How Positive Psychology Attributes Influence Organizational Citizenship Behavior

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Organizational citizenship behavior, otherwise known as OCB, is the act of going above and beyond what is required of a specific job (Azim, 2016). Collective studies indicate that OCB positively links with higher job satisfaction (Koopman, Lanaj, & Scott, 2016), which suggests a relationship between work behavior and positive psychology. This study investigates the interaction between core positive psychology attributes, OCB, and gender. More specifically, we hypothesized that men and women who report greater gratitude, greater happiness, greater optimism, and greater positivity will report greater OCB. A total of 233 participants completed five questionnaires to assess levels of gratitude, happiness, optimism, positivity, and OCB. The results derived from a 2 × 3 (Gender × Level of independent variable measured by low, medium, high) analysis of variances showed significant main effects for each attribute and OCB, yielding support for all four hypotheses. There were also main effects for gender and happiness, optimism, and positivity, with women reporting greater OCB; however, the interaction of gender and each attribute was non-significant. These results bridge the gap in literature on positive psychology and OCB as it suggests a stronger connection between an individual’s positive attitudes and their work behavior.

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oing above and beyond: What is it, and what does it entail? In the workplace setting, going above and beyond translates into any progressive performance that is not detailed on the job description (Azim, 2016). This above-and-beyond behavior is often studied as organizational citizenship behavior (OCB), a term coined by Smith, Organ, and Near in 1983. Prior literature in this field suggests there exists a working relationship between OCB and elements of positive psychology (Koopman, Lanaj, & Scott, 2016). Positive psychology is an up-and-coming branch of psychology that focuses on exceptional potential, greater strengths, and optimal growth (Kristjánsson, 2013; Pykett & Engright, 2016). To further investigate the interaction between this field and progressive work behavior, we have elected to study four attributes of positive psychology—gratitude, happiness, optimism, positivity—in relation to OCB.

Workers are the foundation of each organization; without their influence and work, an organization simply cannot exist, lest thrive. It is therefore imperative to consider what factors impact the work environment. The intent and purpose of this research is to expand and develop the current literature further by studying these factors. A study led by Fisher (2010) indicates that happier workers produce happier work, but does happier work translate and transcend into going above and beyond? Our study suggests it does.

**Organizational Citizenship Behavior**

OCB includes actions such as, but not limited to, helping fellow co-workers out and speaking highly of the organization outside of work (Azim, 2016).  Though this explanation encompasses the general idea of what OCB is, Organ (1988) specifically defines OCB as the “individual behavior that is discretionary, not directly or explicitly recognised by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organisation” (p. 4).  In other words, OCB is best understood as being voluntary, altruistic, and innately progressive.

To better understand and further define OCB, Organ (1988) detailed the concept with five core aspects: altruism, civic virtue, conscientiousness, courtesy, and sportsmanship.  *Altruism*, in the context of OCB, is the idea that a worker willingly helps their co-worker without expecting any reward or recognition for their voluntary act.  *Civic virtue*, as explained by Leephaijaroen (2016), is the idea that a worker actively engages with their organization by performing actions such as speaking up about major corporate decisions or giving suggestions to further improve the work environment.  *Conscientiousness* is the idea that a worker exhibits behavior and mannerisms that adhere to both societal and organizational expectations (e.g., being punctual, collaborative, and attentive).  *Courtesy* is the idea that a worker puts effort into alleviating any relationship conflict in order to maintain harmony within an organization (Leephaijaroen, 2016).  Lastly, *sportsmanship* is the idea that a worker can “bounce back” after a less-than-pleasant work experience, notably without complaint (Chu, 2016).

Research on OCB continues to delve even deeper with consideration of the worker’s relationship with the organization.  In particular, collective studies have shown that OCB positively links with social exchange relationships, higher job satisfaction, and general prosocial behavior (Cropanzano, Rupp, & Byrne, 2003; Koopman et al., 2016; Smith et al., 1983).  This association can be attributed to the studies that suggest that OCB revitalizes meaningful interactions, thus creating a sense of connectedness and belongingness (Bono, Glomb, Shen, Kim, & Koch, 2013; Koopman et al., 2016).  Furthermore, OCB can produce *flow* (Kasa & Hassan, 2016), a concept termed by Csikszentmihalyi (1990), which identifies “the state in which people are so involved in an activity that nothing else seems to matter” (p. 4).  Such creates the *optimal experience* which, for workers, means productive and enjoyable work (Csikszentmihalyi, 1990).  The presence of flow in work connects work behavior to positive psychology.

