime statistics. (Cummins, 2010). The AUWI
also presents safety and future security questions that may tap into environmental elements including threats of war, terror attacks, and changes in economic conditions. Both global and individual scores of personal well-being are collated to NWI.

*Centers for Disease Control (CDC) Well-being Scale Brief*

This is a 10-item self-report Likert scale measure of physical, psychological, and social dimensions of well-being. These dimensions were developed in literature reviews and consultation with subject matter experts. This scale has demonstrated good internal consistency and construct validity (Bann et al., 2012).

*Gallup’s Wellbeing: The Five Essential Elements*

In 2010, Tom Rath, Senior Scientist at Gallup, and Jim Harter, Ph.D. and Chief Scientist at Gallup, collaborated to produce *Wellbeing: The Five Essential Elements*. This book highlights the findings of a prominent well-being study and how management can leverage that information for the betterment of their employees and the organization as a whole (Roth & Harter, 2010). The five elements, including career, social, financial, physical, and community well-being, were found to be ubiquitous and consistent across 150 countries and 98% of the world’s population as strong indicators of well-being (Rath & Harter, 2010).

*Navy-Marine Corps Quality of Life Questionnaire*

This tool reports on background and global life satisfaction as well as satisfaction in twelve other dimensions which include residence, neighborhood, leisure and recreation, health, friendships, marriage/intimate relationship, relationship with children,
relationship with relatives, standard of living/income, professional development/job, personal development, shipboard life, and organizational commitment. Each domain includes ratings in cognitive and affective aspects. In 2002, career development, preparedness, and spirituality were added.

*Personal Wellbeing Index – Adult (PWI-A)*

The Personal Wellbeing Index (PWI-A) is an Australian instrument that measures individual responses related to connection to community, future security, life achievement, physical health, relationships, religion, safety, spirituality, and standard of living. There are distinct advantages associated with using the PWI-A, including its extensive twenty-year development, translation into multiple languages, adaption to various age groups (pre-school children, school child, and adults) and individuals with intellectual and cognitive disabilities. This index measures only seven items (with two optional items), comes in written and verbal formats, and is self-administered without time restrictions (Cummins, 2013).

*WHO Quality of Life Indicator – Brief Version (WHOQOL-BREF)*

The WHOQOL-BREF is a 26-item, five-point Likert scale that is an abbreviated form of the WHOQOL-100. This instrument assesses well-being through 24 facets of quality of life to include social support, financial stability, and mental, physical, and emotional health. This measure divides well-being into four areas: physical health, psychological health, social relationships, and physical environment. This survey was derived from various surveys conducted in 23 countries, which assessed responses from 11,830 people. The scores associated with each of the four areas correlate with the results from the full version of this survey, in addition to other indexes measuring quality
of life, with regards to age, depression, disability, health, and illness, (Skevington et al., 2004; WHOQOL Group, 1998; Cruz et al., 2009).

Work-Life Well-Being Inventory: Leadership and Work

Well-being is a national and international concept looked at by countries and private organizations. Leaders can serve as critical role models for well-being and keeping a focus on this for their people. Workplace well-being has been studied extensively over the past 25 years; it is known to be related to the quality of work environment and organizational effectiveness. Employees with poor health and decreased well-being may be less effective workers and poorer decision makers, and have greater absenteeism (Boyd, 1997, 9). There is a greater likelihood of effectiveness when the workplace is a psychologically healthy environment and workers are content with their organization.

An employee’s perception of his or her work-life well-being is directly affected by relationships with leaders in the organization, managers, and supervisors (Kuoppala et al., 2008, 904). Leaders can significantly affect a majority of the aforementioned elements that lead to a worker reporting dissatisfaction with his or her work environment. Past research found that perceived abusive superiors can reduce general life satisfaction, job satisfaction, and commitment to one’s job, in addition to increasing levels of psychological distress and reports of work-family conflict (Tepper, 2000, 185-186). This research supports the use of Positive Work Environment, Satisfaction with Work,
Family, and Leisure Time, Motivation and Pride, and Job Stress dimensions in the WLWBI.

In comparison, a perceived positive relationship with a superior has been shown to result in higher overall subjective well-being (Gilbreath & Benson, 2004), which is recognized as the Low Negative Supervision dimension of the WLWBI. Moreover, there is a complementary relationship between higher levels of well-being and employee reports of prolonged positive relationships with a supervisor or manager (Van Dierendonck, Haynes, Borrill, & Stride, 2004, 172-173). Researchers suggest that social support, supervisor consideration behavior, and organizational expectation may be related to employee burnout (Cordes & Dougherty, 1993, 641; Seltzer & Numerof, 1988, 443-444); these findings can be identified in Friendship Support, Co-Worker Support, Low Negative Supervision and Realistic Work Demands. In sum, considering these findings, a greater emphasis has been placed on improved relationships with supervisors and other organizational leaders, as this component is essential for achieving more satisfied, healthy, productive employees in an efficient organizations overall.

As a result of this previously mentioned research, leaders’ actions and their subordinates’ job performance, temperament, and overall well-being is being studied. Researchers have started exploring the impact of leaders’ actions on their personnel’s performance and overall well-being. Transformational leadership has arguably undergone some of the most extensive observation in the leadership field. This leadership approach attempts to motivate employees to prioritize the organization’s mission and their contributions to it above pursuing their own personal agenda. This approach differs from the more traditional, transactional style of managing, where a supervisor evaluates and
responds to an employee’s performance in order to foster growth and improvement. Transformational leadership, rather, seeks to increase the employee’s maturity and ideals, and raise the level of concern for achievement and self-actualization. It also promotes awareness and concern for the well-being of others, their organization, and the society in which they live (Bass, 1999). To achieve these outcomes a leader should: utilize charisma to encourage subordinates to build a positive professional relationship with their superior (idealized influence); inspire employees professionally to attain higher goals and accomplish more difficult challenges (inspirational motivation); challenge employees to engage in complex problem-solving activities requiring innovative approaches and solutions (intellectual stimulation); and support staff’s need for professional development (individualized consideration) (Bass & Riggio, 2005, 6-7). In the WLWBI, motivation and professional development of the employees are assessed through the WLWBI dimensions of Motivation and Pride, and Professional Development.

A longitudinal study found a relationship between transformational leaders that build competent teams and give individuals a sense of autonomy (control) with employee well-being (Nielsen & Munir, 2009, 1236). Trust was an additional contributing factor that impacts the relationship between leadership and well-being (Nielsen & Munir, 2009, 1238) that is also examined in Trust in the Organization dimension in the WLWBI. Self-regulated ethical behavior, both from the managers and from their subordinates, is promoted in the authentic style of leadership. In addition to the aforementioned characteristics, effective authentic leaders also commonly possess self-awareness, which is a dimension of emotional intelligence (Ilies, Morgeson, & Nahrgang, 2005, 373). To clarify, self-awareness refers to the understanding of one’s personal strengths,
weaknesses, personality and emotions, whereas emotional intelligence is comprised of five specific components: recognizing emotions, managing those feelings, controlling one’s reactions to them, empathizing with others, and positively maintaining interpersonal relationships. Research has identified a relationship with emotional intelligence and emotional well-being (Extremera, Ruiz-Aranda, Pineda-Galán, Salguero, 2011, 11).

Positive relationship building and emotional intelligence are skills employed by leaders to foster well-being. Modeling these skills for employees and examining personality traits (such as the Big 5) that may benefit employees could benefit the overall work environment and facilitate the transformational leader’s vision. While transformational leadership is the management style that has been most thoroughly examined in the literature, all leadership styles can be effective. The most successful leaders provide social support, seek opportunities, build positive relationships, empower through focusing on employee’s strengths rather than weaknesses and build on mistakes, and are honest and trustworthy. Additionally, maintaining an optimistic outlook, framing situations from a positive perspective, mastering emotional intelligence and generating a sense of purpose or meaning in work have been identified consistently in literature reviews as key characteristics of successful leaders. For a leader to determine his/her level of leader fitness and his organization’s fitness, it is important he use the aforementioned traits as criterion and seek training/reading in these areas to support success. They can assess their and their organizational well-being through the WLWBI nine dimensions: Trust in the Organization, Motivation and Pride, Co-worker Friend Support, Low Negative Supervision, Positive Work Environment, Emotional Well-being,
Satisfaction with Work, Family and Leisure Time, Realistic Work Demands, and Job Stress.

In sum, well-being is needed in high demand professions like the military and certain jobs in other parts of the government and industry sector. This section briefly reviewed a number of well-being instruments to show some similarities of the WLWBI to these other well-being instrument. Also noted is that these others instruments do not offer the full spectrum of dimensions the WLWBI offers to assess well-being, particularly at work. In examining past research, there is support for the 18 dimensions of the WLWBI to assess an individual’s well-being. The important role that the leader has promoting well-being is recognized in the work environment and the capacity for the WLWBI to assess this environment.

Psychometric Evaluation of WLWBI

The following section undertakes a careful psychometric evaluation of the proposed WLWBI in order to refine the instrument and assess its reliability and validity. These scales build on previous work done under contract to the US Army Recruiting Command (Borman, Horgen, & Birkeland et al., 2001). A re-analysis was conducted of data collected on a large sample of military recruiters, aimed at creating an improved instrument to measure well-being in military personnel (Bowles, Cunningham, & Jex, 2009). The analyses resulted in an improved set of 18 well-being scales, as summarized on the following pages.

