

Relationship Between Perceived Organizational Virtuousness and Workplace Happiness: A Study of University Teaching Faculty in India

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ABSTRACT

Purpose: *In the race of winning competition and with a conserved mindset of just earning profits, most of the organizations have focused on negative aspects only. However, with the passage of time, most of the organizations have realized the importance of studying positive aspects as well. The present study is aimed at investigating the relationship between Organizational Virtuousness and Workplace Happiness. Additionally, the study aimed to examine the impact of Organizational Virtuousness and its dimensions individually on Workplace Happiness.* **Methodology:** *Quantitative research approach was followed and primary data was collected through questionnaire distributed online. Cameron's scale was used for measuring perceptions of Organizational Virtuousness; the items for Workplace Happiness were taken with Pyrcze's scale as a base. Through Simple Random sampling technique, 164 faculty members of 23 state and central universities were found suitable for the study. The impact of Organizational Virtuousness and its dimensions on Workplace Happiness was measured through multiple regression analysis in IBM SPSS (version 20).* **Findings:** *The results reveal that Perceptions of Organizational Virtuousness have significant impact on Workplace Happiness. The results of multiple regression analysis for impact of dimensions of Organizational Virtuousness on Workplace Happiness show that only optimism and forgiveness have significant impact on Workplace Happiness.* **Implications:** *It is implied that organizations should make efforts to improve Workplace Happiness. Positive perceptions of Organizational Virtues make the employees more loyal towards the organization and hence employees respond with dedicated behaviors. It is also important for organizations to promote happiness at the workplace because happy employees are extra productive and contribute to smooth functioning and better performance of the organization.* **Originality:** *The study is pioneer in Indian context to examine the direct relationship of the said variables and impact of individual dimensions of Organizational Virtuousness on Workplace Happiness.*

Keywords: Organizational Virtuousness, Workplace Happiness, Positive Organizational Scholarship, Positive Psychology, Positive Organizational Behavior.

INTRODUCTION:

The focus of researchers over the past few years have been on investigating organizations that are generally characterized by negative traits such as selfishness, greed, manipulation, secrecy etc. Moreover, these organizations usually believe that making wealth can indicate success and their single-minded focus is restricted to winning only. The individuals in such organizations often portray negative emotions like suspect, apprehension, selfishness, burnout, and feelings of abuse. The interpersonal communications and relationships in such organizations are also characterized by conflict, lawsuits, contract breaching, retribution, and disrespect (Cameron & Caza, 2004).

These studies had an emphasis on investigating the organizations by way of theories that relate to analytical

abilities, reciprocity and fairness, managing ambiguity, overcoming resistance, achieving profitability, and competing successfully against others. The focus of such studies was centered towards problem solving and kept a check on the negative phenomena. The basic assumption was that whenever a problem arises, a theory could be applied to come out of the problem(s).

Several high profile organizations around the world have focused largely on building financial and moral strength; they have still faced moral and financial collapse. It is because of these collapses that the businessmen and business press have started to realize that studying organization's virtues is important (Wright & Goodstein, 2007). Considering the value of organizations' virtues, many businesses have shifted their concentration from financial capital to human capital (Bartlett & Ghoshal, 2002). This shift in concentration on the importance of human capital in organization, suggests that the people have significant role in various aspects of organization's success. These aspects broadly include innovation, performance and competitiveness.

The increased attention towards augmenting effects of virtuousness has compelled researchers and organizations to focus on studies that relate to organizations' virtues. Further, the shift in approach from financial capital to human capital has made the organizations realize the importance of studying employee well-being and happiness. Studying the employees' perceptions of Organizational Virtuousness can help organizations to be more virtuous and constructive. Research also finds that virtuousness in organizations can lead to many positive outcomes such as increased organizational commitment, employee engagement, job satisfaction, better performance, and happiness among employees.

Happiness at work is an important outcome for any organization. The concept has gained recognition and organizations definitely need to foster the desired changes if they want to best utilize the competence of employees and improve performance. Organizations with happy employees have more returns on investments, reduced absenteeism and lesser claims for compensation.

