

**Happiness, psychological capital and organisational citizenship behaviour of employees
in a financial institution in Durban,**

South Africa

By

Kreshona Pillay

Supervised by: Professor J.H. Buitendach

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DECLARATION

I declare that this dissertation is my own unaided work. All citations, references and borrowed ideas have been duly acknowledged. The dissertation is being submitted for the degree of Masters of Social Science in Industrial Psychology, in the School of Applied Human Sciences, in the Faculty of Humanities, Development and Social Science, University of KwaZulu-Natal, Durban, South Africa. None of the present work has been submitted previously for any degree or examination in any other University.

Signature: _____

Kreshona Pillay

Date: _____

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ABSTRACT

The work environment in financial institutions where deadlines, budgets, routine work and performance issues are common can compromise most people's sense of happiness. Therefore happiness in the workplace rarely manifests without significant effort from employees. Successful organisations need employees that will do more than their job requirements and go beyond expectations i.e. perform organisational citizenship behaviours (OCB). In light of the increasing interest in positive psychology the study aimed to focus on happiness and psychological capital (PsyCap) to find ways to enhance employees' positive psychological states to achieve positive organisational outcomes such as OCB.

The study therefore aimed to determine whether a relationship exists between happiness, PsyCap and OCB amongst employees in financial institutions. The study also sought to determine the predictive value of happiness and PsyCap in predicting OCB. Furthermore the moderating effect of PsyCap was assessed to determine the extent to which PsyCap moderated the relationship between happiness and OCB.

A cross-sectional research design was used in the study. The researcher used a sample of 185 ($N = 185$) employees from a financial institution in Durban, South Africa. The researcher used five questionnaires in the study. A biographical questionnaire created by the researcher, the Orientations to Happiness Scale (OHS) used as the first measure of happiness, the Satisfaction with Life Scale (SWLS) used as the second measure of happiness, the Psychological Capital Questionnaire (PCQ), and the Organisational Citizenship Behaviour Questionnaire (OCBQ).

The main findings of the study indicated that there were practically and statistically significant relationships between happiness (measured by the OHS), PsyCap and OCB. More specifically relationships were found to exist between happiness, the two PsyCap factors (hopeful-confidence and positive outlook) and the OCB factors (altruism, courtesy, sportsmanship and civic virtue). A significant finding was that happiness measured by SWL showed no significant relationships with OCB or the OCB factors thus indicating that happiness measured by orientations to happiness was a better measure of happiness for the employees in the financial institution. Happiness and the PsyCap factors were found to hold predictive value for some of the OCB factors. In determining the moderating effect of PsyCap it was found that only positive outlook significantly moderated the relationship between happiness and one of the OCB factors, civic virtue.

The study has focused on happiness in the workplace and its relationship to organisational constructs such as PsyCap and OCB. The results of the study can therefore be deemed to be beneficial to managers in financial institutions and employees themselves. The study has made a significant contribution by highlighting that employees in a financial institution consider orientations to happiness (pleasure, meaning, and engagement) to be a more compelling measure of happiness in determining the likelihood to performing OCBs at work as opposed to satisfaction with life as a measure of happiness. Thus the orientations to happiness were concluded as being a more appropriate measure of happiness for employees in a financial institution in relation to OCBs. By focussing on employee's level of happiness, how employees conceptualise happiness and the benefits of happy employees to the organisation, this information can provide organisations with a better understanding of employees and suggest to organisations to consider finding means to enhance happiness in

the workplace. Happiness and PsyCap have shown to be related to positive organisational outcomes such as OCB which lead to organisational effectiveness and success. Therefore of specific relevance is enhancing the PsyCap of employees to achieve desired outcomes such as OCB. The findings can be used to prompt and encourage organisations to develop interventions that increase employee's PsyCap and to focus on employee well-being and happiness.

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CHAPTER ONE

INTRODUCTION

1.1. Introduction

“Positive psychology is the scientific study of positive experiences, positive individual traits, as well as the institutions that facilitate their development” (Duckworth, Steen, & Seligman, 2005, p.629). Positive psychology is a field concerned with well-being and optimal functioning and represents a departure from psychology’s previous over emphasis on the negative aspects of human life such as mental illnesses and mental disorders (Maddux, 2008). Whilst such an orientation towards psychology had significant benefits for those suffering from psychological distress, the focus on negative aspects of individuals did little to improve the lives of people whose lives were, for the most part, free from mental dysfunctions (Seligman, Parks & Steen, 2004). Historically, psychology’s main objectives were to firstly cure mental illness and secondly its objective was to make relatively untroubled people happier, however with its predominant focus on disease and pathology, psychology neglected its aim to help people become happy (Seligman, Parks & Steen, 2004). After subsequent years of research there was the realisation that the absence of illness does not represent happiness (Seligman, Parks, & Steen, 2004).

The emergence of positive psychology therefore came to the fore in an attempt to improve the lives of people who do not suffer from mental illness or psychological distress but whose lives are bereft of pleasure, engagement and meaning (Seligman, Parks & Steen, 2004). Peterson,

Parks and Seligman (2005) suggest that individual happiness depends upon pleasure, meaning and engagement which are important in long-term life satisfaction and need to be balanced and nurtured to maintain happiness. Peterson, Parks and Seligman (2005) referred to these as orientations to happiness which represents an integrated model of happiness which includes hedonic and eudaimonic approaches to happiness. The rise of positive psychology has legitimised the awareness of happiness and other positive states as opposed to a focus on the previously prevailing illness model which directed its attention excessively to illness, depression, stress and comparable negative experiences and outcomes (Fisher, 2010). Seligman (2002) concurs that we are experiencing a turn from the over emphasis on the negative aspects of life such as disease and ill health, to a stance where the focus is on the good attributes of life such as happiness. "Positive psychology is the latest effort by human beings to understand the nature of happiness and wellbeing" (Compton, 2005, p.14).

Snyder and Lopez (2002) argue that positive psychology is gaining momentum in industrial and organisational psychology. Rothmann and Cilliers (2007) state that the notion of increasing positive emotional states in employees is gaining increasing attention as research has shown that inducing positive emotions facilitates effective problem-solving, decision making and evaluation. These researchers also note that investigating the relationship between happiness and well-being and individual, group and organisational effectiveness should be conducted within South African organisations (Rothmann & Cilliers, 2007). In addition the mission of industrial psychology should also include the pursuit of employee happiness and well-being (Rothmann & Cilliers, 2007)

1.2. Background to the study

Happiness is considered to be important and vital to most societies (Diener, 2000). Happiness is also important in the workplace and research on happiness has been gaining much attention over the years especially within the context of work (Fisher, 2010). Rego, Ribeiro, Cunha and Jesuino (2011) argue that studying happiness is important for the following reasons: happiness is valuable to society (Diener, 2000); happiness is associated with elevated performance and improved organisational functioning (Fredrickson, 2003); and happiness is a fundamental component for the good life and for the betterment of society (Diener, 2000). It is also beneficial for employers to give attention to the happiness of their employees. Research has found that "businesses with more employees who have high levels of employee well-being also tend to report greater customer satisfaction and loyalty, greater profitability, more productivity, and lower rates of turnover" (Keyes & Magyar-Moe, 2003, p. 420). According to Fisher (2003) a happy worker is a productive worker. "Happy individuals are more active, approach-oriented, energetic, interested in their work, sympathetic to their colleagues and persistent in the face of difficulties" (Bakker & Oerlemans, 2010, p.8) i.e. they are more resilient. Bakker and Oerlemans (2010) also state that employees' happiness may produce work-related resources in that happy employees display pleasant behaviours and their colleagues are therefore more predisposed to provide instrumental, social and emotional support.

However, according to Weitz (2011) happiness does not manifest easily especially in the workplace. Weitz (2011) states that "it is particularly challenging in most work environments where deadlines, budgets and performance issues can compromise most people's sense of

happiness” (p.18). Such a work environment is characteristic of financial institutions. Therefore happiness in the workplace rarely manifests without significant effort from employees themselves (Weitz, 2011). Studies on happiness have shown that happiness is related to organisational citizenship behaviour (Rego, Ribeiro & Cunha, n.d). “Organisational citizenship behaviours (OCBs) describe actions in which employees are willing to go beyond their required role requirements” (Chien, n.d). Therefore given the background to the study and previous research findings, the researcher deemed it necessary and vital to conduct research on happiness and its relationship to positive behaviours in the workplace.

1.3. Rationale for the study

Internationally and in South Africa financial institutions play a vital role in the development of the economy (Subramanian & Saravanan, 2012). A financial institution can be defined as a public or private enterprise/organisation such as a bank whose primary function is to act as a conduit between “savers and borrowers of funds (suppliers and consumers of capital)” (Business Dictionary.com, 2012). Employees within financial institutions have an important role to play in driving the economy and play a vital role in delivering multiple customer needs (Subramanian & Saravanan, 2012). Financial institutions within South Africa provide employment for a vast number of South Africans and thus it is important that organisations invest in research to benefit these employees as well as the organisation. Financial institutions aim to provide human resource development programmes, and to improve productivity and service quality. The achievement of these objectives and the attainment of organisational goals, “depends on employee performance and the extent of the cooperation with other employees, managers, and clients - that means

organisational citizenship behaviours” (Farahbod, Azadehdel, Rezaiei-Dizgah & Nezhadi-Jirdehi, 2012). In the competitive business environment it is essential that organisations create and make use of benefits from internal resources especially the reliance on human resources. Organisational citizenship behaviour (OCB) plays an important role in organisations with regards to employee performance and organisational success (Farahbod et al., 2012). Successful organisations want employees that are willing to do more than their job requirements and that provide performance that surpasses expectations. Murphy, Athansou and King (2002) note that organisational citizenship behaviour is requisite to the continued existence of organisations because it has the ability to maximise the efficiency of the organisation as well as to promote the effective functioning of an organisation. Therefore OCB can be considered to be a positive organisational outcome.

As mentioned, research has shown that OCB is related to happiness (Rego, Ribeiro & Cunha, n.d) and that it is important to organisations for their employees to be happy and not just for employees themselves (Achor, 2010). Achor (2010) argues that the greatest competitive advantage for the 21st century economy is a positive workforce. Therefore it is important for organisations to find ways to enhance their employees’ positive psychological states, such as their psychological capital, to achieve desired organisational outcomes. Psychological capital (PsyCap) refers to an individual’s positive psychological state of development and is characterised by self-efficacy, hope, resilience, and optimism (Luthans, Youssef & Avolio, 2007). Most research conducted on OCB has shown that job satisfaction and organisational commitment are determinants of OCB (Fisher, 2010) but little research has addressed happiness

and PsyCap as determinants of OCB. There has however been some research that has linked psychological capital to happiness and organisational citizenship behaviours (Avey, Luthans & Youssef, 2009; Culbertson, Fullagar & Mills, 2010). Particularly, there is an absence of research of this nature in the South African context.

In light of the increasing interest by researchers on positive psychology within industrial psychology there is a need to find ways to help employees in financial institutions enhance their happiness and positive psychological states and subsequently encourage employees to go beyond the requirements of job i.e. perform OCBs to ensure that organisations are successful. The study therefore took a positive psychological stance and focused on psychological capital (PsyCap), a construct that has emerged from positive psychology and Positive Organisational Behaviour (POB) (Luthans, Avey, Avolio & Norman, 2007) and happiness in financial institutions. Much of the research on PsyCap, happiness, and OCB has been conducted internationally, while only some research has been conducted in South Africa especially in relation to employees in financial institutions. Happiness and PsyCap has been shown to be related to desired outcomes such as organisational citizenship behaviours, and therefore it was the aim of this study to conduct research on these concepts especially within a positive psychology paradigm.

1.4. Research objectives

With reference to the background and motivation for the study, the general objective of the study was to establish whether there was a relationship between happiness, psychological capital, and organisational citizenship behaviour of employees in a financial institution.

The specific aims of this research are based on the general objective and can be formulated as:

- To determine how happiness, psychological capital, and organisational citizenship behaviour is conceptualised in the literature.
- To determine whether happiness and psychological capital hold predictive value for organisational citizenship behaviour.
- To investigate to what extent psychological capital moderates the relationship between happiness and organisational citizenship behaviour.

1.5. Research questions

The following research questions were therefore addressed:

- How is happiness, psychological capital and organisational citizenship behaviour conceptualised in the literature?
- What is the relationship between happiness, psychological capital and organisational citizenship behaviour?
- Does happiness and psychological capital hold predictive value for organisational citizenship behaviour?

- To what extent does psychological capital moderate the relationship between happiness and organisational citizenship behavior?

1.6. Structure of the study

CHAPTER ONE: INTRODUCTION

This chapter in the study outlines the background to the study and the rationale for the study. It also includes the research objectives and research questions.

CHAPTER TWO: LITERATURE REVIEW

This chapter comprises of definitions of concepts and a review of the literature on happiness, psychological capital and organisational citizenship behaviour. It also includes a discussion on the theoretical framework underlying the research, the Broaden-and-Build theory of Positive Emotions (Fredrickson, 1998).

CHAPTER THREE: RESEARCH METHODOLOGY

This chapter provides an explanation of the research method used in the study, the research design, sample and sampling method, research instruments and ethical considerations. It also provides an explanation of the research procedure and the statistical methods used in the data analysis.

CHAPTER FOUR: RESULTS

This chapter presents the results of the research in Table form. This includes an analysis of descriptive and inferential statistics.

CHAPTER FIVE: DISCUSSION

This chapter provides a discussion of the empirical results in relation to existing literature based on the research topic.

CHAPTER SIX: CONCLUSIONS, LIMITATIONS, RECOMMENDATIONS AND CONTRIBUTION OF THE STUDY

This chapter comprises of conclusions that can be drawn from the present study. Reflections on the limitations of the study are presented and propositions for future research are included. The contribution of the study is also provided.

1.7.Summary

This chapter of the study introduced the topic and gave a background to and rationale for the study. The objectives of the study and the research questions were also stated. The aim of the study was to investigate the association between happiness, psychological capital and organisational citizenship behaviour. Further the study sought to determine the predictive value of happiness and psychological in predicting organisational citizenship behaviour, and to determine the moderating effect of psychological capital. The chapter also included the structure of the study and chapter divisions. The following chapter presents a review of the literature on happiness, psychological capital and organisational citizenship behaviour. It also includes a theoretical framework that underlies the study.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter presents a discussion on the literature based on the research topic. It includes a discussion of positive psychology in which happiness and psychological capital are embedded, and the conceptualisations of happiness, psychological capital and organisational citizenship behaviour. It also consists of review of literature relating to employees in financial institutions. The chapter ends with a discussion of the theoretical framework underlying the research, Fredrickson's (1998) Broaden-and-Build theory of Positive Emotions.

2.2. Positive Psychology

The orientation towards positive psychology is increasingly gaining interest in industrial psychology (Snyder & Lopez, 2002). Psychology as a discipline has predominantly focused on overcoming psychological or emotional problems (McMohan, 2009) and has tended to focus on negative aspects or experiences in individuals, highlighting negative states as opposed to positive states (Seligman & Csikszentmihalyi, 2000). Positive psychology on the contrary aims to understand and promote dynamics that allow individuals to flourish (Seligman & Csikszentmihalyi, 2000). The emergence of positive psychology represented a significant shift in the emphasis of negative feelings nuanced in the field of mental illness and psychological

disorders, towards a focus on the positive elements of individuals. Positive psychology can therefore be described as the “the study of human happiness: the conditions and processes that contribute to the flourishing or optimal functioning of people, groups, and institutions” (Gable & Haidt, 2005, p.104) thus promoting the role of positive emotions and individual strengths that are linked to successful outcomes (McMohan, 2009). According to Compton (2005), research conducted on positive psychology has shown that positive emotions and adaptive behaviour are specifically important in order to live a satisfying and productive life. Therefore positive psychology is becoming a trend in research as there is a need to develop and nurture positive individual states. Whilst positive psychology’s predominant focus is on the positive aspects of human beings, positive psychology does not undermine or ignore the fact that problems and negative aspects in the world also require attention. Thus in positive psychology there is the realisation that the recognition of and expression of negative emotions are also important to self-understanding and personal growth (Algoe, Fredrickson & Chow, 2011).

Seligman (2002) asserts that the field of positive psychology at the subjective level relates to valued subjective experiences such as well-being, contentment, and satisfaction, hope and optimism, and flow and happiness. At this subjective level, positive psychology looks at positive subjective states or positive emotions such as happiness, joy, satisfaction with life, love, etc (Compton, 2005). Positive subjective states also include productive thoughts about the individual self and the future such as optimism and hope (elements of psychological capital) as well as feelings of confidence. At the individual level positive psychology gives attention to positive individual traits or more permanent and constant behaviour patterns seen in individuals over the

long run (Compton, 2005). For example individual traits that may be studied includes traits such as courage, persistence, honesty or wisdom. At the group level or societal level positive psychology is about “the civic virtues and the institutions that move individuals toward better citizenship: responsibility, nurturance, altruism, civility, moderation, tolerance and work ethic” (Seligman, 2002, p.5). It focuses on the development and maintenance of positive institutions and “addresses issues such as the development of civic virtues, the creation of healthy families, and the study of healthy work environments and positive communities” (Compton, 2005, p.4). Thus according to Seligman and Csikszentmihalyi (2000) positive psychology can be explained as the scientific study of positive human flourishing at a biological, personal, relational and institutional level of analysis.

Therefore the emergence of positive psychology in the literature has resulted in the development of constructs reflecting subjective experiences such as happiness and subjective well-being, positive psychological states in individuals such as psychological capital, and at the group level organisational citizenship behaviour.