Procedures

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The data for the Noncommissioned Officer Leadership Inventory study came from a randomly stratified subsample (N=854) of a data set defined by Horgen et al. (2006). Of the 854 participants, 521 completed most of the data items for the WLWBI. All analyses were performed just on these 521 cases. Participants were all recruiters or station commanders that completed the battery of tests in 2002. Six hundred and fifteen of the present subset of participants registered their status as a Recruiter. Ninety five participants stated they were in a leadership role as Station Commanders. The group consisted of 38.6% white or Caucasian, with the rest specifying a minority ethnicity. Of the participants who answered, 66.7% were married. The majority of the group was male (73.5%), which reflects the male/female proportions in the recruiting service. The analyses resulted in an improved set of 18 well-being scales (dimensions), as summarized on the following pages.

**Measures**

Work Life Well Being Inventory. A 120-item measure of WLWBI was developed through focus group discussions and item-generation sessions with service members of multiple ranks, all of whom were involved with recruiting at various levels. The items were designed to represent 18 dimensions of WLWB relevant to Army recruiters. The psychometric evaluation and validation for this recruiter-based WLWBI scale was initially conducted in 2009 that resulted in 17 factors. A refined analytic process was conducted that resulted in an 18 factor (dimensions) instrument of 98 items.
Analysis and Results

The response options for each of the WLWB items were first recoded to range from 1 to 5, strongly disagree to strongly agree. Where some item responses were missing, group mean values were assigned. In this process, the overall mean for positive items was used if a positive item was missing; the overall mean for negative items was used if a negatively keyed item was missing.

A new Exploratory Factor Analysis was performed, and these results guided the scale construction, along with a Confirmatory Factor Analysis, and Reliability Analyses. The Exploratory Factor Analysis took the same approach as was used in the earlier work, (i.e. Principal Components, Varimax Rotation, (Jex et al., 2011)). This solution yielded 17 usable factors, with the 18th factor not usable. The 17 factors aligned with the 18 expected Well-Being dimensions, although two scales (“motivation and pride” and “emotional well-being”) fell into the same factor. Later reliability analyses as well as confirmatory factor analysis suggested these should be separated out. This was done, to yield the present 18 new QOL scales.

Descriptive statistics on the scale scores for these 18 factors are presented in Table 1; Table 2 provides Cronbach’s alpha as an estimate of the scale reliability; Table 3 summarizes the 18 scales with all Cronbach Alpha coefficients for factors and item content; and Table 4 provides content of the items loading onto each of the factors.

Scale scores were computed by calculating the mean response across all items composing the scale. This makes the scales comparable despite different numbers of items defining the various scales. Item response options are on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Negatively keyed items were reverse coded such that all
scales are now consistent, with high scores indicating positive satisfaction and well-being. In cases where some item responses were missing, mean values were assigned using positively keyed values.
Table 1. Descriptive Statistics for the 18 Work-Life Well-being Inventory Dimensions

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Table 2. Cronbach’s Alpha Coefficients for New Well Being Factors

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A new exploratory factor analysis (EFA) was conducted (Table 3) on the 120 Work Life Well Being items, following the same procedures used in the earlier analysis (Bowles, Cunningham, & Jex, 2009). All cases with complete data (N=521) were analyzed. A principal components extraction method was applied, with an orthogonal (VARIMAX) rotation, using SPSS v. 21. The number of factors was constrained to 18, based upon the theoretical expectation of 18 Work Life Well Being dimensions, as well as earlier results indicating that more than an 18 factor solution was not readily interpretable. Similar to the earlier findings, this solution accounted for 55% of the variance. In this solution, the 18th factor was defined by only two items and so was dropped from further consideration. Of the remaining 17 factors, factor 3 combined dimensions of Motivation & Pride and Emotional Well Being. Thus there were 17

Scales not meeting basic guidelines for internal consistency (i.e., alpha > .70), were not included in any further analyses. Table 3. EFA Cronbach’s Alpha for Factor and Item Content
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**Satisfaction with personal development opportunities (alpha = .84)**

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**Satisfaction with the community (alpha = .85)**

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**Support from civilian friends (alpha = .80)**

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32
| q29 | Civilian friends support | .009   | .147   | -.038  | .065   | .054   | .679   | .086   | -    | .070   | -.054  | .089   | -.051  | .048   | .043   | .105   | .004   | .151   | -.005  | .031  |
| q25 | Network of friends in the community | -.030  | .016   | .160   | -.031  | .054   | .666   | .144   | -    | .077   | -.092  | .055   | .028   | .095   | .085   | .077   | .048   | .052   | -.054  | .029  |
| q24 | Network of friends outside the area I live in | -.114  | .098   | .108   | -.070  | -.078  | .594   | -.069  | -.037 | .080   | .054   | .064   | .087   | .072   | -.079  | -.102  | .011   | .042   | .030   |

| Community support to family (alpha = .77) |

| q32 | Children like community | -.009  | -.009  | .104   | -.041  | .155   | .016   | .734   | -.095  | .046   | .122   | .148   | .124   | -.003  | .057   | -.017  | .168   | -.115  | -.004  |
| q33 | Children made friends | -.055  | -.086  | .102   | -.109  | .054   | -.011  | .715   | -.090  | .038   | -.099  | .173   | .155   | .032   | .057   | -.063  | .153   | -.126  | .038  |
| q34 | Satisfied with my children’s school | -.047  | .072   | .074   | .132   | .184   | -.001  | .624   | -.015  | .024   | .116   | .105   | .033   | .120   | .084   | -.101  | .243   | -.145  | .018  |
| q35 | Recreation activities that my family enjoys | .062   | .292   | -.020  | .074   | .184   | .211   | .614   | .106   | .127   | -.230  | -.107  | -.017  | .007   | -.144  | .111   | -.089  | .117   | -.162  |
| q36 | Employment opportunities for my spouse | -.001  | .044   | .077   | .020   | .065   | .113   | .567   | .027   | -.003  | .069   | .171   | .074   | .122   | .050   | .024   | .129   | .106   | .092  |

| Low job stress (alpha = .81) |

| q64 | More stress than last job | -.031  | -.027  | .004   | -.095  | .000   | -.058  | -.020  | .753   | -.008  | .003   | .026   | -.027  | -.052  | .076   | .001   | .092   | -.107  | -.043  |
| q65 | More stress than unit deployment OCONUS | -.074  | -.062  | -.025  | -.069  | .023   | -.120  | .013   | .731   | -.039  | .004   | .046   | -.044  | -.020  | .096   | -.017  | .073   | -.077  | .065  |
| q63 | Stress is high | -.025  | -.233  | -.087  | -.127  | -.004  | -.044  | -.005  | .701   | -.059  | .018   | .066   | -.038  | .213   | -.062  | .052   | -.052  | -.021  |
| q128 | Stress has increased since last job | -.005  | -.248  | -.108  | -.228  | .074   | .064   | .030   | .566   | -.007  | .149   | -.018  | -.060  | .099   | -.002  | -.008  | -.153  | .135  |

| Satisfaction with medical services (alpha = .91) |

| Q106 | Adequate medical and dental care | .014   | .078   | .030   | .057   | .217   | -.001  | .064   | -.002  | .838   | .013   | .063   | .024   | .024   | .018   | .081   | .079   | .049   | -.029  |
| q109 | Healthcare available | .007   | .062   | .015   | .003   | .223   | -.038  | -.017  | -.015  | .831   | .050   | .066   | .098   | .053   | .035   | .030   | .049   | .023   | .017  |
| q108 | Satisfied with the medical care for my family and me at this time | .013   | .120   | .041   | .051   | .261   | -.034  | .011   | -.048  | .827   | .088   | .072   | .014   | .057   | .007   | .055   | .097   | .051   | -.001  |
| q107 | Support my medication needs | -.010  | .054   | .043   | .086   | .1778  | .026   | -.052  | -.005  | .774   | .106   | .097   | .079   | .056   | .061   | .033   | .020   | -.002  | .034  |

| Trust in the organization (alpha = .81) |

| q93 | Trust BLT | .116   | .069   | .249   | .220   | .038   | -.034  | .118   | -.017  | .127   | .656   | .003   | .007   | -.010  | -.024  | .222   | -.082  | .010   | .078  |
| q94 | Organizational trust | .124   | .125   | .308   | .180   | .060   | .057   | .126   | -.046  | .122   | .548   | .044   | .005   | -.026  | .020   | .259   | -.041  | .109   | .051  |
| q92 | Trust CLT | .253   | .158   | .248   | .209   | -.008  | -.038  | .189   | -.010  | .123   | .542   | .025   | .024   | .027   | -.087  | .137   | -.036  | .012   | -.004  |
| q88 | Leader supportive of my family and work environment | .395   | .277   | .186   | .246   | .084   | .006   | .084   | -.013  | .061   | .465   | .017   | .077   | -.021  | -.072  | .116   | .059   | .099   | -.092  |
| q73 | Punished for not making mission | -.110  | -.234  | -.069  | -.110  | .009   | .001   | -.004  | .237   | -.009  | .424   | -.030  | -.015  | -.003  | .306   | .068   | -.044  | .084   | .208  |