The present study aims at bringing more insights into the concept of Organizational Virtuousness and investigating its direct impact on Workplace Happiness. The study initially defines the concepts of Positive Organizational Scholarship, Organizational Virtuousness and Workplace Happiness in specific. Further, the study will describe the dimensions of Organizational Virtuousness, and the concept of Workplace Happiness. In the later section, the relationship between these two constructs is explored with special reference to teaching faculty in various state and central universities of India.

LITERATURE REVIEW:

The approach of researchers during the past few decades has taken a turn towards concentration on human capital rather than financial capital. Most of these researchers in the area of organization behavior are now focusing on the positive aspects at large. Even, in the field of psychology, there is a shift from pessimistic to positive facet of human behavior (Ugwu, 2012).

With this shift towards positive facet of human behavior, researchers are encouraged to investigate deeply into the field of Positive Psychology. The specific concentration of researchers is now in the areas of Positive Organizational Behavior (Luthans, 2002; Wright, 2003) and Positive Organizational Scholarship (Cameron, Dutton, & Quinn, 2003).

Seligman & Csikszentmihalyi (2000), assert that Positive Psychology is a scientific study of human strengths and the best performance of these strengths. They further define it as the scientific investigation of various levels and dimensions of life that include biological, personal, relational, institutional, cultural, and global; for the purpose of studying human functioning and growth. Christopher Peterson (2008) asserts that Positive Psychology is the systematic study of aspects of life that make it most worth living.

Recent research investigations in the field of Positive Psychology shows that this field makes resources available to help people so that they experience valuable feelings like individual satisfaction and happiness, both inside themselves and inside the more extensive social setting in which they work and live. As a contribution to the area of Positive Psychology, Luthans (2002) proposed Positive Organizational Behavior (POB), which he defined as "the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today's workplace".

Later in (Cameron et al. 2004) introduced the field of Positive Organizational Scholarship (POS), and defined it as the study of positive traits, procedures, and results of organizations and their members. According to Cameron & Caza (2004), POS does not symbolize a single theory, but it represents various dynamics in an organization that can be described through words such as excellence, thriving, flourishing, abundance, resilience, or virtuousness. It is different from the traditional organizational studies as it aims to study the facts

that represent best of human conditions and ways to approach such conditions.

With more and more research being carried out in the field of Positive Psychology, researchers have recognized two broad ways of investigating the modern day organizations. The first worldview focuses understanding organizational survival and success by way of on competition and profitability. On the contrary, the focal point of the second worldview is phenomena that represent positive deviance. The second view is believed to have received limited attention of scholars in the area of organizational studies.

The field of POS emphasizes the phenomena stated in the second worldview; however it does not disconnects worth of the phenomena presented in the first worldview (Cameron, 2003). POS is mainly concerned with the investigation of positive outcomes, procedures, and qualities of associations and their individuals (Cameron et al., 2003)

Organizational Virtuousness:

The concept of Organizational Virtuousness is one of the key components in the field of Positive Organizational Scholarship. Virtuousness is a powerful word that comes from the Latin *virtus*, which means inspirational “strength” or “excellence”. Greek philosophers Plato and Aristotle stated it as the desires and actions that produce positive outcomes for individual and societal benefit. Adding to the above claims, Bright, Cameron & Caza, (2006) stated that virtuousness is allied with “human impact, moral goodness, and unconditional societal betterment”.

Cameron (2003) defined virtuousness as the finest of the human state and which is considered to be naturally good by human beings. This definition in context with POS, states that it is something that is virtuous (Cameron & Winn, 2011), morally praiseworthy (Stansbury & Sonenshein, 2011), honorable (Spreitzer & Sonenshein, 2004; Lavine, 2011), and away from maximizing utility (Godfrey, 2011). Virtuousness has an intrinsic value and is not just limited to the desire of earning profits (Cameron & Winn, 2011).

Organizational Virtuousness has the ability to create a spiral of positive emotions, build social capital and ignite pro-social behavior that enables transformation of employee employer relationship and the consequent employee reactions (Cameron, 2003). Bright et al. (2006), assert that Organizational Virtuousness can create a spiral of the positive consequences and buffer the negative consequences. Vogel (2007) states that Organizational Virtuousness includes such practices that improve the workplace and benefit society in ways that are far beyond the legal requirements that an organization is supposed to fulfill.

