

Transformational leadership and employee well-being

The role of trust in the leader

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Preface

This thesis is the end project of my Master Study Human Resource at Tilburg University. During the years I gained a lot of knowledge and practical experience, which I will take with me during my next adventure.

During my internships and side jobs I realized how much influence a leader has on his employees. When the leader was very happy and enthusiastic it had a positive effect on the entire atmosphere within the organization. However when the leader was moody it also had a negative effect. Therefore I wanted to see if transformational leaders could influence the well-being of employees.

There are several people I would like thank, because they helped me to achieve my goals and finish my thesis. First of all, I would like to thank my supervisor Dr. Karianne Kalshoven. She helped me through my entire thesis and gave me very stimulating and inspiring feedback. Her positive attitude helped me to keep focused and continuously improve my thesis. Furthermore I would like to thank my fellow thesis members, who also gave me feedback and we helped each other. Moreover I would like to thank the respondents who took the time to fill in both questionnaires. Finally, I would like to thank my family and friends for showing interest and helping me to stay focused.

Abstract

The well-being of employees is vital for organizations; however organizations often only focus on one part of well-being, mainly job satisfaction. According to the literature well-being consists out of psychological, physical and social well-being. The purpose of this study is to investigate whether transformational leadership has a relationship with all three forms of well-being. Furthermore the mediating effect of trust in the leader on the relationship between transformational leadership and psychological, physical and social well-being is investigated.

120 employees from different organizations were asked to fill in two different questionnaires. The first questionnaire contained questions about transformational leadership, trust in the leader and their general-level psychological, physical and social well-being. The second questionnaire contained questions about day-level psychological, physical and social well-being.

The results showed that there is a significant and positive relationship between transformational leadership and day-level and general- level psychological, physical and social well-being. The mediating effect of trust in the leader on the relationship between transformational leadership and day-level psychological, physical and social well-being was not significant. However trust in the leader did mediate the relationship between transformational leadership and general-level psychological, physical and social well-being. It is recommended for future researchers to investigate further the three different forms of well-being and which aspects of work are influenced by these three forms of well-being.

Key words: *Transformational leadership, trust in the leader, day-level and general-level psychological well-being, day-level and general-level physical well-being, day-level and general-level social well-being*

1. Introduction

Employee well-being is becoming a more relevant and necessary consideration in the modern workplace. Organizations are realizing that employees are the heart of any successful business, since they drive the operations of an organization (Chenoweth, 2011). The employers spend a lot of time and money on attracting the right employees and they want to get the most out of their employees. Research shows that healthy and happy employees are better performers (Cropanzano & Wirght, 2001). Furthermore employees with high levels of psychological well-being are better problem solvers and are more open for change in the organization. All of these factors are important for the long term success and survival of an organization. However the well-being of employees is also in the best interest of employees themselves. Employees spend approximately a quarter of their life at work and their contentment with work influences their well-being (Harter, Schmidt & Keyes, 2003). As shown above well-being is important for the organization and the employees.

Research has shown that the health and well-being of employees is influenced by the way people are managed (Bono & Ilies, 2006; Gilbreath & Benson, 2004). Especially positive leadership, which is characterized by leaders who show confidence, passion and inspire employees, has the potential to raise the well-being of employees (Liu, Siu & Shi, 2009). Sparks, Faragher and Cooper (2001) have defined that management style is one of the four most important work environment issues that are of importance for the well-being of employees. The management style that is often linked to positive leadership is transformational leadership (Liu et al., 2009). Bass (1985) described transformational leadership as the leader's motivational and elevating effects on followers. Research by Arnold, Turner, Barling, Kelloway and Mc Kee (2007) and Nielsen, Randall, Yarker and Brenner (2008) has shown that there is a positive relationship between transformational leadership and psychological well-being. So far, most studies just focused on one element of well-being. However, it is argued that there are three important forms of well-being, namely psychological, physical and social well-being. This study builds on previous work and adds the relationship between transformational leadership and the three forms of well-being. It is important to look at the three different forms of well-being, because they are three separate concepts and are measured in different ways. According to Danna and Griffin (1999) you cannot measure physical and psychological well-being in the same way, because they are two different variables. Whereas psychological well-being is concerned with the happiness

of a person, social well-being is focused on the quality of relationships with other people (Bradbury & Lichtenstein, 2000). Furthermore physical well-being is related to the physical condition and health of a person (Danna & Griffin, 1999). The overall well-being of employees is comprised of these three different types of well-being and they are distinguishable. For instance, if a person is physically healthy it does not automatically mean that this person is also in a psychological good state. Therefore it is important to measure them separately.

Several studies have revealed that self-efficacy and meaningfulness mediate the relationship between transformational leadership and well-being. However in this study the focus is on a different mediating variable, namely trust in the leader. According to Yukl (1999) the most important reason why transformational leadership works is because they gain the trust and respect of their employees. By looking at trust in the leader as a mediating variable, the focus is more on the quality of the relationship between the leader and the employee. In modern society it is important for leaders to create a strong relationship with their employees, because it will have an effect on their engagement, productivity and well-being. However in order for such a strong relationship to exist it is important that employees trust their leader. Therefore, the role of trust in the leader should be considered when studying the relationship between transformational leadership and psychological, physical and social well-being. Trust in the leader might function as a mediator between transformational leadership and the three forms of well-being. The following research question was formulated to determine whether these relationships exist;

To what extent is transformational leadership related to the psychological, physical and social well-being of employees, and is this relationship mediated by trust in the leader?

To answer this research question a theoretical framework is presented in the next chapter. In the theoretical framework the main concepts are explained and a theoretical foundation is given to support the different hypotheses. After that, the method section describes the research set-up and procedure, instruments and statistical analyses. Moreover a chapter will be presented with the main results of the research.

Finally the last chapter consists out of the conclusion and discussion, in which the limitations, implications and recommendations for future research are presented.

2. Theoretical framework

2.1 Transformational leadership

Leadership has been a popular topic for many years now, especially transformational leadership has attracted a lot of attention (Barling, Christie, & Hoption, 2011). The first person to introduce transformational leadership was James MagGregor Burns in his book *leadership* (1978). At the beginning it was mainly used in the context of political leadership, nowadays it is also used in organizational psychology literature. Burns (1978) described transformational leadership not as a set of specific behaviors, but rather as an ongoing process by which ''leaders and followers raise one another to higher levels of morality and motivation" (p.20). Transformational leaders use charismatic methods to influence their followers, which means transformational leaders try to inspire and motivate their followers (Kelloway, Turner, Barling & Loughlin, 2012).

Bass (1991) further developed the theory of transformational leadership. According to Bass transformational leaders " broaden and elevate the interest of their employees, when they generate awareness and acceptance of the purposes and mission of the group, and when they stir their employees to look beyond their own self-interest for the good of the group " (Bass, 1990, p.21).