| Marital strength and support (alpha = .74) |

| q47 | Marital conflicts | -.050  | .023   | -.079  | -.112  | -.009  | .039   | -.070  | -.023  | -.093  | .033   | -.688  | -.043  | -.066  | .045   | .010   | .027   | -.100  | .255  |
| q46 | Satisfied with my marital/significant other relationship | .071   | .227   | .150   | .138   | -.027  | .144   | .137   | .021   | .137   | -.113  | .618   | -.038  | .088   | .114   | .004   | .073   | -.005  | .012  |
| q31 | Immediate family supports my work efforts | -.049 | -.075 | .107 | -.063 | -.009 | .231 | .197 | .127 | .009 | .141 | .583 | .092 | .034 | -.024 | .031 | .042 | -.007 | .185 |
| q48 | Spouse supports job | .145 | .214 | .183 | .041 | .085 | .013 | .065 | .005 | .006 | .048 | .553 | .094 | .055 | .030 | .012 | .058 | .041 | .047 |
| q50 | Divorced or am in the process of divorced/separated | -.073 | .146 | -.114 | .012 | .059 | .100 | -.143 | -.003 | .047 | .068 | -.517 | .004 | .002 | .112 | .005 | .005 | .024 | .176 |
| q51 | Experiencing increased marital problems in this job | -.033 | -.225 | -.126 | -.039 | -.015 | .126 | .026 | .211 | .089 | .047 | -.481 | -.023 | .014 | .097 | -.052 | -.069 | -.126 | .340 |
| q35 | Extended family (parents, siblings, in-laws) support | .030 | -.031 | .074 | -.157 | .150 | .251 | .356 | .124 | -.049 | .085 | .445 | -.022 | .043 | -.116 | .078 | .051 | -.050 | .131 |

**Support from co-worker friends (alpha = .78)**

| q21 | Supported by others at work | .185 | .034 | .092 | .022 | .014 | .043 | .109 | -.020 | .029 | .008 | .092 | .773 | .046 | -.098 | .139 | .032 | -.068 | .017 |
| q23 | I feel like a team member at work | .319 | .090 | .148 | .034 | .033 | .009 | .090 | .004 | .050 | .004 | .082 | .722 | .047 | -.009 | .121 | .028 | -.006 | -.064 |
| q20 | My co-workers at work are my friends | .184 | .014 | .054 | .049 | .041 | .084 | .172 | -.048 | .067 | -.075 | -.011 | .665 | .001 | .015 | .073 | -.031 | -.054 | .068 |
| q30 | My military friends provide support | .048 | .056 | .049 | .075 | .118 | .362 | .048 | .004 | -.027 | .025 | .018 | .533 | .050 | -.014 | -.035 | -.018 | .084 | .110 |
| q28 | My military friends provide emotional support | .031 | .069 | .033 | .061 | .108 | .454 | .032 | -.004 | .051 | .027 | .052 | .511 | .095 | .014 | .000 | .081 | .049 | -.062 |
| q22 | I was welcomed and offered assistance when I arrived at my new job | .163 | .185 | .129 | .055 | .133 | .059 | -.044 | .011 | .163 | .119 | -.040 | .470 | -.059 | -.065 | -.023 | .048 | .056 | -.033 |

**Financial stability and health (alpha = .82)**

| q43 | Savings equal to three months’ pay | .040 | .102 | .100 | .144 | .023 | .100 | .066 | -.027 | .074 | -.033 | .084 | .023 | .835 | .045 | .061 | -.026 | .084 | -.033 |
| q44 | Savings equal to six months’ pay | .041 | .186 | .052 | .081 | .023 | .010 | .037 | -.127 | .056 | -.054 | .042 | .020 | .823 | .101 | .071 | -.024 | .058 | -.006 |
| q45 | Have IRA or other savings plan | -.029 | .086 | .060 | -.001 | .043 | .135 | .067 | .038 | .016 | .142 | .042 | .063 | .698 | -.078 | .033 | .043 | .035 | -.022 |
| q42 | Satisfied with my current financial situation | -.110 | .200 | .179 | .200 | .100 | .111 | .172 | .011 | .107 | -.067 | .114 | -.004 | .532 | -.059 | .056 | -.020 | .020 | .038 |

**Low negative supervision (alpha = .70)**

| q95 | Supervisor expects too much from me | -.372 | .040 | -.117 | .003 | .009 | .122 | .107 | .061 | .058 | -.030 | -.123 | -.031 | .523 | -.006 | -.086 | -.131 | .167 |
| q97 | Supervisor criticizes me even when I am doing a good job | -.454 | -.045 | -.025 | -.016 | -.010 | .116 | .019 | .164 | .055 | .088 | -.032 | -.042 | -.047 | .475 | -.003 | -.144 | -.051 | -.033 |
| q100 | Over supervised by my boss | -.313 | -.515 | -.096 | .019 | .009 | .117 | .028 | .163 | -.113 | -.103 | .012 | -.043 | .028 | .410 | .060 | -.093 | -.033 | .068 |

**Realistic work demands (alpha = .70)**

| q69 | My monthly workload is achievable | .127 | .177 | .179 | .152 | .092 | -.029 | .007 | .039 | -.023 | .074 | .032 | -.002 | .029 | -.110 | .711 | .082 | .006 | .012 |
| q70 | My assigned work is reasonable to make mission | .039 | .082 | .073 | .188 | .134 | -.017 | .051 | -.007 | .016 | .090 | .027 | .107 | .041 | -.050 | .703 | .021 | .031 | .008 |
| q74 | If I don’t accomplish my monthly mission, I can accomplish my quarterly mission | .080 | .006 | .280 | -.063 | .104 | .079 | -.081 | -.112 | .056 | .029 | -.013 | .064 | .120 | .147 | .522 | .011 | -.071 | -.083 |

**Spirituality (alpha = .80)**

<p>| q60 | Religious practices are a part of my life | .050 | .073 | .100 | .046 | -.006 | .180 | .094 | -.004 | .057 | .004 | .008 | -.008 | .036 | .033 | .055 | .774 | .013 | .027 |
| q59 | Supported by religious group in my area | .048 | .043 | .085 | .098 | .061 | .194 | .177 | .049 | .072 | .060 | .016 | .066 | -.037 | -.004 | .086 | .754 | -.037 | -.005 |
| q61 | Satisfied with my religious practices | .077 | .107 | .112 | .082 | .036 | .209 | .047 | .045 | .040 | -.070 | .008 | -.023 | -.001 | -.010 | .708 | .050 | - | - | - |</p>
<table>
<thead>
<tr>
<th>q58</th>
<th>Religious resources are a part of my life</th>
<th>-.044</th>
<th>.003</th>
<th>-.055</th>
<th>.029</th>
<th>-.012</th>
<th>.269</th>
<th>.186</th>
<th>.109</th>
<th>.081</th>
<th>.028</th>
<th>.090</th>
<th>.094</th>
<th>.024</th>
<th>-.147</th>
<th>.060</th>
<th>.596</th>
<th>-.024</th>
<th>.010</th>
</tr>
</thead>
<tbody>
<tr>
<td>q104</td>
<td>Healthy diet (alpha = .71)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>q104</td>
<td>My diet is healthy</td>
<td>-.071</td>
<td>.346</td>
<td>.000</td>
<td>.070</td>
<td>.179</td>
<td>.066</td>
<td>-.141</td>
<td>-.108</td>
<td>-.134</td>
<td>.283</td>
<td>.081</td>
<td>.123</td>
<td>.280</td>
<td>.003</td>
<td>.050</td>
<td>.162</td>
<td>.439</td>
<td>.013</td>
</tr>
<tr>
<td>q105</td>
<td>I eat five servings of vegetables or fruits per day</td>
<td>-.111</td>
<td>.322</td>
<td>-.034</td>
<td>.087</td>
<td>.147</td>
<td>.048</td>
<td>-.171</td>
<td>-.181</td>
<td>-.127</td>
<td>.280</td>
<td>.063</td>
<td>.076</td>
<td>.236</td>
<td>.131</td>
<td>.080</td>
<td>.145</td>
<td>.394</td>
<td>.037</td>
</tr>
<tr>
<td>q103</td>
<td>I drink water</td>
<td>-.033</td>
<td>.172</td>
<td>-.022</td>
<td>.009</td>
<td>.001</td>
<td>.122</td>
<td>-.056</td>
<td>-.045</td>
<td>-.143</td>
<td>.010</td>
<td>.053</td>
<td>.032</td>
<td>.221</td>
<td>-.042</td>
<td>.131</td>
<td>.027</td>
<td>.340</td>
<td>.276</td>
</tr>
</tbody>
</table>
Table 4