In fact, Organizational Virtuousness relates to people’s behavior in the workplace based on the prevailing cultural organizational values and the ways they are conversed and reinforced. According to Cameron et al. (2004), from an employee’s point of view, the concept of Organizational Virtuousness is captured by a combination of certain virtues such as Optimism, Trust, Compassion, Integrity, and Forgiveness. Cameron & Winn (2011) described that, similar to individuals, organizations too display a constellation of more than one virtue.

Cameron (2004) explained the dimensions of Organizational Virtuousness as: Organizational optimism, stating that employees in an organization hold a positive belief that even when major challenges would emerge; they will succeed in doing good. Organizational trust indicates that courtesy, consideration, and respect exist among the organizational members towards each other and their leaders. Organizational compassion means that employees and organization have a sense of care and concern towards each other. Organizational integrity represents a sense of honesty, reliability, and honor that exist in the organization. Organizational forgiveness means that in the organization, employees’ mistakes are forgiven and used as learning opportunities in such a way that it leads to achievement of high standards of performance.

Cameron (2003), Cameron, Bright, & Caza (2004), and Wright & Goodstein (2007), confirm that Organizational Virtuousness has impact on both; the employees and the organizations. While perceiving the organization as virtuous, employees develop positive emotions such as job satisfaction, organizational commitment, engagement, and well-being/happiness etc. Whereas, the organizations improve upon their productivity, performance, return on investments etc. Moreover, the recent moral and ethical defeats and downfalls of various organizations have compelled them to regain interest in studying organizational virtues (Rego, Ribeiro, & Cunha, 2010).

Studies in the past few years have related the concept of Organizational Virtuousness to many positive outcomes like job satisfaction, work engagement, organization citizenship behavior, organizational commitment etc. However, there is limited research that examines the relationship between Organizational Virtuousness and Workplace Happiness.

Workplace Happiness:

It is asserted that on an average, adults in the USA spend nearly one fourth to one third of their life at work

(Campbell, Converse & Rodfers, 1976). Research also indicates that as a result of satisfaction with work, the adult life satisfaction also varies from one fifth to a quarter. These numbers clearly indicate that there is relationship between the work's affection and worker's happiness. It also becomes evident that Workplace Happiness is definitely important to a person.

Fisher (2010) states that 'Happy employees are productive employees'. Adding to this statement, Pryce-Jones & Lindsay (2014) determine that; when compared to unhappy employees; Happy employees are two times productive, six times more energized, take the only 1/10th of sick-leaves, and intend to nearly two times longer in the organizations. Although, these statements have received the attention of several organizations around the world, but very few organizations have actually given a thought to the efforts that could make the employees happy. Research indicates that if organizations want to aim at improving performance; they definitely need to make efforts for improving employee happiness (Baumeister et al. 2003; Gallagher, Lopez, & Preacher, 2009).

In general, happiness is a subjective assessment of life experiences. Happiness is often used interchangeably with Job Satisfaction, however; happiness at work indicates much more than this Fisher (2010). An inclusive measure of happiness at individual level is likely to include job satisfaction, work engagement and organizational commitment. She further determines Workplace Happiness as a construct that reflects pleasant attitudes, pleasant experiences of positive feelings, moods, emotions, and flow states; and positive affective experience in the workplace.

Fisher (2010) explains three foci for measuring happiness at work namely; the work itself, the job and its contextual traits, and the organization all together. She further describes three corresponding measures most likely to be useful, namely; 1) engagement, as conceptualized by Bakker & Demerouti (2008), which represents affective and cognitive involvement in the job and enjoyment of it.; 2) job satisfaction, that represents mainly the cognitive judgments about the job via certain aspects such as compensation, colleagues, boss, and work environment; and 3) affective organizational commitment, such as feelings of connection, belonging, and value match to the organization.

Fisher (2010) categorizes the factors that contribute to happiness as environmental and dispositional. Accordingly the environmental contributors include characteristics of the organization (e.g. organization's culture and HR practices), the job (e.g. work attributes, supervision/leader, and interpersonal relationships), the supervisor, or other features of the work environment. On the contrary, the dispositional contributors relate to the characteristics of the work situation, and comprised of internal locus of control, self-esteem, generalized self-efficacy, and emotional stability. In general, individuals high on dispositional positive affectivity and core self-evaluations tend to be happier at work as well as in other areas of life (Judge & Bono, 2001; Judge & Hurst, 2008; & Judge et al., 2008).