Avolio and Bass (1994) proposed four different elemens that work together and combined are seen as transformational leadership. The first one is *idealized influence* which is characterized by behavior that leaders portay because leaders make a choice to do what is ethical instead of what is practical. The leaders' moral commitment to their employees guide them to engage in these ethical behaviors (Turner, Barling, Epitropaki, Butcher, & Milner, 2002). Employees respect leaders who show idealized influence, because such leaders focus their efforts on what is best for the employees and not on the short-term financial outcomes. The second element is *inspirational motivation*, whereby the leaders inspire their employees to be the best they can and achieve more than what they thought was possible. Transformational leaders convince and inspire employees to tackle hurdles and break through performance barriers. The third element transformational leaders use is *intellectual stimulation* and that means they stimulate employees to question their assumptions and think for themselves. In that way employees will feel more confident and their self-efficacy will be enhanced. The last element is *individualized consideration* which occurs when leaders

care about the personal development of their employees (Turner, Barling, Epitropaki, Butcher, & Milner, 2002). Transformational leaders do this by listening, caring, providing emphaty and by guiding them. This will lead to the development of a relationship between the leader and the followers. These four elements make up transformational leadership and show the charateristic ways in which transformational leaders act and thereby influences employee outcomes, such as well-being.

2.2 Employee Well-being

Organizations and managers often only think of one element of employee well-being, namely job satisfaction (Grant, Christianson & Price 2007). However employee well-being is a much broader concept. The World Health Organization defines well-being as a "state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity" (1998). This definition is used in the healthcare, philosophy, psychology and sociology literature. These different disciplines use different dimensions to describe employee well-being, but overall there are three core elements that describe employee well-being and these are the psychological, physical and social well-being. (Grant et al., 2007).

The first element is *psychological well-being*, which is focused on the subjective experience of people. There are two main components of psychological well-being; hedonic and eudaimonic (Ryan & Deci, 2001). The hedonic component is focused on experiences of pleasure. Furthermore it is focused on finding a balance between the positive and negative feelings and thoughts in individual's judgment. It is based on the notion that increased pleasure and decreased pain leads to happiness. The eudaimonic component is focused on the realization and fulfillment of human potential. It is based on the premise that people feel happy if they experience life purpose, challenges and growth (Grant et al., 2007). Both of these components together form the psychological well-being of employees. In this study both components are measured. One of the questions is related to job satisfaction which is part of the hedonic component and another question is focused on the stimulating effect of work which is part of the eudaimonic component.

The second element is *physical well-being*, which is concerned with the bodily health and functioning of a person. Another word which is often used for physical well-being is health. The physical health of employees is of vital importance, because otherwise employees might not be able to perform their tasks. Having enough energy to get things

done on a daily basis is also a part of the physical well-being of a person (Ryan & Frederick, 1997). If a person for example does not get enough sleep it decreases their level of energy and well-being throughout the day.

The third element is *social well-being*, which is concerned with the relationships one has with other people and how that person communicates and socializes with them (Grant et al., 2007). The difference between social well-being and physical and psychological well-being in an organizational context is that social well-being is focused on the relationships between employees and not on the individual itself (Bradbury & Lichtenstein, 2000). The psychological, physical and social elements capture the complete picture of the well-being of an employee and will therefore be used in this study.

Both general well-being and day level well-being were measured in this study. The respondents had to answer questions regarding their general well-being, but also regarding their well-being on that particular day. In that way it was possible to see whether their general well-being was different from their well-being on that particular day.

2.3 Transformational leadership and well being

Several studies have identified that there is a link between leadership styles in general and well-being of employees (Offermann & Hellmann, 1996; Sosik & Godshalk, 2000; van Dierendonck, Haynes, Borril, & Stride, 2004). Furthermore positive links between leadership behaviors, such as acknowledging employees, encouraging employees and showing consideration and employee psychological well-being have been found by Gillbreath and Benson (2004). Moreover van Dierendonck et al. (2004) described coaching behaviors, encouragement and respect for employees as leadership behaviors that increased employees psychological and physical well-being. These presented studies did not specifically focus on transformational leadership, however these leadership behaviors show overlap with aspects of transformational leadership and therefore, based on these previous studies, it is likely that transformational leadership is positively related to employee well-being. In the current research we add to this literature to study the relationship between transformational leadership and three forms of well-being; psychological, physical and social well-being.

Transformational leadership and psychological well-being

First of all a positive relationship between transformational leadership and psychological well-being is expected. Transformational leadership uses individualized consideration, which is characterized by listening, caring and showing empathy towards their employees and thus it is likely that employees feel happy, balanced and confident. In other words, transformational leadership is positively related to psychological well-being. Furthermore transformational leaders use intellectual stimulation, which aims at increasing the confidence and self-efficacy of employees (Kelloway et al., 2012) and therefore could lead to a higher psychological well-being, since it gives them a positive self-image and thereby enhances their happiness. Transformational leaders also try to inspire their employees. According to Chi, Chung and Tsai (2011) employees are in a better mood when they feel inspired, because it gives them a higher sense of purpose and makes them feel grateful. Therefore it will also increase their psychological well-being. Moreover research has shown associations between transformational leadership and psychological well-being (Arnold et al., 2007; Densten, 2005). This leads to the following hypothesis:

Hypothesis 1a: Transformational leadership has a positive relationship with psychological well-being

Transformational leadership and social well-being

Next, a positive relationship between transformational leadership and social well-being is expected. One of the characteristics of transformational leaders is building a relationship with their employees. Transformational leaders try to build a relationship by giving their employees personal attention and showing that they care and thus enhances the social well-being of employees (Kelloway et al., 2012). Moreover open communication is often used by transformational leaders in order to create an open atmosphere where employees are open to each other and share ideas. Creating an open environment that emphasizes an interpersonal style of communication is a critical ingredient to providing a culture of openness and interpersonal relationships. When there is an open atmosphere with clear communication and interpersonal relationship it will have a positive effect on the social well-being of employees (Gillespie & Mann, 2004). Furthermore portraying idealized influence, which is also one of the elements of transformational leadership, gives employees the feeling that their leader thinks in their best interest (Kelloway et al., 2012). These behaviors

create a bond between the leader and follower and are likely to enhance the social well-being of employees. This leads to the following hypothesis:

Hypothesis 1b: Transformational leadership has a positive relationship with social well-being

Transformational leadership and physical well-being

Last, transformational leadership is expected to positively relate to the physical well-being of employees. Several studies revealed a positive and significant relationship between transformational leadership and work engagement (Zhu, Avolio & Walumbwa, 2009; Tims, Bakker & Xanthopoulou, 2011; Ghadi, Fernando & Caputi, 2013). According to Schaufeli and Bakker (2004) work engagement can be defined as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (p. 295). In this study physical well-being is measured by looking at energy during work, which has the same meaning as vigor.

There are several explanations for finding a positive relationship between transformational leadership and work engagement. First of all transformational leaders use intellectual stimulation, which challenges employees to become more innovative and think of other methods to deal with various situations instead of always doing things in the same manner. When employees become innovative, transformational leaders will show their employees that they are being appreciated and praise them for making a valuable change in the organization. By doing this employees will be able to identify themselves more with their work and they will feel more involved, which in turn will lead higher work engagement and therefore higher levels of energy during work (Zhu, Avolio & Walumbwa, 2009).