WLWBI Item Numbers, Variable Names, and Corresponding Item Content

<table>
<thead>
<tr>
<th>Q</th>
<th>Variable Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>q20</td>
<td>My co-workers at work are my friends</td>
</tr>
<tr>
<td>q21</td>
<td>Supported by others at work</td>
</tr>
<tr>
<td>q22</td>
<td>I was welcomed and offered assistance when I arrived at my new job</td>
</tr>
<tr>
<td>q23</td>
<td>I feel like a team member at work</td>
</tr>
<tr>
<td>q24</td>
<td>Network of friends outside the area I live in</td>
</tr>
<tr>
<td>q25</td>
<td>Network of friends in the community</td>
</tr>
<tr>
<td>q26</td>
<td>Network of friends</td>
</tr>
<tr>
<td>q27</td>
<td>Civilian friends emotional support</td>
</tr>
<tr>
<td>q28</td>
<td>My military friends provide emotional support</td>
</tr>
<tr>
<td>q29</td>
<td>Civilian friends provide support</td>
</tr>
<tr>
<td>q30</td>
<td>My military friends provide support</td>
</tr>
<tr>
<td>q31</td>
<td>Immediate family supports my work efforts</td>
</tr>
<tr>
<td>q32</td>
<td>Children like community</td>
</tr>
<tr>
<td>q33</td>
<td>Children made friends</td>
</tr>
<tr>
<td>q34</td>
<td>Satisfied with my children's school</td>
</tr>
<tr>
<td>q35</td>
<td>Extended family (parents, siblings, in-laws) support</td>
</tr>
<tr>
<td>q36</td>
<td>Employment opportunities for my spouse</td>
</tr>
<tr>
<td>q37</td>
<td>Leave time</td>
</tr>
<tr>
<td>q38</td>
<td>I have had problems with my children since the change in my work schedule</td>
</tr>
<tr>
<td>q39</td>
<td>Dinner with family</td>
</tr>
<tr>
<td>q40</td>
<td>Satisfied with parent children relationship</td>
</tr>
<tr>
<td>q41</td>
<td>Satisfying family life</td>
</tr>
<tr>
<td>q42</td>
<td>Satisfied with my current financial situation</td>
</tr>
<tr>
<td>q43</td>
<td>Savings equal to three months' pay</td>
</tr>
<tr>
<td>q44</td>
<td>Savings equal to six months' pay</td>
</tr>
<tr>
<td>q45</td>
<td>Have IRA or other savings plan</td>
</tr>
<tr>
<td>q46</td>
<td>Satisfied with my marital/significant other relationship</td>
</tr>
<tr>
<td>q47</td>
<td>Marital conflicts</td>
</tr>
<tr>
<td>q48</td>
<td>Spouse supports job</td>
</tr>
<tr>
<td>q49</td>
<td>My spouse/significant other is active in the family support group</td>
</tr>
<tr>
<td>q50</td>
<td>Divorced or am in the process of being divorced/separated</td>
</tr>
<tr>
<td>q51</td>
<td>Experiencing increased marital problems in the job</td>
</tr>
<tr>
<td>q52</td>
<td>My living area has the resources for me to participate in the recreation activities I enjoy</td>
</tr>
<tr>
<td>q53</td>
<td>Recreation activities that my family enjoys</td>
</tr>
<tr>
<td>q54</td>
<td>One week vacation</td>
</tr>
<tr>
<td>q55</td>
<td>Family event satisfaction</td>
</tr>
<tr>
<td>q56</td>
<td>I feel pressured to report to duty when I'm officially on leave</td>
</tr>
<tr>
<td>q57</td>
<td>Satisfying recreation</td>
</tr>
<tr>
<td>q58</td>
<td>Religious resources are a part of my life</td>
</tr>
<tr>
<td>q59</td>
<td>Supported by a religious group in my area</td>
</tr>
<tr>
<td>q60</td>
<td>Religious practices are a part of my life</td>
</tr>
<tr>
<td>q61</td>
<td>Satisfied with my religious practices</td>
</tr>
<tr>
<td>q62</td>
<td>My daily commute to work is manageable (20-30 minutes)</td>
</tr>
<tr>
<td>Question</td>
<td>Description</td>
</tr>
<tr>
<td>----------</td>
<td>-------------</td>
</tr>
<tr>
<td>q63*</td>
<td>Stress is high</td>
</tr>
<tr>
<td>q64*</td>
<td>More stress that last job</td>
</tr>
<tr>
<td>q65*</td>
<td>More stress than unit deployment OCONUS</td>
</tr>
<tr>
<td>q66</td>
<td>Work environment good</td>
</tr>
<tr>
<td>q67*</td>
<td>I have felt mission pressure to perform illegal actions on the job</td>
</tr>
<tr>
<td>q68</td>
<td>Station morale</td>
</tr>
<tr>
<td>q69</td>
<td>My monthly workload is achievable</td>
</tr>
<tr>
<td>q70</td>
<td>My assigned work is reasonable to make mission</td>
</tr>
<tr>
<td>q71*</td>
<td>Success in reaching mission has a &quot;make or break&quot; effect on my military career</td>
</tr>
<tr>
<td>q72*</td>
<td>I am pressured to continue recruiting even after reaching my monthly mission</td>
</tr>
<tr>
<td>q73*</td>
<td>Punished for not making mission</td>
</tr>
<tr>
<td>q74</td>
<td>If I don't accomplish my monthly mission, I can accomplish my quarterly mission</td>
</tr>
<tr>
<td>q75</td>
<td>I receive adequate support (e.g., cars, telephone, promotional items) to help me accomplish my goal/mission</td>
</tr>
<tr>
<td>q76*</td>
<td>Required paperwork interferes with my efforts to make mission</td>
</tr>
<tr>
<td>q77</td>
<td>The training I received in the Army Recruiter Course was helpful and relevant for my job as a recruiter</td>
</tr>
<tr>
<td>q78</td>
<td>Satisfied with job</td>
</tr>
<tr>
<td>q79</td>
<td>Self-motivated</td>
</tr>
<tr>
<td>q80</td>
<td>Enjoy recruiting</td>
</tr>
<tr>
<td>q81</td>
<td>I like the Army</td>
</tr>
<tr>
<td>q82</td>
<td>Sense of accomplishment</td>
</tr>
<tr>
<td>q83</td>
<td>Working realistic hours</td>
</tr>
<tr>
<td>q84</td>
<td>Proud of Army</td>
</tr>
<tr>
<td>q85</td>
<td>Satisfying work environment</td>
</tr>
<tr>
<td>q86</td>
<td>Recruiting incentive</td>
</tr>
<tr>
<td>q87</td>
<td>I am motivated to perform well to receive a four-day pass</td>
</tr>
<tr>
<td>q88</td>
<td>Leader supportive of my family and work environment</td>
</tr>
<tr>
<td>q89</td>
<td>Commander competence</td>
</tr>
<tr>
<td>q90</td>
<td>Commander well being</td>
</tr>
<tr>
<td>q91</td>
<td>Trust commander</td>
</tr>
<tr>
<td>q92</td>
<td>Trust CLT</td>
</tr>
<tr>
<td>q93</td>
<td>Trust BLT</td>
</tr>
<tr>
<td>q94</td>
<td>Organizational trust</td>
</tr>
<tr>
<td>q95*</td>
<td>Supervisor expects too much from me</td>
</tr>
<tr>
<td>q96</td>
<td>Supervisor coaches</td>
</tr>
<tr>
<td>q97*</td>
<td>Supervisor criticizes me even when I am doing a good job.</td>
</tr>
<tr>
<td>q98*</td>
<td>Supervisor maintaining morale</td>
</tr>
<tr>
<td>q99</td>
<td>Supervisor stands up</td>
</tr>
<tr>
<td>q100*</td>
<td>Over supervised by my boss</td>
</tr>
<tr>
<td>q101</td>
<td>Supervisor understands business</td>
</tr>
<tr>
<td>q102</td>
<td>Supervisor goal</td>
</tr>
<tr>
<td>q103</td>
<td>I drink water</td>
</tr>
<tr>
<td>q104</td>
<td>My diet is healthy</td>
</tr>
<tr>
<td>q105</td>
<td>I eat five servings of vegetables or fruits per day</td>
</tr>
<tr>
<td>q106</td>
<td>Adequate medical and dental care</td>
</tr>
<tr>
<td>q107</td>
<td>Support my medication needs</td>
</tr>
<tr>
<td>q108</td>
<td>Satisfied with the medical care available for my family and me at this time</td>
</tr>
<tr>
<td>q109</td>
<td>Healthcare available</td>
</tr>
<tr>
<td>q110*</td>
<td>I have gained weight while on recruiting status</td>
</tr>
<tr>
<td>-------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>q111*</td>
<td>I am in worse physical condition now than before recruiting</td>
</tr>
<tr>
<td>q112</td>
<td>Further my education</td>
</tr>
<tr>
<td>q113</td>
<td>I am happy with the education system in my community (i.e., elementary/high school/college for your family)</td>
</tr>
<tr>
<td>q114</td>
<td>Support for further education</td>
</tr>
<tr>
<td>q115</td>
<td>Attend military school</td>
</tr>
<tr>
<td>q116</td>
<td>Adequate time off for education</td>
</tr>
<tr>
<td>q117</td>
<td>Satisfied with education</td>
</tr>
<tr>
<td>q118</td>
<td>Serving my community through area/service programs is rewarding</td>
</tr>
<tr>
<td>q119</td>
<td>I am satisfied with the opportunities for community service available to me</td>
</tr>
<tr>
<td>q120</td>
<td>My battalion keeps my family members involved in social activities and upcoming military community events</td>
</tr>
<tr>
<td>q121</td>
<td>The housing is affordable</td>
</tr>
<tr>
<td>q122</td>
<td>Adequate housing is available</td>
</tr>
<tr>
<td>q123</td>
<td>Community supports military families</td>
</tr>
<tr>
<td>q124</td>
<td>The community is supportive of my family</td>
</tr>
<tr>
<td>q125</td>
<td>Satisfied with housing</td>
</tr>
<tr>
<td>q126</td>
<td>Satisfied with the community</td>
</tr>
<tr>
<td>q127</td>
<td>I am able to live in government quarters</td>
</tr>
<tr>
<td>q128*</td>
<td>Stress has increased since the last job</td>
</tr>
<tr>
<td>q129*</td>
<td>Energy</td>
</tr>
<tr>
<td>q130</td>
<td>Get out of bed</td>
</tr>
<tr>
<td>q131</td>
<td>Perseverance</td>
</tr>
<tr>
<td>q132</td>
<td>Optimistic</td>
</tr>
<tr>
<td>q133</td>
<td>Good about myself</td>
</tr>
<tr>
<td>q134</td>
<td>Based on my gender, I am treated fairly</td>
</tr>
<tr>
<td>q135*</td>
<td>My ethnicity adds extra stress on me in the area I recruit in</td>
</tr>
<tr>
<td>q136</td>
<td>Satisfying quality of life</td>
</tr>
<tr>
<td>q137*</td>
<td>Depressed</td>
</tr>
<tr>
<td>q138</td>
<td>I have time to engage in activities that enrich me personally</td>
</tr>
<tr>
<td>q139</td>
<td>Satisfied with personal development</td>
</tr>
</tbody>
</table>