**Positive Psychology**

Positive psychology is a broad field of the discipline that studies the human potential, strength, and growth, as well as the resulting pleasant life, engaged life, and full life (Allen & McCarthy, 2016; Kristjánsson, 2013; Pykett & Engright, 2016).  More specifically, this branch of psychology encompasses concepts such as flow, motivation, and resilience (Pykett & Engright, 2016), but for this study, we have concentrated on gratitude, happiness, optimism, and positivity.  As aforementioned, happier workers produce happier work, which in turn translates into increased levels of innovation and production (Fisher, 2010; Pykett & Engright, 2016).  This progressive performance is crucial to an organization’s success, as the organization’s foundation lies within the workers and their inclination to go above and beyond.  Our research capitalizes upon this relationship.

**Gratitude**

*Gratitude*, considered one of the more important components of positive psychology, is a social emotion produced by effective communication and mediated by the law of reciprocity (Grant & Gino, 2010; Hu & Kaplan, 2015; Tsang, 2006).  The acts of communicating and reciprocating pave way to better prosocial behavior, higher performance, and stronger relationships (Algoe, 2008; Grant & Gino, 2010; Grant & Wrzesniewski, 2010; Qadeer & Arshad, 2014).  While this all ties back to OCB, these loose concepts have only started to form a bridge.  In a recent study, Spence, Brown, Keeping, and Lian (2014) found that state gratitude has a positive association with daily OCB, and while this research supports a key part of our study, we sought to further investigate these two variables, thus developing our first hypothesis (H1): Individuals reporting greater gratitude will report greater organizational citizenship behaviors. We also examined gender for gender differences.

**Happiness**

Despite being a concept that even positive psychologists struggle to accurately define (Allen & McCarthy, 2016), Bhattacharjee and Mogilner (2014) do so easily by describing *happiness* as the encounter and appreciation of one’s own extraordinary experiences.  As broad as that definition may seem, it provides a foundation for psychologists to operationalize and measure this concept.  Anyone can ask another “Are you happy?” and expect a “Yes” or “No” answer, but this answer is still far too abstract.  In various attempts to harness this term, researchers have indicated that happiness is an “umbrella term” that encompasses higher levels of life satisfaction, well-being, and overall quality of life (Allen & McCarthy, 2016; Fisher, 2010; Ford, Lappi, & Holden, 2016; Pérez-Álvarez, 2016; Veenhoven, 2015).

Work is inevitably a part of most people’s lives, and how a worker perceives work transcends into their performance.  Prior literature has shown considerable influences between happiness and work.  More specifically, happy workers are more likely to exhibit productive, prosocial, and proactive behaviors; and in general, workers experience increased levels of happiness when they are actively contributing to the organization (Allen & McCarthy, 2016; Rudd, Aaker, & Norton, 2014; Veenhoven, 2015).  Following the results of these studies, we propose our second hypothesis (H2): Individuals reporting greater happiness will report greater organizational citizenship behaviors. We also analyzed for gender differences, if any.

**Optimism**

Esteemed psychologists, notably Pykett and Enright (2016) and Scheier and Carver (1985), describe *optimism* as the belief that all events in our lives are interconnected, thus driving us to perceive our existence as valuable and meaningful.  In the workplace, optimism can take the form of a *calling*.  That is, optimistic workers innately believe their job is what they are meant to do, and for most workers of this nature, more efficiency, higher performance, and overall success are sure to follow (Mache et al., 2014; Pykett & Enright, 2016; Wright & Cropanzano, 2004; Wright & Staw, 1999). Here, we establish our third hypothesis (H3):Individuals reporting greater optimism will report greater organizational citizenship behaviors. Similar to the first two hypotheses, we examined gender to see if a gender difference exists.