Second of all inspirational motivation, another element of transformational leadership, focuses on inspiring employees and helping them to become the best (Kelloway et al., 2012). This can help employees to get more clarity on how to perform their tasks and give them more confidence, which in turn could lead to higher levels of energy and thereby increase the physical well-being. Moreover according to Sosik (2006) transformational leaders also focus on coaching and mentoring their employees in order to prepare them for more responsibilities. When employees are being prepared to take on more responsibilities they are likely to feel more engaged, because they are being stimulated to grow and they feel like they can make a valuable contribution to the development of the organization.

When employees are engaged they will experience a high level of energy during work, which has a positive effect on their physical well-being. This leads to the following hypothesis:

Hypothesis 1c: Transformational leadership has a positive relationship with physical well-being

2.4 Trust in the leader

Trust is an important concept in transformational leadership theories, since transformational leaders focus on building trust with their followers (Liu et al., 2010). Furthermore according to research trust enhances the effectiveness of transformational leaders (Bass, 1991). There is no universally applied definition for trust (Rousseau, Sitkin, Burt & Camerer, 1998). A possible explanation for this could be that there are several disciplines that have researched trust, such as sociologists and psychologists (Rouesseau et al., 1998). One definition that is used often to describe trust is "the willingness to be vulnerable to the actions of another party based on the expectations that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party" (Mayer, Davis & Schoorman, 1995, p.712). In this research the focus is on trust in the leader and therefore a more specific definition will be used. Rousseau, Sitkin, Burt, and Camerer (1998) suggest that trust in leadership is "a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another" (p. 395).

2.5 The mediating role of trust in the leader

Previous research has often referred to trust as being a key concept in transformational leadership (Conger et al., 2000). According to Bennis and Nanus (2004) there is a relationship between transformational leadership and trust because transformational leaders earn the trust of their followers. Furthermore transformational leaders often develop a collective identity with their employees and they commit to the same values (Bass, 1985). According to Lewicki and Bunker (1995) a collective identity and shared values between the leader and employees will lead to trust. Therefore transformational leadership leads to trust. Moreover transformational leaders demonstrate behavioral integrity, meaning that the words and deeds of the leader are aligned. This creates trust between the leader and employee, because it makes the leader credible (Simons, 1999). Besides that

research by Podsakoff, MacKenzie, Moorman and Fetter (1990) revealed a link between transformational leadership and trust in the leader. Since then more researchers have found empirical support for this direct link (Kelloway et al., 2012). Jung and Avolio (2000) also researched the relationship between transformational leadership and trust and found a positive and significant relationship. It is expected that transformational leadership influences trust and trust in turn influences the well-being of employees.

Looking at it from a psychological perspective, when employees feel that their leaders are competent, caring, capable and honest employees will experience a higher level of trust and feel comfortable and safe with their leader. Trust will positively affect the psychological well-being of employees by reducing the perceived level of risk and vulnerability (Kelloway et al., 2012). Moreover transformational leaders often use intellectual stimulation to motivate their employees to take more risks and solve problems. Transformational leaders often set a personal example which gains the trust of their employees. When employees trust their leader they will feel comfortable to take risks and it will increase their psychological well-being, because they feel confident and are ready to take on the task that has been set by their leader. Thus, it is expected that trust mediates the positive relationship between transformational leadership and psychological well-being.

Looking at it from a social perspective, when transformational leaders are honest, caring and sincere it will lead to trust in the leader. Trust in the leader will in turn positively affect the social well-being of employees, because it will lead to a social bond (Pillai, Schriesheim & Williams, 1999). When employees feel trust they will form a powerful bond through which more communication takes place. Moreover employees will be open and honest within their relationships at work. According to the literature social interactions take place when there is trust (Luhmann, 2000). This shows the importance of trust for the social well-being of employees. Thus, it is expected that trust mediates the positive relationship between transformational leadership and social well-being.

The physical well-being can also be affected when transformational leaders gain the trust of their employees. When employees trust their leader they will feel safe, comfortable and know that their leader has faith in them. Therefore employees will feel confident and ready to take on the tasks that their leader gives them. They will become more engaged and therefore get more energy, because they feel confident and want to show their leader that they can complete the task. (Pillai et al., 1999). Moreover when transformational leaders

use idealized influence it will lead to trust because the leaders think in the best interest of the employees and not on the short-term financial outcomes. When employees have trust in their leader they will not worry about the decision that their leader makes and it gives them a sense of reassurance and peace (Liu et al., 2010). Therefore employees will use all their energy to complete the task that their leader gives them. The high levels of energy will have a positive effect on their physical well-being. Looking back at the different relationships it is expected that trust in the leader can mediate the relationship between transformational leadership and well-being.

Therefore the following hypotheses are formulated:

Hypothesis 2a: Trust in the leader mediates the relationship between transformational leadership and psychological well-being

Hypothesis 2b: Trust in the leader mediates the relationship between transformational leadership and social well-being

Hypothesis 2c: Trust in the leader mediates the relationship between transformational leadership and physical well-being

An overview of the different relationships that will be tested is presented in Figure 1, below:

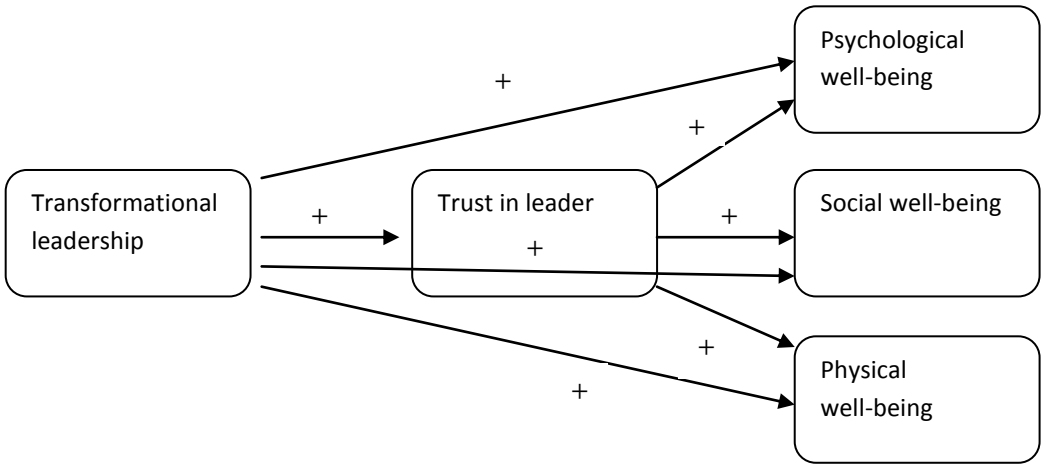


Figure 1: Conceptual model

3. Methods

3.1 Research set-up and procedures

The goal of this research was to measure the relationship between transformational leadership and three forms of well-being and to investigate whether trust in the leader has a mediating effect. To test the proposed hypotheses, this research used an explanatory and a quantitative design. Two online questionnaires were distributed in order to make it a two-time point study. The first questionnaire contained all variables that needed to be measured including the three forms of well-being, transformational leadership and trust in the leader. The second questionnaire was filled in one day after the first questionnaire and only contained questions concerning the three forms of well-being. In that way the well-being of employees was measured twice. In the first questionnaire general-level well-being was measured and in the second questionnaire well-being was measured on day-level. The first questionnaire took approximately fifteen minutes to answer and the second questionnaire five minutes to answer. In this study the day-level well-being questionnaire will be used, however additional analyses will be performed on the general-level well being. In that way it could be researched whether measuring well-being on day-level or general-level would yield the same or different results.