According to Pryce (2010), happiness at work is a specific frame of mind that enables people to perform in an optimal manner and make full use of their potential. Further, it is mentioned that to achieve happiness at work, people should be alert towards improvements and downturn in their general performance, and that is too when they are working single-handedly or in a group or team. Kjerulf (2014) claimed that happiness at work is experienced by the employees when they: really take pleasure in what they do, do great work when they feel proud of what they do, feel that they work with amazing people, know that what they do is important, are appreciated for their work, are given responsibility, have fun at work, learn and grow, are able to make a distinction, feel motivated and energized.

Favoring the argument by Warr (2007) that happiness generally comes from the person's inner temperament, Kjerulf (2014) asserts that only 10% of happiness at work depends on the job itself, whereas 90% depends on the individual. It is also argued that happiness at work is not solely dependent on individual factors but, there are some statistically proven factors for Workplace Happiness such as efforts towards building a good work culture and environment, promoting open organization and well-managed team, and excellent organization to serve at.

Workplace Happiness is significant for to both individuals and organizations (Fisher, 2010; Simmons, 2014). While counting on the benefits of happiness at work, (Freeman, 1978; Boehm & Lyubomirsky, 2008, Oswald et al, 2009; Amabile & Kramer, 2011 and Joo & Lee, 2017) concluded that Workplace Happiness can contribute towards employees' career success, improve their job satisfaction, and encourage them work harder; simultaneously, it reduces the turnover of employees. As a result of contributions from a happy workforce, organizations are enabled to attain higher profitability and reduce the healthcare costs. Workplace Happiness not only impacts the productivity positively but also the other aspects of company operations.

Previous research studies make it evident that, for many years we have been studying concepts that are in some way or the other overlap with the broad concept of happiness. It is also clear that past research has undervalued the significance of happiness at work. However, in the past decade the popularity of Positive Psychology has

driven the attention of most researchers towards happiness and other positive states (Seligman & Csikszentmihalyi, 2000). Happiness had drawn the attention of philosophers' way back, but it could recently make its place in the field of psychological research very recently (McMahon, 2006). Researchers (Sloan, 2005; Fisher, 2010; Hosie, Willemys, & Sevastos, 2012) even affirm that research on employee happiness in organizations is inadequate. It should further be explored so as to provide satisfactory understanding to academicians, practitioners, and those who are interested to investigate the idea of happiness at work.

Relationship between Organizational Virtuousness and Workplace Happiness:

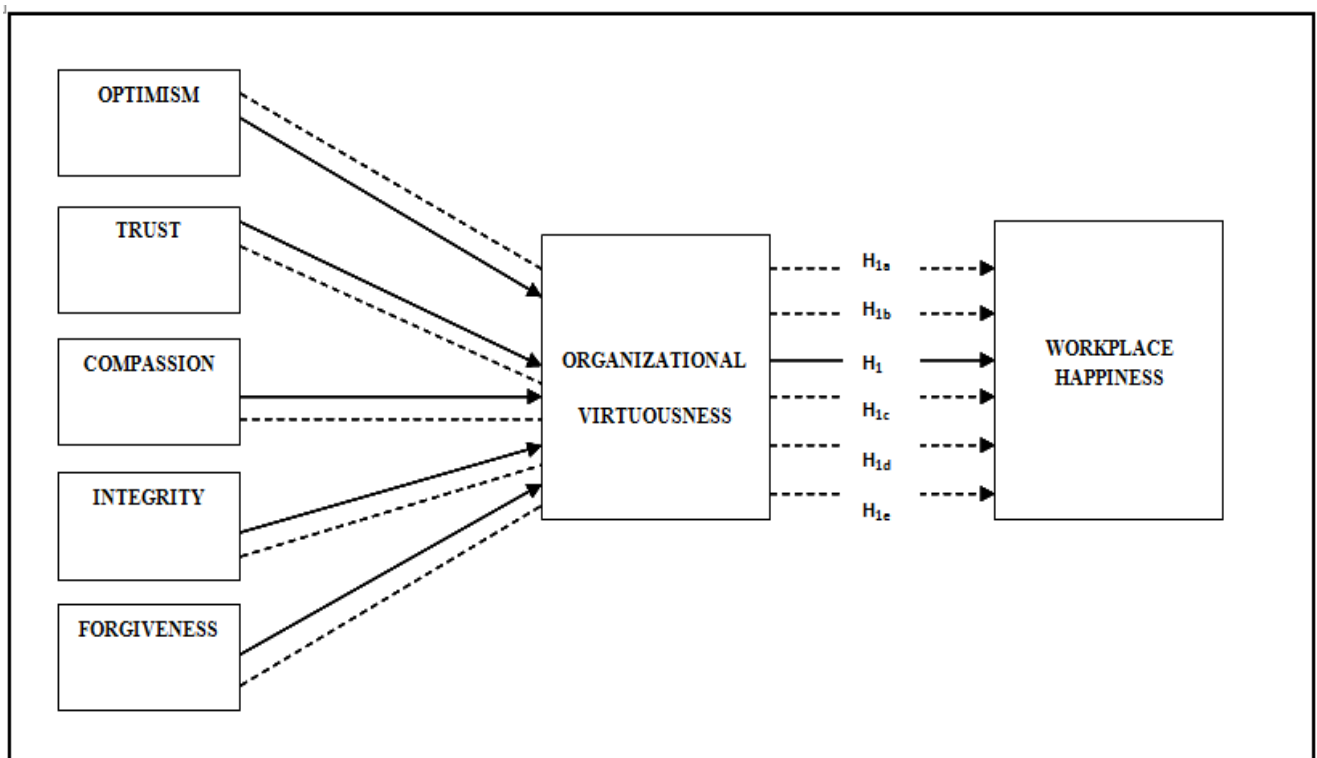
Gavin & Mason (2004) asserted that organizations need to emphasize Positive Psychology if they want to make and maintain healthier, happier and more productive workplaces. Further, they mentioned that organizational leaders should dedicate themselves to create healthy and happy workplaces if they wish to experience a productive workforce.

Haller & Hadler (2006) explained that life satisfaction and happiness are a result of interaction between an individual's characteristics, aspirations, and expectations on one hand, and micro- and macro-social relations and structures on the other. Employees may experience high levels of happiness only if "positive" factors are present. Research in this context would be in line with the theoretical argument of a dual structure of happiness and mental health. Accordingly, it can be said that happiness results from positive self-concept dimensions and life experiences and not merely from absence of unhappiness or problems.

A workplace that is designed and managed to make significance for its workers is likely to have a more healthy and happy workforce. Such workforce in return tends to be more productive over the long run (Fisher, 2010), and ultimately generates better goods and more fulfilling services. Health, happiness, and productivity are the primary elements of a good society. So, improvement in productivity alone is not enough in today's dynamic scenario. Hence it becomes clear that if people find happiness at work, they will experience happiness in general too. According to the Greeks, happiness is not only about receiving sensual pleasure, honors or money; it is additionally a mix of positive elements.

Singh, David & Mikkilineni (2018) investigated the relationship between Organizational Virtuousness and Happiness. They concluded that Organizational Virtuousness and Happiness hold a significant relationship. Positive perceptions of employees with respect to Organizational Virtuousness lead to greater happiness. Consequently, positive perceptions of employees for their work environment make them evaluate their jobs more positively and lead to happiness.

PROPOSED RESEARCH MODEL:



In the proposed model, first part (→) arrows indicate the direct relationship between dimensions (Optimism, Trust, Compassion, Integrity and Forgiveness) with Organizational Virtuousness. The second part (→) of the figure shows the relationship between Organizational Virtuousness (Independent Variable) and Workplace Happiness (Dependent Variable). The (→) arrow shows indirect impact of dimensions of Organizational Virtuousness on Workplace Happiness individually.

RESEARCH GAP AND RESEARCH PROBLEM:

Most of the studies in the field of psychological research in the past few decades have focused on negative phenomena like stress, anxiety, and depression etc. (Seligman, 2000). However very few studies have concentrated on the positive facets of organizational attributes. The increased attention towards Positive Psychology movement has led to an increased attention for areas like Organizational Virtuousness, workforce engagement, employee performance, job satisfaction, commitment, happiness and other allied positive outcomes. The concept of Organizational Virtuousness has been sufficiently investigated in relation with performance. However, there is limited research that has investigated the relationship between Organizational Virtuousness and Workplace Happiness.