**Positivity**

The concept of *positivity* directly reflects the core concepts proposed within positive psychology.  In particular, researchers define *positivity* as an individual’s positive experiences, which highlights perseverance, confidence, and connection with the self and with others (Milioni, Alessandri, Eisenberg, & Caprara, 2016; Orkibi & Brandt, 2015; Tsai, Chen, & Liu, 2007).  These specific relationships influence altruism, which is one of the five dimensions of OCB (Glomb, Bhave, Miner, & Wall, 2011; Tsai et al., 2007; Organ, 1988).  In the workplace context, positive workers are more likely to engage in satisfying prosocial behaviors, such as helping fellow co-workers out (George & Brief, 1992; Hu & Kaplan, 2015; Tsai et al., 2007).  Additionally, prior research has indicated that being positive can potentially lead to OCB (Ang Chooi Hwa & Azim, 2016; Chu, 2016; George & Brief, 1992).  While the literature on positivity presents a relationship between the variables positivity and OCB, the bridge is not yet complete.  In attempt to close the gap, we propose our final hypothesis (H4):Individuals reporting greater positivity will report greater organizational citizenship behaviors. We also evaluated gender for gender differences.

**Method**

**Participants**

Twenty research assistants recruited a total of 233 participants (93 men and 140 women) for this study. All participants resided in the United States, with 64.4% living in the South, 14.6% in the Northeast, 12.4% in the Midwest, 7.7% in the West, and .9% missing data. The average age was 33.09 years (*SD* = 12.8 years, Range = 18 years – 68 years), while the average yearly income before taxes was between $35,000 – $49,999 (Range = < $25,000 to > $200,000). The racial composition consisted of 60.5% White; 15.5% Black or African American; 9.9% Asian; 8.2% multi-racial; 2.1% Hispanic, Latino, or Spanish; .9% American Indian or Alaska Native; .4% Middle Eastern or North African; 2.1% prefer not to answer; and .4% missing data.

**Measures**

**Gratitude.** The Gratitude Questionnaire (GQ-6) was used to measure gratitude. Developed by McCullough, Emmons, and Tsang (2002), this six-item scale used a Likert scale (1 – *strongly disagree* to 7 – *strongly agree*) to answer items such as “I have so much in life to be thankful for.” Higher scores indicated more gratefulness. The GQ-6 produced alpha coefficients between .82 and .87 (McCullough et al., 2002), and a .85 coefficient for this study, indicating the scale’s good internal reliability. The scale’s measure of gratitude had a positive correlation with optimism, life satisfaction, and hope and a negative correlation with depression and anxiety, providing evidence for the validity of the scale (McCullough et al., 2002).

**Happiness.** The Subjective Happiness Scale (SHS) was used to measure subjective happiness. Developed by Lyubomirsky and Lepper (1999), this four-item scale used a Likert scale (1 – *strongly disagree* to 7 – *strongly agree*) to answer items such as “In general, I consider myself *not a very happy person* to *a very happy person*.” Two of the four items asked participants to rate their own happiness and their peers’ perception of their happiness; the other two items asked participants to rate how applicable the happy and unhappy items were to them. Higher scores indicated more happiness. For this study we found an alpha coefficient of .89, which further established reliability evidence. Lyubomirsky and Lepper also reported evidence for the validity of this scale.

**Optimism.** The Self-Efficacy Optimism Scale was used to measure optimism through optimistic thoughts. Developed by Gavrilov-Jerković, Jovanović, Žuljević, and Brdarić (2014), this five-item scale used the Likert scale (1 – *completely incorrect* to 5 – *completely correct*) to answer items such as “For each problem I will find a solution.” Higher scores indicated more optimism. For this scale, we found an alpha coefficient of .90, and Gavrilov-Jerković et al. reported an alpha coefficient of .82, indicating the scale’s good internal reliability. The scale correlated with hope and resilience, providing evidence for the validity of the scale (Gavrilov-Jerković et al., 2014).

Organizational citizenship behavior. The OCB scale, originally a trait scale, was altered into a state scale to measure OCB for this study. Developed by Dalal, Lam, Weiss, Welch, and Hulin (2009), this eight-item scale used a Likert scale (1 – *never* to 5 – *every day*) to answer items such as “Today I went out of my way to be a good employee,” and “Today I tried to be considerate to others.” Higher scores indicated more OCB. The OCB scale produced an alpha coefficient of .79 (Dalal et al., 2009), and we found an alpha coefficient of .84 for this study, indicating the scale’s good internal reliability. The scale’s measure of OCB was found to be independent from counterproductive work behavior, providing evidence for the validity of the scale (Dalal et al., 2009).

