

Gratitude Inhibiting Personality Traits, Employees Social Cognition and Well-Being: Evidence from Pakistan

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Abstract

This study analyzed the impact of gratitude on different factors that can enhance the well-being of individuals belonging to different industries of Karachi. Combining conceptual framework of Bosacki et. al (2018) and Solom et. al. (2016), we propose a model that explained how Gratitude Inhibiting Personality Traits effect wellbeing and Social Cognition. Furthermore, we applied this model on the sample size of 200 employees working in different organizations in Pakistan with the help of close ended likert scale type questionnaire to judge its effects on workers' productivity and performance. We identified four putative gratitude inhibitors i.e. cynicism, narcissism, materialism and Indebtedness, and explored their effect on employees wellbeing with the mediatory role of gratitude. Employees social cognition and wellbeing was measured by five dimensions namely Empathy, Self-Competence, Self-Compassion, flourishing and satisfaction with life. Diverse arithmetical techniques such as illustrative statistics, evaluation of confirmatory factor and structural equation modeling were exercised for analysis. Results exhibited a affirmative impact of Gratitude over other factors including Empathy, Self-Competence, Self-Compassion, flourishing and satisfaction with life. However as compared to other factors the strongest positive relation of Gratitude was with Self-Compassion. With regards to inhibitors, we found a significant impact of Cynicism and Indebtedness on gratitude. The rest remained insignificant. Outcomes of the research have indicated prospective of distinct

repercussion for managers and personnel alike where the engagement of employees can be increased by introducing training programs that can increase the gratitude among workforces at different level.

Keywords: gratitude, flourishing, empathy, self-competence, self-compassion, satisfaction with life, materialism/envy, indebtedness, cynicism, narcissism, structural equation modeling

1. Introduction

1.1 Background of the Study

Although not carefully researched the structure of gratitude in organizations, research underlines and approves its fundamental role in administrative achievement. (R. A. Emmons & McCullough, 2003). Gratitude in establishments is essential because it has a direct influence on the development of the organizational environment and helps to improve employee wellbeing and reduce adverse feelings in the workplace, such as rancor and envy (R. A. Emmons & McCullough, 2003). Efficiency, achievement, productivity and loyalty are also essential for employees (R. A. Emmons & McCullough, 2003; Grant & Wrzesniewski, 2010). Therefore, gratitude seems to be a valuable resource that supports efficiency. Gratefulness in the workplace also encourages workplace safety (Edmondson, 2002): The degree to which individuals view their job environment as conducive to the expression of their own thoughts is regarded to be psychological safety, even if it could give an adverse impression of itself. In other words, this provides the safety of taking interpersonal hazards to people. Workers with a high level of psychological safety do not think others will reprimand them for seeking assistance (Edmondson, 2002).

Part of the beneficial impact of thankfulness on the wellbeing of the organization is that it is an "antidote against toxic feelings on the job" (R. A. Emmons & McCullough, 2003) especially against possessiveness and consciousness of prejudice, which might create a destructive impact on performance (R. A. Emmons & McCullough, 2003). Gratitude constructively affects attitudes towards others, such as the perception of assistance provided by managers or peers, which in turn contributes to enhanced satisfaction with interpersonal elements of their workplace (Hu & Kaplan, 2015). Individuals who are thankful feel better and their well-being help them to see their peers in a more favorable light, thus enhancing habits of organizational citizenship and reinforcing reciprocity, teamwork and selflessness (Dik et al., 2015). Gratitude also guarantees that employees are acknowledged for their organizational contributions (Dik et al., 2015).

Most research suggests that feelings of gratitude are connected to emotional well-being of a person. (Nezlek, Krejtz, Rusanowska, & Holas, 2019); (Wood, Froh, & Geraghty, 2010; Wood, Maltby, Stewart, Linley, & Joseph, 2008). In view of the complicated definitions of the multidimensional wellbeing notion (M. Seligman, 2018) and what constitutes subjective wellbeing, with few research on the moral, physical and spiritual dimensions, evidence concentrated primarily on emotional wellbeing. Past studies indicate that grateful people often feel abundant, appreciate others' contribution to their wellbeing, enjoy their physical and mental wellbeing, and demonstrate compassion for themselves and others. (Peng, Nelissen, & Zeelenberg, 2018), and tend to enjoy pleasures of life. (McCullough, Kilpatrick, Emmons, & Larson, 2001; P. Watkins, Scheer, Ovnicek, & Kolts, 2006; P. C. Watkins, Woodward, Stone, & Kolts, 2003).

This moral structure continues one of the most complicated and overlooked virtues in

psychology, assuming the multidimensional element of gratitude in that it includes feelings, perception and behaviors.(Baumgarten-Tramer, 1938; Morgan, Gulliford, & Kristjansson, 2017). Gratitude has been defined as an adaptive developmental mechanism appropriate to good psychological and interpersonal results, (Chopik, Newton, Ryan, Kashdan, & Jarden, 2019; Gordon, Musher-Eizenman, Holub, & Dalrymple, 2004).The affective characteristic of gratitude can be seen as a predisposition to experience gratitude, not necessarily at any specified time, but more likely to experience gratitude in specific circumstances. Therefore, thankful people have a reduced gratitude threshold. Such an assessment of gratitude's various conceptualizations also means that a science of gratitude should embark on both state and gratitude trait research. More usually, the gratitude expressed as a consequence of an affective characteristic is "a life orientation towards the positive in life being noticed and appreciated"(Wood et al., 2010).

Recent studies have recognized gratitude as a protective mechanism for dealing with a stressful case that can encourage beneficial results (Vieselmeier, Holguin, & Mezulis, 2017).

Gratitude, identified as a cognitive affective state, represents the tendency to react to perceived advantages of life with appreciation and may communicate with perceived stress and decreased burnout (McCullough, Emmons, & Tsang, 2002). Gratitude includes a favorable cognitive assessment and can therefore influence an adverse event's interpretation. Recent studies have recognized gratitude as a protective coping mechanism that can foster beneficial results after a stressful case (Vieselmeier et al., 2017).

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1.2 Problem Statement

Gratitude is one of the main aspects of life and without the attitude of gratitude people intend to fall into darkness thinking that their life is not worth it. Not having the ability to appreciate the blessings of life let towards demise of many. In the Present days, individual tends to compare their life with others. Getting Jealous on even the smallest things that others have and they don't, this type of attitude leads towards, demotivation and then depression.

The main reason for electing this topic is to get awareness about the gratitude practices among employees belonged to different industries with the vision to evaluate which level of employees; entry, mid or senior, lack the most sense of gratitude and then to design a training for that particular level of employees in order to encourage them to practice gratitude on daily basis and how it can improve their performance and both mental and physical health.

According to Robert Emmons, psychology professor, "Gratitude in the workplace is absolutely essential. Most of our time is spent on the job and gratitude is a fundamental human requirement, so when you put these factors together it is vital to both give and receive thanks at work. (R. Emmons, 2016)

Lack of gratitude is a significant driver of work discontent, turnover, absenteeism, Emmons claims. "The culture of the workplace is toxic in many organisations, "Symptoms are exploitation, complaint, gossip, negativity." Expressing gratitude is a solution for these symptoms, Emmons suggests. "Grateful people live in a manner that contributes to the kind of workplace setting that people are longing for"

Research indicates that materialistic individuals are less pleased than colleagues. They experience less favorable feelings, are less content with life, and experience greater rates of anxiety, depression, and abuse of substances. (Van Boven, 2005)

They experience less favorable feelings, are less content with life, and experience greater rates of anxiety, depression, and abuse of substances. The question that arises here is why is this the case — and how can we prevent falling into the materialism's unhappy trap. From social science, one response emerged: cultivate a mindset of gratitude. Gratitude proves to be much more than the occasional "thank you." Rather, the principles of thanksgiving offer rise to a distinctive manner of seeing the world. The latest research suggested that the emotion of gratitude may have deep roots in the developmental history of human beings, sustaining the social bonds that are essential not only to our happiness but also, to our species survival. Materialism can interfere with our deeply rooted gratitude propensities.