2.3. Conceptualising happiness

“Happiness in the form of pleasant moods and emotions, well-being, and positive attitudes has been attracting increasing attention throughout psychology research” (Fisher, 2010, p.384). The concept of happiness has endured much scrutiny and deliberation in the years up to date (Peterson, Park, Hall, & Seligman, 2009) as a result of the plethora of conceptualisations of

happiness in the literature. Diener and Biswas-Diener (2008) argue that defining happiness is by no means simple, “people have all sorts of idiosyncratic ideas about happiness, and they could argue forever about which of happiness is the real one” (p.247). Diener (2000) asserts that happiness is of great significance to most people. The emergence of positive psychology in the past decade has legitimised interest in happiness and other positive psychological states in preference to a previous preoccupation with negative experiences and outcomes (Fisher, 2010). Increasingly the attention to happiness has also spilt over into workplace experiences (Fisher, 2010). Seligman (2002) defines happiness as the experiencing a sense of joy, satisfaction and well-being, including the feeling that one’s life is good, meaningful, and worthwhile. Uchida, Norasakkunkit and Kitayama (2004) define happiness as a “high ratio of positive to negative feelings” (p.61). “When we investigate happiness we are interested in the full range of people’s pleasant moods and emotions” (Diener & Biswas-Diener, 2008, p.247). Therefore happiness is characterised by positive and affective-emotional states. Although happiness has been defined in variety of ways the most popular way of defining happiness is represented by two traditional perspectives in the literature: the divide between hedonic views of well-being versus eudaimonic views of well-being (Ryan, Huta & Deci, 2008).

2.4. Approaches to happiness

2.4.1. Hedonic view of happiness

Well-being has been defined as “optimal psychological functioning and experience” (Ryan & Deci, 2001, p.142) and can further be separated into hedonic well-being and eudaimonic well-being. The hedonic view of well-being deals with subjective happiness and the experience of

pleasure i.e. the existence of positive affect and the non-existence of negative affect (Ryan & Deci, 2001). Hedonic orientations towards happiness are presented as pleasant feelings and judgments, whilst a eudaimonic orientation towards happiness involves doing what is virtuous and morally right (Ryan & Deci, 2001). The hedonic view involves pursuing pleasure and minimising pain as the route to achieve happiness. Hedonism incorporates the notion that pleasure is the fundamental motivating force behind individual behaviour and recognises that certain pleasures call for positive interactions with other individuals (Compton, 2005). Hedonic well-being is thus analysed by means of subjective measures of life satisfaction, the existence of positive mood and the nonexistence of negative mood. The hedonic view is thus often embodied by research on subjective well-being (Fisher, 2010). In the same way subjective well-being (SWB) is usually seen in relation to judgments of life satisfaction, and having a predominance of positive feelings and hardly any negative feelings (Diener, Suh, Lucas & Smith, 1999). Thus Diener (2000) posits that these components are often summarised as happiness.

The increasing interest in happiness especially within the organisational setting has led to debates surrounding the most appropriate way to measure happiness. Whilst subjective well-being is not necessarily equivalent to happiness, the terms have been applied synonymously within the literature (Joshi, 2010). Ryan and Deci (2006) also state that the concept SWB has been used interchangeably with happiness, “thus maximising one’s well-being has been viewed as maximizing one’s feelings of happiness” (p.1). Diener and Biswas-Diener (2008) assert that in dealing with the difficulties in defining happiness, happiness is thought of as subjective well-being. Happiness consists of all the pleasant emotions that we experience as positive and

pleasant (Diener & Biswas-Diener, 2008). SWB consists of an affective component as well as a cognitive component. “The affective part is a hedonic evaluation guided by emotions and feelings, while the cognitive part is an information-based appraisal of one’s life for which people judge the extent to which their life so far measures up to their expectations and resembles their envisioned ‘ideal’ life” (Joshi, 2010, p.20). Therefore SWB can be considered as an individual’s current evaluation of happiness – “the affective and cognitive evaluation we make of how happy we are and how satisfied we are with life” (Page, 2005, p.3). Satisfaction with life echoes individuals’ perceived distance from their aspirations, and happiness in turn is a consequence of stability between positive affect and negative affect (Keyes, Shmotkin & Ryff, 2002). Ryan and Deci (2001) posit that SWB relates to the manner in which people appraise how happy they are using their own subjective observations and awareness of happiness and well-being.

Therefore SWB is an individual self-evaluation of their state of happiness, well-being and life satisfaction. Thus it is not uncommon to find that hedonic well-being and SWB are often referred to as happiness and whilst happiness is commonly measured in terms of life satisfaction, Seligman (2011) argues that “life satisfaction holds too privileged a place in the measurement of happiness” (p.13). Happiness operationalised by life satisfaction, is a self-report measure that asks how satisfied are you with your life? However, it has been found that the amount of life satisfaction that people report is determined by how they feel at the exact moment they are posed with the question (Seligman, 2011). “The mood you are in determines more than 70% of how much life satisfaction you report and how well you judge your life to be going at that moment determines less than 30 percent” (Seligman, 2011, p.13). Life satisfaction therefore does

not take cognisance of how much meaning individuals have or how engaged people are in their work or with people they care about (Seligman, 2011).

2.4.2. Eudaimonic view of happiness

Contrary to the hedonic view of happiness, the eudaimonic view of happiness suggests that happiness in life is attained by doing what is right and virtuous and pursuing one's goals (Fisher, 2010). The eudaimonic view of well-being deals with human potential, focusing on expanding these potentials and cultivating human growth (Ryan & Deci, 2001; Ryan & Deci, 2006; Compton, 2005). Therefore the eudaimonic approach does not view happiness as merely experiencing pleasure rather well-being appeals to people to live in keeping with their true self (Ryan & Deci, 2001). Further the eudaimonic perspective involves living well or actualising one's potential (Ryan & Deci, 2006). Therefore in contrast to the hedonic view, reaching happiness is a journey rather than a state (Field & Buitendach, 2011).

Traditionally these perceptions of happiness have existed independently of one another however it has been argued that hedonic happiness and eudaimonic happiness cannot be viewed in isolation from each other and has been shown to be strongly correlated. Accordingly, hedonic happiness conceptualised as "the mere pursuit of pleasurable experiences, is unstable over the long term in absence of eudaimonic well-being" (Fisher, 2010, p.384). Similarly Ryan, Huta and Deci (2008) argue that hedonic routes lead to temporary happiness, whereas eudaimonic routes leads to more stable, enduring and long-lasting happiness. Peterson, Park and Seligman (2005)

therefore recommend that an integrated framework for understanding happiness is required flowing from hedonic approaches which focuses on pleasure and the avoidance of pain, and the eudaimonic approach which focuses on a deeper level of perceived happiness. People can experience happiness through following a hedonic direction and a eudaimonic direction and therefore should not be viewed as completely independent of each other (Ryan, Huta & Deci, 2008).

2.4.3. Orientations to happiness

Peterson, Parks and Seligman (2005) present an integrated framework in understanding happiness which incorporates hedonic and eudaimonic approaches to happiness. According to Peterson, Parks and Seligman (2005) there are three fundamental pathways to happiness. These routes can be described as the pleasant life (experiencing pleasure), the meaningful life (reflecting meaningfulness), and the good life (encompassing engagement). Peterson, Parks and Seligman (2005) found that these routes to happiness are considered separately but are at the same token compatible, and can be pursued simultaneously

2.4.3.1. The pleasant life

Pleasure (or positive emotion) represents the first path to happiness which is hedonic, increasing positive emotions (Seligman, Parks & Steen, 2004). When people refer to being happy during everyday conversations, they are often making reference to this path. The pleasant life refers to positive emotion about the past, present, and future (Duckworth, Seligman & Steen, 2005).

“Within limits, we can increase our positive emotion about the past (e.g. by cultivating gratitude and forgiveness), our positive emotion about the present (e.g. by savouring and mindfulness) and our positive emotion about the future (e.g. by building hope and optimism)” (Seligman, Parks & Steen, 2004, p.1380). Therefore positive emotion about the future is aligned to developing psychological capital components such as hope and optimism. According to Seligman (2004) those in the pleasant life want as much positive emotion as possible, and therefore cultivate the skills that maximise these pleasurable moments and emotions. The pleasant life is therefore a life that maximises positive emotions and minimises negative emotions.

2.3.4.2. The meaningful life

The second component of happiness is meaning - the pursuit of purpose (Seligman, 2002; Hasen, 2009). According to Seligman, Parks and Steen (2005) this route to happiness gives life meaning and satisfies the desire for living a life with purpose. Seligman (2011) states that the meaningful life involves “belonging to and serving something that you believe is bigger than the self, and humanity creates all the positive emotions to allow this” (p.12). Institutions that promote positive emotions and positive traits include mentoring and helping others; strong families, communities and cohesive and supportive groups, and institutions such as democracy (Duckworth, Seligman & Steen, 2005). Such institutions can be strongly aligned with displaying organisational citizenship behaviour in organisations. Meaning is derived from being part of and serving something larger than oneself and therefore a meaningful life is a life lead in the service of positive institutions that reciprocally promote positive emotions (Duckworth, Seligman & Steen, 2005). The meaningful life results when individuals apply their strengths in activities that

contribute to the greater good such as imparting knowledge on others and helping others, it involves self-validation, growing, pursuing important or self-concordant goals, doing what is right and virtuous, and making use of and developing one's skills and talents (Seligman, 2002, 2004; Fisher, 2010).

2.4.3.3. The engaged life

The third route to happiness is the engaged life which entails using positive individual traits as well as strengths of character and talents (Duckworth, Seligman & Steen, 2005). Strengths of character refer to qualities that are considered virtuous across cultures such as leadership, kindness and integrity. Duckworth, Seligman and Steen (2005) argue that whilst it said that a life led around displaying these traits gets one nearer to living the good life, “the wise deployment of strengths and talents leads to more engagement, absorption and flow” (Duckworth, Seligman & Steen, 2005, p.1380) and thus it can be referred to as the “engaged life”. When individuals live an engaged life they experience fulfillment in contrast to a life that is empty. Engagement is a state in which individuals express themselves physically, cognitively, and emotionally and is characterised by “a positive, fulfilling work related state of mind that is characterised by vigor, dedication, and absorption” (Schaufeli, Salanova, González-Romá & Bakker, 2002, p. 74). Vigor refers to elevated levels of energy and mental resilience while engaging in work, and perseverance even when faced with difficulties (Bakker & Oerleman, 2010). Dedication denotes being strongly drawn in to one's work, and experiencing a sense of importance and enthusiasm, and absorption is characterised by being entirely concentrated and happily immersed in one's work (Bakker & Oerleman, 2010).

Work engagement therefore “captures how workers experience their work: as stimulating and energetic and something to which they really want to devote time and effort (the *vigor* component); as a significant and meaningful pursuit (*dedication*); and as engrossing and interesting (*absorption*)” (Bakker & Oerleman, 2010, p.7). Engaged employees have a positive attitude towards their work and are likely to display work behaviours that reflect positively on themselves and the organisation. But engagement is argued to be more than this; engagement is about flow (Seligman, 2011). Csikszentmihalyi (1990) described ‘flow’ as an optimal experience in which an individual has full control over, and is completely engaged in an activity, resulting in a loss of the sense of time and self. Peterson, Park and Seligman (2005) assert that some of the advantages of experiencing flow are developing and enhancing psychological capital and experiencing positive emotions. According to Seligman (2011), engagement is different from, even opposite to positive emotions in that when people are in a state of flow they usually have no feelings at that given moment. Studies conducted on the features of the work context that advance engagement have shown that when individuals are optimistic about the future, engagement is more likely to result (Bakker, 2005). Bakker (2005) also states that individuals who appraise themselves positively are more likely to take on roles that are allied to their values, which promotes engagement. Individuals who are engaged experience increased energy, are more dedicated, and are more absorbed in their work mainly because they take pleasure in their role and this influences their happiness (Diener, 2000).

These orientations to happiness represent a departure from the popularised notion of measuring happiness by life satisfaction with the goal of increasing satisfaction with life. Whilst the

orientations to happiness depict happiness in the form of pleasure (positive emotion), meaning and engagement, Seligman's (2011) recent work contends that happiness should be measured not only by these three orientations to happiness but also by positive relationships and accomplishment. Rather than the goal of positive psychology being to increase life satisfaction the goal should be to "increase flourishing by increasing positive emotion, engagement, meaning, positive relationships, and accomplishment" (Seligman, 2011, p.12). According to Seligman (2011) for individuals to flourish they must have the above mentioned core features as well as the following additional features: self-esteem, optimism, resilience, vitality, and self-determination. It is interesting to note that the additional features such as optimism, resiliency and to a certain extent self-esteem are significant components of the concept psychological capital, thus hypothesising that psychological capital has a significant role to play in happiness and flourishing.

2.5. Empirical research on happiness

Whilst recently there have been some studies conducted on happiness that have included South African participants with participants from different countries to attain a more diverse sample (Delle Fave, Brdar, Freire, Vella-Brodrick & Wissing, 2010), research on happiness has predominantly been conducted within an international context with little research focusing specifically on happiness of South African employees. Such research is especially lacking within financial institutions in South Africa. Van Zyl, Deacon and Rothmann (2010) state that happiness is a significant concept to take note of for both individuals and organisations, thus scientific information about happiness is necessary within the South African context. In

reviewing the literature no South African study was found on happiness of employees within financial institutions. The research aimed to address this gap in the literature.

2.6. Conceptualising Psychological Capital (PsyCap)

“The integration of hope, efficacy, resilience, and optimism represents the core construct Psychological Capital” (Avey, Luthans & Youssef, 2009, p.436). Psychological capital (PsyCap) is based on positive psychology and as a construct emerged from positive psychological literature and the study of Positive Organisational Behaviour (POB) (Luthans, Avey, Avolio & Norman, 2007). Luthans (2002) defines POB as “the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement” (p. 59). Therefore POB aims to understand the relationship between positive psychological capacities and performance in the organisational context. According to Avey, Nimnicht, Graber and Pigeon (2009) there has been a considerable amount of research paying specific attention to positive psychological capacities in the workplace. Luthans and other authors (Luthans, 2002; Luthans & Youssef, 2007; Luthans, Youssef & Avolio, 2007) identified from positive psychology literature the following psychological capacities self-efficacy, hope, resilience, and optimism as being relevant to POB (Avey, Luthans & Youssef, 2009).

Self-efficacy refers to an individual’s beliefs or perceptions about their ability to control certain situations and their confidence in performing specific tasks (Bandura, 1994). Hope is defined as

“a positive motivational state that is based on an interactively derived sense of successful (1) agency (goal-directed energy) and (2) pathways (planning to meet goals)” (Snyder, 2002, p. 250). According to Snyder (2002), hope has two dimensions: willpower and pathways. Willpower refers to the motivation individuals have to achieve a desired goal (Luthans, Avey, Clapp-Smith & Li, 2008), and pathways refer to alternative pathways to a goal, which aids individuals in achieving goals despite the presence of obstacles” (Luthans et al., 2007). Resilience “refers to a class of phenomena characterized by patterns of positive adaptation in the context of significant adversity or risk,” which enables individuals to rebound promptly and effectively from adverse situations (Masten & Reed, 2002, p. 75). In relation to POB, Luthans (2002) defines resiliency as “the capacity to rebound or bounce back from adversity, conflict, failure, or even positive events, progress, and increased responsibility” (Luthans, 2002, p. 702). Optimism generally refers to having a positive outlook to life. Optimistic individuals anticipate good things to occur and in contrast pessimists anticipate bad things to occur (Scheier & Carver, 1985). These capacities have been collectively “theoretically developed and empirically tested as a state-like positive core construct termed psychological capital” (Avey, Luthans & Youseff, 2009, p.431).

Luthans, Youssef and Avolio (2007) therefore define psychological capital as “an individual’s positive psychological state of development and is characterized by: (1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when

beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success” (p.3). Avey et al. (2009) assert that psychological capital has developmental potential. PsyCap as well as its component capacities are considered to be state-like as opposed to trait-like. Luthans and Youssef (2007) describe this distinction along a trait-state continuum. Whereas trait-like constructs refer to relatively stable psychological characteristics, at the other end of the continuum, PsyCap and its components tend to be malleable and open to development (Luthans et al., 2007; Avey, Luthans & Youssef, 2009).

2.6.1. Empirical research on PsyCap

Research on PsyCap has shown mounting evidence that PsyCap is significantly associated with desired worker behaviours and attitudes towards work. Studies by Avey, Wernsing and Luthans (2008) found that “employees PsyCap was related to their positive emotions that in turn were related to their attitudes and behaviours relevant to organisational success” (p.48). In other words, employees with positive psychological capital and positive emotions may demonstrate behaviours that may consequently lead to positive organisational outcomes and change specifically organisational citizenship behaviour may lead to positive outcomes. Currently there is a lack of research that has been conducted on PsyCap in the South African context, and more specifically little research has been conducted on PsyCap of employees in financial institutions. Therefore this is another gap in the literature that the research aimed to address. In relation to the evidence provided by research on the construct, the PsyCap of staff in financial institutions may therefore encourage employees to engage in organisational citizenship behaviours. Psychological capital is thus recognised as a positive psychological state that can be further developed by an

individual (Luthans et al., 2007). Research has shown that psychological capital is related to desired organisational outcomes (Larson & Luthans, 2006); and organisational citizenship behaviour can be considered to be desired employee behaviour that leads to organisational success.

2.7. Conceptualising Organisational Citizenship Behaviour (OCB)

Organ (1988) first coined the term Organisational Citizenship Behaviour (OCB) over two decades ago, defining OCB as:

“Individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organisation. By discretionary, we mean that the behaviour is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person’s employment contract with the organisation; the behaviour is rather a matter of personal choice, such that its omission is not generally understood as punishable” (Organ, 1988, p.4).

However more recently it has been noted that OCBs may in fact be acknowledged, recognised and rewarded in performance appraisals (Organ, 1997). With the rapid expansion of research on OCB, this has resulted in conceptual perplexity about the nature of the construct (Podsakoff, MacKenzie, Paine & Bachrach, 2000). However, although OCB has been defined in many different contexts and backgrounds, there is consistencies in the way OCB have been defined in the literature to date (Bukhari, 2008). OCB is generally referred to as extra-role behaviour.

Jacqueline, Shapiro, Kessler and Purcell (2004) also refer to OCB as being extra-role behaviour – behaviour that is not officially required by the organisation and does not form part of requirements of the job; rather its practice depends on the consent of employee. On the same note, Joireman, Daniels, Falvy and Kamdar (2006) define OCB as behaviour that exceeds routine or required work expectations. Poncheri (2006) argues that such behaviours have the potential to make a positive impact on the organisation and its members. The belief by theorists is that as additional employees engage in OCB, the more successful the organisation is likely to become (Yen & Neihodd, 2004). As such OCB is likely to enhance organisational functioning and effectiveness (Padsokoff & Mackenzie, 1997).