The individual employee was used as the level of analysis. Respondents were contacted following these requirements: ranging from 16 to 65 years old and from different companies and functions. They were selected based on convenience sampling and also snowball sampling. This means that the researchers used their own network to approach potential candidates and asked them to also send the questionnaire to their own network. Potential candidates were contacted by phone, email or in person with the question if they would be willing to participate in this research. The questionnaires were collected together with six others students from the Master Human Resource Studies, who also studied the field of employee well-being. Informed consent was arranged by asking the respondents if they understood and agreed with all the conditions of the questionnaire. If they did they had to click on a button in order to be able to continue with the questionnaire. The aim was to get a minimum of 140 respondents, however it was decided to contact at least 25 respondents per person. This decision was made because of the general non-response rate of 40% - 50% (Baarda, de Goede & Kalmijn, 2000).

The data set originally consisted out of 267 respondents, however since it was an online questionnaire there were 62 people that only opened the questionnaire and did not fill out the questionnaire. Furthermore there were 8 respondents that did not fill out the questions about transformational leadership and therefore could not be used. Finally, 77 respondents were removed, because they only filled out the general questionnaire and not the day-level questionnaire. This means that at the end the dataset consisted out of 119 respondents.

3.2 Sample description

The sample consisted out of employees from various countries, but mainly from the Netherlands (72%) and China (14%). There were also respondents from Belgium, Canada, Romania and Great-Britain. The sample consisted out of 47.5 percent female respondents. The age ranged between 16 and 65 years and the average age was 32.67 (SD=12.13). Furthermore on average the respondents worked 9.1 years (SD=9.79) for their current employer. Moreover 66.1 percent of the respondents studied at a university and were therefore highly educated. Only 1.7 percent of the respondents did not educate themselves further after they finished high school.

3.3 Instruments

Transformational leadership. This variable was measured with the Dutch transformational leadership scale of De hoogh, Den Hartog, & Koopman (2004) and consisted out of five items. An example question was: 'My leaders allows employees to influence important decisions'. The 5-point Likert scale was used to measure the answers, with answers ranging from strongly disagree (1) to strongly agree (5).

Employee well-being general questionnaire. The three forms of well-being in the general questionnaire were measured with the questionnaire on the experience and evaluation of work' of Van Veldhoven and Broersen (2003). Psychological well-being was measured with the pleasure in work scale and consisted of six items. Social well-being was measured with the relationships with colleagues scale and consisted of six items. According to Flynn (2005) one can speak of generalized exchange, meaning that although social well-being was measured with the relationships with colleagues scale the social well-being can also be related to the leader. Physical well-being was measured with the energy during work scale and consisted in total of 5 items. Example questions of the three forms of well-being were: ' I

enjoy my work' (psychological well-being), 'I feel fit during work' (physical well-being) and 'Do you get on well with your colleagues?' (social well-being). Answers ranged from strongly disagree (1) to strongly agree (5) for psychological well-being. For physical and social well-being answers ranged from always (1) to never (5).

Employee well-being day-level questionnaire. The three forms of well-being in the day-level questionnaire were also measured with the questionnaire on the experience and evulation of work ' of Van Veldhoven and Broersen (2003). However the scales consisted out of less items than used in the general questionnaire, since not all items could be measured on a day-level. Psychological well-being was measured with the pleasure in work scale and consisted out of four items (six in the general questionnaire). An example question of psychological well-being was: 'Today, I enjoyed my work'. Physical well-being was measured with the energy during work scale and consisted out of four items (five in the general questionnaire). An example question of physical well-being was: 'Today I felt fit during work'. Finally, social well-being was measured with the relationships with colleagues scale and consisted out of four items (six in the general questionnaire). An example question of social well-being was: 'Today there was a good atmosphere between me and my colleagues'. Answers ranged from strongly disagree (1) to strongly agree (5) for psychological, physical and social well-being.

Trust in the leader. This variable was measured in the general questionnaire with the trust in leadership scale of Podsakoff, MacKenzie, Moorman, and Fetter (1990) and consisted of six items. An example question was: 'I feel quite confident that my leader will always try to treat me fairly'. The 5-point Likert scale, with answers ranging from strongly disagree (1) to strongly agree (5), was used. Back translation was used to translate this scale from English to Dutch (Brislin, 1970).

Control variables. To ensure the validity of the research several control variables were added, namely; age, gender and highest educational level. Age was measured in years. Gender was measured with one item on a categorical scale (1 = male and 2 = female). The highest education level was measured with one item on an ordinal scale (1 = elementary to 5 = academic).

3.4 Statistical analysis

First of all factor analysis was performed to check whether the different items belonged to one or more factors. Furthermore the reliability of the scales was tested by looking at the Cronbachs Alpha (Pallant, 2010). Moreover a Pearson correlation matrix was used to evaluate the strength and direction of the relationship between the variables.

Afterwards three different multiple regressions were performed to test hypothesis 1a, 1b and 1c. First the control variables were entered in the regression analysis. After that transformational leadership was added and regressed on the three different forms of well-being from the day-level questionnaire.

To test the second hypotheses, which contain a mediator variable, the procedure of Baron and Kenny (1986) was used, using multiple regression analyses. This is a well-known procedure to test for mediation, which has been extensively used in organizational psychology research. According to Baron and Kenny (1986) there are four assumptions that need to be met for a mediation to be present. First of all variation in the independent variable (transformational leadership) must significantly account for variation in the mediator (trust in the leader), therefore the first step is to enter transformational leadership and trust in the leader in the regression model while controlling for the control variables. Second, variations in the independent variable (transformational leadership) must significantly account for variation in the dependent variable (employee well-being), which is in line with the hypotheses 1a,1b and 1c of this study. The third step is to enter trust in the leader and employee well-being in the regression model. There must be a significant relationship between trust and employee well-being. If the first three assumptions are met the fourth step is to enter the mediation (trust in the leader) and transformational leadership together in the regression model. When the mediation is entered and is significant, but the relationship between the dependent and independent variable is no longer significant there is a full mediation. When the relationship between the dependent and independent variable is reduced but still significant, it is called partial mediation. Finally the Sobel test will be used to test the significance of the mediation (Sobel, 1982).

4. Results

4.1 Factor analysis and reliability check

Factor analysis was used to check whether the different items that belonged to a scale loaded on the same underlying factor (Pallant, 2010). Looking at transformational leadership, factor analysis showed that the KMO value was (.858), which is above the recommended minimum of .6 (Pallant, 2010). Furthermore principal component analysis (PCA) showed that all 5 items of the transformational leadership scale loaded on the same underlying factor (eigenvalue: 3.36). This one-component solution explained a total of 66.7% of the variance. The reliability scale of transformational leadership showed a good Cronbach's Alpha of (.875). This showed that the transformational leadership scale had a good internal consistency (Pallant, 2010).