Fortunately, new studies document how to cultivate gratitude intentionally in ways that counteract materialism and its adverse impacts. Some of the most efficient methods for fostering gratitude have been recognized by scientists, including ways that individuals can spend their cash to genuinely increase their gratitude — and thus their happiness. For example, Richins and Dawson themselves, released in the *Journal of Consumer Research*, (Richins & Dawson, 1992) discovered that more materialistic individuals feel less satisfied with their lives as a whole as well as with how much fun and pleasure they get out of their daily lives. More lately, a research released in the *Journal of Social and Clinical Psychology* by Todd Kashdan and William Breen discovered that materialistic individuals have more adverse emotions (such as fear and sorrow), less favorable emotions, and less significance in their life. In attempting to comprehend why materialism undermines our pursuit of happiness, researchers have focused on the reality that especially small levels of gratitude are reported by more materialistic individuals.

Hence in order to proceed the research of previous scholars we are conducting this research in order to encourage more and more exercise of gratitude within the organizations and to discourage politics, biasness, envy/materialism among the employees regardless of their level within the organization.

1.3 Gap Analysis

A connection between gratitude and organisational citizenship behaviors has been developed (McCullough et al., 2001; Spence, Brown, Keeping, & Lian, 2014), which are tasks that employees perform in organizations that assist preserve, promote and enhance the organizational context. Gratitude is also connected with organisational behaviors that increase well-being and efficiency (Grant & Gino, 2010; Michie, 2009). In organizational literature, the contribution of gratitude to widespread reciprocity processes has also appeared (Baker & Bulkley, 2014). Generalized reciprocity is based on the concept of: "I help you and you assist someone else," and is acknowledged in organizations as an element of social capital.

We can observe from the above literature that multiple times researches were conducted in order to evaluate the relation of gratitude with other variables. Some were conducted to evaluate the positive relation of gratitude and some were to analyze the negative relation of gratitude.

Past studies indicate that grateful people often feel abundant, appreciate others' contribution to their well-being, enjoy their physical and mental well-being, and demonstrate compassion for themselves and others. (Peng et al., 2018) and tend to enjoy simple pleasures of life (McCullough

et al., 2001). For Instance Sandra Bosacki conducted a research on Gratitude, Social Cognition and Well being in emerging adolescents mainly focusing towards young adolescent`s ability to understand and express gratitude. In her research, she concentrated on information from one group of teenagers (13–14 years of age) and studied the similarities and relationships between gratitude, ToM, compassion, self-compassion, and their perceptions of physical and moral competencies, and mental and spiritual well-being among young people. The research findings proposed that the teenagers who participated in her research reported being the happiest with themselves and felt most worthy when they felt a feeling of gratitude or recognition of others, self-compassion, and a sense of well-being spiritual rather than a religious or existential orientation. The limitation of this study was that only emerging adolescents are concentrated and the sample was not representative of Canadian youth in terms of ethnicity or geographic place.

Another research that was conducted on Gratitude in Organizations by Annamaria Di Fabio, Letizia Palazzeschi and Ornella Bucci (Di Fabio, Palazzeschi, & Bucci, 2017), which was focused towards the idea that Gratitude in organisations is essential because it has a direct impact on the improvement of the organizational climate and helps to improve employee well-being and reduce adverse feelings in the workplace, such as hostility and envy. (R. A. Emmons & McCullough, 2003) as it is considered necessary for employees productivity, success, loyalty and efficiency.

However according to the author With regard to measurements of gratitude in organisations, it should be observed that in these particular situations, no questionnaires were created to detect gratitude. Therefore, efforts should be created to develop tools specifically for organisational situations to assess episodic gratitude constructs, constant gratitude, and collective gratitude as described by (Fehr, Fulmer, Awtrey, & Miller, 2017).

On Pakistan`s Perspective a research was conducted by Fatima Ashraf, and the aim of her study was, first of all, to validate the positive psychological capital structure in Pakistan's job environment;(Ashraf-SZABIST & Khan-SZABIST)Secondly, the expansion of positive psychological capital by incorporating dimensions of knowledge and gratitude in orderto increase the theory and practice of organizational behavior, specifically within Asia.

The data from her study was acquired from 285 employees working in telecommunication industry. Her Study supported that wisdom and gratitude as added dimensions of psychological capital are theory-driven, i.e. have been conceptualized as psychological capital components using the positive organizational behavior theory. However, the limitation to this study is that it revolves around gratitude and wisdom as components of psychological capital and it was industry specified.

After careful review of all the articles on Gratitude it was realized that on an organizational scale gratitude was not being studied more most of the articles were focusing on level of gratitude among emerging adolescents and children, and those articles that were focusing on organizational scale were specifying only few variables. (Ashraf-SZABIST & Khan-SZABIST), we have not only chosen those variables which have a positive relation with gratitude(Bosacki, Sitnik, Dutcher, & Talwar, 2018) but also those variables which are considered as hindrance in practicing gratitude(Solom, Watkins, McCurrach, & Scheibe, 2017).

Hence, organizations interested in keeping an ideal level of performance and organizational well-being should ask how they could cultivate and stimulate acts of gratitude in their employees.

This research is not only focusing towards measuring the relationship of gratitude with different

variables but also how strongly each is correlated. The aim of this research is to assist organizations in identifying those factors that are affecting the level of gratitude among their employees both negatively and positively.

1.4 Research Objective

The Main emphasis of this research was to evaluate which of the following variables i.e. Satisfaction with life, Self-Compassion, Self-Competency, Flourishing and Empathy, have any kind of correlation with gratitude or not (Bosacki et al., 2018). And if so which variable has the stronger relationship with Gratitude as compared to others. The core purpose of conducting this research is to see that which of the factors have most influence over the employee's performance, mental and physical health and to think of ways that can encourage other factors among individuals as well.

In our research we have also discussed the factors that are considered as the inhibitors of Gratitude such as; Envy/Materialism, Cynicism, Indebtedness, Narcissism(Solom et al., 2017). Here the main purpose was to analyze that whether gratitude is correlated to these factors in any way or not and if there is a relation then how strong or weak the relation of the following variables has with the attitude of gratitude.

1.5 Research Question

The overall purpose of this research was to identify the relationship of gratitude with other variables in Pakistan aimed to answer the following research questions:

1. Why Gratitude is important in an individual's life?
2. Does gratitude impose a positive impact on employee's well-being or negative?
3. Does gratitude impose a significant impact on human empathy?
4. How the feeling of gratitude and Self competency is related?
5. Does gratitude lead to self-compassion?
6. Is feeling of flourishing and gratitude go side by side?
7. Is the practice of gratitude increase the satisfaction of life?
8. What is the relationship of Gratitude and Materialism?
9. Does the feeling of indebted to someone escalate gratitude or cause a decline in it?
10. What is the effect of cynicism on Gratitude?
11. What are the effects of narcissistic behavior on Gratitude?

1.6 Significance

There are multiple methods in which this analysis will add to the present literature of employee gratitude, wellbeing and social cognition. Primarily, this study will help us identify that at which level of employment, gratitude is being practiced more and which level is more inclined towards the factors that discourage the practice of gratitude. Secondly, by evaluating the attitude of employees towards gratitude, training can be designed with respect to each level which will be focused towards encouraging employees in order to make them realize the blessings of life. How they can appreciate the smallest things in life, how they can be happy not just for themselves but for others as well? Our focus will be towards making the life of individuals brighter and teach

them how to ignore the negativity of life.

2. Literature Review

The existing literature shows that elevated gratitude rates have psychosocial advantages for teenagers and adults (Chopik et al., 2019). Previously findings have revealed that numerous spiritual individuals are often more expected to experience appreciation of things around them as they are also most probable to believe that all the advantages are experienced as the gifts of God or as a greater power (McCullough et al., 2002). In relation to religiosity and spirituality, gratitude shows significant relationships with a multitude of mental health factors, although contradictory. Gratitude, for example, has shown beneficial relationships with life pleasure and optimism (Nezlek et al., 2019) Positive effect (Froh, Yurkewicz, & Kashdan, 2009), self-esteem and compassion (Neff & McGehee, 2010, Van der Gucht, 2018 #28). Gratitude, on the other hand, has shown adverse depression relationships; self-blame ; and guilt (Wood, Joseph, & Linley, 2007), stress, and anxiety (Lee et al., 2018). However, there has also been a positive correlation between emotions of gratitude and adverse emotions such as duty, debt, guilt and embarrassment. (Morgan, Gulliford, & Carr, 2015, Peng, 2018 #35). Gratitude includes a favorable cognitive assessment and can therefore influence an adverse event's interpretation. For instance, Bryan et al (Bryan, Young, Lucas, & Quist, 2018) showed that gratitude helped improve depressive symptoms for young adults who reported emotional inconsistency through the use of cognitive re-evaluation. Past study indicates that social emotional cognitive and moral skills may partly underlie the connections between gratitude and private well-being.