Organ (1988) suggested five dimensions of OCB namely altruism, courtesy, sportsmanship, conscientiousness or generalised compliance, and courtesy. Firstly “altruism refers to discretionary behaviours aimed at helping other individuals with an organisationally relevant task or problem” (Rego, Ribeiro & Cunha, n.d). Therefore altruism can also be defined as going beyond job requirements and reflects the willingness to help other employees or co-workers (Redman & Snape, 2005; Todd, 2003). Secondly, courtesy refers to “being mindful of how one’s action affects other people” (Rego, Ribeiro & Cunha, n.d). Accordingly it is behaviour and gestures that help avoid problems for co-workers (Farh, Zhong & Organ, 2004). Thirdly, sportsmanship refers to being tolerant of the inconveniences and frustrations of organisational life without complaining and filing grievances (Rego, Ribeiro & Cunha, n.d). In the same way, Farh, Zhong and Organ, (2004) state that it involves tolerating in good character the sporadic hardships that randomly occur in the course of organisational endeavours of employees. In

describing the fourth OCB dimension, Redman and Snape (2005) define conscientiousness as discretionary behaviours that go further than the fundamental requirements of the job regarding obeying work rules. Implicit in this is “the adherence of organisational rules and procedures, even when no one is watching” (Bukhari, 2008, p.108). As such conscientiousness reflects the notion that the employee never forgets to be a part of the organisation. Konovsky and Organ (1996) suggest that conscientiousness or generalised compliance is related to civic virtue and that conscientiousness might be a personal quality that underlies civic virtue. Lastly, civic virtue refers to behaviours that exhibit a concern for the image and the well-being of the organisation (Redman & Snape, 2005). It reflects behaviour that indicates going beyond being just an employee, but also participating in and being concerned about the life of the organisation (Todd, 2003).

Over the years the measurement and dimensionality of OCB has progressed from a two factor model that included altruism and generalised compliance toward an organisation (Smith, Organ & Near, 1983) to the five factor model which includes altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Organ, 1988), and most recently seven dimensions which separates OCB into helping, sportsmanship, organisational loyalty, organisational compliance, individual initiatives, civic virtue, and self-development. The five factor model highlighted, and suggested by Organ (1988) is most commonly examined by researchers. Given the definitions of the dimensions of OCB, OCB is considered to be a positive organisational outcome.

2.7.1. Empirical research on OCB

Research on OCB has shown that these behaviours are beneficial to organisations (Bukhari, 2008; Yen & Neihodd, 2004). Most research on OCB has been conducted internationally and therefore more research is required on OCB within the South African context. Work in financial institutions is characterised by employee efforts to increase productivity and at the same time maintain exceptional customer and service deliver. Organisations that want to be successful requires employees that are willing to go beyond their job requirements, and in terms of the nature of work in financial institutions, research focusing on OCB in organisations is necessary especially within the South African context.

2.8. Research on the relationship between the constructs

2.8.1. The relationship between happiness and PsyCap

Certain psychological mechanisms such as optimism and self-efficacy have the propensity to work together to hold our evaluation of life satisfaction at a generally positive level (Page, 2005). Notably optimism and self-efficacy are components of PsyCap and are viewed as psychological constructs rather than psychological mechanisms. Research conducted on PsyCap has shown that the various constituent components of PsyCap are related to well-being (Culbertson, Fullagar & Mills, 2010). “This research supports the contention that positive cognitive resources inherent in the PsyCap dimensions are associated with the positive affective experience of well-being” (Culbertson, Fullagar & Mills, 2010, p.422). Such research has focused on hedonic well-being i.e. hedonic happiness and positive emotions. Avey, Luthans, Smith and Palmer (2009) found in

their studies on “The impact of positive psychological capital on employee well-being over time” that PsyCap is related to well-being and that PsyCap explained variance in well-being. Culbertson, Fullagar and Mills (2010) conducted a study to investigate the relationship between PsyCap and hedonic and eudaimonic well-being, and found that PsyCap was related to both types of well-being. The orientations to happiness represent an integration of hedonic and eudaimonic well-being and therefore it can be hypothesised that happiness and PsyCap are related.

2.8.2. The relationship between happiness and OCB

Avey, Wernsig and Luthans (2008); and Miles, Borman, Spector and Fox (2002) suggest that employees who are happy have a tendency to be more helpful to other employees and colleagues whom they work with, they tend to be more respectful to other people, and therefore are more likely to perform OCBs. According to Isen (1984) people who feel happy may choose to engage in behaviours that make them continue to feel happy, for example engaging in altruistic, empathetic, or courteous behaviours. As mentioned, Isen and Daubmen (1984) posit that OCB can be encouraged by positive emotions. Positive emotions have the propensity to help maintain relationships and to develop flourishing social interactions (Diener & Seligman, 2002). Rego, Ribeiro and Cunha, (n.d) postulate that such positive interactions may make individuals more disposed to be helpful to others (altruism), to be courteous to others (courtesy), and to avoid complaints that could damage such relationships (sportsmanship).

In line with Fredrickson's (1998) Broaden-and-Build theory, positive emotions broaden the scope of attention, cognition, and action, and have the potential to build physical, intellectual, and social resources. Such broadening of thought repertoires allows individuals to be "more prone to tolerate that hassles and annoyances of organisational life without complaining and filing grievances (sportsmanship) and to get involved in organisational activities to assist and improve the organisation (civic virtue)" (Rego, Ribeiro & Cunha, n.d). In their study on happiness and OCB Rego, Ribeiro and Cunha (n.d) found that happiness correlated positively with the components of OCB (altruism, sportsmanship, civic virtue) as well as overall OCB. The researchers also found that happiness predicted some dimensions of OCB as well as predicted overall OCB. Borman, Penner, Allen, and Motowildo (2001) found that happiness measured by positive emotions predicted OCB and that negative emotions inversely correlated with OCB.

2.8.3. The relationship between PsyCap and OCB

Avey, Luthans and Youssef (2009) suggest that individuals with elevated levels of PsyCap are more likely to engage in OCB than individuals with lower levels of PsyCap. Generally, employees who are positive seem to demonstrate more OCBs than employees who are negative (Avey, Luthans & Youssef, 2009). In a study on the effect of PsyCap on OCB, Lifeng (n.d) found that PsyCap had a positive impact on employees OCB and that PsyCap is related to OCB. PsyCap was also shown to hold predictive value for OCB. Isen and Daubmen (1984) posit that OCB can be encouraged by positive emotions. Fredrickson's Broaden-and-Build theory of Positive Emotions (1998) provides support for the relationship between OCB and PsyCap. Fredrickson (2003) champions the broadening contribution of positive emotions and the notion

that people who experience positive emotions “use broader thought-action repertoires, increasing the potential for proactive extra-role behaviours...” (Avey, Luthans & Youssef, 2009, p.441).

2.9. Theoretical Framework

The Broaden-and-Build theory of Positive Emotions

The theoretical framework underpinning the research is Fredrickson’s Broaden-and-Build theory of Positive Emotions (1998). Positive psychology posits that positive emotions lead to optimal well-being (Fredrickson, 2001). The theory states that positive emotions signal and produce flourishing, in the present as well as in the long run. Positive emotions are therefore “worth cultivating, not just as end states in themselves but also as a means to achieving psychological growth and improved well-being over time” (Fredrickson, 2001, p.220). Fredrickson’s Broaden-and-Build theory (1998) further explains the role of positive emotions. “The theory states that certain discrete positive emotions, including joy, interest, contentment, pride, and love, all share the ability to broaden people's momentary thought-action repertoires and build enduring personal resources, ranging from physical and intellectual resources to social and psychological resources” (p.219). Positive emotions have the ability to widen the range of thoughts and actions that occur (Fredrickson, 1998). Fredrickson (2001) states that “joy creates the urge to play, push limits, and be creative; interest creates the urge to explore and to take in new information and experiences; contentment creates the urge to value current life circumstances and from new views of the self and the world; pride follows personal achievements and creates the urge to share news of achievements and envision greater achievements in the future” (p.220); and finally love is considered to be an combination of joy, interest and contentment (Fredrickson, 2001).

Broadening modes of thinking and acting further “builds enduring personal resources which function as reserves to be drawn on to manage threats” (Fredrickson, 2001, p.220). Research and evidence gathered from previous studies have stated that positive emotions may fuel resiliency. Resiliency is considered to be a personal resource (Fredrickson, 2001). Resiliency is one of the constructs that makes up the concept psychological capital. Optimism, self-efficacy, and hope can also be considered to be personal psychological resources. Positive emotions may also fuel the development of these constructs and the overall psychological capital of an individual. Fredrickson (2001) therefore argues that our positive emotions serve a specific intention; namely to broaden and build our personal resources.

Studies on positive emotions and happiness have shown that people who feel happy express an interest in engaging in more active and passive social and non-social activities than people who were in a negative mood (Diener & Biswas-Diener, 2008). Diener and Biswas-Diener (2008) further assert that many of our personal resources are accumulated when we express positive moods. “Positive emotions energise us to develop our physical, intellectual, psychological and social resources” (Diener & Biswas-Diener, 2008, p.21). A significant broadening and building advantage of positive emotions relates to our social relations with others and the manner in which we look for and connect with others (Diener & Biswas-Diener, 2008). Happiness has the propensity to “lead us to listen with concern, help when called upon, and exert the effort to maintain existing relationships” (Diener & Biswas-Diener, 2008, p.22). “Happiness and related positive emotions function to encourage us to broaden and build a wide range of resources that,

ultimately, lead to personal fulfillment and societal well-being” (Diener & Biswas-Diener, 2008, p.22).

Positive emotions widen possibilities of attention, cognition, and action, and develop physical, intellectual, and social resources (Harter, Schmidt & Keyes, 2002). “It is possible that broadening of scope of attention that is realised through positive emotions leads to more enduring thoughts and actions that then relate successful business outcomes within organisations” (Harter, Schmidt & Keyes, 2002, p.6). Positive emotions occur through every day experiences and predisposed traits, for example being conscientiousness, and it is possible that this interface influences the regularity of positive emotions (Harter, Schmidt & Keyes, 2002). Avey, Wernsig and Luthans (2008) propose that based on Fredrickson’s (1998; 2001) work on positive emotions that positive emotions will lead to elevated levels of OCBs. On the contrary, employees with low PsyCap may experience decreased levels of positive emotions and are more inclined to experience or display deviant or counterproductive organisational behaviours. It was also established that employees who can account for more regular levels of positive emotions have the tendency to be further socially incorporated in the organisation resulting in higher levels of citizenship than those who reported fewer positive emotions (Avey, Wernsig & Luthans, 2008). Research on the role of positive emotions needs to be conducted in the South African context in relation to happiness, PsyCap and OCB. In terms of happiness, positive emotions play a significant role in that pleasure and positive emotions represent the first route to greater happiness (Seligman, Parks & Steen, 2005). Isen and Daubmen (1984) report that OCB can be encouraged by positive emotions and positive emotions fuel psychological resources such as

self-efficacy, hope, optimism, and resiliency. Therefore it is important that attention be given to positive emotions especially in the South African context whereby such research is lacking and to understand whether positive emotions enhance OCB. This study therefore aimed to contribute to this gap in the literature.

2.10. The present study

The central aim of this research was to investigate the relationship between happiness, PsyCap, and OCB of employees in a financial institution. There has been considerable amount of research conducted on employees in financial institutions on OCB within an international context (Bukhari, 2008); Yen & Neihoff, 2004), but little research has paid attention to happiness and PsyCap in relation to OCB among employees in financial institutions. Numerous studies have been conducted on psychological capital in many different contexts by Avey, Patera and West (2006), Larson and Luthans (2006), Avey, Luthans and Jensen (2009), and Luthans, Avolio and Avey (2008), but little research has been conducted on PsyCap in South Africa. Similarly limited studies have been conducted within the South African context on happiness. There is therefore a need to contribute to studies on happiness and PsyCap in the South African context specifically. The study may provide a means for organisations to find ways to develop the PsyCap of their employees, to determine the levels of happiness of employees in the workplace, and to achieve desirable organisational outcomes such as organisational citizenship behaviour.

2.11. Summary

This chapter explored the conceptualisations and approaches to happiness, psychological capital, and organisational citizenship behaviour. The chapter also provided a discussion on empirical research and findings based on these constructs. The theoretical framework underlying the research, Fredrickson's Broaden-and-Build theory of Positive Emotions (1998) was highlighted and in conclusion implications for the present study were discussed. The following chapter focuses on the research methodology and an explanation of the research design used to conduct the research.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter provides an overview of the methodology used in this research study. It highlights how the research problem was investigated with specific mention given to sampling methods and procedures, and the data collection procedure. The ethical considerations of the study are also addressed as well as the measuring instruments and their psychometric properties. The chapter concludes with the statistical data analysis methods used in the study, and a summary.

3.2. Research method and design

A quantitative survey was used to conduct the research. Quantitative research involves the counting and measuring of events and performing the statistical analysis from numerical data (Howit & Cramer, 2003). Quantitative research refers to a data collection process whereby “the researcher moves deductively from abstract ideas, to specific data collection techniques, to precise numerical information produced by the techniques” (Neuman, 2006, p.181). The rationale for using this method was that the researcher aimed to determine the relationship between happiness, PsyCap, and OCB, and therefore in order to address this quantitative research was the most appropriate research method to use.

The study was conducted using a cross-sectional research design. Cross-sectional research design was used which refers to “a criterion groups design in which the different criterion groups are

typically comprised of different age groups which are examined in terms of one or more variables at approximately the same time” (Huysamen, 1994, p. 98). The sample was drawn from the population at a specific time and point (Huysamen, 1994). This approach is flexible, easy to implement and is cost and time efficient, however this approach does not allow for causal inferences to be made as no repeat measures are applied to the sample. Questionnaires with established reliability and validity were used to obtain quantitative data using a survey research design method. “Survey research employs questionnaires and interviews to ask people to provide information about themselves – their attitudes and beliefs, demographic and other facts, and past or intended future behaviours” (Cozby, 2004, p. 115). According to Cozby (2004), “attitudes, current emotional states, and self-reports of behaviours, are most easily studied using questionnaires” (p.116). The rationale for using a survey design is that it allowed the researcher to study the relationships between variables, and because this is one of the proposed research aims, the survey design was an appropriate design to use.

3.3. Sample and sampling method

The study was conducted in a financial institution in Durban, KwaZulu-Natal. The company has approximately 250 employees including senior managers, managers and non-management. Sampling refers to the calculation or measurement of a part of the total population (Larson & Farber, 2000). A non-probability sampling technique was employed and a convenience sample of employees was selected from a single organisation. Non-probability sampling refers to “any kind of sampling where the selection of elements is not determined by the statistical element of randomness” (Durheim & Painter, 2006, p.139). Convenience sampling explains a sampling technique in which the collection of information from the population materialises when

individuals are conveniently available to provide the information. Thus this type of sampling is considered to be “quick, convenient and less expensive” (Sekaran, 2003, p. 280). The sample for this research was selected from an organisation based on their availability. It is important to note, that convenience samples are likely to be biased and therefore the results of the study should be cautiously interpreted (Larson & Farber, 2000). All 250 employees at the financial institution were invited to participate in the study. 185 employees (N = 185) completed the questionnaires resulting in a 74% response rate. Table 1 presents the characteristics of the final sample.

The final sample comprised of both male and female employees. Of the participants in the sample, there were 46 males (24.9%) and 139 females (75.1%). The majority of the employees were between the ages of 21-30 years old (57.3%). 28.1% of the employees were between the ages of 31-40 and only 1.1% of the employees were between the ages of 17-20. The sample comprised of a majority of African (49.2%) and Indian (41.1%) employees with Coloureds (7.6%) and Whites (2.2%) representing the minority of the sample.

Of the sample 68.1% of the employees had a Matric qualification. 26.5% of the employees held a diploma and 4.3% held a degree. Only 1 employee held a post-graduate qualification. In terms of years working for the organisation 41.1% of the employees have been working for the organisation for more than 5 years. 14.1% have been working for 1-2 years, 13.5% for 3-5 years, and 31.4% have been working with the organisation for less than a year.

With regards to job level the sample comprised of 91.9% of employees in non-management positions and 8.1% of employees at the management level.

Table 1

Characteristics of the participants

Characteristic	Frequency	N	%
Gender			
Male	46	185	24.9
Female	139	185	75.1
Age			
17-20	2	185	1.1
21-30	106	185	57.3
31-40	52	185	28.1
41-50	17	185	9.2
Older than 51	8	185	4.3
Race			
African	91	185	49.2
Indian	76	185	41.1
Coloured	14	185	7.6
White	4	185	2.2
Qualification			
Matric	126	185	68.1
Diploma	49	185	26.5
Degree	8	185	4.3
Post-graduate degree	1	185	0.5
Years working			
Less than a year	58	185	31.4
1-2 years	26	185	14.1
3-5 years	25	185	13.5
More than 5 years	76	185	41.1
Job Level			
Non-management	170	185	91.9
Management	15	185	8.1

Note. N, number; %, percentage.

In summary, the sample consisted of mostly females between the ages of the 21-30 years old, with Matric as the highest qualification, and working for the organisation for more than 5 years.

The sample also showed that there were mostly relatively young females at the non-management level.

3.4. Research instruments

The data collection tools for the collection of the quantitative data consisted of the use of 4 questionnaires and one biographical questionnaire that was developed by the researcher. The biographical questionnaire was used in the study to collect demographic information about the participants in the study.

3.4.1. Biographical questionnaire

Demographic information was collected on the participant's gender, age group, race, highest qualification, the number of years working for the organisation, and the participant's job level in the organisation.

3.4.2. Orientations to Happiness Scale (OHS)

The Orientations to Happiness Scale (OHS) was used as a measure of happiness. The OHS was developed by Peterson, Park and Seligman (2005). The OHS consists of 18 items and 3 subscales (meaning, pleasure, and engagement). There are 6 items for each of the 3 subscales, and the responses were measured using a 5 point scale ranging for 1 = very much unlike me to 5 = very much like me. An example of a meaning item is, "My life serves a higher purpose"; a pleasure item is, "Life is too short to postpone the pleasures it can provide", and an engagement item is, "Regardless of what I am doing, time passes very quickly". Peterson, Park and Seligman (2005) found the Cronbach alpha reliabilities for the subscales meaning, pleasure and engagement to be

0.84, 0.77, and 0.88 respectively, and the Cronbach alpha for the total OHS to be greater than 0.70. In a study conducted on a Swazi sample, it was found that the Cronbach alpha coefficient for pleasure was 0.70, 0.70 for meaning, engagement was 0.40 and 0.80 for the total OHS.