**Positivity.** The P-Scale was used to measure positivity. Developed by Caprara et al. (2012), this eight-item scale used a Likert scale (1 – *strongly disagree* to 5 – *strongly agree*) to answer items such as “I am satisfied with life.” Higher scores indicated more positivity. The P-Scale produced an alpha coefficient of .83 (Caprara et al., 2012), similar to the alpha coefficient of .88 we found for this study, indicating the scale’s good internal reliability. Caprara et al. provided evidence for this scale’s validity.

**Procedure**

 After receiving approval from the Institutional Review Board, 20 research assistants used the snowball sampling method to recruit participants through e-mail flyers and social media. The head researcher recruited an additional 60 employed male participants through Amazon’s Mechanical Turk program to ensure a thoroughly represented sample. The 60 male participants surveyed through this program were paid .50 cents to participate. All participants were required to meet the following criteria: (a) must be proficient in English, (b) must have permanent residence in the United States, and (c) must be currently employed. Fifty-nine participants were cut from the initial sample, because they did not meet the three qualifications. Participants were asked to take online surveys using SurveyMonkey, and though participation was voluntary, those who agreed to participate in this study were entered in a drawing to win one of two $50 Amazon gift cards.

**Results**

For our first hypothesis, we hypothesized that men and women reporting greater gratitude will report greater OCB. A 2 × 3 analysis of variance was used to evaluate OCB, gender (men, women), and gratitude (low, medium, high). The main effect for gender was non-significant at *F*(1, 224) = .34, *p* = .056. As predicted, there was a main effect for gratitude between low (*M* = 27.01, *SD* = 4.56), medium (*M* = 28.79, *SD* = 3.96), and high (*M* = 30.60, *SD* = 1.82) levels of gratitude and OCB at *F*(2, 224) = 14.39, *p* < .001, *η*² = .11. Post hoc tests further revealed the significance between each level of gratitude with both low and medium gratitude and medium and high gratitude having a lower significance (both *p*s = .009), and low and high gratitude having a higher significance (*p* = .001). These results indicate that individuals reporting greater gratitude reported engaging in more OCB. Finally, the interaction of gender and gratitude was non-significant at *F*(2, 224) = .69, *p* = .50.

For our second hypothesis, we hypothesized that men and women reporting greater happiness will report greater OCB. Gender (men, women) and happiness (low, medium, high) were measured using a 2 × 3 analysis of variance to evaluate OCB. Results indicated a significant difference in the OCB between men (*M* = 27.89, *SD* = 4.30) and women (*M* = 29.35, *SD* = 3.60) at *F*(1, 224) = 8.17, *p* = .01, *η*² = .04, with women reporting more OCB. There was also a significant difference between low (*M* = 27.43, *SD* = 4.88), medium (*M* = 28.91, *SD* = 3.43), and high (*M* = 29.95, *SD* = 2.82) levels of happiness and OCB at *F*(2, 224) = 10.06, *p* < .001, *η*² = .08. Post hoc tests yielded a lower significance between low and medium happiness (*p* = .04), a non-significant difference between medium and high happiness (*p* = .21), and a higher significance between low and high happiness (*p* = .001). These results indicate that individuals reporting greater happiness reported engaging in more OCB. The interaction between gender and happiness was non-significant at *F*(2, 224) = 1.26, *p* = .29.

For our third hypothesis, we hypothesized that men and women reporting greater optimism will report greater OCB. A 2 × 3 analysis of variance was used to evaluate the relationship between OCB, gender (men, women), and optimism (low, medium, high). Conclusive results found a significant difference in the optimism between men (*M* = 27.89, *SD* = 4.30) and women (*M* = 29.32, *SD* = 3.60) at *F*(1, 224) = 6.06, *p* = .02, *η*² = .03, with women reporting greater OCB. There was also a significant difference between each level of optimism and OCB: low optimism (*M* = 27.50, *SD* = 4.16), medium optimism (*M* = 29.57, *SD* = 3.17), and high optimism (*M* = 29.69, *SD* = 3.74) at *F*(2, 224) = 6.86, *p* = .001, *η*² = .06. Post hoc tests additionally revealed lower significance between low and medium optimism (*p* = .006), a non-significant difference between medium and high optimism (*p* = .98), and a higher significance between low and high optimism (*p* = .001). These results indicate that individuals reporting greater optimism reported engaging in more OCB. The final interaction between men and women and optimism was non-significant at *F*(2, 224) = .63, *p* = .53.