Factor analysis performed on trust in the leader revealed a good KMO value of (.862). Besides that PCA showed that all 6 items of the scale loaded on the same underlying factor (eigenvalue: 3.98) and explained 66.4% of the variance. The reliability scale also showed a good Cronbach's Alpha of (.890).

When performing a factor analysis on day-level psychological well-being it revealed a KMO value of (.731). PCA showed that all 4 items loaded on the same underlying factor (eigenvalue: 2.79). This factor explained 69.7% of the variance. Moreover the reliability scale of day-level psychological well-being showed a good Cronbach's Alpha of (.845). Factor analysis performed on general-level psychological well-being revealed a KMO value of (.853). All 6 items loaded on the same underlying factor (eigenvalue: 3.72). The factor explained 62.2 % of the variance. The reliability scale of general-level psychological well-being showed a good Cronbach's Alpha of (.867).

Factor analysis on day-level social well-being resulted in an adequate KMO of (.689). All 4 items loaded onto one factor (eigenvalue:2.32) and explained 57.9% of the variance. The Cronbach's Alpha of day-level social well-being was .731, which is an acceptable internal consistency. Factor analysis performed on general-level social well-being resulted in an adequate KMO of (.687). All 5 items loaded onto one factor (eigenvalue: 2.69) and explained 51.3 % of the variance. The Cronbach's Alpha of general-level social well-being was .741, which is acceptable. Finally the factor analysis performed on day-level physical well-being revealed an adequate KMO of (.720). PCA showed that all 4 items loaded on the same

underlying factor (eigenvalue: 2.65). This one-component solution explained 66.23% of the variance. Furthermore the reliability scale of day-level physical well-being showed a good Cronbach's Alpha of (.824). The factor analysis performed on general-level well-being resulted in a KMO of (.701). All five items loaded onto one factor (eigenvalue: 2.56). This one-component solution explained 45.47% of the variance. Moreover the reliability scale of general-level physical well-being showed a Cronbach's Alpha of (.746). An overview of the factor analyses can be found in appendix A.

4.2 Correlations

The correlations between the different variables were calculated to evaluate the strength and the direction of the relationship between the variables. Table 1 shows the correlation matrix in which the means, standard deviations and correlations of the different variables are presented.

Transformational leadership is significantly positively correlated with psychological ($r=.268$, $p<0.01$), social ($r=.211$, $p<0.05$) and physical well-being ($r=.231$, $p<0.05$), which is also in line with hypothesis 1a, 1b and 1c. Furthermore there is also a significant positive correlation between transformational leadership and trust ($r=.452$, $p<0.01$), as expected. Moreover trust is significantly positively correlated with social well-being ($r=.225$, $p<0.05$), as expected. However trust is not significantly correlated with physical and psychological well-being ($r=157$, ns; $r=165$, ns), which is unexpected. The only control variables that are correlated which each other are age and tenure ($r=.720$, $p<0.01$). Furthermore age is significantly correlated with trust ($r=.217$, $p<0.05$), psychological well-being ($r=.286$, $p<0.01$) and physical well-being ($r=.249$, $p<0.01$).

Table 2 shows a second correlation matrix in which the correlations between the well-being on day-level and the general-level well-being are presented. Furthermore the means and standard deviations can also be found in Table 2. The idea behind this correlation matrix is to see whether the well-being from the general questionnaire and day-level questionnaire are strongly correlated and therefore both measure the same. All correlations between day-level and general-level well-being are significant, which was to be expected. However the correlations are not as strong as expected. There is a significant correlation between psychological well-being on day-level and psychological well-being from the general questionnaire ($r=.614$, $p<0.01$).

Social well-being on day-level is also significantly correlated with social well-being from the general questionnaire ($r=.461$, $p<0.01$). Moreover physical well-being on day-level is significantly correlated with physical well-being from the general questionnaire ($r=.503$, $p<0.01$).

Table 1: correlation matrix

	M	SD	1	2	3	4	5	6	7	8
1.Gender										
2. Education	3.92	0.62	.034							
3. Tenure	9.10	9.79	-.037	-.013						
4. Age	32.67	12.13	-.050	.043	.720**					
5.Transformational Leadership	3.81	0.75	.073	.027	.042	.152				
6. Trust	3.56	0.76	.176	.174	.185*	.217*	.452**			
7. Psychological well-being (day- level)	3.69	0.76	-.276**	.141	.142	.286**	.268**	.157		
8. Social well-being (day-level)	4.25	0.52	-.104	-.101	.066	.084	.211*	.225*	.340**	
9. Physical well-being (day-level)	3.68	0.68	-.075	.026	.112	.249**	.231*	.165	.645**	.163

**: p<0.01 (2-tailed)

*: p<0.05 (2-tailed)

N= 119

Table 2: correlation matrix general-level and day-level well-being

	M	SD	1	2	3	4	5
1.Psychological well-being (Day-level)	3.69	0.76					
2. Physical well-being (Day-level)	3.68	0.68	.645**				
3. Social well-being (Day-level)	4.25	0.52	.340**	.163			
4. Psychological well-being (General-level)	3.60	0.84	.614**	.314**	.401**		
5. Physical well-being (General-level)	2.76	0.49	.397**	.503**	.196*	.310**	
6. Social well-being (General-level)	3.27	0.47	.218*	.133	.461**	.501**	.341**

**: p<0.01 (2-tailed)

*: p<0.05 (2-tailed)

N=119

4.3 Regression analyses

Day-level psychological well-being

To test hypothesis 1a and 2a multiple regression was performed on the dependent variable psychological well-being. It was decided to remove the control variable tenure, because of the high correlation between tenure and age (table 1). The results of this regression can be found in Table 3. In model 1 the control variables age, gender and tenure are regressed on psychological well-being. In this model age (β=.274, p<0.01) and gender (β=-.254, p<0.01) both have a significant relationship with psychological well-being, also after adding transformational leadership and trust in model 2 and 3. In model 2 transformational is added to the regression and showed to have a significant positive effect on psychological well-being (β=.230, p<0.01). Therefore hypothesis 1a, stating that transformational leadership has a positive relationship with psychological well-being can be confirmed.

Hypothesis 2a stated that trust in the leader mediates the relationship between transformational leadership and psychological well-being. Table 4 confirms that there is a significant positive relationship between transformation leadership and trust in the leader (β=.405, p<0.001). Second, there is a significant relationship between transformational leadership and psychological well-being, which was confirmed in hypothesis 1a. However, there is no significant relationship between trust in the leader and psychological well-being, which can be seen in model 3 of Table 3 (β=.123, *ns*). Therefore hypothesis 2a is not confirmed.