3.4.3. Satisfaction with Life Scale (SWLS)

The Satisfaction with Life Scale (SWLS) was used as a second measure of happiness. The SWLS was developed by Diener, Emmons, Larsen and Griffon (1985) and measures life satisfaction as experienced on a cognitive-judgmental level. The SWLS consists of 5 items and responses were measured on a 7 point Likert scale ranging from 1 = strongly agree to 7 = strongly disagree. The SWLS includes statements such as “In most ways my life is closely to my ideal” and “The conditions of my life are excellent”. Pavot and Diener (1993) found that Cronbach alpha reliabilities vary between 0.79 and 0.89 for studies conducted on Western samples. Research has established acceptable psychometric properties of SWLS and has indicated a reliability of 0.87 (Petersen, Park, & Seligman, 2005; Diener, 2007; Martin, Perles, & Cantor, 2010). In a study conducted on a South African sample using the SWLS, Rothmans, Kirsten and Wissing (2003) found the Cronbach alpha reliability for the scale to be 0.84 thus showing high internal consistency levels between the scale items. In another South African study using the SWLS, Field and Buitendach (2011) found a Cronbach alpha of 0.85 for the SWLS.

3.4.5. Psychological Capital Questionnaire (PCQ)

The Psychological Capital questionnaire (PCQ) was used as a measure of PsyCap. The PCQ was developed by Luthans, Avolio, Avey and Norman (2007). The PCQ consists of 24 items and 4 subscales for the 4 PsyCap components (self-efficacy, hope, resiliency, optimism). There are 6 items for each of the 4 subscales, and the responses were measured using a 6 point scale ranging from 1= strongly disagree, 2 = disagree, 3 = somewhat disagree, 4 = somewhat agree, 5 = agree, and 6 = strongly agree. An example of a self-efficacy item is, “I feel comfortable contributing to discussions about the companies strategies”; a hope item is, “If I find myself in a jam, I could think of ways to get out of it”; for a resiliency item is, “I usually take stressful things at work in stride”; and for an optimism item is, “I always look on the bright side of things regarding my job”. Avey, Patera and West (2006) found the overall Cronbach alpha reliability of the PCQ to be 0.90 and the reliabilities of the 4 subscales were 0.82, 0.81, 0.78, and 0.65 respectively. Although the reliability of the optimism subscale was lower, the overall reliability of the PCQ is high and therefore this instrument was used. In a study conducted on a South African sample using the PCQ, Herbert (2011) found the Cronbach alpha reliabilities for hope, optimism, self-efficacy and resilience to be 0.81, 0.67, 0.83, and 0.69 respectively.

3.4.6. Organisational Citizenship Behaviour Questionnaire (OCBQ)

The Organisational Citizenship Behaviour Questionnaire (OCBQ) was used as a measure of OCB. The OCBQ was developed by Konovsky and Organ (1996). The questionnaire consists of 32 items and 5 subscales measuring the 5 OCB components (conscientiousness, altruism, civic virtue, sportsmanship and courtesy). The responses are measured on a seven point Likert scale

ranging from 1 = does not apply to me to 7 = applies very well to me. An example of a conscientiousness item is, “Attendance at work is above average”; an altruism item is, “Helps others who have heavy workloads”; a civic virtue item is, “Stays informed about developments in the company”, a sportsmanship item is, “Complains a lot about trivial issues”; and a courtesy item is, “Respects the rights and privileges of others”. Vianello, Galliani and Haidt (2010) found the Cronbach alpha reliability of the OCB questionnaire to be 0.84 and the Cronbach alpha reliabilities for 5 subscales to be higher than 0.70. Van Emmeriki, Jawahar and Stone (2005) found a Cronbach alpha value of 0.79 for the OCB questionnaire. No published studies were found using the OCB questionnaire on a South African sample.

Cronbach alpha reliabilities should be higher than 0.70 (Nunally & Bernstein, 1994), and considering that most researchers found over 0.70 alpha reliabilities for the questionnaires, the questionnaires were used.

3.5. Data collection

A letter was given to the organisation asking for permission to conduct the research. A meeting was then set up with an employee from the human resources department to discuss the objectives of the research. The organisation gave permission to the researcher to conduct the research and to distribute questionnaires to all employees during a two week period in August 2012. Employees were asked to participate in the study on a voluntary basis, and this was facilitated by employees in human resources who agreed to assist the researcher. Employees who were willing to

participate in the study were given a letter to brief them on the description of the study, the purpose of the study, the procedure in relation to participation in the study, and issues of confidentiality and anonymity. They were given an informed consent form before participation in the study. The collection of data took place over a period of approximately 2 weeks as agreed with the organisation. This allowed participants enough time to complete questionnaires at their convenience. Human resource employees were provided with the questionnaires and distributed them amongst their employees. The researcher distributed 250 questionnaires of which 185 questionnaires were completed and collected. The questionnaires were completed in approximately 3 weeks.

3.6. Ethical Considerations

The research project was granted ethical clearance by the University of KwaZulu-Natal Ethics Board before data collection commenced. A letter was given to the organisation for permission to distribute questionnaires to the employees. Once permission was granted employees were given a letter to brief them on the aims and purpose of the study. On the informed consent forms it was stated explicitly that participation was strictly on a voluntary basis and that no one would be advantaged or disadvantaged due to their participation in the study. The responses on the questionnaires would have no bearing on the employee's job at the organisation and they could withdraw from the study at any time without any negative consequences. Anonymity was guaranteed as participants were not required to provide their names on the questionnaire. Confidentiality was also guaranteed as the completed questionnaires would only be available to the researcher and the research supervisor.

3.7. Data Analysis

The data was captured to Statistical Package for the Social Sciences (SPSS version 19, 2010). Descriptive and inferential statistical techniques were employed.

Descriptive statistics were used to describe the data. Descriptive statistics take account of the data by analysing frequencies, measures of central tendency and variability, and aids the researcher in providing a description of the data (Sekaran, 2003). Descriptive statistics summarise the broad aspects of the data obtained and include the mean, maximum, standard deviation, skewness and the kurtosis (Leedy & Ormrod, 2010). Frequencies and percentages were computed primarily for the biographical data. The mean, standard deviation, kurtosis and skewness, and Cronbach alphas were used to describe the data pertaining to the scales and their factors. The mean is a measure of central tendency and is commonly understood as representing an average of scores. The standard deviation provides enablement to reach a conclusion about scores in the distribution (Rosnow & Rosenthal, 2002). To determine the normality of the distributions, skewness and kurtosis scores were evaluated. According to Struwig and Stead (2001) “skewness refers to the degree of deviation from symmetry, while kurtosis refers to how flat or peaked the distribution is” (p.159). Kline (2005) asserts that cut-off scores below three are generally accepted for skewness and scores below ten are generally accepted for kurtosis. Further skewness and kurtosis values of smaller than 1 indicate that the distribution is normally distributed (Tabachnick & Fidell, 2001). Normality of the distributions was also determined by assessing normality using the test of normality on SPSS (Pallant, 2010). The results of the Kolmogorov-Smirnov statistic were analysed which assesses the normality of the distribution of scores (Pallant, 2010). According to Pallant (2010) a non-significant result i.e. a significance

value of greater than 0.05 indicates that the scores are normally distributed. Histograms were also inspected to determine normality. Cronbach alpha reliabilities were reported to ascertain the internal consistency of the scales and their factors.

Exploratory factor analysis was conducted on the OHS, PsyCap questionnaire and the OCB questionnaire to determine how many factors in the scales best suited the data in the study. The OHS consists of three factors, PsyCap consists of four factors and OCB consists of five factors. Factor analysis reduces many variables to a few variables and is used to define the underlying structure among the variables in the analysis. Factor analysis is also used as a method to determine construct equivalence. Construct equivalence refers to respondents from different cultural groups attaching the same meaning to a construct as a whole (Van de Vijver & Leung, 1997). “Factor analysis is a specialised statistical technique that is particularly useful for investigating construct validity” (Gregory, 2006, p.135). Exploratory factor analysis was conducted to examine construct validity following a two step process (Tabachnick & Fidell, 2001). Exploratory factor analysis is used to explore the interrelationships amongst a set of variables (Pallant, 2010). “The existence of large correlation coefficients between subsets of variables suggests that those variables measure the same aspects of an underlying dimension” (Field, 2005). First, a simple Principal Component Analysis (PCA) was conducted on the constructs. The PCA technique in factor analysis is used to reduce a large number of variables into a smaller number of components (Tabachnick & Fidell, 2001). PCA was used as the extraction technique and eigenvalues and scree plots were studied to determine how many factors were extracted. According to Terre Blanche and Durheim (1999) the general convention is that only factors with an eigenvalue of more than one should be considered as meaningful

factors. Secondly a principal axis factor analysis was conducted with a direct oblimin rotation followed by a varimax rotation. The oblimin rotation determines the degree of correlations between the factors and to identify potential factor structures, and the varimax rotation minimizes the complexity of factors (Tabachnick & Fidell, 2001). Factor loadings were then studied. A factor loading indicates the correlation between a factor and a variable and indicates the relative contribution of an item to a factor. A factor loading score of 0.40 was set as the cut-off score in which items were assigned to the appropriate factor. In the case where items loaded on more than one factor, items with the highest loading were assigned to the factor.

Inferential statistics were used to analyse the data as inferences were made about a population from a sample. The inferential statistics computed were Pearson momentum correlation coefficient analysis and multiple regression analysis. Pearson momentum correlation coefficients was utilised as it provides an indicator of the strength, magnitude and direction of the association between the happiness, PsyCap and OCB (Sekaran, 2003). Pearson momentum correlation coefficient analysis was used to determine the relationship between happiness, PsyCap, and OCB. Practically and statistically significant relationships were studied. Practically significant relationships were looked at to determine “whether a relationship is large enough to be important” (Steyn, 2002, p.10). The following guidelines were used to determine whether a relationship was practically significant: 0.3 = medium effect and 0.5 = larger effect (Cohen, 1988). To determine whether a relationship was statistically significant, $p \leq 0.05$ was considered as an acceptable level of statistical significance.

Multiple regression analysis was used to determine whether happiness and PsyCap hold predictive value for OCB and to determine the percentage of variance in the dependent variable that is predicted by the independent variables. Multiple regressions are a statistical technique that allows for the prediction of a score on one variable based on their score on another variable. It allows researchers to examine how effectively one or more variables allow for the prediction of the value of another variable (Leedey & Ormond, 2010).

Lastly, a hierarchical multiple regression analysis was used to determine to whether PsyCap moderated the relationship between happiness and OCB. A moderator is a variable that influences the direction or strength of the relationship between an independent variable and a dependent variable (Baron & Kenny, 1986). Therefore moderation was considered to determine whether PsyCap strengthened the relationship between happiness and OCB. According to Frazier, Tix and Barron (2004), “researchers can use multiple regression analysis to examine moderator effects whether the predictor or moderator variables are categorical or continuous...” (p.117). In order to analyse the moderating effect of PsyCap the following steps were pursued. Firstly the independent variable happiness and the moderator variables hopeful-confidence and positive outlook were standardised. Secondly two interaction terms were created through the multiplication of the standardised variables happiness and hopeful-confidence and happiness and positive outlook. The outcome variable, OCB and its factors were not standardised. Hierarchical regression analyses were then conducted following two distinct steps. The standardised variables were entered into the first block; and then the interaction term was entered into the second block. According to Cohen and Wills (1985) both the standardised variables and the interaction term need to be examined. The beta values as well as the significance values were analysed.

Moderation was determined by examining whether the interaction term or moderator was significant. A moderation graph was created using Modgraph (Jose, 2002), an Excel programme developed to accurately create graphs showing interaction effects.

3.8. Summary

The purpose of this chapter was to describe the quantitative design employed in this study and the methods used to collect the data for this study. The chapter discussed and highlighted the research method and design, the characteristics of the sample and the sampling method, the research procedure, and the research instruments as well as their psychometric properties. Finally the chapter provided a discussion of the statistical techniques that were used to analyse the data.

CHAPTER FOUR

RESULTS

4.1. Introduction

This chapter presents the results obtained from the statistical analysis of the data collected for the research. Descriptive statistics are interpreted by analysing means, standard deviations, skewness and kurtosis, and tests of normality. The reliability of all scales is explored by analysing Cronbach alpha coefficients, and exploratory factor analysis was conducted to determine which factors best fit the data. Inferential statistics are analysed to determine relationships using Pearson momentum correlation analysis and multiple regression analysis. Hierarchical regression analysis is interpreted to determine the moderating effect of psychological capital.

4.2. Exploratory factor analysis

To examine the factor structure of the OHS, PsyCap questionnaire and OCB questionnaires exploratory factor analysis with a simple Principle Component Analysis (PCA) was conducted to determine how many factors in the scales best suited the data in the study. An examination of eigenvalues and scree plots determined the number of factors within each scale. According to Terre Blanche and Durheim (1999) the general convention is that only factors with an eigenvalue of more than one should be considered as meaningful factors.

Exploratory factor analysis using PCA was first conducted on the OHS. An examination of eigenvalues over one initially found that a five factor model could be retained. The five factor model explained 55.8% of the variance. This result was in contrast to Peterson, Park and Seligman's (2005) original OHS design which consisted of three distinct factors. The results demonstrated that the three factors explained 42.5% of the variance. Although factors five, four, three and two displayed eigenvalues over one, an examination of the factor loadings indicated that the majority of the items loaded onto the wrong factors, and most of the items loaded onto one factor. Table 2 shows the results of exploratory factor analysis conducted on the OHS. Therefore it was determined that a one factor model best represented the data for the OHS with the one factor explaining 26.1% of the variance. The one factor was called happiness.

For the PsyCap questionnaire, an examination of the eigenvalues over one indicated that a six factor model could be retained from the data. The six factor model explained 61.5% of the variance. This result represented a departure from Luthans et al. (2007) original design of the PsyCap questionnaire which consisted of four factors (self-efficacy, hope, resiliency, optimism). In this study the results indicated that the four factors explained 51.4% of the variance. Whilst factors six to three displayed eigenvalues over one, the results could not be interpreted. An examination of the factor loadings indicated that most items loaded onto the wrong factors. The analysis of factors one and two indicated that the majority of the items loaded on these factors.

Table 2

Factor loadings (item-component correlations) of the 18 items in the OHS

Components	
	1
Item 1	0.588
Item 2	0.591
Item 3	0.326
Item 4	0.417
Item 5	0.461
Item 6	0.558
Item 7	0.660
Item 8	0.307
Item 9	0.125
Item 10	0.547
Item 11	0.352
Item 12	0.627
Item 13	0.531
Item 14	0.652
Item 15	0.473
Item 16	0.618
Item 17	0.607
Item 18	0.359

Note. Items 1-18, happiness

The results were in contrast to Luthans et al. (2007); Avey et al. (2006); and Larson and Luthan's (2006) who found a four factor model which indicated that each subscale of psychological capital loads onto separate factors. The results of this study indicated that items representing self-efficacy and hope loaded on one factor, and items representing resiliency and optimism loaded onto factor two.

The two factors explained 37.6% of the total variance. Du Plessis and Barkhuizen (2011) found that a three factor model best represented the data gathered from a South African sample. They renamed their factors hopeful-confidence, resiliency and optimism. Luthans et al. (2007) found that other models that could be compared to psychological capital with four factors namely, a three factor model with resiliency and optimism merged, as well as a one factor model that included all 24 items loading on one factor. The two factors that resulted in this study were called hopeful-confidence as in the study by Du Plessis and Barkhuizen (2011) and positive outlook. Hopeful-confidence referred to having the confidence in ones abilities to take on challenging tasks and to persevere to reach goals, and positive outlook referred to being able to bounce back from adversity and expecting success now and in the future. Table 3 displays the results of the exploratory factor analysis conducted on the PsyCap questionnaire.

Table 3

Factor loadings (item-component correlations) of the 24 items in the PCQ

	Components	
	1	2
Item 1	0.425	0.106
Item 2	0.783	-0.046
Item 3	0.775	-0.026
Item 4	0.798	-0.088
Item 5	0.585	-0.201
Item 6	0.585	0.083
Item 7	0.392	0.295
Item 8	0.517	0.326
Item 9	0.349	0.395
Item 10	0.435	0.230
Item 11	0.553	0.210
Item 12	0.569	0.142
Item 13	0.157	0.113
Item 14	0.003	0.631
Item 15	0.079	0.619
Item 16	-0.100	0.449
Item 17	-0.072	0.747
Item 18	0.243	0.655
Item 19	-0.115	0.663

Item 20	0.167	-0.079
Item 21	0.412	0.479
Item 22	0.219	0.522
Item 23	0.386	0.064
Item 24	0.123	0.512

Note. Items 1-12, hopeful-confidence; 14-24, positive outlook

The results of the exploratory factor analysis on the OCB questionnaire firstly indicated that a six factor model could be retained from the data. The six factors with eigenvalues over one explained 67.2% of the variance. The results were in contrast to Organ (1988) and Konovsky and Organ (1996) who found that a five factor model was best representative of the original OCB design. This study showed that a five factor model explained 63.5% of the total variance. Although factors six and five both had eigenvalues over one, the results could not be accurately interpreted as items loaded on the wrong factors. An analysis of a four factor model indicated that this model best represented the data. Table 4 represents the results of the exploratory factor analysis conducted on the OCB questionnaire. An analysis of factor loadings demonstrated that the items loaded on the relevant factors. The four factor model explained 60.03% of the variance. The correct items loaded on altruism, courtesy and sportsmanship, with items representing generalised compliance/conscientiousness and civic virtue loading on the fourth factor. The factor was called civic virtue.