For our fourth hypothesis, we hypothesized that men and women reporting greater positivity will report greater OCB. Gender (men, women) and positivity (low, medium, high) were measured using a 2 × 3 analysis of variance to evaluate OCB. We found a significant difference in the OCB between men (*M* = 27.89, *SD* = 4.30) and women (*M* = 29.35, *SD* = 3.59) at *F*(1, 224) = 6.69, *p* = .01, *η*² = .03, with women reporting more OCB. There was a significant difference between low positivity (*M* = 27.70, *SD* = 4.43), medium positivity (*M* = 28.70, *SD* = 4.16), and high positivity (*M* = 29.94, *SD* = 2.74) and OCB at *F*(2, 224) = 6.81, *p* = .001, *η*² = .06. Post hoc tests further revealed the significance between each level of positivity. There was a non-significant difference between low and medium positivity (*p* = .23) and medium and high positivity (*p* = .12), but a significant difference was found between low and high positivity (*p* = .001). These results indicate that individuals reporting greater positivity reported engaging in more organizational citizenship behaviors. The interaction between men and women and positivity was non-significant at *F*(2, 224) = .65, *p* = .52.

**Discussion**

In our analysis, we found support for each of the four hypotheses.  Workers with greater gratitude (H1), happiness (H2), optimism (H3), and positivity (H4) tend to display greater amounts of OCB.  Women were also found to show greater OCB for H2, H3, and H4. However, the results did not indicate any interactions between gratitude, happiness, optimism, and positivity with gender.  These results suggest that gratitude, happiness, optimism, positivity all impact OCB and that women are more likely to display OCB.

These results bridge the gap in literature about positive psychology and OCB, as it presents a stronger connection between an individual’s positive attitudes and their work behavior.  As aforementioned, individuals who are more grateful, happy, optimistic, and positive generally exhibit more prosocial and proactive behaviors, which includes factors such as performing better at work, building stronger connections with fellow co-workers, and going above and beyond what is required of one’s job (Algoe, 2008; Allen & McCarthy, 2016; Azim, 2016; George & Brief, 1992; Grant & Gino, 2010; Grant & Wrzesniewski, 2010; Hu & Kaplan, 2015; Mache et al., 2014; Pykett & Enright, 2016; Qadeer & Arshad, 2014; Rudd et al., 2014; Tsai et al., 2007; Wright & Cropanzano, 2004; Wright & Staw, 1999; Veenhoven, 2015).  The findings further contribute to the current literature by answering the following questions: What types of people engage in OCB, and does positive psychology have any influence on progressive work behaviors?  While workers are a small part of the organization’s whole, workers who are more grateful, happy, optimistic, and positive are more likely to engage in OCB, which in turn, influences overall progressive work behaviors for the organization.

Numerous studies (Grant & Gino, 2010; Organ, 1988; Orkibi & Brandt, 2015; Pykett & Engright, 2016) have found implications of the relationships between certain core concepts of positive psychology (i.e., flow, hope, positive traits, etc.) and core concepts of OCB (i.e., altruism, civic virtue, conscientiousness, courtesy, and sportsmanship), however, only a small number of researchers have studied the direct relationship between positive attitudes and their accompanying work behavior.  Of the few, Spence et al. (2014) found that state gratitude has a positive association with daily OCB, which is consistent with our findings for H1—greater gratitude generally parallels with greater OCB.  Our study also further enhances prior research that indicated being positive can potentially lead to OCB (Ang Chooi Hwa & Azim, 2016; Chu, 2016; George & Brief, 1992) by providing supportive results from our analysis of H4—greater positivity generally parallels with greater OCB.

In a society where work is surely inevitable, the perception of such work can be rather skewed.  Media often perpetuates work as boring, repetitive, and dowsed with drama; and though this sort of work could still transcend into reality, it is not always the case.  Work enjoyment depends on a multitude of factors, with the worker’s positive attitudes being just one of many (Fisher, 2010); and coupled with OCB, the positive association between positive attitudes and OCB can provide a basic foundation for a more progressive work environment.  In particular, employers can turn their attention to recruiting those individuals who are high in gratitude, happiness, optimism, and positivity, if such employers perceive OCB as a necessity for operational growth.  Better yet, and perhaps this is the more plausible option, employers can implement programs and extracurricular activities that increase and maintain positive attitudes in their current workers.