* The following items were reverse-coded prior to creating scales:

q47, q50, q51, q56, q63, q64, q65, q67, q71, q72, q73, q76, q95, q97, q98, q100, q110, q111, q128, q129, q135, q137.

Based on failure to load on a meaningful factor and/or a low item-total correlation with other items on an established factor, the following items were recommended for exclusion from analyses using this measure and for possible deletion in future uses of this WLWB assessment. The following fifteen items showed low factor loadings (< .40) and so were excluded from further consideration:
q49 My significant other is active in support group
q87 Motivated for pass
q81 Like Army
q134 My gender is treated fairly
q119 Satisfied with my community service
q127 Live in government quarters
q76 Paperwork interferes with my work
q62 Daily commute to work is manageable
q120 My family is involved in military community events
q72 I am pressured to continue to work
q67 Work pressure causes me to perform illegal actions on the job
q56 I feel pressured to report to duty while on leave
q77 The training I received is relevant to my job
q75 I receive adequate support to meet work goals
q118 Serving my community

In addition, item q38 was eliminated because it loaded by itself on factor 18, with no other items loading above .40, making this factor uninterpretable. In total, 16 items were eliminated, which left 104 for inclusion in the next analytic step, Confirmatory Factor Analysis.

Confirmatory Factor Analysis was performed using SPSS AMOS v. 21, testing a model of 17 Well-Being factors. All 17 latent factors were allowed to co-vary. This model did not show an acceptable fit to the data, leading to a decision to treat Emotional Well-Being as a separate factor from Motivation and Pride. This is justifiable on theoretical grounds, since Motivation and Pride appears closely related to the work environment, while Emotional Well-Being appears to be a more general dimension encompassing all spheres of life. This 18-factor solution showed a better fit to the data, providing empirical support for the decision to treat emotional well-being as a separate dimension. In addition, modification indices suggested that four additional items be
dropped, and several items be allowed to co-vary in order to improve model fit. Items dropped were (see content below):

q110  Gained weight  
q111  Physical condition  
q113  Education system in my community  
q52   Resources for recreation activities I enjoy  
q71   Mission effect on my military career  
q135  Ethnicity adds extra stress

In the case of items q110 and q111, while these items correlate with each other, they do not correlate sufficiently well with the healthy diet items to remain in this factor. Items q113, q52, and q71 show high multicollinearity with other items in the scale. And item q135, though loading with the job stress factor in the Exploratory Factor Analysis, did not correlate sufficiently well with this factor in the Confirmatory Factor Analysis. An additional item may need to be added on exercise based on q110 and q111.

The final model, with 98 items and 18 latent factors, is presented in Figure 1. This model shows an acceptable fit to the data. [CFI = .864; PCFI = .82; RMSEA = .038; PCLOSE = 1.0] For clarity, the figure does not display covariance arrows.

Figure 1
Confirmatory Factor Analysis on Work Life Well Being Items, N=521
<table>
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<tr>
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<td>1. Positive work environment</td>
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<td>2. Satisfaction with family and leisure</td>
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<td>3. Motivation and pride</td>
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<td>4. Emotional well-being</td>
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<td>5. Satisfaction with personal development</td>
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<td>.135***</td>
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<tr>
<td>6. Satisfaction with the community</td>
<td>.052</td>
<td>.205***</td>
<td>.285***</td>
<td>.259***</td>
<td>- .010</td>
<td>.193***</td>
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<td>7. Civilian Friendship support</td>
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<td>.268***</td>
<td>.310***</td>
<td>- .174***</td>
<td>.327***</td>
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<td>8. Community support to family</td>
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<td>.622***</td>
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<td>9. Low Job Stress</td>
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<td>.185***</td>
<td>.178***</td>
<td>.136***</td>
<td>.055</td>
<td>.439***</td>
<td>.070*</td>
<td>.186***</td>
<td>- .058</td>
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<td>10. Satisfaction with Medical Services</td>
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<td>.447***</td>
<td>.178***</td>
<td>.136***</td>
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<td>.137***</td>
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<tr>
<td>11. Trust in organization</td>
<td>.237***</td>
<td>.082*</td>
<td>.369***</td>
<td>.504***</td>
<td>- .137***</td>
<td>.170***</td>
<td>.208***</td>
<td>.439***</td>
<td>- .247***</td>
<td>.213***</td>
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<td>12. Family support</td>
<td>.406***</td>
<td>.199***</td>
<td>.341***</td>
<td>.322***</td>
<td>.018</td>
<td>.277***</td>
<td>.344***</td>
<td>.314***</td>
<td>- .089**</td>
<td>.209***</td>
<td>.142***</td>
<td>.285***</td>
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<td>13. Coworker friend support</td>
<td>.048</td>
<td>.442***</td>
<td>.164***</td>
<td>.082*</td>
<td>.379***</td>
<td>.133***</td>
<td>.159***</td>
<td>.034</td>
<td>.297***</td>
<td>.098**</td>
<td>.253***</td>
<td>.040</td>
<td>.085*</td>
<td></td>
<td></td>
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<td>15. Low Negative Supervision</td>
<td>.293***</td>
<td>.290***</td>
<td>.415***</td>
<td>.249***</td>
<td>.222***</td>
<td>.237***</td>
<td>.089***</td>
<td>.102**</td>
<td>.063</td>
<td>.148***</td>
<td>.309***</td>
<td>.126***</td>
<td>.227**</td>
<td>.177***</td>
<td>.064</td>
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<td>16. Realistic work demands</td>
<td>.125***</td>
<td>.049</td>
<td>.243***</td>
<td>.331***</td>
<td>- .122***</td>
<td>.194***</td>
<td>.349***</td>
<td>.422***</td>
<td>- .269***</td>
<td>.188***</td>
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<td>.348***</td>
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<td>- .014</td>
<td>.179***</td>
<td>.125***</td>
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<td>17. Spirituality</td>
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<td>.500***</td>
<td>.095***</td>
<td>- .051</td>
<td>.508***</td>
<td>.048</td>
<td>.102**</td>
<td>- .191***</td>
<td>.479***</td>
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<td>.329***</td>
<td>- .148***</td>
<td>- .027</td>
<td>.400***</td>
<td>- .117***</td>
<td>.133***</td>
<td>- .103**</td>
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</table>

* N ranges from 297 (involving #12) to 521 for all correlations. 
** p < .05 * p < .01 **p < .001 ***
Below, some of the correlated intercorrelations between the WLWBI subscales have been highlighted. A Positive Work Environment for a recruiter appears to create better Motivation and Pride along with a better mindset in a stressful recruiting environment. Family factors such as marital strength, family support, spiritual practice, and support for the family are also related to a Positive Work Environment. Work dimensions that are associated with a Positive Work Environment, Low Job Stress, Co-worker Support, Trust in the Organization (and leadership), and Motivation and Pride.

Dimensions positively related to a recruiter’s Motivation and Pride are Emotional Well-being, Trust in the organization, Marital Strength, Family Support and Low Negative Supervision. These areas consist of work-family issues that are important to maintaining a motivated work force.

When examining recruiter’s Emotional Well-being some of the highest positively correlated areas found were either friendship between co-worker or friends outside of the workplace. Knowing there was community support for the family, and also having a strong marriage and family support was related to Emotional Well-being. Additionally having Trust in Organization and spiritual practices were important for the recruiter.

Support from friends outside of work was positively related to community support for the recruiter’s family, the strength of his/her marriage, and family support. Financial stability and spiritual satisfaction were also positively associated with perceived support from friends.

Leaders can have an important impact in the level of stress experienced and work demand expectations for recruiters. Low Negative Supervisor and Realistic Work Demands were positively related to both Spirituality and dietary health for recruiters.
Lastly, Marital Strength and Family Support was positively correlated to Co-worker Friend Support, Low Negative Supervision, Realistic Work Demands and Spirituality.