Traditionally, the construction of gratitude is a basic variable in the context of positive psychology (M. E. Seligman, 2002), and was researched in relation to well-being. (McCullough et al., 2002, Watkins, 2003 #14, McCullough, 2001 #13, Wood, 2010 #21, Lin, 2016 #39). Recently, some research concentrated on organisational environments, not only analyzing the connection between gratitude and well-being (R. A. Emmons & McCullough, 2003). But also the connection with other factors, particularly related aspects such as beneficial interactions and social support at job (Hu & Kaplan, 2015.), organizational pro-social behaviors (Michie, 2009, Grant, 2010 #43. Behaviors of organisational citizenship (Dik, 2015 #44), impact on teamwork and altruism (Dik et al., 2015). Relation with Empathy, Flourishing, Self-Competency, Satisfaction with life and Self-Compassion (Bosacki et al., 2018), and Gratitude was also evaluated against some traits that inhibit it such as Materialism, Envy, Indebtedness, Cynicism and Narcissism (Solom et al., 2017). Gratitude also arises in terms of effectiveness, achievement, productivity and work performance as a variable of concern. Therefore, gratitude could be regarded a successful way to promote efficiency and healthy organisations. Thus gratitude is acknowledged as an important resource for people and organisations.

From a latest research (Lin, 2017) it has been observed that advanced order gratitude, consisting of various parts (i.e. appreciating others, thanking God, relishing miracles, appreciating adversity, and appreciating the moment), explained variance in integrated mental well-being in terms of depression, self-respect, and psychological wellbeing in terms of gender, age and religion.

3. Conceptual Framework

If gratitude is considered as a significant force for well-lived lives, it is essential to know the factors promoting gratitude growth. The question of what cultivates gratitude growth has been identified as the most significant issue facing gratitude science at the moment. (P. Watkins et al., 2006)

Implicit in people's understanding is that the ability to experience and express gratitude should enhance one's subjective well-being (SWB), including one's emotional and spiritual well-being.(M. Seligman, 2018; Wood et al., 2010). Gratitude affects well-being either directly or indirectly by buffering against adverse states and feelings

This is because gratitude contributes to wellbeing by offering an antidote to stress and helps create persistent personal resources such as resilience. (Fredrickson, 1998)

A number of studies have shown that higher levels of trait gratitude are associated with increased life satisfaction, vitality, happiness, optimism, hope, and positive affect, as well as empathy and fewer symptoms of anxiety and depression (Alkozei, Smith, & Killgore, 2018; McCullough et al., 2002)

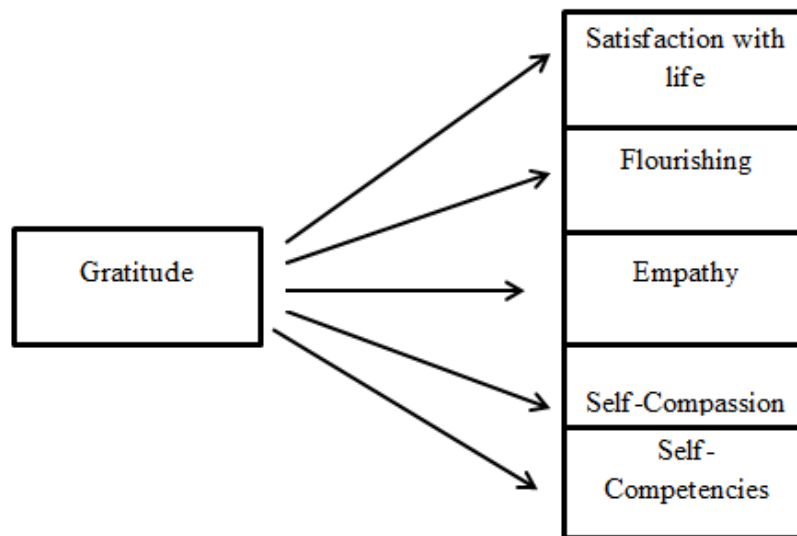


Figure 1.

It is crucial to examine variables that might inhibit the expansion of gratitude, as gratitude is considered to be an important aspect of a person`s life.

Many academic scholars have noted that narcissism should inhibit gratitude, while humility should promote gratitude. (McCullough et al., 2001; P. C. Watkins et al., 2003) In short, when someone feels like they are condescending to others and has a strong feeling of entitlement, all other advantages cease to be gifts, they are merely the products that others and life owes them. (P. C. Watkins, 2014).

Researchers also argued that gratitude should be inhibited by cynicism and lack of trust.

In other words, when one thinks a gift has been driven by the giver's real concern for one's well-being, one is more likely to be grateful. If one thinks that a benefit has been given for further reasons, such as the beneficiary's future favors, gratitude is less probable to result (P. Watkins et al., 2006) Similarly when we talk about envy and materialism it is evident that both hinder gratitude. Those high in materialism put a high value on possessions for achieving happiness. Envy simply wants to possess something that someone else has. (Belk, 1985) *Journal of Consumer Research*, 12, 265–280.

Finally, we argue that a tendency to feel indebted to benefits should hinder gratitude.(P. C.

Watkins, 2014)

Now the question that arises here is how indebtedness should interfere with gratitude? According to Greenberg; at the point when one feels a commitment to reimburse they experience uneasiness until they have reimbursed their obligation. This may keep them from appreciating the advantage. Along these lines, the individuals who are inclined to feeling obligated in light of a blessing may experience issues encountering appreciation. (Greenberg, 1980); In short, the significance of gratitude to subjective well-being is now substantially supported, and it is therefore essential to explore factors that may inhibit gratitude. When we talk about the inhibitors of Gratitude, then in that aspect gratitude is considered as the dependent variable. While the Personality traits like Narcissism, Cynicism, Envy/Materialism and Indebtedness are considered as the Independent Variables.

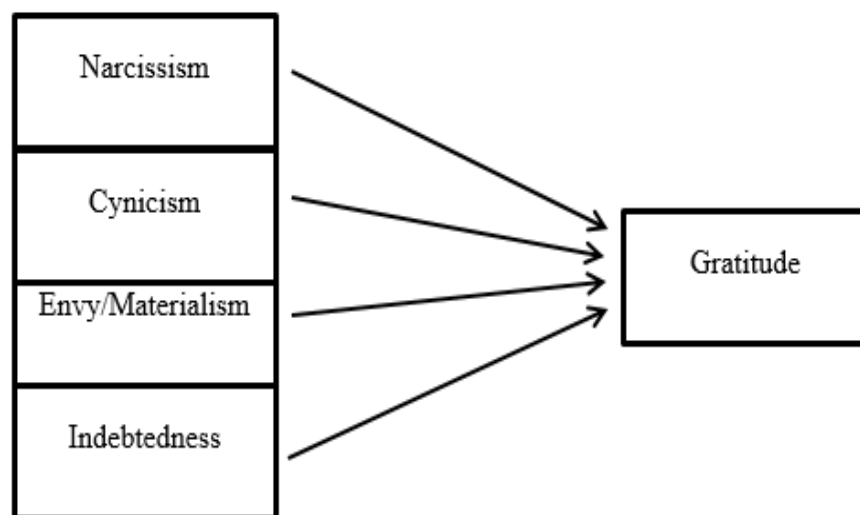


Figure 2. Theoretical Framework

3.1 Explanation of the Concepts

Gratitude:

Gratitude is a goodness affirmation. It is a feeling that makes a human being realize that there are excellent things that they have got in the globe, blessings and advantages. People acknowledge that beyond themselves are the sources of this goodness. It make people recognize that other people or even superior powers have given them many gifts,

large and small, to assist them in attaining goodness in their life.(R. Emmons, 2010)

Empathy:

Empathy is often characterized as knowing the experience of another person by imagining oneself in the position of that other person: one recognizes the experience of the other person as if it were experienced by the self, but without it being actually experienced by the self. (Hodges & Myers, 2007)

Self Compassion:

People elevated in self-compassion treat themselves when experiencing adverse occurrences

with kindness and concern. (Allen & Leary, 2010)

Self-Competency:

The general feeling of self as competent, efficient and in command is self-competence. Instead of merely experiencing ourselves as positive or negative, we experience ourselves as being worldwide strong or weak. High self-competence has an affective and valuative personality that is intrinsically positive.