Table 4

Factor loadings (item-component correlations) of the 24 items in the PCQ

	Components			
	1	2	3	4
Item 1	0.017	0.103	-0.800	0.067
Item 2	0.034	0.133	-0.750	0.030
Item 3	0.145	0.010	-0.813	0.159
Item 4	0.230	-0.063	-0.661	0.000
Item 5	-0.079	-0.131	-0.408	-0.068
Item 6	0.097	0.019	-0.504	-0.288
Item 7	0.250	-0.067	-0.448	-0.120
Item 8	0.582	-0.063	-0.201	-0.107
Item 9	0.241	-0.157	-0.481	-0.143
Item 10	0.397	-0.010	-0.296	-0.017
Item 11	0.869	0.034	-0.002	-0.034
Item 12	0.847	-0.083	0.057	-0.004
Item 13	0.815	-0.063	0.083	0.084
Item 14	0.507	-0.057	-0.284	-0.048
Item 15	0.224	0.135	-0.320	-0.290
Item 16	0.017	0.103	-0.800	0.067
Item 17	0.559	0.026	-0.113	-0.197
Item 18	0.709	-0.077	0.061	-0.312
Item 19	0.620	-0.101	0.015	-0.183

Item 20	-0.044	0.777	-0.011	-0.079
Item 21	-0.085	0.869	-0.026	-0.042
Item 22	-0.046	0.844	-0.071	-0.077
Item 23	-0.027	0.800	-0.008	0.037
Item 24	0.094	0.741	0.068	0.092
Item 25	0.206	0.060	0.253	-0.766
Item 26	0.115	-0.015	0.066	-0.817
Item 27	0.325	0.013	0.134	-0.641
Item 28	0.195	0.027	-0.022	-0.706
Item 29	0.372	-0.029	0.088	-0.604
Item 30	-0.032	-0.121	-0.243	-0.703
Item 31	-0.192	-0.006	-0.375	-0.686
Item 32	-0.231	0.065	-0.536	-0.564

Note. Items 1-7, altruism; 12-19, courtesy; 20-24, sportsmanship; 25-32, civic virtue

4.3. Descriptive statistics

Table 5 reports the descriptive statistics for all the measures used in the study. The descriptive statistics were analysed to determine whether the scores were normally distributed. Specifically skewness and kurtosis scores were explored. An examination of the skewness scores indicated that scores were well below three and are therefore accepted for skewness (Kline, 2005), and an analysis of kurtosis scores indicated that the scores were well below ten and are therefore accepted for kurtosis (Kline, 2005).

Table 5

Descriptive statistics of measures

Variable	N	Min	Max	Mean	SD	Skewness	Kurtosis	α
1. OHS (Total)	185	36	88	66.4	9.63	-0.08	-0.37	0.82
2. Happiness	185	26	65	50.4	7.73	-0.21	-0.4	0.84
3. SWLS	185	5	35	18.2	6.79	0.36	-0.05	0.78
4. PsyCap (Total)	185	57	138	107.6	14.9	-0.47	0.18	0.88
5. Hopeful-confidence	185	18	60	44.05	8.04	-0.62	0.20	0.85
6. Positive outlook	185	12	54	41.65	6.54	-0.94	1.35	0.81
7. OCB (Total)	185	57	138	107.6	14.9	-0.47	0.18	0.88
8. Altruism	185	14	49	40.6	7.04	-0.96	0.97	0.89
9. Courtesy	185	5	35	11.8	6.82	1.26	1.24	0.87
10. Sportsmanship	185	12	56	39.7	9.5	-0.40	-0.22	0.86
11. Civic virtue	185	8	56	44.72	8.96	-1.37	1.14	0.90

Note. N, number of respondents; Min, minimum; Max, maximum; SD, standard deviation; α , Cronbach alpha coefficients.

Tabachnick and Fidell (2001) state that if skewness and kurtosis values are smaller than one then the distribution is normally distributed. An evaluation of the skewness and kurtosis showed that the majority of the scores were lower than one and therefore it could be concluded that the scores were normally distributed. However courtesy and civic virtue both showed skewness and

kurtosis scores over one and therefore to further verify the results tests of normality were conducted on the scores. Kolmogorov-Smirnov statistics were analysed and it was determined that total PsyCap, total OCB and happiness had significance values greater than 0.05 indicating that the scores were normally distributed. An evaluation of the histograms indicated that scores on courtesy were negatively skewed and scores on civic virtue were positively skewed. Whilst the Kolmogorov-Smirnov statistics on the SWLS, total OHS, hopeful-confidence, positive outlook and the OCB factors showed significance values of less than 0.05 suggesting a violation of the assumption of normality, skewness and kurtosis scores for these variables were less than one indicating acceptable scores to deem normality of the distributions (Kline, 2005).

Cronbach alpha coefficients were used to test reliability of the OHS, PsyCap questionnaire, and the OCB questionnaire and their factors. According to Nunally and Berstein (1994) Cronbach alpha coefficients should be greater than or equal to 0.70 to be regarded as reliable and acceptable. The Cronbach alpha reliability for the total OHS was ($\alpha = 0.82$). The one factor model representing the OHS, called happiness had a Cronbach alpha reliability of ($\alpha = 0.84$). Satisfaction with life as a second measure of happiness measured by the SWLS had a Cronbach alpha reliability of ($\alpha = 0.78$). The Cronbach alpha coefficient for the total PsyCap questionnaire was found to be ($\alpha = 0.88$). The two factor model representing PsyCap showed that the following Cronbach alpha coefficients were found for the two factors: hopeful-confidence ($\alpha = 0.85$) and positive outlook ($\alpha = 0.81$). The Cronbach alpha reliability for the total OCB questionnaire was ($\alpha = 0.88$). The four factor model representing OCB showed the following Cronbach alpha coefficients were significant: altruism ($\alpha = 0.89$); courtesy ($\alpha = 0.87$); sportsmanship ($\alpha = 0.86$);

and civic virtue ($\alpha = 0.90$). Next Pearson momentum correlation analysis was conducted on the measures.

4.4. Inter-correlations among measures

Pearson momentum correlation coefficients were analysed to determine the relationship between happiness, PsyCap and OCB. Correlations between the total scales and subscales were examined and inter-correlations among measures were analysed. Table 6 presents the results of the Pearson momentum correlation analysis.

Table 6 indicates that happiness was found to have a statistically significant relationship with satisfaction with life ($p \leq 0.01$). Happiness was found to have a practically and statistically significant relationship with total PsyCap ($p \leq 0.01$) (medium effect). In terms of the PsyCap factors happiness only demonstrated a statistically significant relationship with hopeful-confidence ($p \leq 0.05$), but it was found that happiness had a practically and statistically significant relationship with positive outlook ($p \leq 0.01$) (medium effect). Happiness demonstrated a practically and statistically significant association with total OCB ($p \leq 0.01$) (large effect). Furthermore in relation to the OCB factors happiness was found to have a practically and statistically significant relationship to altruism ($p \leq 0.01$) (large effect) and civic virtue ($p \leq 0.01$) (medium effect). Happiness was found to be only statistically related to sportsmanship ($p \leq 0.01$).

Table 6

Pearson momentum correlation coefficients

Item	1	2	3	4	5	6	7	8	9	10	11
1. OHS (Total)	1										
2. Happiness	0.955 **++	1									
3. SWLS	0.215 *	0.222 **	1								
4. PsyCap (Total)	0.375 **+	0.403 **+	0.372 **+	1							
5. Hopeful- confidence	0.239 **	0.236 *	0.374 **+	0.881 **++	1						
6. Positive outlook	0.453 **+	0.465 **+	0.248 **	0.807 **++	0.523 **++	1					
7. OCB (Total)	0.473 **+	0.505 **++	0.061	0.432 **+	0.387 **+	0.352 **+	1				
8. Altruism	0.438 **	0.518 **++	0.055	0.493 **+	0.315 **+	0.492 **+	0.719 **++	1			
9. Courtesy	0.146	0.066	0.118	0.302 **+	0.158 *	0.204 **	0.147	0.242 **	1		
10. Sportsmanship	0.300 **+	0.263 **	0.126	0.390 **+	0.373 **+	0.300 **+	0.819 **++	0.510 **++	0.066	1	
11. Civic virtue	0.312 **+	0.364 **+	0.007	0.410 **+	0.331 **+	0.279 **	0.822 **++	0.605 **++	0.049	0.570 **++	1

Note. ** Statistical significance at $p \leq 0.01$. *Statistical significance at $p \leq 0.05$. ++ Practically significant (large effect ≥ 0.50). + Practically significant (medium effect ≥ 0.30)

Satisfaction with life measured by the SWLS was used as a second measure of happiness. SWL was found to have a practically and statistically significant relationship with total PsyCap ($p \leq 0.01$) (medium effect) and one of the PsyCap factors hopeful-confidence ($p \leq 0.01$) (medium effect). SWL only demonstrated a statistically significant relationship with the second PsyCap factor positive outlook ($p \leq 0.01$). A considerable finding was that SWL as a measure of happiness showed no significant correlations with total OCB or any of the four OCB factors.

In relation to the two PsyCap factors, the following correlations were found. Firstly the first factor hopeful-confidence was found to have a practically and statistically significant relationship with total PsyCap ($p \leq 0.01$) (large effect). Hopeful-confidence also demonstrated a practically and statistically significant relationship with the second PsyCap factor positive outlook ($p \leq 0.01$) (large effect). In terms of hopeful-confidence associations with OCB it was found that hopeful-confidence had a practically and statistically significant relationship with total OCB ($p \leq 0.01$) (medium effect), altruism ($p \leq 0.01$) (medium effect), sportsmanship ($p \leq 0.01$) (medium effect), and civic virtue ($p \leq 0.01$) (medium effect). Hopeful-confidence only demonstrated a statistically significant relationship with courtesy ($p \leq 0.01$).

The second factor positive outlook yielded the following correlations. Firstly positive outlook was found to be practically and statistically related to total PsyCap ($p \leq 0.01$) (large effect). Positive outlook demonstrated some similar results to hopeful-confidence in terms of OCB. Positive outlook was found to be practically and statistically related to total OCB ($p \leq 0.01$) (medium effect), the OCB factors altruism ($p \leq 0.01$) (medium effect) and sportsmanship ($p \leq$

0.01) (medium effect). Positive outlook was only statistically related to courtesy ($p \leq 0.01$) and civic virtue ($p \leq 0.01$).

With regards to the inter-correlations of total OCB with the factors it was found that altruism, sportsmanship and civic virtue had a practically and statistically significant relationship with total OCB ($p \leq 0.01$) (large effect). Correlations between the factors found that altruism had a practically and statistically significant relationship with sportsmanship and civic virtue ($p \leq 0.01$) (large effect). Altruism had a statistically significant relationship with courtesy ($p \leq 0.05$). Sportsmanship was found to have a practically and statistically significant relationship with civic virtue ($p \leq 0.01$) (large effect) and no significant relationships were found between sportsmanship and civic virtue with courtesy. Multiple regression analysis was conducted next to determine prediction.

4.5. Multiple regression analysis

Multiple regression analysis was conducted to determine the extent to which happiness and PsyCap held predictive value for OCB. Multiple regression analyses were conducted with happiness, hopeful-confidence, and positive outlook as independent variables and total OCB as the dependent variable, and further analyses were conducted with happiness, hopeful-confidence and positive outlook as independent variables and OCB factors (altruism, courtesy, sportsmanship, civic virtue) separately as dependent variables. Table 7 presents the results of the

first multiple regression analysis with happiness, hopeful-confidence and positive outlook as independent variables and total OCB as the dependent variable.

Table 7

Multiple regression analysis with total OCB as a dependent variable and happiness, hopeful-confidence, and positive outlook as independent variables.

Variable	F	β	SE	R^2	p
Model	19.37			0.328	0.000**
Constant			16.13		0.021*
Happiness		0.424	0.320		0.000**
Hopeful-confidence		0.245	0.311		0.008**
Positive outlook		0.033	0.436		0.749

Note. ** Statistical significance at $p \leq 0.01$. *Statistical significance at $p \leq 0.05$. F, F-test of F statistic; β , beta; SE, standard error of the estimate; R^2 , R squared; p , probability value.

Table 7 demonstrates that happiness and hopeful-confidence were predictive of total OCB ($F = 19.37$, $p \leq 0.01$, $R^2 = 0.328$). The variables explained 32.8% of the variance in total OCB. Happiness and hopeful-confidence significantly predicted total OCB ($p \leq 0.01$). From the analysis, it was found that happiness held the highest predictive value ($\beta = 0.424$). For every one

unit change in happiness there was a 0.424 change in total OCB. Table 8 depicts the results of the second multiple regression analysis with happiness, hopeful-confidence and positive outlook as independent variables and altruism as the dependent variable.

Table 8

Multiple regression analysis with altruism as a dependent variable and happiness, hopeful-confidence, and positive outlook as independent variables.

Variable	F	β	SE	R^2	p
Model	25.55			0.386	0.000**
Constant			4.041		0.098
Happiness		0.303	0.080		0.000**
Hopeful-confidence		0.068	0.074		0.420
Positive outlook		0.364	0.105		0.000**

Note. ** Statistical significance at $p \leq 0.01$. *Statistical significance at $p \leq 0.05$. F, F-test of F statistic; β , beta; SE, standard error of the estimate; R^2 , R squared; p , probability value.

Table 8 shows that happiness and positive outlook were predictive of altruism ($F = 25.55$, $p \leq 0.01$, $R^2 = 0.386$). The variables explained 38.6% of the variance in altruism. Happiness and positive outlook significantly predicted altruism ($p \leq 0.01$). From the analysis, it was found that

positive outlook held the highest predictive value ($\beta = 0.364$). For every one unit change in positive outlook there was a 0.364 change in altruism. Table 9 depicts the results of the third multiple regression analysis with happiness, hopeful-confidence and positive outlook as independent variables and courtesy as the dependent variable.

Table 9

Multiple regression analysis with courtesy as a dependent variable and happiness, hopeful-confidence, and positive outlook as independent variables.

Variable	F	β	SE	R^2	p
Model	5.351			0.113	0.002**
Constant			4.500		0.000**
Happiness		0.256	0.084		0.009**
Hopeful-confidence		0.071	0.082		0.474
Positive outlook		0.332	0.115		0.003**

Note. ** Statistical significance at $p \leq 0.01$. *Statistical significance at $p \leq 0.05$. F, F-test of F statistic; β , beta; SE, standard error of the estimate; R^2 , R squared; p , probability value.

Table 9 illustrates that happiness and positive outlook were predictive of courtesy ($F = 5.351$, $p \leq 0.01$, $R^2 = 0.113$). The variables explained 11.3% of the variance in courtesy. Happiness and

positive outlook significantly predicted courtesy ($p \leq 0.01$). From the analysis, it was found that positive outlook held the highest predictive value ($\beta = 0.332$). For every one unit change in positive outlook, there was a 0.332 change in courtesy. Table 10 depicts the results of the fourth multiple regression analysis with happiness, hopeful-confidence, and positive outlook as independent variables and sportsmanship as the dependent variable.

Table 10

Multiple regression analysis with sportsmanship as a dependent variable and happiness, hopeful-confidence, and positive outlook as independent variables.

Variable	F	β	SE	R^2	p
Model	8.916			0.177	0.000**
Constant			6.408		0.247
Happiness		0.140	0.120		0.138
Hopeful-confidence		0.249	0.117		0.011*
Positive outlook		0.142	0.164		0.186

Note. ** Statistical significance at $p \leq 0.01$. *Statistical significance at $p \leq 0.05$. F, F-test of F statistic; β , beta; SE, standard error of the estimate; R^2 , R squared; p , probability value.

Table 10 demonstrates that only hopeful-confidence predicted sportsmanship ($F = 8.916$, $p \leq 0.01$, $R^2 = 0.177$). Therefore hopeful-confidence explained 17.7% of the variance in sportsmanship. Hopeful-confidence significantly predicted sportsmanship ($p \leq 0.05$) ($\beta = 0.249$). For every one unit change in hopeful-confidence, there was a 0.249 change in sportsmanship. Table 11 depicts the results of the final multiple regression analysis with happiness, hopeful-confidence, and positive outlook as independent variables and civic virtue as the dependent variable.

Table 11

Multiple regression analysis with civic virtue as a dependent variable and happiness, hopeful-confidence, and positive outlook as independent variables.

Variable	F	β	SE	R^2	p
Model	10.934			0.209	0.000**
Constant			5.732		0.022*
Happiness		0.303	0.108		0.001**
Hopeful-confidence		0.240	0.110		0.015*
Positive outlook		0.034	0.150		0.753

Note. ** Statistical significance at $p \leq 0.01$. *Statistical significance at $p \leq 0.05$. F, F-test of F statistic; β , beta; SE, standard error of the estimate; R^2 , R squared; p , probability value.

Table 11 shows that happiness and hopeful-confidence were predictive of civic virtue ($F = 10.934$, $p \leq 0.01$, $R^2 = 0.209$). The variables explained 20.9% of the variance in civic virtue. Happiness and hopeful-confidence significantly predicted civic virtue ($p \leq 0.01$, $p \leq 0.05$). From the analysis, it was found that happiness held the highest predictive value ($\beta = 0.303$). Next hierarchical multiple regression was conducted to assess the moderating effect of PsyCap.

4.6. Hierarchical multiple regression to assess the moderating effect of PsyCap

A hierarchical multiple regression analysis was conducted to determine whether PsyCap moderated the relationship between happiness and OCB. The two PsyCap factors hopeful-confidence and positive outlook were examined as moderator variables and labeled as moderator 1 and moderator 2 respectively in the regression equation. A hierarchical regression analysis was firstly conducted to determine if hopeful-confidence moderated the relationship between happiness and total OCB, and then a hierarchical regression analysis was conducted to determine if hopeful-confidence moderated the relationship between happiness and the four OCB factors (altruism, courtesy, sportsmanship, civic virtue) separately. A hierarchical regression analysis was also conducted using the second PsyCap factor positive outlook, to determine if positive outlook moderated the relationship between happiness and total OCB, and then once again a hierarchical regression analysis was conducted to determine if positive outlook moderated the relationship between happiness and the four OCB factors (altruism, courtesy, sportsmanship, civic virtue) separately. Table 12 depicts the results of the hierarchical regression analysis reporting on the significant moderation effect of hopeful-confidence as the moderator. The beta

values as well as the significance values were analysed to determine whether the interaction effect was significant or not.