Happiness at work is an important aspect that has an impact on employee performance and their productivity. Fisher (2010), states that “happy employees are productive employees”. Hence, it becomes crucial for organizations to pay due attention to the happiness of employees at the workplace.

OBJECTIVES OF THE STUDY:

Primary objective(s):

1. To study the relationship between Perceived Organizational Virtuousness and Workplace happiness.
2. To examine the impact of Perceived Organizational Virtuousness on Workplace happiness.

Secondary objectives:

1. To examine the impact of Optimism on Workplace Happiness.
2. To examine the impact of Trust on Workplace Happiness.
3. To examine the impact of Integrity on Workplace Happiness.
4. To examine the impact of Compassion on Workplace Happiness.
5. To examine the impact of Forgiveness on Workplace Happiness.

HYPOTHESES:

H₁: There is a positive and significant impact of Perceived Organizational Virtuousness on Workplace Happiness.

H_{1a}: There is a positive and significant impact of Optimism on Workplace Happiness

H_{1b}: There is a positive and significant impact of Trust on Workplace Happiness

H_{1c}: There is a positive and significant impact of Integrity on Workplace Happiness

H_{1d}: There is a positive and significant impact of Compassion on Workplace Happiness

H_{1e}: There is a positive and significant impact of Forgiveness on Workplace Happiness

RESEARCH METHODOLOGY:

This study followed a quantitative research approach. Since the study intends to examine the relationship between Organizational Virtuousness and Workplace Happiness, Regression Analysis is the most suitable data analysis tool. Simple Random Sampling technique was used to choose the respondents. The respondents are those holding the position of Assistant Professor, Associate Professor, or Professor in the selected State and Central universities of India. To further specify the sample, these faculty members were chosen from the School(s)/Department(s) of management studies/business administration, commerce, and economics from the 23 universities. The respondents were reached through ‘Google form’ on their email-ids obtained from websites of the universities. In total 200 employees were reached, out of which 170 responded and 164 were finally chosen for the study. The average age of respondents is 30 years and average tenure in current organization is 1.5 years. The respondent profile consists of 54 percent male and 46 percent female. The instrument used for Organizational Virtuousness was 15 items scale developed by Cameron (2004). For measuring Workplace Happiness, a formative scale was used. The overall Cronbach alpha for the scale is .93. Therefore, it is clear that this scale is of statistical reliability. For data analysis SPSS 20 was used and regression analysis was run. The respondents’ profile was summarized with the help of Microsoft Excel, whereas the mean scores

used in analyzing the data were calculated in SPSS (version 20). The mean scores ranged from 1 to 5 on Likert scale, where 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree.

RESULTS:

Table 1 shows the respondents’ profile, independent sample t-test and ANOVA was applied on these demographics. Results of these tests reveal that there is no significant difference between the mean scores of male and female, type of organization, organizational tenure. However, there was a relationship ($F(2,283) = 4.660, p = 0.004$) between the scores of the age and Workplace Happiness. The employees between age group of 30-40 years experience the least Workplace Happiness, while age group of 40-50 years experience maximum of it. Additionally, the relationship ($F(2,055) = 4.158, p = 0.007$) between nature of job and Workplace Happiness is also significant. Employees holding contractual positions are least happy at work and those having temporary positions are the ones experiencing maximum Workplace Happiness.

Table 1: Respondent Profile

	No.	%
Gender		
Male	88	53.65
Female	76	46.34
Type of Organization		
Government	112	68.29
Private	52	31.70
Age (Years)		
20-30	32	19.51
30-40	76	46.34
40-50	44	26.82
More than 50	12	7.31
Organizational Tenure (Years)		
Less than 5	64	39.02
5-10	40	24.39
More than 10	60	36.58
Nature of job		
Regular/Permanent	120	73.17
Temporary/Adhoc	12	7.31
Contractual	24	14.63
Visiting/Part-time	8	4.87
Note: n= 164		

Table 2 shows the results of descriptive statistics of Organizational Virtuousness and Workplace Happiness. Those employees who perceive their organization to be virtuous, experience happiness at work compared to those who find their organization to be non-virtuous. The results indicate that in general Organizational Virtuousness is positively and significantly related to Workplace Happiness.