**Conclusion**

The current analysis underlines the subscale dimensions of the Work Life Well-Being Inventory as appropriate to use in future research. Part I established that the WLVBI measure is psychometrically comprehensive and can be used in future research. The most noteworthy finding may be that the present model of WLVBI explained in this recruiter-specific measure substantiates other existing validated well-being measures. The WLVBI also contributes new dimensions to measure in the work environment. Future research with this instrument should continue to examine the measure with other military and civilian populations and further reduce the numbers of items.
Part II Validation of WLWBI

Introduction

This second part of the paper provides definitions for the newly analyzed 18 dimension factors. Further described is the validation analysis that links the NEO, EQ-i, and WLWBI. Then the relationship between WLWBI and two performance criteria (average monthly number of recruits and overall effectiveness ratings, both detailed in the Methods section) is provided.

Procedures

Participants: See previous section.

Measures

Work Life Well-being Inventory Factors:

This is an 18 factor 98 item well-being instrument that was developed from an Army enlisted population from all occupations that were serving as recruiters in the recruiting command. The 18 factors or dimensions have been separated into 4 different areas of well-being: 1) Work 2) Intrapersonal 3) Interpersonal and 4) External resources. The WLWBI dimensions in Work Well-Being are Positive Work Environment, Low Job Stress, Trust in the Organization, Co-worker Friend Support, Low Negative Supervision, and Realistic Work Demands. The next well-being area is Intrapersonal Well-Being that includes Emotional Well-Being, Motivation and Pride, Satisfaction with Personal Development, Healthy Diet and Spirituality. Interpersonal Well-Being dimensions consists of Satisfaction with Work, Family, and Leisure, Friendship Support, and Marital
Strength and Family Support. The External Well-Being dimensions are Satisfaction with Community, Community Supports Family, Satisfaction with Medical Services, and Financial Stability and Health. Below are the definitions for each of the dimensions for the WLWB in Table 6.

**Table 6. WLWBI Dimension Definitions**

<table>
<thead>
<tr>
<th>New Factors Dimensions</th>
<th>Definitions</th>
<th>Research Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Positive Work Environment</td>
<td>1. An environment that provides a supportive, competent supervisor that strives to enhance morale at work.</td>
<td></td>
</tr>
<tr>
<td>3. Emotional Well-Being</td>
<td>3. A general feeling state that a person has ranging from feeling good and or optimistic to low energy and or feeling down.</td>
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<tr>
<td>5. Satisfaction with personal development</td>
<td>5. Feeling satisfied with one’s current level of education, opportunities for personal development, and or ability to continue civilian education.</td>
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<tr>
<td>6. Satisfaction with Community</td>
<td>6. A state of contentment with one’s current housing, specifically if it is affordable and adequate, and feeling one’s family is supported by neighbors in the community.</td>
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<tr>
<td>7. Friendship Support</td>
<td>7. Connection to, satisfaction with, and emotional support from one’s network of friends, both within and outside their immediate community.</td>
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<tr>
<td>8. Community Supports Family</td>
<td>8. An environment where one’s children have made friends within the community, attend satisfactory schools, and employment opportunities are available for</td>
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<tr>
<td>Emotional Intelligence (EI)</td>
<td>the spouse.</td>
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<tr>
<td>10. Satisfaction with Medical Services</td>
<td>10. Medical and dental care that is readily available, affordable, and adequate for oneself and their family members, including access to medications at no cost to the individual.</td>
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<tr>
<td>11. Trust in the Organization</td>
<td>11. A sense that one’s chain of command is supportive of their family and work environment.</td>
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<tr>
<td>12. Marital Strength and Family Support</td>
<td>12. A lack of conflict and marital problems with one’s significant other, combined with feeling supported, both personally and professionally, by one’s significant other, immediate family and extended family members.</td>
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<tr>
<td>13. Co-worker Friend Support</td>
<td>13. An environment where one’s coworkers and military friends make them feel like a welcome, valued, respected, and supported member of the team, both within and outside of the work environment.</td>
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<tr>
<td>14. Financial Stability and Health</td>
<td>14. The situation where one currently has an IRA or other savings plan and feels satisfied with their current financial situation.</td>
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<tr>
<td>15. Low Negative Supervision</td>
<td>15. A level of supervision where one does not micromanage, expect too much from their subordinates, or criticize them when they are doing a good job.</td>
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<tr>
<td>16. Realistic Work Demands</td>
<td>16. The perception of having a manageable workload and attainable goals, either on a monthly or quarterly basis.</td>
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<tr>
<td>17. Spirituality</td>
<td>17. A feeling of satisfaction with one’s spiritual/religious practices and resources, in addition to feeling supported by spiritual/religious groups in the area.</td>
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<tr>
<td>18. Healthy Diet</td>
<td>18. Consumption of a healthy, balanced diet, including five serving of vegetables or fruits and at least 64 oz. of water per day.</td>
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</table>
Based on past research and the application of emotional intelligence (Hadley, 1997, 797) in military recruiting and more current research in sales (Kim, 2010, 2343), emotional intelligence was examined as it relates to personality, well-being, and performance. The BarOn EQ-i is a self-report measure of emotional intelligence for persons 16 years of age and older. From 133 items, 15 subscales, and 5 composite scores are computed. These subscales and scores are summarized below (variable names are provided in parentheses, adapted from Bar-On, 1999):

- **Self-Regard** – Self-respect, understanding, and acceptance of positive and negative qualities as well as limitations and potential
- **Emotional Self-Awareness** – Being able to recognize and understand your own feelings and emotions, and understand their causes
- **Assertiveness** – Competence in expression of feelings and beliefs without aggression
- **Independence** – Self-reliance, freedom from emotional dependency; consider advice, but self-dependence in making important decisions
- **Self-Actualization** – The capability of achieving potential capacity and striving to accomplish goals
- **Empathy** – The recognition, understanding, and appreciation of others’ feelings
- **Social Responsibility** – The capacity to be cooperative and constructive in a group
- **Interpersonal Relationship** – Forming and maintaining rewarding, close relationships with others
- **Stress Tolerance** – The ability to deal with stress by using positive coping mechanisms
• Impulse Control – The capability of resisting impulses and temptations to avoid acting irresponsibly
• Reality Testing – The appropriate comprehension of situations in terms of experience and objective data
• Flexibility – The willingness to change and do things differently
• Problem Solving – The ability to define and develop solutions, and resolve issues.
• Optimism – The belief that good things will happen
• Happiness – A state of well-being and contentment
• Total EQ Score – The higher the combined score of all of the above elements, the higher that individual’s emotional intelligence
• Intrapersonal Composite – Composed of self-regard, emotional self-awareness, assertiveness, independence, and self-actualization
• Interpersonal Composite – Composed of empathy, social responsibility, and interpersonal relationship
• Stress Management Composite – Incorporating stress tolerance and impulse control
• Adaptability Composite – Composed of reality testing, flexibility, and problem solving
• General Mood Composite – Incorporating optimism and happiness

**Personality**

Past exploration of personality through meta-analysis (DeNeve & Cooper, 1998, 197) found emotional stability (low Neuroticism) and other personality characteristics to
be associated with emotional well-being (EWB) and Extraversion and Agreeableness as it related to positive affect. Further analysis of these personality traits may be useful to encourage well-being in a work environment. The NEO-FFI is a relatively brief measure of the five-factor model of personality for individuals ages 17 and older. Participants respond to 60 items, from which five sub scores can be computed representing each of the five dimensions of personality (details in parentheses reflect high levels of each of the five traits; adapted from Costa & McCrae (1992)):

• **Openness to Experience** (i.e., tendency to be actively imaginative, attentive to inner feelings, intellectually curious, questioning; high levels linked to creativity)
• **Conscientiousness** (i.e., tendency to be strong-willed, determined, reliable, organized; associated with good task performance)
• **Extraversion** (i.e., tendency to be sociable, assertive, upbeat, energetic; exemplified by good salespeople)
• **Agreeableness** (i.e., tendency to be altruistic, sympathetic)
• **Neuroticism** (i.e., tendency to experience negative affect and to be susceptible to psychological distress; also associated with irrationality, lack of impulse control, and poor stress coping mechanisms)

The names of factor dimensions, means standard deviation, and number of participants are listed below in descriptive Table 7.

**Table 7. WLWBI Mean, Standard Deviation, and Number of Participants for EQ-i, NEO and Performance Correlations**

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<th>Skew/SE</th>
<th>Mean</th>
<th>SD</th>
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<td>1. Positive work environment</td>
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<td>.64688</td>
<td>854</td>
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<td>Performance Criterion</td>
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<td>There were two criterion to measure performance of recruiters. In the first measure of performance, the performance criterion is a collection of recruiter production data from January 2002 through April 2004 as net data. The net data, indicated in the first column below, is the actual number of recruits that joined the Army minus the number of candidates leaving the initial Army entry program (e.g. Delayed Entry Program (DEP) (Horgen et al., 2006, 11) over a 5 month period. The second performance measure is a behavior-anchored rating scales (e.g. &quot;very effective&quot;, &quot;effective&quot;, &quot;needs some improvement&quot;, and &quot;needs considerable improvement&quot; ratings with narrative descriptions) used by station commanders to asses recruiter job performance on eight dimensions of recruiting behavior. These scales known as the “Army Recruiter Performance Rating Scales” measure the following eight behaviors: (1) “Prospecting” (interested recruits); (2) Developing “Rapport with Prospects”; (3) Assessing “Person-</td>
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Army Fit”; (4) Sales or “Closing” skills; (5) “DEP Management”; (6) “Community Relations”; (7) “Planning” and (8) “Supporting Other Recruiters” (Borman et al., 2002, 4: Horgen et al., 2006, 54 and 61).