Previous studies have also shown that OCB fulfills the need for connectedness, improves mood, and creates an overall satisfaction in life (Bono et al., 2013; Koopman et al., 2016).  These studies suggest that OCB influences positive attitudes, but perhaps the idea of positive attitudes and OCB is not as linear (i.e., if workers display positive attitudes, then they will engage in OCB).  With our results, we conclude that positive attitudes have positive associations with OCB, but whether one variable directly influences the other variable is still a large gray area.  If anything, positive attitudes and OCB may have a circular relationship where each variable feeds into one another (i.e., if workers display positive attitudes, then they will engage in OCB, which will fulfill their social human needs, therefore leading to more positive attitudes).  Overall, this idea of a circular relationship suggests that work can be a fairly positive experience if individuals perceive work as a calling, as opposed to an obligation (Wright & Cropanzano, 2004).  After all, happier workers produce happier work (Fisher, 2010).

Taking it a step further, boring and repetitive work may produce a sense of doubt, leading to thoughts questioning life satisfaction and continuous motivation.  If individuals perceive their work in a more positive light, then they are more likely to identify a purpose in life which would, in turn, establish their motivational drive (Wright & Cropanzano, 2004).

**Strengths and Limitations**

The conditions surrounding the results reflect the strengths and limitations of the study. The sample was diverse in terms of age, race, and region represented. In particular, the age range of the participants was 18 years old to 68 years old, with the average age being 33.09 years old. All racial minorities were also included in the study, and these minorities included Black or African Americans, Asians, Hispanic/Latinx/Spanish, American Indian/Alaska Native, and Middle Eastern/North African. As for the sample’s current place of residence, all regions of the United States were represented. Though the sample was diverse, there were some biases. Approximately 60.5% of the participants were White, and approximately 64.4% were from the southern part of the United States. Future researchers for this topic should seek to broaden the sample size to include an equal representation of all races and regions. Additionally, transgender, agender, and other-gender individuals were not represented in this study, thus this study lacked representation of all genders.

Despite our diverse but somewhat flawed sample, parts of our study have never been done before, and the study itself can be easily replicated, as the questionnaires and data are easy to obtain and analyze.  Those interested in replicating this study should, however, be mindful of the variables used.  Since gratitude, happiness, optimism, and positivity fall under the numerous core concepts of positive psychology (Pykett & Engright, 2016), the variables have the tendency to build upon each other, oftentimes overlapping one another.  While we found validity in all of our scales used, the items on some questionnaires could have had various interpretations depending on how participants perceived the question (e.g., “For each problem I will find a solution”). Future studies would also benefit from concretely defining the similarities and differences between these variables to ensure clarity.

**Future Directions**

For future research, we suggest expanding the sample size to be more inclusive in terms of racial minorities, regions, and genders represented.  More specifically, those interested in replicating this study should consider reaching out to participants using random selection, as opposed to using the snowball method, to decrease recruiters’ bias (i.e., the 20 student assistants who recruited participants for this study were mostly from the southern part of the United States, thus creating a bias towards the southern region of the United States).  If possible, this study should be replicated in other countries and should also consider what type of work the participants do (e.g., manual labor, office, etc.).

Furthermore, though there was little significance between men and women’s level of gratitude, happiness, optimism, and positivity, and their impact on OCB, transgender, agender, and other-gender individuals should also be taken into account to further assess if there is, in fact, little significance between all genders.

Another aspect of this study that was briefly touched on earlier was flow in relation to OCB.  Flow, otherwise known as the optimal experience, capitalizes upon the intrinsic enjoyment of a task, and if such task is work, then it is likely to produce a more progressive environment (Csikszentmihalyi, 1990; Kasa & Hassan, 2016).  Those who experience flow report feeling refreshed, achieved, and in some sense, happy and positive (Csikszentmihalyi, 1990).  For those interested in continuing this study, introducing flow in relation to gratitude, happiness, optimism, and positivity may provide a substantial ground for a compelling study.

**Conclusion**

Workers are the foundation of each and every organization.  Their work and contribution to the betterment of business and society are what pave the path to a more progressive and innately more successful organization.  Therefore, it is important to consider what positive factors impact the work environment.  As previously mentioned, happier workers produce happier work (Fisher, 2010), and happier workers, as evident from these results, transcends into going above and beyond.

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