Table 3: regression analyses for day-level psychological well-being

	Psychological well-being			
	Model 1	Model 2	Model 3	Model 4
Control variables				
Gender	-.254**	-.274**	-.278**	-.278**
Age	.274**	.239**	.256**	.235**
Education	.134	.131	.116	.127
Transformational Leadership		.230**		.218*
Trust			.123	.029
F	7.269***	7.563***	6.353***	6.018***
ΔF		7.221**	1.877	.089
R^2	.142	.216	.186	.216
Δ R^2		.051	.014	.001

***:p<0.001(2-tailed)
**: p<0.01 (2-tailed)
*: p<0.05 (2-tailed)
N=120

Table 4: regression analyses for trust in the leader

	Trust in the leader	
	Model 1	Model 2
Control Variables		
Gender	.178	.142
Age	.204*	.142
Education	.160	.154
Transformational Leadership		.405***
F	4.177**	9.752***
ΔF		23.912***
R^2	.101	.260
Δ R^2		.159

***: p<0.001 (2-tailed)
**: p<0.01 (2-tailed)
*: p<0.05 (2-tailed)
N=120

Day-level social well-being

To test hypotheses 1b and 2b multiple regression was performed on the dependent variable social well-being. The results of this regression can be found in Table 5. Model 1 shows that none of the control variables have a significant relationship with social well-being. Hypothesis 1b stated that transformational leadership has a positive relationship with social well-being. This hypothesis can be confirmed by looking at the regression between transformational leadership and social well-being in model 2 (β=.201, p<0.05).

Hypothesis 2b stated that trust in the leader mediates the relationship between transformational leadership and social well-being. There is a significant relationship between transformational leadership and trust (see Table 4) and between transformational leadership and social well-being, supporting hypothesis 1b (β=.201, p<0.05). Furthermore there is also a significant relationship between trust in the leader and social well-being (β=.246, p<0.05). However, when trust in the leader and transformational are added in the same regression there is no longer a significant relationship between trust in the leader and social well-being (β=.196, ns) and therefore hypothesis 2b is not confirmed.

Table 5: regression analyses for day-level social well-being

	Social well-being			
	Model 1	Model 2	Model 3	Model 4
Control Variables				
Gender	-.085	-.103	-.133	-.128
Age	.057	.027	.021	-.001
Education	-.105	-.108	-.144	-.139
Transformational Leadership		.201*		.119
Trust			.246*	.196
F	.838	1.794*	2.405*	2.140
ΔF		4.580*	6.592*	3.372
R^2	.022	.061	.080	.089
Δ R^2		.039	.055	.028

**: p<0.01 (2-tailed)

*: p<0.05 (2-tailed)

N=120

Day-level physical well-being

To test hypotheses 1c and 2c multiple regression was performed on the dependent variable physical well-being. The results of this regression can be found in Table 6. Model 1 shows that age has a significant relationship with physical well-being (β=.251, p<0.01) and this significant effect remains after adding transformational leadership and trust in the regression. In model 2 transformational leadership is added to the regression and showed to have a significant positive relationship with physical well-being (β=.191, p<0.05). Therefore hypothesis 1c can be confirmed stating that transformational leadership has a weak positive relationship with physical well-being.

Hypothesis 2c stated that trust in the leader mediates the relationship between transformational leadership and physical well-being. There is a positive and significant relationship between transformational leadership and trust (see Table 4) and transformational leadership and physical well-being, supporting hypothesis 1c (β=.191, p<0.05). However, there is no significant relationship between trust in the leader and physical well-being (β=.131, ns) and therefore hypothesis 2c was not confirmed.

Table 6: regression analyses for day-level physical well-being

	Physical well-being			
	Model 1	Model 2	Model 3	Model 4
Control Variables				
Gender	-.055	-.072	-.078	-.080
Age	.251**	.222*	.227*	.214*
Education	.014	.011	-.007	.002
Transformational Leadership		.191*		.168
Trust			.131	.057
F	2.701*	3.183*	2.592*	2.590*
ΔF		4.383*	1.877	.298
R^2	.067	.103	.085	.105
Δ R^2		.035	.015	.002

**: p<0.01 (2-tailed)

*: p<0.05 (2-tailed)

N=120

4.4 Additional analyses: general-level psychological, social and physical well-being

Additional analyses were performed on well-being measured in the general questionnaire to see if the results would be similar or different from day-level well-being. Different results are expected between day-level and general-level well-being, because according to Schwarz and Clore (1983) your mood and recent activities will influence your daily well-being. However when people are asked about their general well-being they will not only take into consideration that day but look at a much longer time period. When people just had an argument with one of their colleagues it might have an effect on their well-being for that day, but in general they might feel satisfied with their well-being.

Results showed that the main effects are the same, meaning that there is a significant relation between transformational leadership and psychological, physical and social well-being at the general level (respectively $\beta=.380$, $p<0.001$; $\beta=.363$, $p<0.001$; $\beta=.246$, $p<0.01$) . This is in line with the stated hypotheses 1a,1b and1c.

The mediating effects however are significant for general-level well-being as opposed to day-level well-being where they are not significant. Looking at general-level psychological well-being (Table 7), there is a significant relationship between transformational leadership and trust (see Table 4) and between transformational leadership and psychological well-being, ($\beta=.380$, $p<0.001$). Furthermore there is a significant relationship between trust in the leader and psychological well-being ($\beta=.306$, $p<0.001$). Moreover, after including both trust in the leader and transformational leadership in the same regression, transformational leadership still significantly influences psychological well-being ($\beta=.305$, $p<0.001$). This means that trust in the leader partially mediates the relationship between transformational leadership and general-level psychological well-being. To test the significance of the mediation a sobel test was performed, which showed to be significant with a test statistic of 2.57 ($p<0.01$).

Table 8 shows the results from the regression that was performed on general-level social-well-being. There is a significant relationship between transformational leadership and trust in the leader (Table 4) and transformational leadership and social well-being ($\beta=.363$, $p<0.001$). Furthermore there is significant relationship between trust in the leader and social well-being ($\beta=.322$, $p<0.001$). Moreover, after including trust in the leader and transformational leadership in the same regression there is still a significant relationship

between transformational leadership and social well-being (β=.274, p<0.01), therefore trust in the leader also partially mediates the relationship between transformational leadership and general-level social well-being. To test the significance of the mediation a sobel test was performed, which showed to be significant with a test statistic of 2.29 (p<0.01).

Finally Table 9 shows the results from the regression that was performed on general-level physical well-being. The results reveal that there is a significant relationship between transformational leadership and general-level physical well-being (β=.246, p<0.01). Furthermore there is a significant relationship between transformational leadership and trust in the leader (Table 4). There is also a significant relationship between trust in the leader and physical well-being (β=288, p<0.001). Moreover after including trust in the leader in the regression, transformational leadership is no longer significantly related to general-level physical well-being (β=.147, ns), meaning that trust in the leader fully mediates the relationship between transformational leadership and general-level physical well-being. To test the significance of the mediation a sobel test was performed, which showed to be significant with a test statistic of 2.56 (p<0.01).