Predicted Results

HO 1: WLWBI EWB dimension will be highly correlated with EI total composite score. Past research has found EI and emotional well-being (or subjective well-being) have been correlated (Burres, Holtzman, Minsky, MacCann, & Roberts, 2012; Extremera, Ruiz-Aranda, Pineda-Galán, & Salguero, 2011). This study examined the same relationship in the recruiter population and explored if wellbeing is highly correlated with the EI total composite score.

HO1a: WLWBI EWB dimensions and the majority of the remaining WB dimensions will be highly correlated with EI total composite score.

Building on HO1 it was believed that many other WB dimensions not examined before (to the author’s knowledge) may be highly correlated to EI. The WLWBI has a number of dimensions that are unique to work when compared to other well-being instruments. Looking at work well-being and well-being outside work in combination with EI may provide a unique insight into the recruiter’s well-being.

HO 2: WLWBI EWB dimension will be one of the most often highly correlated dimensions with the NEO scales
For the NEO, based on past findings by independent researchers (DeNeve & Cooper, 1998; Steel, Schmidt, & Shultz, 2008) it is predicted that emotional well-being would be one of the most highly correlated well-being dimensions with NEO scales of Neuroticism, Extroversion, Openness, Conscientiousness, and Agreeableness. As with past findings, the relationship with all of the scales would be positive with emotional well-being except for the Neuroticism scale. See the positive results for hypothesis one through two in Table 8.

Table 8. WLWBI Dimension Correlations with Total EQ-i and NEO Scales

<table>
<thead>
<tr>
<th>Dimension</th>
<th>EQ-I total score</th>
<th>NEO Agreeableness</th>
<th>NEO Neuroticism</th>
<th>NEO Extraversion</th>
<th>NEO Openness</th>
<th>NEO Conscientiousness</th>
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<td>positive work environment - 11 items</td>
<td>Pearson Correlation</td>
<td>.126**</td>
<td>.171***</td>
<td>-.216***</td>
<td>.171**</td>
<td>-.014</td>
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<tr>
<td></td>
<td>Sig. (2-tailed)</td>
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<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.730</td>
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<tr>
<td></td>
<td>N</td>
<td>791</td>
<td>646</td>
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<td>646</td>
<td>646</td>
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<td>satisfaction with family and leisure - 9 items</td>
<td>Pearson Correlation</td>
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<td>.055</td>
<td>-.218***</td>
<td>.097**</td>
<td>.063</td>
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<tr>
<td></td>
<td>Sig. (2-tailed)</td>
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<td>.161</td>
<td>.000</td>
<td>.013</td>
<td>.112</td>
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<td></td>
<td>N</td>
<td>791</td>
<td>646</td>
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<td>motivation and pride - 8 items</td>
<td>Pearson Correlation</td>
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<td>.206***</td>
<td>-.318***</td>
<td>.410***</td>
<td>.038</td>
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p < .05 *
p < .01 **
p < .001 ***

HO 1: WLWBI Emotional WB dimension will be positively correlated with EI total composite score.
As with past research findings (Burres et al., 2012, 2; Extrema et al., 2010, 11), this hypothesis confirmed that this military recruiter population’s Emotional Well-Being is highly correlated with emotional intelligence ($r = -.539$, $p < .001$). This finding suggests that those recruiters reporting self and social awareness also were more likely to have Emotional Well-Being.

HO1a WLWBI Emotional WB dimension and the majority of the remaining WB dimensions will be positively correlated with EI total composite score.

This hypothesis was fully confirmed, of the remaining seventeen dimensions, nine of these were positively correlated with EI. These nine well-being areas that were positively correlated to emotional intelligence were broken into three well-being areas. Work Well-Being found Positive Work Environment ($r = .126$, $p < .001$), Trust in the Organization, ($r = .138$, $p < .001$, $N=791$), Low Negative Supervision ($r = .140$, $p < .001$, $N=791$) were highly related to emotional intelligence. For Intrapersonal Well-Being, Pride and Motivation ($r = .284$, $p < .001$), and Spirituality are correlated to greater emotional intelligence ($r = .190$, $p < .001$). The Interpersonal Well-being dimensions in the WLWBI that were highly correlated with EI while Satisfaction with Family and Leisure time ($r = .164$, $p < .001$), Support from Civilian Friends ($r = .157$, $p < .001$), and Marital Strength and Family Support ($r = .196$, $p < .001$) are related to emotional intelligence. Lastly, Financial Stability and Health ($r = .129$, $p < .001$) was positively correlated with emotional intelligence.

Fourteen of the 18 well-being dimensions were correlated with emotional intelligence. Additional well-being dimensions that correlated with emotional intelligence for recruiters were Satisfaction with Personal Development ($r = .085$, $p < .05$), Satisfaction
with Community Support (r=.120, p < .01), Co-workers friends Support (r=.122, p < 01) and Realistic Work Demands were correlated with emotional intelligence (r=.111, p < .01,).

HO 2: WLWBI Emotional WB dimension will be one of the most often highly correlated dimensions with the NEO scales

This hypothesis was also fully supported in that Emotional Well-Being was one of the dimensions that correlated the highest with four of the NEO scales. Martial Strength and Family Support and Motivation and Pride were the other dimensions that highly correlated to the NEO scales of Neuroticism, Extroversion, Conscientiousness, and Agreeableness. The WLWBI dimensions of Emotional Well-Being, Martial Strength and Family Support, and Motivation and Pride were each independently correlated with altruism, adaptability, energy, and organizational skills for the recruiter. Openness or creativity was not correlated to any of these dimensions.

WLWBI and all dimensions of EQ-i

HO3: Seven (of thirteen) of the EI scales will be highly correlated with half or most of the WLWBI dimensions. Past research has found EI optimism (Wagner, Moseley, Grant, Gore, & Owens, 2002, 750) correlated with well-being. For awareness in EI, mindful awareness has also been shown to predict psychological wellbeing (Brown & Ryan, 2003, 822).

HO 4: Intrapersonal well-being (EWB, spirituality, motivation and pride, personal development and healthy) and Interpersonal well-being (co-workers, friends, medical services, marital strength and family support, and satisfaction with family support) will
be highly correlated to half or more of 13 EI subscales excluded validity indicators (positive and negative impression), and rule out subscale indicators (reality testing and impulse control). Past research has found two dimensions of Intrapersonal well-being (emotional well-being and spirituality) to have a correlation with emotional intelligence. Below in Table 9 the WLWBI dimensions correlated positively with EQ-i scales are reviewed in the following results section.

Table 9. WLWBI Dimension and EQ-i Scale Correlations

<table>
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<tr>
<th></th>
<th>EQ-i Problem Solving</th>
<th>EQ-i Social Responsibility</th>
<th>EQ-i Happiness</th>
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Sig. (2-tailed) and N values are not provided for all categories.
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| support from civilian              | .113** | .068 | .168*** | .178*** |
| Pearson Correlation                |      |     |         |        |

61
| friends - 5 items | Sig. (2-tailed) | .001 | .055 | .000 | .000 |
| community supports to family - 5 items | Pearson Correlation | .092** | .069 | .124** | .102*** |
| | Sig. (2-tailed) | .010 | .052 | .000 | .004 |
| | N | 791 | 791 | 791 | 791 |
| low job stress – 4 items | Pearson Correlation | .001 | .004 | .064 | .029 |
| | Sig. (2-tailed) | .973 | .915 | .071 | .422 |
| | N | 791 | 791 | 791 | 791 |
| satisfaction with medical services – 4 items | Pearson Correlation | .025 | -.026 | .008 | .016 |
| | Sig. (2-tailed) | .476 | .474 | .817 | .647 |
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| trust in the organization – 5 items | Pearson Correlation | .099** | .066 | .126*** | .133*** |
| | Sig. (2-tailed) | .005 | .062 | .000 | .000 |
| | N | 791 | 791 | 791 | 791 |
| marital strength and support – 7 items | Pearson Correlation | .105** | .133*** | .192*** | .141*** |
| | Sig. (2-tailed) | .003 | .000 | .000 | .000 |
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| support from co-worker friends – 6 items | Pearson Correlation | .066 | .056 | .111** | .106** |
| | Sig. (2-tailed) | .066 | .116 | .002 | .003 |
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| financial stability and health – 4 items | Pearson Correlation | .069 | .081* | .144** | .099** |
| | Sig. (2-tailed) | .051 | .023 | .000 | .005 |
| | N | 791 | 791 | 791 | 791 |
| low negative supervision – 3 items | Pearson Correlation | .080* | .067 | .139*** | .100** |
| | Sig. (2-tailed) | .025 | .060 | .000 | .005 |
| | N | 791 | 791 | 791 | 791 |
| realistic work demands – 3 items | Pearson Correlation | .106** | .120** | .102** | .103** |
| | Sig. (2-tailed) | .003 | .001 | .004 | .004 |
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| spirituality – 4 items | Pearson Correlation | .163*** | .120** | .194*** | .175*** |
| | Sig. (2-tailed) | .000 | .001 | .000 | .000 |
| | N | 791 | 791 | 791 | 791 |
| healthy dietary habits – 3 items | Pearson Correlation | -.020 | -.002 | .051 | .007 |
| | Sig. (2-tailed) | .572 | .946 | .154 | .834 |
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HO3: Seven (of thirteen) of the EI scales will be positively correlated (p < .001) with half or most of the WLWBI dimensions were partially confirmed.

