

INFLUENCES OF ORGANIZATIONAL CLIMATE, TRANSFORMATIONAL LEADERSHIP ON EMPLOYEES' EMOTIONAL EXHAUSTION, ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN REAL ESTATE ENTERPRISES

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Appendix 1. Constructs and item measurement

Constructs	Code	Items
Organizational climate	1AEFF1	People here always want to perform to the best of their ability
	1AEFF2	People are enthusiastic about their work
	1AEFF3	People here get by with doing as little as possible
	1AEFF4	People are prepared to make a special effort to do a good job
	1BPTP1	People are expected to do too much in a day
	1BPTP2	Management requires people to work extremely hard
	1BPTP3	People here are under pressure to meet targets
	1CQUA1	This company is always looking to achieve the highest standards of quality
	1CQUA2	Quality is taken very seriously here
	1CQUA3	People believe the company's success depends on high-quality work
Transformational leadership	2ALEA1	Articulating a vision
	2ALEA2	Providing an appropriate model
	2ALEA3	Facilitating the acceptance of group goals
	2BEXP1	Makes it clear to me that she or he expects me to give 110 percent all the time
	2BEXP2	Insists on only the best performance
	2BEXP3	Will not settle for second best
	2CSLD1	Considers my personal feelings before acting
	2CSLD2	Shows respect for my personal feelings
	2CSLD3	Treats me without considering my personal feelings
	2DIS1	Challenges me to think about old problems in new ways
	2DIS2	Asks questions that prompt me to think about the way I do things
	2DIS3	Has stimulated me to rethink the way I do some things
Emotional exhaustion	3EE1	I feel burned out from my work.
	3EE2	I feel emotionally drained from my work.
	3EE3	I feel fatigued when I get up in the morning and have to face another day on the job.
	3EE4	I feel frustrated by my job.
Organizational citizenship behavior	4OCB1	I "Keeps up" with developments in the agency/company
	4OCB2	I attend functions that are not required but that help the agency/company image
	4OCB3	I read and keeps up with the agency/company announcements, messages, memos, etc.