Table 7: regression analyses for general-level psychological well-being

	Psychological well-being			
	Model 1	Model 2	Model 3	Model 4
Control Variables				
Gender	-.042	-.037	-.078	-.058
Age	.268***	.203**	.217**	.188**
Education	.093	.055	.068	.049
Transformational Leadership		.380***		.305***
Trust			.306***	.169*
F	5.340***	12.502***	9.156***	11.240***
ΔF		31.235***	18.903***	5.039*
R^2	.083	.204	.172	.244
Δ R^2		.139	.089	.022

***:p<0.001(2-tailed)

**: p<0.01 (2-tailed)

*: p<0.05 (2-tailed)

N=197

Table 8: regression analyses for general-level social well-being

	Social well-being			
	Model 1	Model 2	Model 3	Model 4
Control Variables				
Gender	.034	.034	-.002	.013
Age	-.064	-.124	-.117	-.143*
Education	-.009	-.045	-.032	-.051
Transformational Leadership		.363***		.274**
Trust			.322***	.199*
F	.331	6.707***	5.150***	6.786***
ΔF		25.697***	19.566***	6.295*
R^2	.006	.132	.104	.162
Δ R^2		.127	.099	.030

***: p<0.001 (2-tailed)
**: p<0.01 (2-tailed)
*: p<0.05 (2-tailed)
N=197

Table 9: regression analyses for general-level physical well-being

	Physical well-being			
	Model 1	Model 2	Model 3	Model 4
Control Variables				
Gender	.149	.153*	.110	.122
Age	.353***	.291***	.294***	.272***
Education	.052	.027	.028	.018
Transformational Leadership		.246**		.147
Trust			.288***	.223**
F	8.725***	10.115***	11.821***	10.144***
ΔF		12.564**	17.627***	8.523**
R^2	.129	.188	.212	.226
Δ R^2		.058	.079	.038

***: p<0.001 (2-tailed)
**: p<0.01 (2-tailed)
*: p<0.05 (2-tailed)
N=197

5. Discussion

The main goal of this study was to answer the following research question: '*To what extent is transformational leadership related to the psychological, physical and social well-being of employees, and is this relationship mediated by trust in the leader?'.* The results showed that there is a significant relationship between transformational leadership and psychological, physical and social well-being, meaning that hypotheses 1a, 1b and 1c are accepted. However, no mediating effect was found of trust in the leader on the relationship between transformational leadership and day-level psychological, physical and social well-being. Therefore hypothesis 2a, 2b and 2c are rejected. However additional analyses showed that trust in the leader does mediate the relationship between transformational leadership and general- level psychological, physical and social well-being.

5.1 Theoretical implications

Hypothesis 1a, 1b and 1c which stated that transformational leadership has a positive relationship with psychological, social and physical well-being were confirmed.

In the current literature well-being is often measured as one variable and no distinction is made between psychological, physical and social well-being (Grant, Christianson & Price, 2007). Furthermore studies that do separate the different forms of well-being often only use one of the forms of well-being for their study. No other studies were found that studied the relationship between transformational leadership and the three different forms of well-being. Therefore this study adds to the current literature because the three different of forms of well-being are studied separately in one study. In future research it is recommended to use the three different forms of well-being, because according to the literature they are three separate forms of well-being. Besides that trust in the leader did have a significant relationship with day-level social well-being, but not with psychological and physical well-being. This indicates that there is a difference between the types of well-being. Furthermore according to Grant, Christianson and Price (2007) certain managerial practices can also lead to well-being tradeoffs; meaning that one form of well-being improves and another form of well-being decreases. This makes it also interesting for future research to use the three different forms of well-being.

Hypothesis 2a which stated that trust in the leader mediates the relationship between transformational leadership and psychological well-being was rejected. Hypothesis 2b which stated that trust in the leader mediates the relationship between transformational leadership and social well-being was also rejected. Finally hypothesis 2c which stated that trust in the leader mediates the relationship between transformational leadership and physical well-being was also rejected. This means that trust in the leader is not a mediator between transformational leadership and well-being. Furthermore there was also no relationship between trust in the leader and psychological and physical well-being. There are several possible explanations why trust in the leader was not a mediator between transformational leadership and psychological, social and physical well-being.

First of all a study of Reis et al. (2000) revealed that well-being can differ for a person from day to day and therefore measuring well-being on a daily level will yield different results then measuring general-level well-being. This might explain why trust in the leader does not mediate the relationship between transformational leadership and day-level well-being, but does mediate the relationship between transformational leadership and general-level well-being. It could be explained by looking at trust in the leader as a set process which takes time and is a long term process, whereas day-level well-being is only focused on one day. In order for trust in the leader to be a mediator between transformational leadership and well-being it might be necessary to look at general-level well-being or well-being over a longer period of time. Therefore an idea for future studies might be to look at how well-being develops and changes over a longer period of time and what kind of influences it has on other variables such as trust in the leader.

Second, it seems that the mediating effect of trust in the leader on the relationship between transformational leadership and well-being is rather weak. There are only two studies that found that trust in the leadership mediates the relationship between transformational leadership and well-being. The first study of Liu et al. (2009) found that trust in the leader mediates the relationship between transformational leadership and stress symptoms; however there was only a small relationship between trust in the leader and stress symptoms of -.15. The second study of Kelloway et al. (2012) found that trust in the leader mediates the relationship between transformational leadership and psychological well-being; however there was only a moderate relationship of .43.

Third, it could also be that in some cases where there is a lack of trust employees still feel physically well. In a study of Savolainen and Häkkinen (2011) was found that there is no relation between trust in the leader and physical well-being. The employees in this study expressed that there was a lack of trust in their leader, however despite the lack of trust they were highly confident and felt physically well. In this case trust in the leader did not have any impact on their physical well-being, because they still had faith and trust in themselves. Transformational leadership might have an influence on the physical well-being of employees, but that does not mean that this is caused by trust in the leader. Some of the respondents might not even trust their leader, but still feel physically well because of the trust and faith they have in themselves. Looking back at the correlation matrix (Table 1) this thought is also confirmed since there is no significant correlation between trust and physical well-being. In the future it could be interesting to research whether or not lack of trust actually has an influence of the physical well-being of employees.

Another explanation could be that there are other potential mediators between transformational leadership and well-being. An example of another possible mediator can be found in the study of Arnold et al. (2007). According to this study meaningful work mediates the relationship between transformational leadership and well-being. Therefore it could be that there was no mediation effect for trust in the leader in this study, since meaningful work was not measured. A recommendation for future research would be to include meaningful work in the study as a potential mediator.

Finally as mentioned before according to the literature trust is seen as a necessary condition in order for social interactions to take place (Luhmann, 2000). This could explain why there is only a significant relationship between trust in the leader and social well-being and not between trust in the leader and physical and psychological well-being. Social exchange relationships are based on connections that can evolve when employers take care of their employees and that instigates beneficial consequences (Cropanzano & Mitchell, 2005). Therefore when employees trust their leader they will build a strong relationship and therefore it increases there social well-being.

5.2 Strengths and limitations

This study contains both strengths and limitations, which need to be noted. The major strength is that this study is a two-time point measurement study. This means that the data in this study was collected at two different points in time. This method has two primary benefits; patterns of change can be described and the direction and significance of causal relationships can be established (Beck, Bryman & Liao, 2004).

Another strength is that the well-being of employees is measured by looking at three different types of well-being. In other studies well-being is often measured as one variable, however according to the World Health Organization (1998) well-being consists out of physical, mental and social well-being. Furthermore according to Grant et al. (2007) there are three core elements that describe employee well-being, which were also used in this study. This makes the study more specific and differences between psychological, physical and social well-being become stronger. Although in this study transformational leadership has a significant relationship with all three forms of well-being, results also showed that the correlations between the three different types of well-being are not high. Besides that the three different types of well-being also have different relationships with other variables. Therefore in the future I would recommend researchers to always use the three different types of well-being, because they clearly measure different things.