(Tafarodi & Swann Jr, 1995)

Flourishing:

Flourishing is a mixture of good feeling and effective functioning. It is based on self-reporting and is thus a subjective measure of well-being. Flourishing is one of a variety of ways to conceptualize well-being

by concentrating on the spectrum's top end. (Huppert & So, 2009)

Satisfaction with Life:

It is likely that increasing the likelihood of noticing daily help acts will lead to increased Satisfaction with life over time. Watkins argues that regular feelings of gratitude make people in their social environments less likely to get used to the positive, enabling greater long-term SWL. (P. C. Watkins et al., 2003) (Wood, Joseph, & Maltby, 2008)

Cynicism:

The words "cynic," "cynic," and "cynicism" have taken their place in our language over the decades, with meanings that are loosely derived from Cynicism's beliefs. The Oxford English Dictionary (1989) describes a cynic as ' "Whoever displays a willingness to disbelieve in the honesty or goodness of human motives and deeds, and does so by sneers and sarcasms; a condescending fault-finder." (Dean Jr, Brandes, & Dharwadkar, 1998)

Narcissism:

According to Sadger "The route to sexuality is always through narcissism ; in other words, one's self-love." (Pulver, 1970)

Materialism:

Materialism more frequently relates to ' dedication to material requirements and wishes, neglect of spiritual issues ; a way of life, opinion or inclination completely based on material interests '. (Richins & Rudmin, 1994)

Indebtedness:

Indebtedness theory says that if a person gets a advantage from another person, he or she feels obliged to reciprocate the favor. (Tsang, 2006)

3.2 Hypothesis

In the light of above-mentioned literature review we have driven the following hypotheses:

H1: Gratitude imposed a significant impact on employees' empathy.

H2: Gratitude imposed a significant impact on employees' self-competency.

H3: Gratitude imposed a significant impact on employees' self-compassion.

H4: Gratitude imposed a significant impact on employees' flourishing.

H5: Gratitude imposed a significant impact on employees' satisfaction with life.

H6: A strong correlation exists between gratitude and materialism/envy.

H7: A strong correlation exists between gratitude and Indebtedness.

H8: A strong correlation exists between gratitude and Narcissism.

H9: A strong correlation exists between gratitude and Cynicism..

4. Research Methodology

4.1 Nature of Study

The study was cross-sectional and research was distinct in nature. The essential information was gathered from polls that were sent to the workers in Karachi. The salary of these individual was between PKR-21000-100000. The age of the respondents was between 20-60 years.

4.2 Population & Sample

The objective populace for this exploration paper comprise of representatives those are working anyplace in government or private segment in Karachi. In accommodation inspecting a key part of the populace is wiped out while just a littler example is chosen from complete populace and results are far reaching to entire populace. In our example of all out 200 members, male and female respondents filled the polls. Age of the members was going between 20-60 years and their capability was gone between Bachelors to post-graduate level.

4.3 Instrumental Development

The questionnaire was made in English language as it is being spoken and understands by majority of employees of different sectors. Moreover, the medium that was used to send the questionnaire was LinkedIn which is considered as the most reliable and professional platform for interacting with the experts of different field working in different organizations. Questionnaires were sent to individuals of different organization without any restriction for them belonging to a particular department because our aim was to collect diversified result of individuals working at different levels. Following are the instruments in detail. The questions of Gratitude were adopted from GRAT (P. C. Watkins et al., 2003). It had three dimensions: sense of abundance ("Life has been good to me"), simple appreciation ("Often I'm just amazed at how beautiful the sunset is"), and appreciation of others ("I couldn't have gotten where I am today without the help of many people"). The questions of the Self-Competencies were adopted from (Bosacki, 2013; Harter's 1985; Hills & Argyle, 2002) which had 2 dimensions, Social Interaction "I consider myself more of a talkative person" and personal happiness "I feel that life is rewarding". The questions of Empathy were adopted from (Artinger et al., 2014; Davis, 1980) "I would describe myself as a pretty soft-hearted person". The questions of Self Compassion were adopted from (SCS-SF; Neff, 2003, 2016). It had 3 items: Self Judgment "When times are really difficult, I tend to be tough on myself", Isolation: "When I fail at something that's important to me I tend to feel alone in my failure" and Over Identification "When something upsets me I get carried away with my feelings". The questions for Flourishing were adopted from (Ed Diener & Robert Biswas-Diener, January 2009) "I actively contribute to the happiness and well-being of others" and "My social relationships are supportive and rewarding". The Questions for

Satisfaction with life were adopted from (Diener, E., Emmons, R. A., Larsen, R. J., & Griffin, S. 1985) “So far I have gotten the important things I want in life”. And the questions for inhibitors of gratitude: Narcissism “I am obsessed with fantasies of unlimited success, power, brilliance, beauty or ideal love”, Cynicism “When someone does me a favor, I know they will expect one in return”, Materialism/Envy “I admire people who own expensive homes, cars, and clothes”; “There are certain people I would like to trade places with” and Indebtedness “I feel negative emotions such as discomfort and uneasiness when I am indebted to someone” were adopted from (Raskin, R., & Hall, C. S. (1981), Turner J H, & Valentine S.R (2001), Belk, R. W. (1985), Richins and Dawson’s (1992), Greenberg, M. S. (1980).

4.4 Content Validity

The content validity was ensured by the researcher of this study because the moral deliberation has been significantly considered during the survey. Moreover, the sample questionnaire was at first disseminated among the specialists so as to investigate its credibility to the topic. The factors chose by the scientist were completely identified with the exploration subject and disparity from point was profoundly avoided.

5. Data Analysis

5.1 Descriptive Statistics

5.1.1 Demographic Statistic

Respondents	Groups	Frequency	Percentage
Gender	Male	173	86.5
	Female	27	13.5
Age	Less than 20 years	1	.5
	20 to 29 Years	146	73.0
	30 to 39 Years	39	19.5
	40 to 49 Years	12	6.0
	50 to 59 years	2	1.0
	More than 60 years	0	0.0
Salary Range	Less than 21,000	13	6.5
	21,000 to 40,000	71	35.5
	41,000 to 60,000	38	19.0
	61,000 to 80,000	24	12.0
	81,000 to 100,000	22	11.0
	More than 100,000	32	16.0
Level of Employment	Entry	36	18.0
	Mid	106	53.0
	Senior	58	29.0

Above table describes the demographic profile of respondents including male (86.5 %) and female (13.5%), 20-29 years old (73 %), 30-39 years old (19.5 %), 40-49 years old (6%), 50 to 59 years old (1 %), and below 20 years old (6.5%). For level of employment, entry level employees are (18.0%), middle level employees are (53%) and senior level employees are (29 %).

5.1.2 Descriptive Statistic

The Descriptive statistics are as follows:

Questions	Mean	Standard Deviation	Standard Error
I feel a great sense of rage, humiliation, shame in response to criticism	2.23	0.98	0.069
I am obsessed with fantasies of unlimited success, power, brilliance, beauty or ideal love	2.19	1.00	0.071
When someone does me a favor, I know they will expect one in return	2.25	1.00	0.071
People only work when they are rewarded for it	2.17	0.99	0.070
When friends have things I cannot afford it bothers me	3.25	1.21	0.086
There are certain people I would like to trade places with	2.69	1.00	0.071
I admire people who own expensive homes, cars, and clothes	3.11	1.23	0.087
I like to own things that impress people	3.10	1.20	0.085
I try to keep my life simple, as far as possessions are concerned	1.95	0.88	0.062
I still feel indebted to my creditor even if I had helped someone acquainted to help provider	2.45	0.92	0.065
I feel negative emotions such as discomfort and uneasiness when I am indebted to someone	2.48	1.12	0.079
The conditions of my life are excellent	2.10	0.84	0.059
So far I have gotten the important things I want in life	2.21	0.92	0.065
If I could live my life over, I would change almost nothing	3.08	1.09	0.077
I lead a purposeful and meaningful life	2.06	0.83	0.059
My social relationships are supportive and rewarding	2.23	0.88	0.062
I actively contribute to the happiness and well-being of others	1.85	0.70	0.049
People respect me	1.85	0.68	0.048