Table 12

Hierarchical multiple regression analysis with civic virtue as a dependent variable, happiness as an independent variable, and positive outlook as a moderator variable.

Variable	F	β	SE	R^2	p
Step 1	11.379			0.148	0.000**
Happiness		0.300	0.816		0.001**
Positive outlook		0.139	0.816		0.129
Step 2	9.134			0.174	0.000**
Happiness		0.289	0.808		0.002**
Positive outlook		0.120	0.811		0.188
Moderator 2		0.164	0.589		0.045*

Note. ** Statistical significance at $p \leq 0.01$. *Statistical significance at $p \leq 0.05$. F, F-test of F statistic; β , beta; SE, standard error of the estimate; R^2 , R squared; p , probability value.

An examination of the hierarchical multiple regression analysis indicated that positive outlook significantly moderated the relationship between happiness and the OCB factor civic virtue ($\beta = 0.164, p \leq 0.05$). The variables explained 17.4% of the variance in civic virtue. Figure 1 shows the moderating effect of positive outlook. The figure shows that positive outlook significantly moderated the relationship between happiness and civic virtue.

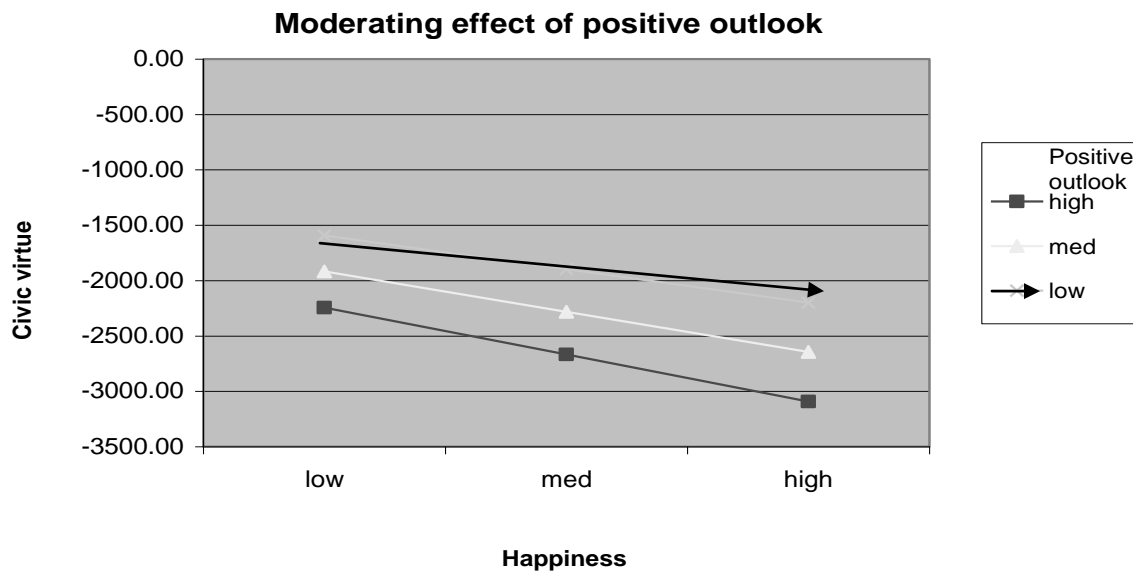


Figure 1. Moderating effect of positive outlook.

4.7. Summary

This chapter presented the findings from the statistical analysis of the data. It provided an analysis of exploratory factor analysis, descriptive statistics, and inferential statistics. The results of the Pearson momentum correlation analysis, multiple regression analysis, and hierarchical multiple regression analysis as per the objectives of the study were presented.

CHAPTER FIVE

DISCUSSION

5.1. Introduction

This chapter provides a discussion of the research findings within the context of previous research. Each objective of the study will be discussed and comparisons are drawn from the relevant literature on orientations to happiness, psychological capital, and organisational citizenship behaviour.

5.2. Discussion of results

The current study was primarily directed at establishing the relationship between the orientations to happiness, psychological capital (PsyCap) and organisational citizenship behaviour (OCB) among employees in a financial institution using a cross-sectional research design. The research was deemed to be relevant considering the lack of research conducted on happiness, psychological capital and organisational citizenship behaviour within the South African context. More specifically there is a lack of research being conducted on employees within financial institutions, a sector that plays a vital role in the development of the South African economy (Subramanian & Saravanan, 2012). The results of the present study served to contribute to the scarcity of research on happiness, psychological capital and organisational citizenship behaviour in South Africa and to expand on previous findings conducted on these constructs using a South African sample.

Firstly the study aimed to determine how the different constructs were conceptualised in the literature, secondly it aimed to establish the relationship between the constructs, thirdly it aimed to determine whether happiness and PsyCap held predictive value for OCBs, and lastly the study aimed to determine the extent to which PsyCap moderated the relationship between happiness and OCBs. The importance of such a study lies in its ability to provide an understanding of the happiness of employees in financial institutions and to understand the relationship between their PsyCap and their willingness to perform OCBs. The empirical findings of the study are discussed below.

Exploratory factor analysis was firstly conducted on the Orientations to Happiness Scale (OHS), the Psychological Capital Questionnaire (PCQ) and the Organisational Citizenship Behaviour questionnaire (OCB questionnaire). The results of the factor analysis of the OHS showed that a one factor model best fit the data in the study, the factor was called happiness. The results of the exploratory factor analysis of the OHS suggested that the orientations to happiness consisted of one factor. The factor happiness explained 26.1% of the variance in the orientations to happiness. This result was in contrast to Peterson, Park and Seligman (2005) who found that the orientations to happiness consisted of three factors (pleasure, meaning, and engagement) which were distinct, compatible and could be pursued simultaneously.

The results of the exploratory factor analysis of the PsyCap questionnaire found that a two factor model emerged from the data. The two factors were referred to as hopeful-confidence and positive outlook. The two factors explained 37.6% of the total variance. In contrast to Luthans et

al. (2007); Avey et al. (2006); and Larson and Luthans's (2006) four factor model which indicated that each subscale of psychological capital loads onto separate factors, the results of this study indicated that items representing self-efficacy and hope loaded on one factor, and items representing resiliency and optimism loaded onto factor two. The two factors explained 37.6% of the total variance. Du Plessis and Barkhuizen (2011) found that a three factor model best represented the data gathered from a South African sample. They renamed their factors hopeful-confidence, resiliency and optimism. They found that the sample did not differentiate between self-efficacy and hope thus renaming the dimension hopeful-confidence. This result was similar to the result found in this study. Whilst Luthans et al. (2007) found that a four factor model is the most significant measure of psychological capital, Luthans et al. (2007) found that other models that could be compared to psychological capital with four factors, namely a three factor model with resiliency and optimism merged (as reported in this study) as well as a one factor model that included all 24 items loading on one factor. The two factors that resulted in this study were renamed as hopeful-confidence and positive outlook reflecting that the sample did not differentiate between self-efficacy and hope, and resilience and optimism. Hopeful-confidence referred to having the confidence in ones abilities to take on challenging tasks and to persevere to reach goals, and positive outlook referred to being able to bounce back from adversity and expecting success now and in the future.

Exploratory factor analysis conducted on the OCB questionnaire found that a four factor model was most appropriate. The four factors that emerged from the data were altruism, courtesy, sportsmanship, and civic virtue. The four factor model explained 60.03% of the total variance.

The results were in contrast to Organ (1988) and Konovsky and Organ (1996) who found a five factor model for the OCB questionnaire. Organ (1988) and Konovsky and Organ (1996) found the following five factors altruism, courtesy, sportsmanship, generalised compliance/conscientiousness and civic virtue. The results of the exploratory factor analysis showed that the sample did not differentiate between conscientiousness and civic virtue. Konovsky and Organ (1996) suggest that conscientiousness may be a personal characteristic that underlies civic virtue and therefore the fourth factor was called civic virtue.

Based on the descriptive statistics, a Cronbach alpha reliability analysis was carried out to determine the psychometric properties of the Orientations to Happiness Scale (OHS), the Satisfaction with Life Scale (SWLS), the Psychological Capital Questionnaire (PCQ) and the Organisational Citizenship Behaviour questionnaire (OCBQ). Cronbach alpha coefficients were used to estimate the reliability of all the measuring instruments used in the study. The findings showed that all the measuring instruments had a high internal consistency as all alpha reliabilities were greater than 0.70, and were therefore deemed to be acceptable following Nunnally and Bernstein's (1994) guidelines that alpha reliabilities should be greater than 0.70.

The Cronbach alpha reliability for the total OHS was ($\alpha = 0.82$). Peterson, Park and Seligman (2005) found the Cronbach alpha reliabilities for the subscales meaning, pleasure and engagement to be 0.84, 0.77, and 0.88 respectively, and the Cronbach alpha for the total OHS to be greater than 0.70, therefore comparing favourably with the present research which found the Cronbach alpha for the total OHS to be significantly greater than 0.70. In a study conducted on a

Swazi sample, it was found that the Cronbach alpha coefficient for pleasure was 0.70, 0.70 for meaning, 0.40 for engagement, and 0.80 for the total OHS (Dlamini, 2011). The one factor model representing the OHS, called happiness had a Cronbach alpha reliability of ($\alpha = 0.84$) therefore suggesting that the one factor model had an acceptable internal consistency.

Satisfaction with life as a second measure of happiness measured by the SWLS had a Cronbach alpha reliability of ($\alpha = 0.78$). The result showed that the SWLS had a high internal consistency however the result proved to be slightly lower than other research findings. Pavot and Diener (1993) found that Cronbach alpha reliabilities vary between 0.79 and 0.89 for studies conducted on Western samples. Other research also established acceptable psychometric properties of SWLS and indicated a reliability of 0.87 (Petersen, Park & Seligman, 2005; Diener, 2007; Martin, Perles & Cantor, 2010). In a study conducted on a South African sample using the SWLS, Rothmans, Kirsten and Wissing (2003) found the Cronbach alpha reliability for the scale to be 0.84 thus showing high internal consistency levels between the scale items. In another South African study using the SWLS, Field and Buitendach (2011) found a Cronbach alpha of 0.85 for the SWLS. Therefore whilst the SWLS found an acceptable reliability coefficient it was slightly lower than other studies.

The Cronbach alpha coefficient for the total PsyCap questionnaire was found to be ($\alpha = 0.88$). This result was relatively close to the result found by Avey, Patera and West (2006) who found a very high alpha coefficient of 0.90 for the total PsyCap questionnaire, and found Cronbach alpha reliabilities of the 4 subscales (self-efficacy, hope, resilience and optimism) to be 0.82, 0.81,

0.78, and 0.65 respectively. In a study conducted on a South African sample using the PCQ, Herbert (2011) found the Cronbach alpha reliabilities for hope, optimism, self-efficacy and resilience to be 0.81, 0.67, 0.83, and 0.69 respectively, and found that the Cronbach alpha for the total PsyCap questionnaire to be greater than 0.70. This result is consistent with the present study. The two factor model representing PsyCap showed that the following Cronbach alpha coefficients were reported for the two factors: hopeful-confidence ($\alpha = 0.85$) and positive outlook ($\alpha = 0.81$). Du Plessis and Barkhuizen (2011) found that the factor hopeful-confidence which consisted of self-efficacy and hope had a Cronbach alpha of 0.86. This result is similar to the Cronbach alpha found for the factor hopeful-confidence which was made up of the components self-efficacy and hope. Luthans et al. (2007) found that other models that could be compared to psychological capital with four factors namely, a three factor model with resiliency and optimism merged as well as a one factor model that included all 24 items loading on one factor. Luthans et al. (2007) found that the Cronbach alpha for the factor with resiliency and optimism merging was acceptable according to Nunnally and Bernstein's (1994) guidelines, and this result was consistent with the result found in this study in that positive outlook (made up of the components optimism and resiliency) had a Cronbach alpha that was significantly greater than 0.70 ($\alpha = 0.81$).

The Cronbach alpha reliability for the total OCB questionnaire was ($\alpha = 0.88$). Van Emmeriki, Jawahar and Stone (2005) found a Cronbach alpha coefficient of 0.79 for the OCB questionnaire, and Galliani and Haidt (2010) found the Cronbach alpha reliability of the OCB questionnaire to be 0.84. Therefore the result of the Cronbach alpha reliability analysis for the total OCB

questionnaire in this study proved to be higher than other reported Cronbach alpha coefficients. The four factor model representing OCB showed the following Cronbach alpha coefficients were significant: altruism ($\alpha = 0.89$); courtesy ($\alpha = 0.87$); sportsmanship ($\alpha = 0.86$); and civic virtue ($\alpha = 0.90$). These results were consistent with that of Galliani and Haidt (2010) who found that the Cronbach alpha coefficients for all five subscales were higher than 0.70. The results showed that all four factors that emerged from the data had very good internal consistency with all four factors reporting Cronbach alpha coefficients of over 0.85.

The second objective of the study was to determine the relationship between happiness, PsyCap and OCBs. This objective was achieved through conducting a Pearson momentum correlation coefficient analysis to determine the inter-correlations among the measures. Firstly happiness which was measured by the OHS was found to have a statistically significant relationship with satisfaction with life ($p \leq 0.01$). Whilst the result showed that the relationship is not practically important, the positive relationship indicated that when happiness increased, satisfaction with life also increased. This result was also found in other studies on happiness (Seligman, 2002; Peterson, Park, Seligman, 2005).

In terms of the association between happiness and PsyCap, happiness was found to have a practically and statistically significant relationship with total PsyCap ($p \leq 0.01$) (medium effect). With regards to the two PsyCap factors, happiness only demonstrated a statistically significant relationship with hopeful-confidence ($p \leq 0.05$), but it was found that happiness had a practically and statistically significant relationship with positive outlook ($p \leq 0.01$) (medium effect). This

positive relationship finding indicated that when happiness increased, the ability to bounce back from adversity and expect good things to happen now and in the future also increased. This is also true of hopeful-confidence and having the confidence to meet challenging tasks and achieve ones goals. Whilst previous research conducted on happiness and PsyCap have been conducted on PsyCap as a construct reflecting four factors, the results of this study is consistent with research that found a significant relationship between happiness and PsyCap. The results are therefore in line with other research which has shown that the various constituent components of PsyCap are related to well-being or happiness (Culbertson, Fullagar & Mills, 2010). Similarly Avey, Luthans, Smith and Palmer (2009) found in their studies on “The impact of positive psychological capital on employee well-being over time” that PsyCap is related to well-being and that PsyCap explained variance in well-being. Culbertson, Fullagar and Mills (2010) conducted a study to investigate the relation between PsyCap and hedonic and eudaimonic well-being, and found that PsyCap was related to both types of well-being. The orientations to happiness represent an integration of hedonic and eudaimonic well-being, and therefore the findings supported the results of this study.

The results of Pearson momentum correlation coefficient analysis reported that happiness demonstrated a practically and statistically significant association with total OCB ($p \leq 0.01$) (large effect). The positive relationship findings indicated that when happiness increased, the likelihood of employees performing OCB also increased. Furthermore in relation to the OCB factors happiness was found to have a practically and statistically significant relationship with altruism ($p \leq 0.01$) (large effect) and civic virtue ($p \leq 0.01$) (medium effect). Happiness was

found to be only statistically related to sportsmanship ($p \leq 0.01$). Therefore the positive relationship results suggested that when happiness increased, the likelihood of employees being helpful to each other also increased, as well as the likelihood of adhering to organisational rules and being concerned with image and well-being of the organisation also increased. The findings also suggest that when happiness increased the ability to tolerate unpredictable hardships without complaining also increased. The results compare favourably with that of Avey, Wernsig and Luthans (2008); and Miles, Borman, Spector and Fox (2002) who suggest that when employees are happy they are inclined to be more helpful to other employees with whom they work with, they tend to be more respectful to other people, and are more likely to perform OCBs. Isen (1984) concurs with these suggestions and argues that people who are happy are likely to engage in behaviours that continue to make them happy such as being altruistic and courteous. In relation to Fredrickson's (1998) Broaden-and-Build theory of Positive Emotions, Isen and Dauben (1984) state that positive emotions encourage OCBs. Positive emotions play a vital role in the route to happiness and positive emotions have the propensity to help maintain relationships and to develop successful social interactions between individuals (Diener & Seligman, 2002) leading individuals to be more inclined to help others (altruism), to be courteous to others (courtesy), and to avoid complaints that could damage such relationships (sportsmanship) (Rego, Ribeiro & Cunha, n.d). The findings are also consistent with the findings of Rego, Ribeiro and Cunha (n.d) in their study on happiness and OCB who found that happiness correlated positively with the components of OCB (altruism, sportsmanship, civic virtue) as well as overall OCB.

As a second measure of happiness, satisfaction with life measured by the SWLS was also examined, and prompted the researcher to compare its results with OHS as a measure of happiness highlighted above. SWL was found to have a practically and statistically significant relationship with total PsyCap ($p \leq 0.01$) (medium effect) and one of the PsyCap factors hopeful-confidence ($p \leq 0.01$) (medium effect). SWL only demonstrated a statistically significant relationship with the second PsyCap factor positive outlook ($p \leq 0.01$). Whereas happiness measured by OHS reported only a statistically significant relationship with hopeful-confidence, it was found the SWL had a practically and statistically significant relationship with hopeful-confidence ($p \leq 0.01$) (medium effect). Therefore when satisfaction with life increased, hopeful-confidence also increased. Interestingly, happiness measured by OHS reported a practically and statistically significant relationship to positive outlook ($p \leq 0.01$) (medium effect), whereas satisfaction with life only demonstrated a statistically significant relationship with positive outlook ($p \leq 0.05$). Page (2005) states that certain psychological mechanisms such as optimism and self-efficacy have the propensity to work together to hold our evaluation of life satisfaction at a generally positive level. Therefore this explains the results that SWL has a relationship with the two PsyCap factors. Whilst the two measures of happiness evidenced similar results in terms of PsyCap, it is worth mentioning that SWL as a measure of happiness showed no significant correlations with total OCB or any of the four OCB factors whereas happiness measured by the OHS showed significant correlations with overall OCB and the OCB factors.