One of the limitations is the use of convenience sampling and snowball sampling. The use of convenience sampling decreases the ability to generalize the findings to the population that is being studied, because there is an enhanced possibility that the sample deviates from the general population (Richie & Lewis, 2003). However because convenience sampling was used the sample is very diverse and not only limited to one sector or country. Furthermore most of the respondents were highly educated. The response rate could not be calculated because of snowball sampling, which is another limitation.

The second limitation is social desirability bias, which means that some respondents might answer the question based on what they think others want them to fill in (King & Bruner, 2000). Therefore it is possible that some respondents did not answer truthfully and that has an impact on the results. Most of the respondents filled in the questionnaire at work, which means that they are probably in close proximity to their leader. Since several questions were related to their leader, employees might have the tendency to answer in

socially desirable ways because that is what their leader would want.

The third limitation is the use of the online questionnaire, because there were some flaws in the system. First of all the questionnaire did not work on all devices, such as I-phones. Therefore some respondents were not able to fill in the questionnaire. Moreover every time somebody clicked on the link for the questionnaire it counted as a respondent even if they did not fill in anything. The number of respondents also revealed that many respondents only filled in the first questionnaire and not the second questionnaire, therefore sixty respondents were not used in this study. However several reminders were send to the respondents to make sure that they did also fill in the second questionnaire in order to reach the number of respondents that we wanted.

The fourth limitation is that the trust in the leader scale have been translated from English to Dutch, which might have caused interpretation bias (Ritchie & Lewis, 2003).

The fifth limitation is that there were several Chinese respondents that filled in the questionnaire. In China they have a different workforce culture and that can have an impact on the way the Chinese respondents filled in the questionnaire. Sullivan (2002) has researched the Chinese workforce culture using the five dimensions of Hofstede. They scored very low on individualism, which means that they are highly collectivistic and think as a group versus as individuals. In contradiction to that the Netherlands scores very high on individualism. Furthermore China scores very high on power distance, meaning that there is a high power distance between the leaders and their employees. Opposite to China the Netherlands scores low on power distance (Kolman, Noorderhaven, Hofstede & Dienes, 2003). This could lead to very different results between the Dutch respondents and the Chinese respondents, especially when there are questions that concern their leader. In China employees look up to their leader and they do not want to challenge their leader, which will probably result in high scores on transformational leadership.

The last limitation is that simple analyses were used to verify whether or not a mediating effect was present. As a result of that it is not fully clear if trust in the leader mediates the relationship between transformational leadership and general well-being. Therefore in the future it is recommended to use more sophisticated analyses such as structural equation modeling.

5.3 Practical implications

This study also has several practical implications that are worth noticing. First of all as mentioned before organizations and managers often only think of job satisfaction when they talk about employee well-being (Grant, Christianson & Price 2007). However this study has revealed that job satisfaction in only one element of employee well-being. Organizations and managers should care about the psychological, physical and social well-being of their employees. Second of all the findings show that transformational leadership is positively related to all three types of well-being. Therefore it would be helpful to focus on the development of the managers within the company, since this study clearly shows how important the leaders are for the well-being of the employees. According to Kelloway and Barling (2000) transformational leadership can be enhanced by training and counseling. Moreover this study also revealed the importance of trust in the leader for the general well-being of employees. Therefore leaders should focus on gaining the trust of their employees. They should realized that being a good leader is not enough it is also important that the employees have trust in their leader. Leaders that show their employees that they have their best interest at heart will gain the trust of their employees.

5.4 Conclusion

Deep in their hearth organizations and managers know that the well-being of employees is important; however they often do not realize why it is important and what they can do as an organization to promote well-being. Employees are at the hearth of every organization and this study revealed how important the leaders are for the well-being of employees. Although trust in the leader did not mediate the relationship between transformational leadership and well-being at the day-level it is still important to investigate which factor influence the well-being of employees. The findings of this study will hopefully stimulate organizations to further develop their leaders into transformational leaders and inspire their employees to feel well on social, physical and psychological level.

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Appendix A

Table 10: factor analysis transformational leadership

Items	Factor 1
My leader allows employees to influence important decisions.	.704
My leader is able to make others enthusiastic about his/her plans.	.861
My leader gives employees the feeling that they are working on an important mission/assignment	.822
My leader shows that he/she is convinced about his/her ideals, visions and values.	.831
My leader is willing to invest in the well-being of fellow human beings.	.857
Eigenvalue	3.336
KMO Index	.858

Table 11: factor analysis trust in the leader

Items	Factor 1
I feel quite confident that my leader will always try to treat me fairly.	.867
My manager would never try to gain an advantage by deceiving workers.	.808
I have complete faith in the integrity of my manager/supervisor.	.914
I feel a strong loyalty to my leader.	.870
I would support my leader in almost any emergence.	.800
I have a divided sense of loyalty toward my leader.	.710
Eigenvalue	3.982
KMO Index	.862

Table 12: factor analysis day-level psychological well-being

Items	**Factor 1**
Today, I found my work stimulating.	.806
Today, I did my work because I had to, and that says it all.	.889
Today, I enjoyed my work.	.825
Today, I continually had to overcome my resistance in order to do my work.	.818
Eigenvalue	2.789
KMO Index	.731

Table 13: factor analysis general-level psychological well-being

Items	**Factor 1**
I still find my work stimulating, each and every day.	.849
I did my work because I have to, and that says it all.	.841
After five years, I've seen it all as far as this job is concerned.	.738
The thought that I will have to do this job until I retire is very oppressive.	.766
I enjoy my work.	.806
I continually have to overcome resistance in order to do my work.	.722
Eigenvalue	3.71
KMO Index	.853

Table 14: factor analysis day-level social well-being

Items	Factor 1
Today, could you, if necessary, ask your colleagues for help?	.681
Today, did you get on well with your colleagues?	.884
Did you have conflicts with your colleagues today?	.622
Was there a good atmosphere between you and your colleagues today?	.827
Eigenvalue	2.317
KMO Index	.689

Table 15: factor analysis general-level social well-being

Items	Factor 1
Can you count on your colleagues when you encounter difficulties in your work?	.758
If necessary, can you ask your colleagues for help?	.812
Do you get on well with your colleagues?	..744
Do you have conflicts with your colleagues?	.489
Is there a good atmosphere between you and your colleagues?	.732
Have there been any unpleasant occurrences between you and your colleagues?	.410
Eigenvalue	2.690
KMO Index	.687

Table 16: factor analysis day-level physical well-being

Items	Factor 1
Today, I felt fit during work.	.810
Today, I was very energetic at work.	.896
Today, I could concentrate well.	.832
Today, the workday has flown by.	.706
Eigenvalue	2.649
KMO Index	.720

Table 17: factor analysis general-level physical well-being

Items	**Factor 1**
I have ample energy at the beginning of my workday.	.638
I feel fit during work.	.801
I am very energetic at work.	.838
I can still concentrate well during the last part of the workday.	.624
The last part of the workday flies by.	.601
Eigenvalue	2.561
KMO Index	.701