I am a good listener	1.93	0.82	0.058
I consider myself more of a talkative person	2.75	1.07	0.076
I become quiet when I am upset	1.88	0.95	0.067
I feel that life is rewarding	1.87	0.73	0.052
I don't feel particularly pleased with the way I am	2.85	1.04	0.074
There is a gap between what I would like to do and what I have done	2.44	1.05	0.074
When I see someone being taken advantage of, I feel kind of protective toward them	2.21	0.80	0.057
Usually I am not extremely concerned when I see someone else in trouble	3.46	1.13	0.080
I would describe myself as a pretty soft-hearted person	1.97	0.80	0.057
When times are really difficult, I tend to be tough on myself	2.00	0.82	0.058
I'm disapproving and judgmental about my own flaws and inadequacies	2.65	0.98	0.069
When I fail at something that's important to me I tend to feel alone in my failure.	2.46	1.03	0.073
When I think about my inadequacies it tends to make me feel more separate and cut off from the rest of the world.	2.71	0.96	0.068
When something upsets me I get carried away with my feelings	2.50	1.04	0.074
When I'm feeling down I tend to obsess and fixate on everything that's wrong	2.46	0.97	0.069
Life has been good to me	1.73	0.73	0.052
I really don't think that I've gotten all the good things that I deserve in life	2.82	1.11	0.078
For some reason I don't seem to get the advantages that others get	2.75	1.06	0.075
I think that it's important to pause often to "count my blessings."	2.35	1.11	0.078
I think it's important to enjoy the simple things in life	1.46	0.66	0.047
I think it's important to appreciate each day that you are alive	1.49	0.69	0.049
I couldn't have gotten where I am today without the help of many people	1.85	0.96	0.068

Although I think it's important to feel good about your accomplishments, think that it's also important to remember how others have contributed to my accomplishments.	1.74	0.87	0.062
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There are 5 Items in the questionnaire that were considered to be directly correlated with gratitude and 4 Items that were deliberated to have indirect relation with gratitude. Most of the mean values of the variables that were regarded as the inhibitors of gratitude lies between 2.19-3.25 while the same items deviate between 0.88 – 1.23. On the contrary, the items that are directly related with gratitude have mean values between 1.85 – 3.86 with standard deviation ranging from 0.84 to 1.11.

6. Structural Equation Modeling

To test the study hypothesis we have used the structural equation model (SEM) whereas the testing has been gone through Smart PLS software. Moreover, to evaluate the indirect and direct effects of all the constructs the testing was done. The use of (SEM) structural equation model has been observed to be a foremost procedure that has been used below different regression models and methods (Barron & Kenny, 1986). It used to evaluate the structural relationship between exogenous and endogenous variables. It includes factor analysis and multivariate analysis. Moreover, the equation of regression targets at explaining each construct to assess the cause and effect relationship while all of the factors in the causal model could demonstrate their cause and effect at exact time. Likewise, the idea of using this model ensures to apply technique of bootstrapping which has been viewed as reasonable for both small and large sample size and does not require any kind of indirect effect (Hayes, 2013). In order to check the all direct and indirect effects, a technique has been implemented which is known as bootstrapping (Shrout & Bolger, 2002).

6.1 Measurement of Outer Model

The objective of measure of fit in the measurement model is to learn about the reliability and validity of the instrument and in order to assess it we perform test of convergent validity and discriminant validity in software naming Smart PLS.

6.2 Composite Reliability

Reliability implies stability of questionnaire outcomes. For the similar target population, at whatever point the questioner reutilize the questionnaire it will give similar outcome. It demonstrates inside consistency & repeatability of the survey is high. The primary measure for unwavering quality is to maintain a strategic distance from unfairness in research. In this manner, it tends to be enhanced by testing the pursuit procedure and investigation, as is done utilizing diverse research and examination techniques or different researchers. This also incorporates the dependability and legitimacy of the exploration.

Reliability of the measurement instruments was estimated using composite reliability. All the values were above the normally used threshold value i.e. 0.70. This is the acknowledged reliability worth range. Approximation of reliability can be done by degree of constancy that lies among different factors (Hair , 2010). The table of composite reliability is referenced underneath.

Variables	Composite Reliability (Cronbach's Alpha)
Gratitude	0.635
Cynicism	0.547
Empathy	0.277
Flourishing	0.716
Indebtedness	0.438
Materialism	0.669
Narcissism	0.562
Satisfaction With Life	0.686
Self-Compassion	0.513
Self-Competencies	0.718

The ideal value of Cronbach alphas is 0.7 to 0.9. It is said that a questionnaire or data is reliable and solid if Cronbach alpha falls between mentioned ranges (Ekwoaba, Ikeije et al. 2015). Most of the values of the variables in the data are higher than 0.6 which is considered as the lowest acceptable threshold obtained from substantial sample. In the data, the values of Indebtedness, Self-Compassion, Empathy and Cynicism are lower than 0.6 which is indicating that the internal consistency of the common range is low. The values of Satisfaction with Life, Narcissism, Materialism and Gratitude are greater than 0.6 which are directing that the coefficient is slightly reliable. The values of Self Competencies and Flourishing are higher than 0.7 which represents the coefficient is solid and reliable if compared to the ideal range (0.7-0.9)

6.3 Factor Loadings Significant

Below is the table of (CFA) confirmatory factor analysis with the loadings. Construct with the loading of .5 are consider as strong loading variables whereas the constructs with the loading of below .5 are considered as less and better to be detached from the table.

Variables	Constructs	Item Loadings	T-Value	P-Values
Cynicism	Cynicism1	0.916	18.826	0.000
	Cynicism2	0.717	7.160	0.000
Empathy	Empathy1	0.788	2.604	0.005
	Empathy2	0.239	0.475	0.318

	Empathy3	0.687	2.417	0.008
Materialism	Envy1	0.768	10.780	0.000
	Envy2	0.781	14.699	0.000
	Materialism1	0.745	9.213	0.000
	Materialism2	0.690	8.137	0.000
	Materialism3	0.281	1.616	0.054
Flourishing	Flourishing1	0.700	2.034	0.022
	Flourishing2	0.701	1.922	0.028
	Flourishing3	0.804	1.941	0.027
	Flourishing4	0.713	1.856	0.032
Gratitude	GratitudeAppreciationForOthers1	0.600	2.272	0.012
	GratitudeAppreciationForOthers2	0.624	2.337	0.010
	GratitudeSenseOfAbundance1	0.453	1.421	0.078
	GratitudeSenseOfAbundance2	0.508	1.622	0.053
	GratitudeSenseOfAbundance3	0.333	0.828	0.204
	GratitudeSimpleAppreciation1	0.524	2.871	0.002
	GratitudeSimpleAppreciation2	0.579	1.650	0.050
	GratitudeSimpleAppreciation3	0.614	1.973	0.025
Indebtedness	Indebtedness1	0.890	15.628	0.000
	Indebtedness2	0.687	5.967	0.000
Narcissism	Narcissism1	0.898	17.995	0.000
	Narcissism2	0.757	8.534	0.000
Self-Compassion	PoSCPersonalHappiness1	0.572	2.034	0.022
	PoSCPersonalHappiness2	0.522	1.417	0.079

	PoSCPersonalHappiness3	0.467	1.174	0.121
	PoScSocialInteraction1	0.702	3.348	0.000
	PoScSocialInteraction2	0.368	2.236	0.013
	PoScSocialInteraction3	0.516	2.562	0.006
Self-Competencies	SCIIsolation1	0.722	2.197	0.015
	SCIIsolation2	0.818	2.039	0.021
	SCOverIdentification2	0.762	1.879	0.031
	SCOveridentification1	0.734	1.826	0.035
	SCSelfJudgement1	0.249	1.007	0.158
	SCSelfJudgement2	0.423	0.955	0.170
Satisfaction with Life	SatisfactionwithLife1	0.869	1.740	0.042
	SatisfactionwithLife2	0.850	1.695	0.046
	SatisfactionwithLife3	0.589	1.863	0.032

In Smart PIs, loading which contain values as 0.5 or above represents strong data and the loadings less than 0.5 specially between 0.2 to 0.4 shows the vulnerability of the data and it is better to eliminate such loadings in order to get the accurate result. It can be seen in the above table that most of the constructs are having loading values more than 0.50 thus it supports strong loading. On the other hand, t values are supported to be more than 1.96 for all constructs (which measures the size of the difference relative to the variation in your sample data) along with p values < 0.05 (more than 99 percent confidence). Hence after evaluating the above table we can analyze that most of the P-values of the data are less than 0.05 indicating the accuracy towards level of significance and the T-values are more than 1.96 which indicates the closer T is to 0, the more possibility of minimum significant difference.