The results of the Pearson momentum correlation coefficient analysis of two PsyCap factors reported the following findings. Firstly the first factor hopeful-confidence was found to have a

practically and statistically significant relationship with total PsyCap ($p \leq 0.01$) (large effect). Hopeful-confidence also demonstrated a practically and statistically significant relationship with the second PsyCap factor positive outlook ($p \leq 0.01$) (large effect). The associations between the total construct and the subscales indicated the interrelatedness of the subscales. In terms of the associations between hopeful-confidence and OCB it was found that hopeful-confidence had a practically and statistically significant relationship with total OCB ($p \leq 0.01$) (medium effect), altruism ($p \leq 0.01$) (medium effect), sportsmanship ($p \leq 0.01$) (medium effect), and civic virtue ($p \leq 0.01$) (medium effect). Hopeful-confidence only demonstrated a statistically significant relationship with courtesy ($p \leq 0.01$). Therefore these positive relationships demonstrated that when an individual's confidence to meet challenging tasks and achieve ones goals increased, the likelihood of going beyond the requirements of the job also increased. In the same manner, the willingness to be helpful to others increased, being tolerant of unpredictable hardships without complaining increased, and the likelihood of adhering to organisational rules and being concerned about the image and well-being of the organisation also increased.

The second factor positive outlook reported the following correlations. Firstly positive outlook was found to be practically and statistically related to total PsyCap ($p \leq 0.01$) (large effect). Positive outlook demonstrated some similar results to hopeful-confidence in terms of OCB. Positive outlook was found to be practically and statistically related to total OCB ($p \leq 0.01$) (medium effect), the OCB factor altruism ($p \leq 0.01$) (medium effect), and sportsmanship ($p \leq 0.01$) (medium effect). Positive outlook was only statistically related to courtesy ($p \leq 0.01$) and civic virtue ($p \leq 0.01$). The positive practical results demonstrated that when an individual's

ability to bounce back from adversity and expect good things to happen to them increased so did ones likelihood of performing OCB, being helpful to others, and tolerating unpredictable hardships within the organisation that may arise. Whilst the relationship between positive outlook with courtesy and civic virtue was not considered important, the positive statistical relationship indicated that when ones positive outlook increased the likelihood of being mindful of how ones actions affects others and having concern for the image and well-being of the organisation also increased. The findings on the relationship between PsyCap and OCBs are consistent with research by Avey, Luthans and Youssef (2009) who found that individuals with elevated levels of PsyCap are more likely to engage in OCBs than those with decreased levels of PsyCap. Lifeng (n.d) found that PsyCap had a positive impact on employees OCB and that PsyCap is related to OCB. Fredrickson's Broaden-and-Build Theory of Positive Emotions (1998) provides support for the relationship between PsyCap and OCB. Fredrickson (2003) champions the broadening contribution of positive emotions and the notion that people who experience positive emotions "use broader thought-action repertoires, increasing the potential for proactive extra-role behaviours..." (Avey, Luthans, & Youssef, 2009, p.441).

The inter-correlations of total OCB with the factors was also reported and it was found that altruism, sportsmanship and civic virtue had a practically and statistically significant relationship with total OCB ($p \leq 0.01$) (large effect). Correlations between the factors found that altruism had a practically and statistically significant relationship with sportsmanship and civic virtue ($p \leq 0.01$) (large effect). Altruism had a statistically significant relationship with courtesy ($p \leq 0.05$). Therefore these positive relationships suggested that when the inclination towards being helpful

to others increased, the likelihood of being tolerant of unpredictable hardships increased, displaying concern for the organisation increased, as well as the being mindful of how ones actions affects others also increased. Sportsmanship was found to have a practically and statistically significant relationship with civic virtue ($p \leq 0.01$) (large effect). Therefore when sportsmanship increased so did the civic virtue. Rego, Ribeiro and Cunha (n.d) found that in there study on OCBs that all the OCB factors correlated positively. These results are in contrast with the present research findings in that only altruism proved to have a positive relationship with all three OCB dimensions, and sportsmanship and civic virtue proved to have a relationship with courtesy. Therefore the results suggested that being tolerant of unpredictable hardships and being concerned with the image of the organisation was not associated with being mindful of how ones actions affects others. The second objective of the study was therefore achieved.

The third objective of the study was to determine whether happiness and PsyCap held predictive value for OCBs. To achieve the objective of the study a number of multiple regression analyses where conducted with happiness, hopeful-confidence, and positive outlook as independent variables and total OCB as the dependent variable, and further analyses were conducted with happiness, hopeful-confidence and positive outlook as independent variables and OCB factors (altruism, sportsmanship, civic virtue) separately as dependent variables. The result of the first multiple regression analysis showed that happiness and hopeful-confidence were predictive of total OCB. Happiness and hopeful-confidence significantly predicted total OCB. From the analysis, it was found that happiness held the highest predictive value.

The second multiple regression analysis demonstrated that happiness and positive outlook were predictive of altruism. The findings showed that positive outlook held the highest predictive value. The third multiple regression analysis reported that happiness and positive outlook were predictive of courtesy. Happiness and positive outlook significantly predicted courtesy. From the analysis, it was found that positive outlook held the highest predictive value. The fourth analysis indicated that only hopeful-confidence significantly predicted sportsmanship. Lastly the final multiple regression analysis demonstrated that happiness and hopeful-confidence were predictive of civic virtue. Happiness and hopeful-confidence significantly predicted civic virtue. The results indicated that happiness held the highest predictive value. The results in terms of happiness and hopeful-confidence being predictive of overall OCB is consistent with research by Lifeng (n.d) who found that PsyCap was shown to hold predictive value for OCB. Happiness was shown to be predictive of overall OCB, altruism, courtesy and civic virtue, and this result compares favourably with Rego, Ribeiro and Cunha (n.d) who found that in their studies on happiness and OCB that happiness was able to predict some dimensions of OCB as well as overall OCB. The third objective of the study was therefore achieved.

The final objective of the study of the study was to determine whether PsyCap moderated the relationship between happiness and OCBs. The study therefore attempted to determine if PsyCap strengthened the relationship between happiness and OCB. A hierarchical multiple regression analysis was conducted to determine whether PsyCap moderated the relationship between happiness and OCBs. The two PsyCap factors hopeful-confidence and positive outlook were examined as moderator variables. A hierarchical regression analysis was firstly conducted to

determine if hopeful-confidence moderated the relationship between happiness and total OCB, and then a hierarchical regression analysis was conducted to determine if hopeful-confidence moderated the relationship between happiness and the four OCB factors (altruism, courtesy, sportsmanship, civic virtue) separately. A hierarchical regression analysis was also conducted using the second PsyCap factor to determine if positive outlook moderated the relationship between happiness and total OCB, and then once again a hierarchical regression analysis was conducted to determine if positive outlook moderated the relationship between happiness and the four OCB factors (altruism, courtesy, sportsmanship, civic virtue) separately.

The results of the hierarchical multiple regression analysis only showed significant results for positive outlook as a moderator variable. The result indicated that positive outlook moderated the relationship between happiness and civic virtue. Thus the findings explained that when individuals are able to bounce back from adversity and expect good things to happen to them now and in the future, the relationship between happiness and adhering to organisational rules and being concerned with the image and well-being of the organisation is also strengthened. The final objective of the study was therefore achieved.

Whilst there has been no previous research that has addressed the moderating capacity of PsyCap between happiness and OCBs, research has shown that PsyCap has a moderating capacity in terms of certain work behaviours (Roberts, Scherer & Bowyer, 2011). PsyCap has been shown to explain and predict individual behaviour (Luthans et al., 2007) and the capacity for PsyCap to be developed makes it important to explore the influence of PsyCap on organisational behaviours

(Roberts, Scherer & Bowyer, 2011). Research exploring the relationship between PsyCap and workplace behaviours has found that “employees who possess high levels of PsyCap have psychological resources that produce positive workplace behaviours” (Roberts, Scherer & Bowyer, 2011; Luthans et al., 2007). Fredrickson’s Broaden-and-Build theory (1998) may be able to account for the finding that positive outlook moderated the relationship between happiness and civic virtue. According to the theory positive emotions have the ability to build enduring personal, physical, intellectual, social and psychological resources. Psychological capital capacities self-efficacy, hope, optimism, and resiliency can be considered to be psychological resources that are fuelled by positive emotions. Positive emotions function to broaden modes of thinking and acting and not only builds resources that can be drawn upon to manage threats, but may also lead to more enduring thoughts and actions that transmit to successful business results within organisations, such as OCB. Not only do positive emotions have the capacity to build personal resources, Diener and Biswas-Diener (2008) argue that happiness also functions to encourage individuals to build resources that leads to personal fulfillment and well-being. Happiness has the propensity to “lead us to listen with concern, help when called upon, and exert the effort to maintain existing relationships” (Diener & Biswas-Diener, 2008, p.22). Thus happiness is shown to be related to OCB in that when happiness increased the propensity to be concerned about the organisation, be helpful to others and tolerant without complaining to maintain relationships also increased. Harter, Schmidt and Keyes (2002) argue that positive emotions occur through daily experiences and predisposed traits, for example conscientiousness, and it is likely that this interaction influences the frequency of positive emotions.

Avey, Wernsig and Luthans (2008) propose that positive emotions and PsyCap will lead to elevated levels of OCB. On the contrary, employees with low PsyCap may experience decreased levels of positive emotions and are more inclined to experience or display deviant or counterproductive organisational behaviours. It was also established that employees who can account for more regular levels of positive emotions have the tendency to be further socially incorporated in the organisation resulting in higher levels of citizenship than those who reported fewer positive emotions (Avey, Wernsig & Luthans, 2008). Therefore the theory supports the notion that positive emotions leads to the development of psychological resources such as psychological capital that has the capacity to strengthen the relationship between happiness and OCBs.

5.3. Summary

This chapter provided a discussion of the main research findings in the study within the context of previous research. From the discussion, the research objectives were addressed and relevant conclusions were drawn based on the empirical evidence. The results indicated that happiness, PsyCap and OCBs are associated and therefore addressed the primary objective of the study.

CHAPTER 6

CONCLUSIONS, LIMITATIONS, RECOMMENDATIONS, AND CONTRIBUTIONS OF THE STUDY

6.1. Introduction

The chapter provides conclusions about the literature findings on happiness, psychological capital, and organisational citizenship behaviour, and the findings of the empirical results in the study. The limitations of the present study are discussed and recommendations for future research are put forward. Lastly contributions of the study are presented.

6.2. Conclusions

The conclusions are presented below are based on the results of the empirical findings in the study and are in accordance with the specific research objectives as set out in the literature review.

6.2.1. Conclusions in terms of specific literature objectives of the study

The following conclusions can be made in relation to the constructs happiness, psychological capital, and organisational citizenship behaviours.

- **Happiness**

The first objective of the study was to determine how happiness, psychological capital and organisational citizenship behaviour were being conceptualised in the literature. Firstly the focus centred on happiness. For the purposes of the study happiness was conceptualised according to Peterson, Parks, and Seligman's (2005) orientations to happiness. Happiness was understood as consisting of three definable components namely pleasure, meaningfulness and engagement in ones life. Thus the expression of positive emotions, the pursuit of purpose, and living a fulfilled life leads to happiness. Therefore happiness can also be defined as a sense of joy, satisfaction and positive well-being, including the sense that one's life is good, meaningful, and worthwhile (Seligman, 2002). The study also examined subjective well-being measured by an evaluation of ones satisfaction with life, as a commonly held view and measurement of happiness. Subjective well-being was conceptualised as an individual's current evaluation of happiness – an evaluation of how satisfied one is with ones life. SWB is therefore often referred to as happiness and whilst happiness is commonly measured it terms of life satisfaction, Seligman (2011) argues that "life satisfaction holds too privileged a place in the measurement of happiness" (p.13). Life satisfaction is a self-report measure that asks how satisfied are you with your life, however Seligman (2011) argues that how much life satisfaction people report is determined by how we feel at the exact instant the question is posed (Seligman, 2011). Life satisfaction therefore does not take into account how much meaning we have or how engaged we are in our work or with people we care about. Thus the second measure of happiness as subjective well-being was examined to compare its results with that of the orientations to happiness as a measure of happiness.

- **Psychological capital**

The second construct of relevance to the study was psychological capital. Luthans, Youssef and Avolio (2007) define psychological capital as “an individual’s positive psychological state of development and is characterized by: (1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success” (p.3). For the purpose of the study psychological capital was conceptualised a positive psychological state that includes self-efficacy and hope as one concept, and optimism and resiliency as the second concept. Self-efficacy and hope were referred to as hopeful-confidence. Hopeful-confidence described having the confidence in ones abilities to take on challenging tasks and to persevere to reach goals, and optimism and resiliency were referred to as positive outlook - being able to bounce back from adversity and expecting success now and in the future.

- **Organisational citizenship behaviour**

The last construct was organisational citizenship behaviour (OCB). OCB was conceptualised as extra-role behaviours - behaviour that is not officially required by the organisation and does not form part of requirements of the job; rather its practice is dependent on the employee’s willingness to go beyond the requirements of the job (Jacqueline et al., 2004). The following dimensions of OCB as suggested by Organ (1988) were relevant to the present study. Altruism referred to discretionary behaviours aimed at helping other employees within the organisation;

courtesy referred to “being mindful of how one’s action affects other people” (Rego, Ribeiro & Cunha, n.d); sportsmanship involved tolerating in good spirit the occasional hardships that unpredictably occur in the course of organisational endeavours of employees (Farh, Zhong & Organ, 2004); and lastly civic virtue in the context of the study referred to adhering to organisational rules and procedures and displaying a concern for the image and well-being of the organisation (Redman & Snape, 2005).

6.2.2. Conclusions in terms of specific empirical findings in the study

The results of the empirical findings based on the research objectives of the study are summarised below.

Research objective: To establish the relationship between happiness, psychological capital and organisational citizenship behaviour. This objective was achieved. The results of the study showed that happiness measured by the OHS, had a statistically significant relationship with satisfaction with life ($p \leq 0.01$). This result suggested that when happiness increased, satisfaction with life also increased.

Happiness was found to have a practically and statistically significant relationship with total PsyCap ($p \leq 0.01$) (medium effect). Happiness demonstrated a statistically significant relationship with hopeful-confidence ($p \leq 0.05$), and happiness had a practically and statistically significant relationship with positive outlook ($p \leq 0.01$) (medium effect). This indicated that

when happiness increased, the ability to bounce back from adversity and expect good things to happen now and in the future also increased. This is also true of hopeful-confidence and having the confidence to meet challenging tasks and achieve ones goals.

Happiness demonstrated a practically and statistically significant association with total OCBs ($p \leq 0.01$) (large effect). The result suggested that when happiness increased, the likelihood of employees performing OCBs also increased. Happiness was found to have a practically and statistically significant relationship to altruism ($p \leq 0.01$) (large effect) and civic virtue ($p \leq 0.01$) (medium effect). Happiness was found to be only statistically related to sportsmanship ($p \leq 0.01$). Therefore the results suggested that when happiness increased, the likelihood of employees being helpful to each other also increased, as well as the likelihood of adhering to organisational rules and being concerned with image and well-being of the organisation increased. The findings also suggested that when happiness increased the ability to tolerate unpredictable hardships without complaining also increased.

Satisfaction with life (SWL) as a second measure of happiness was found to have a practically and statistically significant relationship with total PsyCap ($p \leq 0.01$) (medium effect) and hopeful-confidence ($p \leq 0.01$) (medium effect). SWL only demonstrated a statistically significant relationship with positive outlook ($p \leq 0.01$). The results of happiness measured by OHS and happiness measured by SWL were compared. Whereas happiness measured by OHS reported only a statistically significant relationship with hopeful-confidence, it was found the SWL had a practically and statistically significant relationship with hopeful-confidence ($p \leq 0.01$) (medium

effect). Therefore when satisfaction with life increased, hopeful-confidence also increased. Interestingly, happiness measured by OHS reported a practically and statistically significant relationship to positive outlook ($p \leq 0.01$) (medium effect), whereas satisfaction with life only demonstrated a statistically significant relationship with positive outlook ($p \leq 0.05$).

With regards to the two PsyCap factors the following conclusions were made. Hopeful-confidence had a practically and statistically significant relationship with total PsyCap ($p \leq 0.01$) (large effect). Hopeful-confidence also demonstrated a practically and statistically significant relationship with the second PsyCap factor positive outlook ($p \leq 0.01$) (large effect). The associations between the total construct and the subscales indicated the interrelatedness of the subscales. Hopeful-confidence had a practically and statistically significant relationship with total OCB ($p \leq 0.01$) (medium effect), altruism ($p \leq 0.01$) (medium effect), sportsmanship ($p \leq 0.01$) (medium effect), and civic virtue ($p \leq 0.01$) (medium effect). Hopeful-confidence only demonstrated a statistically significant relationship with courtesy ($p \leq 0.01$). The results suggested that when an individual's confidence to meet challenging tasks and achieve ones goals increased, the likelihood of going beyond the requirements of the job also increased. In the same manner, the willingness to be helpful to others increased, being tolerant of unpredictable hardships without complaining increased and the likelihood of adhering to organisational rules and being concerned about the image and well-being of the organisation also increased.

The following conclusions were made in relation to positive outlook. Positive outlook had a practically and statistically relationship with total PsyCap ($p \leq 0.01$) (large effect). Positive

outlook demonstrated a practically and statistically significant relationship with total OCB ($p \leq 0.01$) (medium effect), the OCB factor altruism ($p \leq 0.01$) (medium effect), and sportsmanship ($p \leq 0.01$) (medium effect). Positive outlook was only statistically related to courtesy ($p \leq 0.01$) and civic virtue ($p \leq 0.01$). The results demonstrated that when an individual's ability to bounce back from adversity and expect good things to happen to them increased so did ones likelihood of performing OCBs, being helpful to others, and tolerating unpredictable hardships within the organisation that may arise. Whilst the relationship between positive outlook with courtesy and civic virtue was not considered important, the results indicated that when ones positive outlook increased the likelihood of being mindful of how ones actions affects others and having concern for the image and well-being of the organisation also increased.

