



Linking Forgiveness and Satisfaction with Life in Employees: An Empirical Study

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Abstract

Over the past two decades, several studies have pointed out the importance of job satisfaction, work-life balance, and work-life enrichment in promoting overall satisfaction at work but now researchers of organizational studies are focusing on satisfaction with life in order to meet the interests and diverse needs of the employees to ensure their global satisfaction. At the workplace, experiencing transgressions have become unpreventable when people want to restore relationships or devastating thoughts and emotions arising from psychological injury at the workplace, forgiveness is the way of attaining that restoration. This study extended forgiveness research by investigating the impact of forgiveness on satisfaction with life in employees working in Indian power sector in Uttarakhand, India. Data were collected through a cross-sectional self-administered survey-based research design, using standardized measurement instrument from the sample which consisted of 223 employees. In order to identify and validate the structure of factors, exploratory factor analysis, and confirmatory factor analysis were applied. Further, hierarchical regression analysis was used to investigate the influence of forgiveness on satisfaction with life. The results show that the dimensions of forgiveness have the significant influence the satisfaction with life. The study established the importance of forgiveness at the workplace and its effects on satisfaction with life in employees.

Keywords: Employees, forgiveness, power sector, satisfaction with life.

Introduction

From the past 15 years, studies on forgiveness have been increased intensely which covered its characteristics and correlates in the psychological research (Strelan, 2007). With the emergence of positive organizational psychology, the researchers have started focussing on the construct of forgiveness in the workplace (Lucuset *al.*, 2017). Undoubtedly, forgiveness is a positive trait which ensures adaptability of an individual in the society and is contributing to good health and quality of life (Macaskill, 2012; Tuck & Anderson, 2014; Griffin *et al.*, 2015). Despite the fact that organizations depend upon the employees to perform tasks precisely and to achieve the goals effectively and efficiently. Forgiveness helps to create a harmonious work culture where creativity and taking risks by employees is expected, encouraged, and acknowledged which is critical for organizational success by reaching the potential of employees (Grant, 2008).

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The definition of forgiveness given by Thompson *et al.* (2005) includes both interpersonal and intrapersonal forgiveness as the enclosing of a perceived transgression like responses of an individual to the person who is doing wrong (transgressor) and the wrong event itself (transgression), are changed from negative emotions to positive emotions. The source or object of a transgression may be oneself, another person or persons, or a situation (Thompson *et al.*, 2005). It has three dimensions namely, forgiveness of self (intrapersonal in nature), others (interpersonal), and situations. Forgiveness of self or intrapersonal forgiveness refers to the constructive attitudinal move in the emotions, beliefs, and activities associated with the individual's self after a self-perceived transgression or offense done by himself or herself has been occurred. Forgiveness of other refers to the human strength that is defined generally as a release of resentment, hatred, hostility, and even the thoughts of revenge against a wrongdoer (Thompson *et al.*, 2005). While, forgiveness of situation means letting of negative emotions which arise beyond anyone's control, and where source or object of transgression is neither self nor others. Thus, through forgiveness individuals synthesize their former assumptions of related transgression and frames a new understanding of the transgression, transgressor, and potentially, of themselves, other people, or the situation.

In the psychology and psychosocial studies, satisfaction with life continues to be a significant construct (Gilman & Huebner, 2003). The life satisfaction or satisfaction with life has been considered as the subjective expression of the quality of life and has been used as a dependent variable in many studies (Ballesteros *et al.*, 2001). Individuals make affective appraisals about life circumstances and situations based on the moment emotional reactions and memories of past satisfaction. Furthermore, they make cognitive appraisals about the quality of life-based on values and expectations (Prieto *et al.*, 2005). Life satisfaction is a construct which involves a judgmental process, through which people evaluate their quality of life on the ground of their self- developed a unique set of criteria related to their lives. (Shin *et al.*, 1978; Pavot & Diener, 1993) which ranges from negative to positive. According to Diener *et al.* (1985 & 1999), life satisfaction refers to a desire of an individual to change the life, which includes satisfaction with past; future, and important other's views of one's life. It excludes the affection evaluation. Positive psychology embraces these vital constructs (like forgiveness, life satisfaction, optimism, hope, gratitude, happiness) which are studied in the positive organizational behavior and helps the employees to grow in their personal and professional life (Seligman, 2008). The purpose of this study is to investigate the influence of three dimensions of forgiveness namely, forgiveness of self (FS), forgiveness of others (FO), forgiveness of situations (FST) on satisfaction with life (SWL).