6.4 Convergent Validity

Convergent validity is a subtype of construct validity along with discriminant validity. Convergent validity can be established if two similar constructs correspond with one another, while discriminant validity applies to two dissimilar constructs that are easily differentiated. An ideal convergent validity assessment demonstrates that a concept test is extremely correlated with other trials intended to evaluate theoretically the comparable ideas. According to Fornell and Larcker (1981), on the off chance that the, variance extracted value is greater than 0.5 then convergent validity is established. Following table displays the result:

Variables	(Cronbach's Alpha)	Composite Reliability	Average Variance Extracted (AVE)
Gratitude	0.635	0.759	0.289
Cynicism	0.547	0.805	0.676
Empathy	0.277	0.613	0.383
Flourishing	0.716	0.820	0.534
Indebtedness	0.438	0.772	0.632
Materialism	0.669	0.798	0.462
Narcissism	0.562	0.815	0.689
Satisfaction With Life	0.686	0.819	0.608
Self-Compassion	0.513	0.698	0.285
Self-Competencies	0.718	0.799	0.425

In the above table it can be seen that the AVE value of Gratitude, Empathy, Materialism, Self-Compassion and Self -Competencies are less than 0.5 which are not supporting the convergent validity. However, the AVE values of Cynicism, Flourishing, Indebtedness, Narcissism and Satisfaction with Life are greater than 0.5, hence supporting the convergent validity.

6.5 Discriminant Validity

Discriminate validity can be characterized as any single develop when contrasts from different builds in the model (Carmines and Zeller, 1979). Discriminate validity results are satisfactory when the constructs are holding an AVE loading more than 0.5 which indicates that minimum 50% of variance was acquired by the construct (Chin, 1998). Discriminate validity is recognized if the fundamentals which are in diagonal are expressively greater than those standards in off-diagonal in the parallel rows and columns. The Discriminant Validity tests are being conducted in order to see whether non-related ideas or measurements are in fact unrelated or not. An effective assessment of discriminant legitimacy demonstrates that a trial of an idea isn't exceptionally associated with different tests intended to quantify hypothetically various ideas. The table for Discriminant Validity is given below:

	Cynicism	Empathy	Flourishing	Gratitude	Indebtedness	Materialism	Narcissism	Satisfaction with Life	Self-Compassion	Self-Competencies
Cynicism	0.821									
Empathy	0.148	0.619								
Flourishing	0.166	0.296	0.731							
Gratitude	0.378	0.273	0.341	0.537						
Indebtedness	0.354	0.243	0.178	0.324	0.791					
Materialism	0.416	0.210	0.353	0.325	0.556	0.609				
Narcissism	0.278	0.190	0.268	0.212	0.386	0.525	0.840			
Satisfaction With Life	0.184	0.178	0.498	0.326	0.218	0.251	0.237	0.780		
Self-Compassion	0.288	0.272	0.406	0.440	0.225	0.331	0.316	0.335	0.534	
Self-Competencies	0.229	0.186	0.096	0.227	0.270	0.310	0.298	0.166	0.367	0.652

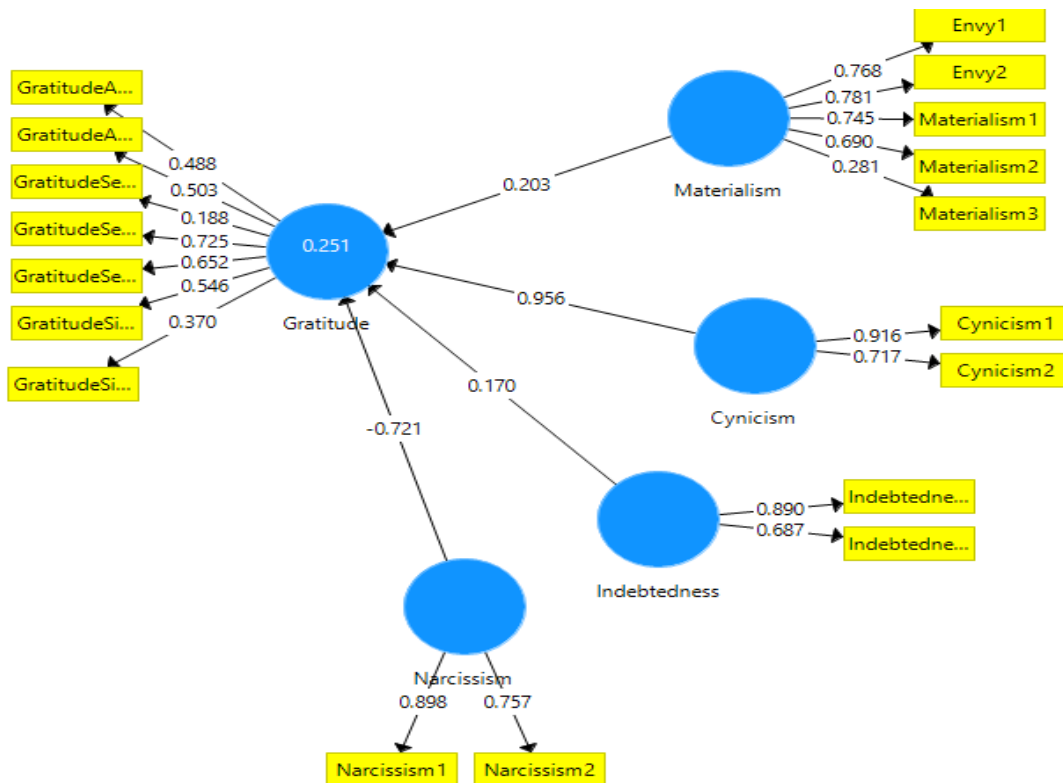
Although there is no standard value for discriminant validity, a result less than .85 tells us that discriminant validity likely exists between the two scales. A result greater than .85, however, tells us that the two constructs overlap greatly and they are likely measuring the same thing. Therefore, we cannot declare discriminant validity between them.

7. Pls Algorithm

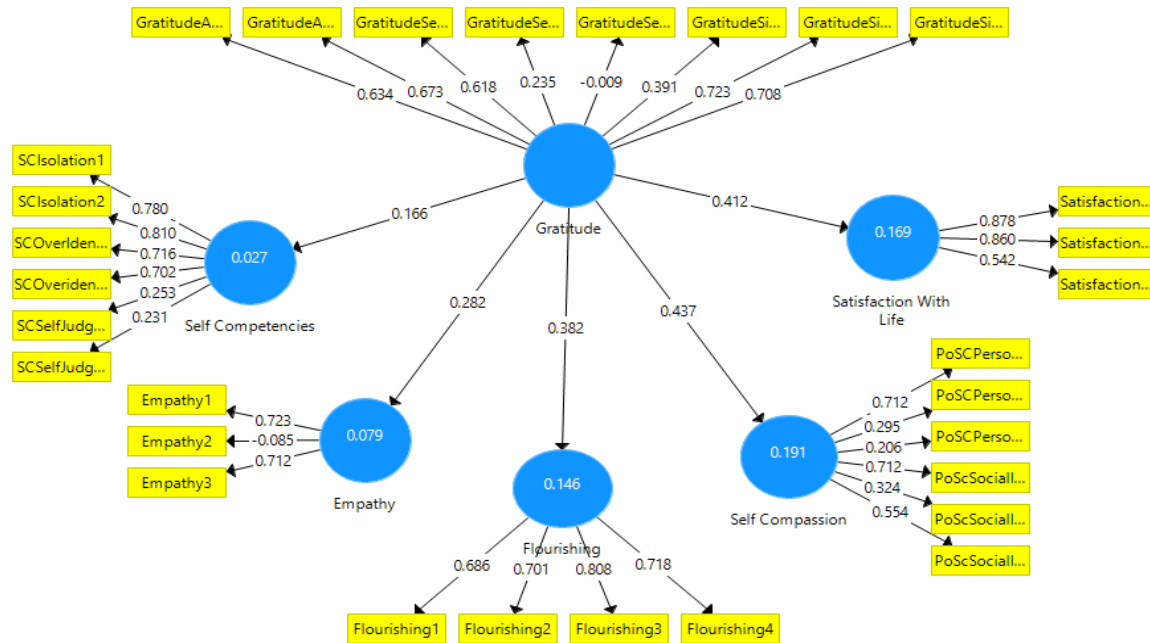
	R Square
Empathy	0.079
Flourishing	0.146
Gratitude	0.251
Satisfaction With Life	0.169
Self-Compassion	0.191
Self-Competencies	0.027

The above table shows that R square value of Empathy is 0.079 that proposes the variation caused in employee's behavior due to practice of Gratitude. This clearly demonstrates that Gratitude has 7.9 % impact on Empathy, 14.6% impact on Flourishing, 16.9% on Satisfaction

with Life, 19.1% impact on Self Compassion and the impact on Self-Competency is 2.7%. Another important aspect that is shown in the table is the impact of inhibitors of Gratitude such as Narcissism, Cynicism, Indebtedness and Materialism over the practice of gratitude among employees. It is clear from that data that the preventers of gratitude have 25.1% impact over employees' practice of Gratitude.