The following conclusions were made in terms of total OCB and the OCB factors. Altruism, sportsmanship and civic virtue had a practically and statistically significant relationship with total OCB ($p \leq 0.01$) (large effect). Correlations between the factors found that altruism had a practically and statistically significant relationship with sportsmanship and civic virtue ($p \leq 0.01$) (large effect). Altruism had a statistically significant relationship with courtesy ($p \leq 0.05$). The results suggested that when the inclination towards being helpful to others increased, the likelihood of being tolerant of unpredictable hardships increased, displaying concern for the organisation increased, as well as the being mindful of how ones actions affects others also increased. Sportsmanship was found to have a practically and statistically significant relationship with civic virtue ($p \leq 0.01$) (large effect). Therefore when sportsmanship increased so did the civic virtue.

Research objective: To determine whether happiness and psychological capital hold predictive value for organisational citizenship behaviour. This objective was achieved. The results showed that happiness and hopeful-confidence were predictive of total OCB. Happiness and hopeful-confidence significantly predicted total OCB. It was determined that happiness held the highest predictive value. Therefore it can be concluded that happiness and only one PsyCap factor (hopeful-confidence) is able to predict total OCB. Happiness and hopeful-confidence were predictive of civic virtue. Happiness and hopeful-confidence significantly predicted civic virtue. The results indicated that happiness held the highest predictive value. Therefore the results conclude that happiness and hopeful-confidence also predicts civic virtue.

Happiness and positive outlook were predictive of altruism. Happiness and positive outlook significantly predicted altruism. The findings showed that positive outlook held the highest predictive value. Therefore happiness and only one PsyCap factor (positive outlook) could predict altruism. Happiness and positive outlook were also predictive of courtesy. Happiness and positive outlook significantly predicted courtesy. Positive outlook once again held the highest predictive value. Therefore the results suggested that happiness and positive outlook hold predictive value for courtesy.

Research objective: To investigate to what extent psychological capital moderates the relationship between happiness and organisational citizenship behaviour. This objective was partially achieved. The results only showed significant results for positive outlook as a moderator variable. The result indicated that positive outlook moderated the relationship between happiness

and civic virtue. The results suggested that when individuals are able to bounce back from adversity and expect good things to happen to them now and in the future, the relationship between happiness and adhering to organisational rules and being concerned with the image and well-being of the organisation was strengthened.

6.3. Limitations

The present study did have a number of limitations that are noteworthy. Firstly the study used a cross-sectional design in order to determine the relationships between the variables in the study. This design however does not determine causality between the variables. Secondly the study used non-probability convenience sampling whereby employees in the financial institution who were willing and available to complete the questionnaires were included in the sample. Only 185 questionnaires of the 250 distributed questionnaires were completed thus the sample may lack generalisability to other financial institutions in South Africa as the results are based on data collected from a single organisation and in a small region (Durban). The sample therefore cannot claim to be representative of the entire population of employees in financial institutions in South Africa. Furthermore the sample lacks generalisability to other financial institutions in South Africa considering that the nature of work conducted by employees in other financial institutions may differ or vary. The data collection method used in this study was a survey design and therefore the data collected was a result of self-reported questionnaires. Not only is it that causal inferences cannot be made from the data but the use of self-reported questionnaires means that participants may have answered the questionnaires in a socially desirable manner and may not have given accurate responses that reflected their real opinions and feelings. This limitation

could have been exacerbated in this study because the study procedure involved the distribution of questionnaires to the staff by human resource employees in the organisation.

6.4. Recommendations for future research

Considering the limitations of the present study, it is recommended that longitudinal studies be conducted to determine causality and to provide more support for the relationships found in the study. Therefore future studies should consider determining the levels of happiness, psychological capital and organisational citizenship behaviour at different times during the course of the research. Financial institutions play a vital role in the development of the South African economy and therefore to correct the limitations of using data from a single organisation within a small region (Durban), future studies should collect data from a diverse samples in order to determine whether relationships found in the present study are not determined by the size of the organisation or the nature of the industry in which the study is conducted. Thus in order to establish the generalisability of the results, replicating the study with larger and more representative samples should be considered for prospective research studies. Whilst there has been some research that has been conducted on happiness, PsyCap and OCB within a South African context, such research is lacking with regards to employees in financial institutions. Furthermore there is a lack of research on these three constructs together. Future research in light of positive psychology should consider these constructs in conjunction in order to determine the impact of positive psychological states in contributing to the proliferation of positive organisational outcomes. The present study provided two measures of happiness (happiness measured by orientations to happiness, and happiness measured by satisfaction with life) in

determining its relationship with PsyCap and OCB and found interesting results in relation to which is the best measure of happiness. Therefore future studies should explore the best measure of happiness in relation to positive psychological states and positive organisational outcomes considering the plethora of conceptualisations of happiness in the literature. Considering how happiness is conceptualised in the literature it may be interesting for future studies to focus on how different cultural groups within the South African context conceptualise happiness through the means of using a mixed method approach. Therefore there is a need for more studies to be conducted on happiness to determine how the construct can be best conceptualised and measured. In relation to the research constructs more research needs to be conducted on PsyCap to determine how many subscales or factors underlie the construct and to determine how different cultural groups understand PsyCap. There is still confusion surrounding which factor model is the best measure of PsyCap, and this grey area in research needs to be addressed especially in the South African environment. There is also a need to provide research on the role of PsyCap as a positive psychological resource that can be used in the workplace to deal with organisational demands in the absence of other resources.

6.5. Contribution of the study

The following study has contributed to the literature on positive psychology as well as on the literature on happiness, PsyCap and OCB which is lacking in the South African context. Specifically the study has focused on happiness in the workplace and its relationship to organisational constructs such as PsyCap and OCB. The role of positive emotions and positive psychological states play an important role in the workplace as it leads to positive outcomes such

as OCB and this has been addressed in the present study with reference to the literature on Fredrickson's (1998) Broaden-and-Build theory of Positive Emotions. The study has contributed significantly to the literature on PsyCap in the South African context bringing to attention the need for more research to be conducted on the factor structure of PsyCap. The study concluded that a two factor model was most appropriate for the South African sample. In relation to happiness the study has made a significant contribution by highlighting that employees in a financial institution consider orientations to happiness (pleasure, meaning, and engagement) as a measure of happiness to be a more convincing measure in determining the likelihood to performing OCBs at work as opposed to satisfaction with life as a measure of happiness.

Therefore the comparison of results attained by the two measures of happiness indicated that when satisfaction with life increased the likelihood of performing OCBs did not necessarily increase. Thus the orientations to happiness were concluded as being a more appropriate measure of happiness for employees in a financial institution in relation to OCB. The study can therefore benefit the organisation and its employees by focusing on happiness in the workplace. By focusing on employee's level of happiness, how employees conceptualise happiness and the benefits of happy employees to the organisation, this information can provide organisations with a better understanding of employees and suggest to organisations to consider finding means to enhance happiness in the workplace. Happiness and PsyCap have shown to be related to positive organisational outcomes such as OCB which leads to organisational effectiveness and success. Therefore of specific relevance is enhancing the PsyCap of employees to achieve desired outcomes such as OCB. The findings can be used to prompt and encourage organisations to

develop interventions that increase employee's PsyCap and to focus on employee well-being. Such research has the propensity to show organisations that a commitment to enhancing employee well-being and positive psychological states such as PsyCap in the workplace leads to positive organisational outcomes. These results provide a justification for investment in developing interventions to help employees develop their self-efficacy, hope, optimism and resiliency capacities and well-being, and to provide a rationalisation for the likelihood of a return in investment in their human resources.

6.6. Summary

This chapter addressed the research objectives formulated for the study. It presented the limitations of the present study and put forward recommendations for future research. The chapter concluded with the contribution of the study to the discipline of psychology in the South African context.

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APPENDIX 1

LETTER OF INFORMED CONSENT

Letter to participants

My name is Kreshona Pillay and I am an Industrial Psychology Masters student at the University of KwaZulu-Natal. I am required to conduct a research study this year in order to obtain my Masters degree. I am conducting research on employees in financial institutions exploring their happiness at work, psychological capital (hope, optimism, self-efficacy, resiliency) and organisational citizenship behaviours i.e. extra-role behaviours in the organisation. The researcher would appreciate your participation in this research study by completing questionnaires.

Your participation in the study will be voluntary, and confidentiality and anonymity is guaranteed. In no way will your responses impact on your job at the organisation. You have the right to not participate in the study, and you are free to withdraw from the research at any time without any negative consequences. The collection of data is primarily for the purpose of this research, and will not be used for any other purpose that has not been specified. Only the researcher on this project have access to the data that is collected. The results of the research will

be kept in locked cabinet for a period of five years and thereafter will be disposed of by shredding of the questionnaires.

If you have any queries please do not hesitate to contact me or my supervising researcher:

Kreshona Pillay 082 740 2258

Prof Joey Buitendach 031 260 2407

Thank you for your participation.

If you wish to obtain information on your rights as a participant, please contact Ms Phumelele Ximba, Research Office, UKZN, on 031 260 3587.

I..... (Full names of participant)

hereby confirm that I understand the contents of this document and the purpose of the research project, and I consent to participating in the research project. I understand that I may withdraw from the project at any time, and that participation is voluntary.

Letter to the organisation

To whom it may concern

I am an Industrial Psychology Masters student at the University of KwaZulu-Natal. I am required to conduct a research study this year in order to obtain my Masters degree. I am conducting research on employees in financial institutions exploring their happiness at work, psychological capital (hope, optimism, self-efficacy, resiliency) and organisational citizenship behaviours i.e. extra-role behaviours in the organisation.

I would appreciate your co-ordination and assistance in allowing me to distribute questionnaires amongst the call centre staff for completion during August 2012. The participation of the staff is voluntary, and their responses will be treated in a confidential manner. The anonymity of all call centre staff as well as the company is guaranteed. Under no circumstances will the name of the company be mentioned in the research project. Participants are free to withdraw from the research at any time without any negative consequences. The collection of data through the questionnaires is primarily for the purpose of my research, and will not be used for any other purpose that has not been specified.

Thank you

Miss K. Pillay (082 740 2258)

APPENDIX 2

BIOGRAPHICAL QUESTIONNAIRE

The following information is only for the purposes of the study. Confidentiality and anonymity is guaranteed. Your responses cannot be traced back to you in any way. Please provide a response for ALL the questions. Mark (X) in one of the boxes.

a) **Gender**

Male

Female

b) **Age**

17-20

21-30

31-40

41-50

Older than 51

c) **Race**

African

Indian

Coloured

White

d) Qualification

Matric

Diploma

Degree

Post-graduate degree

e) Years working for the company

Less than 1 year

1 – 2 years

3 – 5 years

More than 5 years

f) **Job Level**

Non – management

Management

Senior Management

APPENDIX 3

ORIENTATIONS TO HAPPINESS SCALE (OHS)

Instructions: Below are statements that describe how you may think about your life right now.

Please rate the extent to which you agree or disagree with the following statements by circling the appropriate number on the 1 to 5 point scale supplied.

	Very much unlike me	Much unlike me	Like me	More like me	Very much like me
1. My life serves a higher purpose.	1	2	3	4	5
2. Life is too short to postpone the pleasures it can provide.	1	2	3	4	5
3. Regardless of what I am doing, time passes very quickly.	1	2	3	4	5
4. In choosing what I do, I always take into account whether it will benefit other people.	1	2	3	4	5
5. I go out of my way to feel excited.	1	2	3	4	5
6. I seek out situations that challenge my skills and abilities.	1	2	3	4	5
7. I have a responsibility to make the world a better place.	1	2	3	4	5
8. In choosing what to do, I always take into account whether it will be pleasurable.	1	2	3	4	5
9. Whether at work or play, I am usually “in a zone” and not conscious of myself.	1	2	3	4	5
10. My life has a lasting meaning.	1	2	3	4	5
11. I agree with this statement: “Life is	1	2	3	4	5

short- eat dessert first”.					
12. I am always absorbed in what I do.	1	2	3	4	5
13. What I do matters to the society.	1	2	3	4	5
14. I love to do things that excite my senses.	1	2	3	4	5
15. In choosing what to do, I always take into account whether I can lose myself in it.	1	2	3	4	5
16. I have spent a lot of time thinking about what life means and how I fit into its big picture.	1	2	3	4	5
17. For me, the good life is pleasurable life.	1	2	3	4	5
18. I am rarely distracted by what is going on around me.	1	2	3	4	5

APPENDIX 4

SATISFACTION WITH LIFE SCALE (SWLS)

Instructions: The following are statements of the life satisfaction that you may agree or disagree with. Please rate the extent to which you agree or disagree with the following statements by circling the appropriate number on the 1 to 7 point scale supplied.

	Slightly Disagree	Disagree	Strongly Disagree	Neither Disagree, nor agree	Slightly Agree	Agree	Strongly Agree
1. In most ways, my life is close to ideal.	1	2	3	4	5	6	7
2. The conditions of my life are excellent.	1	2	3	4	5	6	7
3. I am satisfied with my life.	1	2	3	4	5	6	7
4. So far, I have gotten the most important things that I want.	1	2	3	4	5	6	7
5. If I could have my life over, I would almost change nothing.	1	2	3	4	5	6	7

APPENDIX 5

PSYCHOLOGICAL CAPITAL QUESTIONNAIRE (PCQ)

Instructions:

Below are statements that describe how you may think about yourself right now. Please rate the extent to which you agree or disagree with the following statements by circling the appropriate number on the 1 to 6 point scale supplied.

	Strongly Disagree	Disagree	Some- what Disagree	Some- what Agree	Agree	Strongly Agree
1. I feel confident analysing a long-term problem to find a solution.	1	2	3	4	5	6
2. I feel confident representing my work area in meetings with management.	1	2	3	4	5	6
3. I feel confident contributing to discussions about the company's strategy.	1	2	3	4	5	6
4. I feel comfortable helping to set targets/goals in my work area.	1	2	3	4	5	6
5. I feel confident contacting people outside the company (e.g. customers) to discuss problems.	1	2	3	4	5	6
6. I feel confident presenting information to	1	2	3	4	5	6

a group of colleagues.						
7. If I should find myself in a jam, I could think of ways to get out of it.	1	2	3	4	5	6
8. At the present time, I am energetically pursuing my goals.	1	2	3	4	5	6
9. There are lots of ways around any problem that I am facing now.	1	2	3	4	5	6
10. Right now, I see myself as being pretty successful.	1	2	3	4	5	6
11. I can think of many ways to reach my current goals.	1	2	3	4	5	6
12. At this time, I am meeting the goals that I have set for myself.	1	2	3	4	5	6
13. When I have a setback at work, I have trouble recovering from it, and moving on.	1	2	3	4	5	6
14. I usually manage difficulties one way or another at work.	1	2	3	4	5	6
15. I can be “on my own”, so to speak, at work if I have to.	1	2	3	4	5	6
16. I usually take stressful things at work in stride.	1	2	3	4	5	6
17. I can get through difficult times at work because I’ve experienced	1	2	3	4	5	6

difficulty before.						
18. I feel I can handle many things at a time at this job.	1	2	3	4	5	6
19. When things are uncertain for me at work, I usually expect the best.	1	2	3	4	5	6
20. If something can go wrong for me work-wise, it will.	1	2	3	4	5	6
21. I always look on the bright side of things regarding my job.	1	2	3	4	5	6
22. I'm optimistic about what will happen to me in the future as it pertains to work.	1	2	3	4	5	6
23. In this job, things never work out the way I want them to.	1	2	3	4	5	6
24. I approach this job as if "every cloud has a silver lining".	1	2	3	4	5	6

APPENDIX 6

ORGANISATIONAL CITIZENSHIP BEHAVIOUR QUESTIONNAIRE (OCBQ)

Instructions:

Below are statements that describe how you may think about yourself right now. Please rate the extent to which you agree or disagree with the following statements by circling the appropriate number on the 1 to 7 point scale supplied.

	Does not apply to me	Hardly ever applies to me	Applies to me at times	Neutral	Applies to me	Applies well to me	Applies very well to me
1. Help others who have heavy work load	1	2	3	4	5	6	7
2. Help others who have been absent	1	2	3	4	5	6	7
3. Looks for other work to do when finished with assigned work	1	2	3	4	5	6	7
4. Always does more than he/she is required to do	1	2	3	4	5	6	7
5. Helps make other workers productive	1	2	3	4	5	6	7
6. Helps orient new workers even though it not required	1	2	3	4	5	6	7
7. Shares personal property with others if necessary to help them with their work	1	2	3	4	5	6	7
8. Tries to make the best of situations, even when there are problems	1	2	3	4	5	6	7

9. Does not complain about work assignments	1	2	3	4	5	6	7
10. Is able to tolerate occasional inconvenience when they arise	1	2	3	4	5	6	7
11. Demonstrates concerns about the image of the company	1	2	3	4	5	6	7
12. Respects the rights and privileges of others	1	2	3	4	5	6	7
13. Tries to avoid creating problems for others	1	2	3	4	5	6	7
14. Considers the effects of his/her actions on co-workers	1	2	3	4	5	6	7
15. Consults with me or other people who might be affected by his/her actions or decisions	1	2	3	4	5	6	7
16. Informs me before taking any important actions	1	2	3	4	5	6	7
17. Never abuses his/her rights and privileges	1	2	3	4	5	6	7
18. Always follows the rules of the company and the department	1	2	3	4	5	6	7
19. Always treats company property with care	1	2	3	4	5	6	7
20. Complains a lot about trivial issues	1	2	3	4	5	6	7
21. Always find fault with what the organisation is doing	1	2	3	4	5	6	7
22. Expresses resentment with any changes introduced by management	1	2	3	4	5	6	7

23. Thinks only about his/her work problems, not others	1	2	3	4	5	6	7
24. Pays no attention to announcements, messages, or printed material that provide information about the company	1	2	3	4	5	6	7
25. Is always on time	1	2	3	4	5	6	7
26. Attendance at work is above average	1	2	3	4	5	6	7
27. Gives advance notice when unable to come to work	1	2	3	4	5	6	7
28. Always completes his/her work on time	1	2	3	4	5	6	7
29. Maintains a clean workplace	1	2	3	4	5	6	7
30. Stays informed about developments in the company	1	2	3	4	5	6	7
31. Attends and participates in meetings regarding the company	1	2	3	4	5	6	7
32. Offers suggestions to ways to improve operations	1	2	3	4	5	6	7