Table 2: Descriptive Statistics for Organizational Virtuousness and Workplace Happiness

Construct	Mean	Std. Deviation	N
Workplace Happiness	3.7805	.78364	164
Organizational Virtuousness	3.5854	.85732	164

On a scale from 1 to 5, where 1=strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree

Results in Table 3 summarize the mean scores for all five dimensions of Organizational Virtuousness. All these dimensions have mean values more than 3, which indicate that most of the respondents perceive their

organizations to be virtuous in terms of optimism, trust, compassion, integrity, and forgiveness. Reliability of all the five dimensions of Organizational Virtuousness is .929, which is considered acceptable (Nunnally, 1978).

Table 3: Descriptive Statistics for dimensions of Organizational Virtuousness

Construct	Mean	Std. Deviation	N
Optimism	3.60	.825	164
Trust	3.60	.910	164
Compassion	3.46	1.109	164
Integrity	3.60	.825	164
Forgiveness	3.65	.902	164

On a scale from 1 to 5, where 1= Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

Table 4 (below) shows the results of Multiple Regression Analysis. The analysis was done to find the impact of dimensions of Organizational Virtuousness on Workplace Happiness. It is found that out of the five dimensions (Optimism, Trust, Compassion, Integrity, and Forgiveness) of Organizational Virtuousness, only optimism and forgiveness contribute significantly towards Workplace Happiness of the university faculty members, ($R^2 = .554$, $F = 41.551$, $p < 0.001$).

Table 4: Regression Results (n=164)

Variables	Coefficients ^a		Sig value
	Beta	t value	
(Constant)		4.779	.000
Optimism	.322	3.989	.000
Trust	.018	.183	.855
Compassion	.079	.716	.475
Integrity	.095	1.029	.305
Forgiveness	.336	3.451	.001

Dependent Variable: Workplace Happiness (significant at 95 per cent)

DISCUSSION AND CONCLUSION:

According to the results, it is concluded that H_1 , H_{1a} , H_{1e} are supported. The present study highlights the concepts of Positive Psychology, Organizational Virtuousness, and Workplace Happiness. The study aims to primarily examine the relationship between Organizational Virtuousness, and Workplace Happiness and also investigates the impact of dimensions of Organizational Virtuousness on Workplace Happiness. The results of the study reveal that faculty members, who perceive their organization as virtuous, tend to experience Workplace Happiness. The regression analysis results for individual dimensions of Organizational Virtuousness show that, all the dimensions except Optimism and Forgiveness have positive and significant impact on Workplace Happiness of the faculty members in the selected universities.

PRACTICAL IMPLICATIONS :

It is evident from the present study that when organizations are virtuous, it enhances the happiness of employees. Further, it is implied that all the dimensions of virtuousness need to be taken care of to create more happy and healthy workforce. The findings of this study can be used by management of various organizations to make the best use of their human capital by being concerned for positive psychological states. Organizational Virtuousness has several benefits for employees as well as the organization.

When employees perceive their organization to be virtuous, they develop a better sense of loyalty towards the organization. Ultimately they respond with extra role behaviors. These behaviors play a vital role in the performance and smooth functioning of the organization. It is also important for organizations to promote happiness at the workplace because happy employees are more productive employees. Hence, being virtuous

and promoting happiness should be a goal of the organizations in the long run.

LIMITATIONS AND FUTURE RESEARCH DIRECTIONS:

Although the present study tries to establish a direct relationship between Organizational Virtuousness and Workplace Happiness, there are several intermediating variables that might affect this relationship. Alike many research studies in the past decade, the present study also proceeds with the available measures of Workplace Happiness. A specific scale is still beyond the scope of this study. Furthermore, the data on the constructs was collected at a single time point; hence a causal direction cannot be concluded. However, the relation between Organizational Virtuousness and Workplace Happiness is consistent with the one that is proposed. The present study included only three departments of the universities i.e management/business administration, commerce, and economics, future studies can focus on other departments to widen the scope.

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