Five of thirteen of the EI scales (Awareness, Self-Actualization, Interpersonal Relationship, Flexibility, and Happiness) were highly correlated with half or most of the WLWBI dimensions was partially supported. EI awareness was positively correlated with Work Well-Being (Trust in the Leadership and Organization), Intrapersonal Well-Being (Emotional Well-Being, Motivation and Pride, Spirituality), Interpersonal Well-Being (support from friends, marital strength and family support, satisfaction with family and leisure) and External Well-Being (financial stability and health). EI Self-Actualization was positively correlated with Work Well-Being (positive work environment, co-worker friendship, trust in the leadership and organization), Intrapersonal Well-Being (Emotional Well-Being, Motivation and Pride, Spirituality), Interpersonal Well-Being (support from friends, marital strength and family support, satisfaction with family and leisure), and External Well-Being (community support to family and financial stability and health). EI Interpersonal Relationship, was positively correlated with Work Well-Being (trust in the leadership and organization, low negative supervision and support from co-workers), Intrapersonal Well-Being (Emotional Well-Being, Motivation and Pride, spiritual),
Interpersonal Well-Being (support from friends, Marital Strength and Family Support, satisfaction with family and leisure), and External Well-Being (financial stability and health). EI Flexibility, was highly correlated with Work Well-Being (Positive Work Environment, Low Negative Supervision, and co-worker friends), Intrapersonal Well-Being (Emotional Well-Being, Motivation and Pride, Spirituality), and Interpersonal Well-Being (Marital Strength and Family Support and satisfaction with family and leisure). EI Happiness, was highly correlated with Work Well-Being (Positive Work Environment, trust in the leadership and organization and co-worker friends), Intrapersonal Well-Being (Emotional Well-Being, Motivation and Pride, Spirituality), and Interpersonal Well-Being (support from friends, Marital Strength and Family Support, satisfaction with family and leisure), and External Well-Being (Community Support to Family, Financial Stability and Health).

HO 4: The dimensions of Intrapersonal well-being (EWB, Spirituality, personal development, Healthy Diet, Motivation and Pride) and Interpersonal Well-Being (friends, marital and family support, and satisfaction with family and leisure) will be positively correlated to half or more of the EI subscales were partially confirmed. For the Intrapersonal Well-Being dimensions, three dimensions had a different cluster of EI characteristics that are positively correlated while personal development and Healthy Diet had no EI correlation to partially confirm the hypothesis. EWB was highly correlated to the EI characteristics of Happiness, Independence, Stress Tolerance, Self-Actualization, Assertiveness, Interpersonal Relationships, Self-Regard, Flexibility, Emotional Awareness, Empathy, and Optimism. Spirituality was highly correlated to the EI characteristics of Happiness, Social Responsibility, Self-Actualization, Assertiveness,
Interpersonal Relationships, Self-Regard, Flexibility, Emotional Awareness, and Empathy. Motivation and Pride is highly correlated to the EI characteristics of Problem Solving, Happiness, Social Responsibility, Self-Actualization, Assertiveness, Interpersonal Relationships, Self-Regard, Flexibility, Emotional Awareness, Empathy, and Optimism. The other two dimensions did not have any significantly EI characteristics.

For Interpersonal Well-Being only Marital Strength and Family Support had a strong correlation with EI characteristics. Marital Strength and Family Support was highly correlated to the EI characteristics of Problem Solving, Happiness, Self-Actualization, Interpersonal Relationships, Self-Regard, Flexibility, Emotional Awareness, and Optimism. The other dimensions were not significantly clustered with enough EI characteristics. Satisfaction with Work, Family, and Leisure Time was positively correlated to the six EI characteristics of Happiness, Stress Tolerance, Self-Actualization, Interpersonal Relationships, Flexibility, and Emotional Awareness. Friendship Support was positively correlated to five EI characteristics of Happiness, Self-Actualization, Interpersonal Relationships, Self-Regard, and Emotional Awareness.

WLBW & Performance Correlation of Five Month Performance Data and Station Commander Ratings

HO 5: There will be some work well-being dimensions correlated with performance. Past research suggest both weak and strong indicators of well-being and performance (Daniels, Harris 2000, 304) in two performance categories.
HO 6: There will be some well-being dimensions from Intrapersonal Well-Being (Motivation and Pride, EWB, Spirituality, Personal Development, and Healthy Diet) Interpersonal Well-Being, (friends, medical services, marital/family support, family and leisure) and External Well-Being (community satisfaction, financial, family community satisfaction and medical satisfaction) that will be correlated with the two performance categories.

Table 10 provides the 18 WLWBI dimensions that are compared against two performance measures of recruiter production data and the “Army Recruiter Performance Rating Scales.” The findings in Table 10 found five dimensions positively correlated with one recruiter data performance criterion.

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N = 844 for all categories.
HO 5: Some work well-being dimension will be correlated with performance as there are weak and strong indicators of well-being and performance (Daniels & Harris, 2000, 304; in two performance categories that was partially supported.

The Work Well-Being dimensions correlated with recruiter production data (performance criterion) were Realistic Work Demands ($r = .096, p < .01$) and support from Co-worker Friends Support ($r = .090, p < .05$). There was no correlation with the Army recruiter rating scales completed by the recruiter’s supervisor with the well-being dimensions.

HO 6: The will be some well-being dimensions from Intrapersonal, Interpersonal and External Well-Being that will be correlated (Slaski & Cartwright, 2002, 63) with the two performance categories.

Spirituality ($r = .093, p < .01$) that is a part of Intrapersonal Well-Being was correlated with recruiter production data. Interpersonal Well-Being for recruiters was related to Friendship Support ($r = .106, p < .01$), and was positively correlated with performance data. Lastly, External Well-Being through medical services support ($r = .094, p < .05$) was also correlated when looking at recruiter production over five months, but not correlated with the recruiter behavior ratings. Marital Strength and Family Support along with satisfaction with Family and Leisure dimensions were not correlated in the two performance categories so this hypothesis was partially supported. There was no correlation with the station commander’s observation provided in the recruiter behavior ratings when compared with the well-being dimensions.

Discussion
Recruiters with emotional intelligence were found to have emotional well-being. This has also been found in previous research outside the field of recruiting. EI with emotional well-being may serve as a buffer for stressful recruiting environment. The relationship with employee emotional intelligence in recruiting was found to be correlated in four area of wellbeing that are categorized as Work, Intrapersonal, Interpersonal, and External Well-Being. The EI scales that were positively correlated with co-worker friendship were Awareness, Self-Actualization, Interpersonal Relationships, Flexibility, and Happiness. Advocating for training in these EI skills might be important for fostering co-worker support networks. Providing training in these EI areas may promote a positive climate and culture in the work environment. For Intrapersonal Well-Being, the five EI areas of Awareness, Self-Actualization, Interpersonal Relationships, Flexibility and Happiness were highly related to spirituality for those that practice spirituality. Having resources such as a chaplain for spirituality or coach to develop EI areas may be beneficial for recruiters. Interpersonal well-being areas in the WLWBI that were correlated with these EI areas were leisure time, friendship and or socializing outside of work, and spouse and family support. The findings suggest these Interpersonal Well-Being areas may be better fostered with these five EI skills for employees. Again these five EI five traits were highly correlated with Spouse Strengthening and Family Support and the recruiter and their spouse may benefit with enrichment training in these EI areas. Lastly, the External Well-Being of financial and Community Satisfaction were well-being outcomes that were also highly correlated to the five EI areas. A recruiter workforce with EI training may better be able to foster these four well-being areas of Work, Intrapersonal, Interpersonal, and External to adapt to the
stressful recruiting environment. Training recruiters in the NEO traits of low Neuroticism (low), Extroversion Conscientiousness and Agreeableness may be useful due to the positive relationship to the WLWBI dimensions of Emotional Well-Being, Martial Strength and Family Support and Motivation and Pride.

Lastly, in examining well-being and performance there are several things that could be promoted in recruiting based on these findings. Assuring leaders develop and provide good forecasting of performance goals can contribute to better work well-being. Creating a good climate and culture by leadership can create good teamwork and co-worker relationships. Recruiters should be encouraged to develop friendship outside the immediate unit to develop a larger network of contact, friends and support systems. Assure spiritual resource or similar support and medical support are available through tele-health and tele-chaplain service if not provided already.

This research was conducted about a decade ago and some of the stressors (i.e. war, speed of communication) and practice in the field have changed. The human condition and the need for well-being in recruiting is still the same. The same goes for future unanswered questions in military recruiting such as what emotional intelligence characteristics does a recruiter need in relationship to emotional well-being? What are stress-coping mechanism for recruiting that can offer the recruiting ways to make their mission and still have some sense of well-being for themselves and their family? These questions need to be examined for the future of military recruiting.
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