Measuring Relationship of Gratitude with its Inhibitors



Measuring Relationship of Gratitude With Positive Attributes

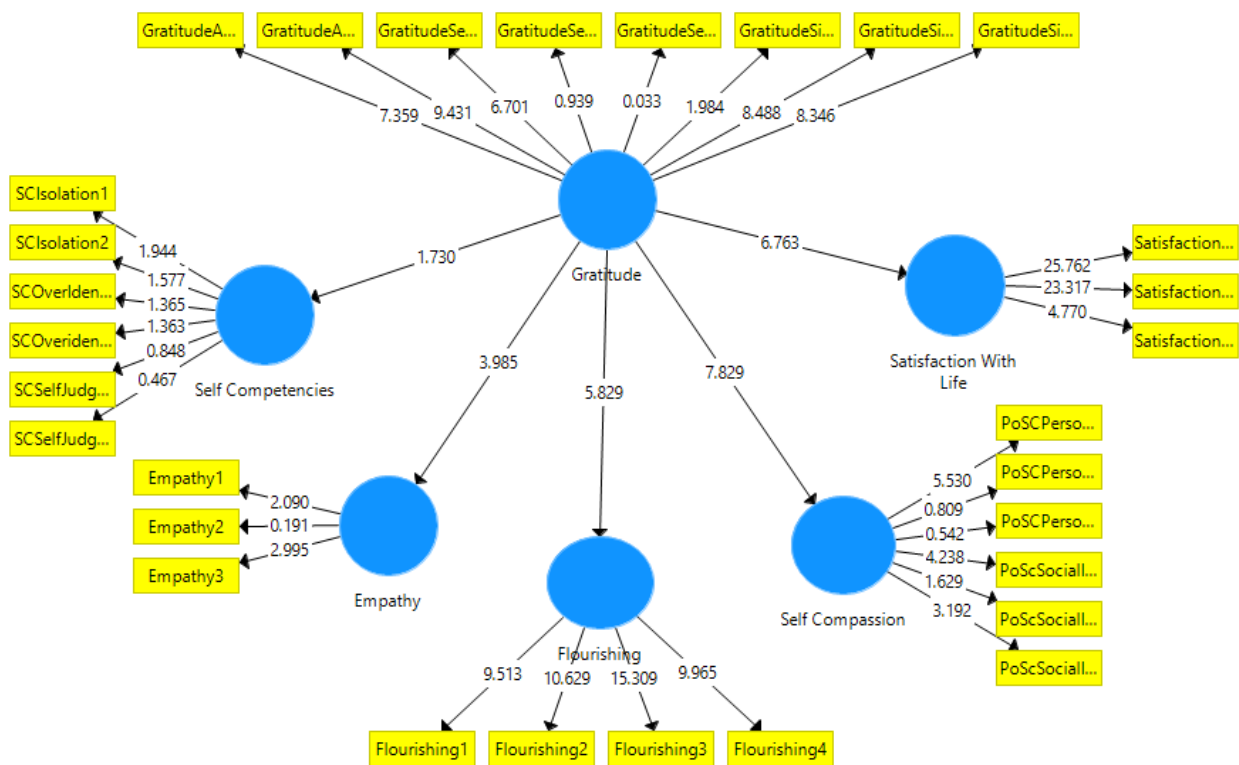
7.1 Hypothesis Testing

Hypothesis	Standard Deviation	T-Values	P-Values	Decisions
H1: Gratitude imposed a significant impact on employees' empathy.	0.076	3.599	0.000	Supported
H2: Gratitude imposed a significant impact on employees' self-competency.	0.123	1.854	0.033	Supported
H3: Gratitude imposed a significant impact on employees' self-compassion.	0.061	7.158	0.000	Supported
H4: Gratitude imposed a significant impact on employees' flourishing.	0.106	3.218	0.001	Supported
H5: Gratitude imposed a significant impact on employees' satisfaction with life.	0.102	3.196	0.001	Supported
H6: A strong correlation exists between gratitude and materialism/envy.	0.101	2.018	0.022	Supported
H7: A strong correlation exists between gratitude and Indebtedness.	0.082	2.067	0.020	Supported
H8: A strong correlation exists between gratitude and Narcissism.	0.436	1.653	0.050	Supported
H9: A strong correlation exists between gratitude and Cynicism.	0.445	2.150	0.016	Supported

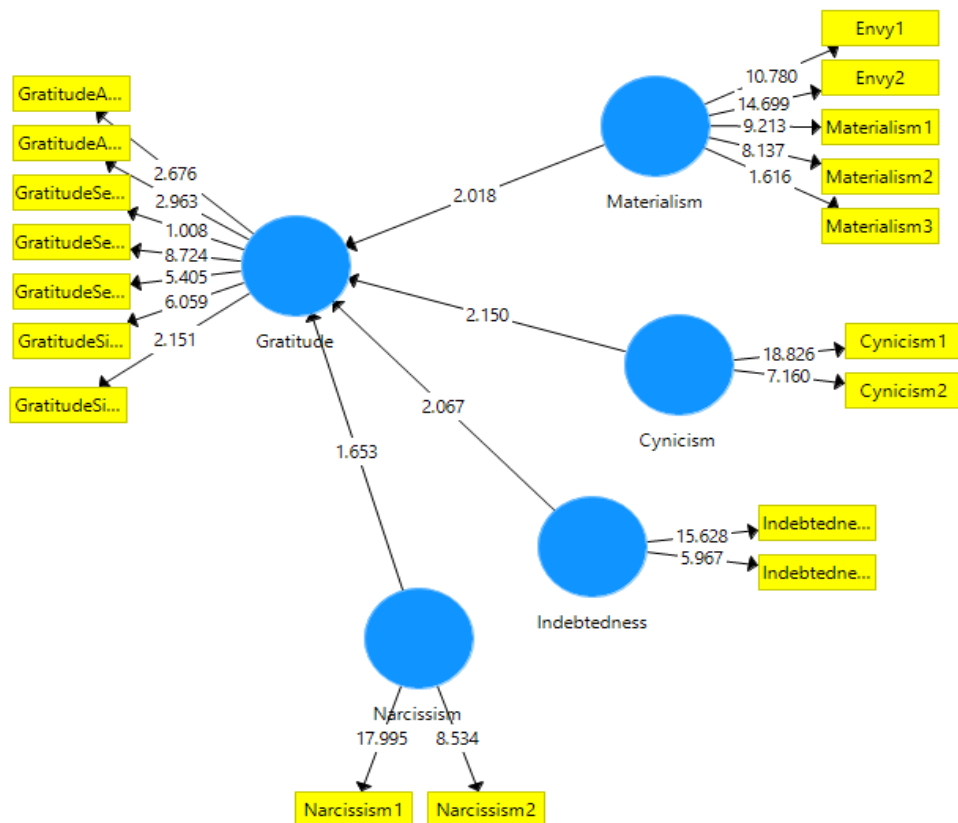
From the above table we can clearly see that except for alternative hypothesis 6 and 8, all other alternative hypotheses from H1 till H9 are supported on the basis of P-value. When we evaluate each hypothesis separately such as H1: “Gratitude imposed a significant impact on employees’ empathy” we observe that its P-Value is less than 0.05 indicating that we can reject the null hypothesis and its T-value is 3.599 which indicates that there is a significant difference among the variables. Same observation can be made for H2, H3, H4, H5, H7, H9 that their t-value depicts significant difference. However when we witness the result of “H6: A strong correlation exists between gratitude and materialism/envy” and H8: “A strong correlation exists between gratitude and Narcissism” we have come to the conclusion that we have failed to reject the null hypothesis as its P-value is more than 0.05 and there is no significant difference in the t-value as well.

7.2 Pls Bootstrapping

In PLS-SEM, bootstrapping is one of the key strides, which gives the data of constancy of factor guesstimate. Sub-tests are drawn everywhere from the first example including substitution, in this process (Hair, Matthews, Matthews, & Sarstedt, 2017). Bootstrapping provides the information of stability of coefficient estimate. In this process, a large number of sub-samples are drawn from the original sample with replacement (Hair et al. 2016). After running the bootstrap routine, SmartPLS shows the t-values for structural model estimates derived from the bootstrapping procedure.



Running Bootstrapping for Gratitude and Positive Attributes



Running Bootstrapping for Gratitude and Its Inhibitors

The results of path coefficients for all the hypothesis are shown in the Hypothesis table. The t-value greater than 1.96 ($p < .005$) shows that the relationship is significant at 95% confidence level ($\alpha = 0.05$). Paths showing whether the relationship between measured and latent variables are significant or not.

After careful analysis of our data with the help of Smart PLS –Bootstrapping, it is evident that the P-value of all Hypothesis from 1 to 9 is less than 0.05 which shows that the alternative hypothesis have been accepted and We can reject the null hypothesis. The t-values of all the variables are more than 1.96 except for Narcissism which is indicating minimum significance difference as compared to other variables.

Model fit

The exact model fit tests the statistical inference of the discrepancy between the empirical covariance matrix and the covariance matrix implied by the composite factor model. The saturated model evaluates connection between everything that is constructed. The estimated model is a model which depends on a total effect scheme and considers the model structure.

	Saturated Model	Estimated Model
SRMR	0.105	0.118
d_ULS	9.476	12.016
d_G	1.823	1.967
Chi-Square	1,791.843	1,907.493
NFI	0.412	0.374

8. Discussion

The reason to conduct this study was to examine the effect of Gratitude (Independent Variable) over Empathy, Flourishing, Satisfaction with Life, Self- Compassion and Self-Competency (Dependent Variables). Also to identify how Materialism/Envy, Indebtedness, Narcissism and Cynicism (Independent Variables) have an impact on Gratitude. These variables were recognized after having an insight into a broad literature review. It is observed that gratitude has significant relationship with all the other variables, some are strongly related with gratitude than the others.

The present finding provide complete support for our hypotheses, which was that positive links would be found among Gratitude and Satisfaction with life, Flourishing, Empathy, Self Compassion and Self –Competency. Secondly, it was tested that strong correlation was found between Materialism/Envy, Indebtedness, Narcissism and Cynicism with respect to gratitude.

8.1 Gratitude and Its Positive Impact on Employees

Gratitude is a feeling of appreciating the blessings/gifts of life without having to pay anything in return. In one aspect of the study we have visualize gratitude as an independent variable which a person choose to exercise. And as a result of attitude of Gratitude people start to fight their inner consciousness and can differentiate for themselves between right and wrong. In the past research it is observed that gratitude encourage different personality traits within a person such as Empathy, Flourishing, Satisfaction with Life, Self- Compassion and Self-Competency (Bosacki et al., 2018). So we decided to conduct a research that can assist us in evaluating that which of the above variables are more boosted up by Gratitude than the other.

After careful consideration over the result we have come to the conclusion that Gratitude has a significant relation over all the personality traits but the trait that is more strongly affected by gratitude as compared to others is Self-Compassion with T-Value 7.158, indicating its strong positive relationship with gratitude. After Self-Compassion the second variable which is affected by gratitude is Empathy with t-value 3.599 then Flourishing having t-value equal to 3.218 and the variables which are least affected by gratitude are satisfaction with life 3.196

and self-competency with t-values 3.196 and 1.854.

8.2 Gratitude and Its Inhibitors

In the second aspect of our study, we calculated the relationship of gratitude with the variables that discourages it (Solom et al., 2017) which involves Materialism/Envy, Indebtedness, Narcissism and Cynicism. The variation that was observed in gratitude due to the inhibitors was 25.1 which is quite high as compared to gratitude impacts on other variables. The R square 25.1 suggested that gratitude is highly affected by the inhibitors. However our main purpose was to identify that which of the above variables has a strong impact over gratitude and which variable has weak impact.

Past studies have found that Narcissism and Cynicism showed evidence of inhibiting the frequency of grateful emotions, then materialism and envy are considered to be the inhibitors of Gratitude. However the results regarding the indebtedness with gratitude were marginal.

From our data analysis, we have driven up the assumption that Narcissism has a weak significant correlation with gratitude as compared to Materialism, Cynicism and indebtedness, because the p-value of Narcissism is exactly 0.05 and its level of significance is also less than 1.96 which is pointing towards the fact that our hypothesis that suggested that Gratitude has a strong correlation with Narcissism has been accepted by a slight margin.

After reviewing our result we can say that our research is supporting Bosacki et. al (2018) and Solom et. al. (2016) researches on Gratitude with respect to variables of subjective well-being and thieves of thankfulness. However, our research is the combination of both of their work altogether. It was a different task to measure gratitude alongside different variables but eventually it has led us towards our main goal which was identifying the level of gratitude among employees working in different organizations and the factors that can invoke and inhibit gratitude.

9. Conclusion

The main objective for choosing the topic and conduct a research on it was because in the present era people are mostly focusing on money, comparing their lives with other, getting depressed over little things and seems to be moving too fast without taking the timeout to appreciate the blessings of life. So we decided to select a sample of 200 employees working in different organizations at different levels and are on different designations. The purpose of this research article was to evaluate the impact of gratitude over different variables and to identify the traits that inhibit practice of gratitude and afterwards design training programs for each level of employment according to their requirement.

Therefore, after thorough evaluation of our result we have discovered that the gratitude amount among the entry level employees is neutral although their reaction towards gratitude inhibitors is high.

Next we evaluated the result of middle level employees individually, with age ranges between 20 to 29, we see that gratitude level is high and their response towards inhibitors of gratitude is (low)negative which shows that they have matured over time with experience.

When we compare entry with mid-level we can say that gratitude in entry level employees is somewhat less and inhibitors have great impact on entry level as compared to mid-level

Lastly the response of senior level employees whose age ranges from 30 and above indicates that at that level people not only started to appreciate blessings of their life but they started to feel the sense of appreciation for others, that how others have contributed towards their life. However it is observed that their level of ungratefulness is somewhat higher as compared to mid-level employees especially Narcissism is high in senior level employees.

So we have come to the conclusion that since the level of gratitude among entry level employees is less than the middle and senior levels so keeping focus on this, training can be design for entry level in which the employees will be taught how to appreciate the gifts of life.

Moreover keeping the focus on senior and middle level, training can also be designed that can be concentrate towards avoiding the variables that hinders the gratitude, this process can help in discouraging envy, materialism, narcissism and cynicism among employees and help them in sighting the positivity of life.

In particular, training sessions, workshops, and seminars aimed at recognizing, developing, employing, and valuing positive psychological capital as composed of trust, empathy, optimism, satisfaction with life, and wisdom can be structured to increase work performance. These training sessions and interventions should be aimed at building on, improving and polishing particular methods to increase wisdom and gratitude at job with the goal of increasing employee and group efficiency by improving group cohesiveness, security, and loyalty.

10. Recommendation & Future Research

We can conclude and evaluate from this research that organizations need to train their staff to achieve better performance.

This research would pave the way for future studies by confirming factorial validity of the positive psychological capital construction in the Pakistani context. Specifically, future studies in Pakistan that focus on positive psychological capital may recognize this structure as a valid framework in Pakistani culture. More importantly the questions that were used in this research were generic and more focused towards the psychology of general public. Therefore, those who are intending to continue this research can specify the domain for this research, city wise, industry wise, department wise, designation wise etc. Similarly, policymakers and trainers can use the expanded psychological capital to design and formulate their strategies and training with the help of this research.

Acknowledgment

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