Literature Review and Hypothesis Development
Forgiveness and its dimensions (FS, FO, FST) Self- forgivingness is the ability of an individual to let go of self-resentment with the compassion, love, and generosity for oneself with the acknowledgment that he/she is the object of wrongdoer (Thompson *et al.*, 2005; Hall & Fincham, 2005; Mullet *et al.*, 2005; Hill & Allemand, 2010). It is considered as the propensity to react to personal wrongdoings, transgressions, or shortcomings with benevolence and punitiveness for self (Maltby *et al.*, 2001) and is different from forgivingness of others (Ross *et al.*, 2007). It has been studied with personality traits like emotional stability, and conscientiousness (Ross *et al.*, 2004), cognitive flexibility (Thompson *et al.*, 2005), and many of positive health outcomes (Wilson *et al.*, 2008). Ranganadhan & Todorov (2010) highlighted that there is a negative relationship between shame-distress and self-forgiveness. The study led by McConnell *et al.* (2012) offered an insight that severity of offense positively impacted guilt and conciliatory behavior and there is a positive mediation of perceived forgiveness in the relationship of guilt and self-forgiveness. Wohl & McLaughlin (2014) has derived a model of FS on the basis of empirical and rational support, which is concentrated solely on

responsibility- behavioural change and revealed that those who have high levels of FS tend to have low negative affect, takes the things positively, more responsible and which facilitates in their behavioural change.

The second dimension of forgiveness is FO (forgiveness of others) and has been studied, as a human strength which is defined as the letting go or release of resentments, hatred, hostility, and even the thoughts of revenge against a wrongdoer (Kamatet *et al.*, 2006). This encourages long-term physical and emotional well-being of people (Allemandet *et al.*, 2007). The tendency to forgive others and situations were identified with ruminations on the transgression (Ysseldyket *et al.*, 2007), and a decrease in anger (Thompson *et al.*, 2005). It was also positively associated with psychological well-being (Brown, 2003; Karuse& Ellison, 2003), and enrichment of social support (Lawler- Row &Piferi, 2006). Interestingly, the propensity not to forgive bring down the coping ability of individuals increased tendency of depression, anxiety (Maltbyet *et al.*, 2001), and associated with poor social support (Maltbyet *et al.*, 2004). While the process behind this stays questionable. Few researchers like Roberts, 1995, and McCullough, 2000 argued that forgiveness of others encompasses the positive perspective of the transgressor, a modification in motivation, which is further incorporated by the removal of hesitation in moving towards the transgressor, and this boosts the interpersonal adjustment. The effects of forgiveness comprise greater learning, high creativity, and emotional stability (Menahem & Love, 2013). Lucas *et al.* (2017) highlighted that justice can both improve and obstruct forgiveness, depending on the thoughts the forgiveness of self and others related with distributive and procedural justice. The past studies support that people showed more forgiveness towards a wrongdoer when they think about justice for themselves or procedural justice for another individual, and they are low on forgiveness when they think about distributive justice for another person.

Thompson *et al.* (2005) have focused on the third dimension i.e. forgiveness of situations. This dimension represents that facet of forgiveness in which the source of observed transgression is neither identified as self nor as others (Thompson *et al.*, 2005). Many times people may condemn the situation itself, such as the situations leading to an illness or accident when a colleague is driving a car. Then, they are more likely to blame the situation like 'an unjust world' or 'fate' or what happened to 'life'. Such type of situations might be associated in a transgression conducted by self or other, an individual considering the consequences and implications of an accident is upset and may blame the colleague for not taking suitable precautions to prevent the accident, and also might think that 'the cruel world' has brought these bad circumstances which led to an accident. Individuals feel that the source behind such bad circumstances are reflected in their understanding such as 'the world is against me'; 'life is so unfair'; 'it was all due to fate', then they are likely to forgive the situations in the belief that neither they were wrong nor others, these were the situations which led to disagreements or transgression etc (Strelan, 2007).

Satisfaction with Life (SWL/LS)

Satisfaction with Life has been considered as individual's cognitive evaluation of different domains of life like, work, friends, finance, family, and society (Dieneret *et al.*, 1985; Diener, 2000; Diener& Ryan, 2009). Life satisfaction is an important construct in positive psychology (Gilman & Huebner, 2003) as measures of life satisfaction are profound to the intact range of functioning, and that is why considered as the indicators of well-being also. Further, it is a key indicator of happiness and emphasize on the identification and development of strengths of an individual, which is integral to the science of positive psychology (Veenhoven, 1988).

Creed *et al.* (2003) sated that those who have employment have high career decision making self- efficacy and life satisfaction reason being, they have more accessibility of benefits and less financial stress than unemployed or part time employed. Previous studies have also

demonstrated that goal importance, perceived goal attainment, and goal fulfilment are positively associated with both life satisfaction and positive affect (see Emmons 1986; Emmons & Diener 1986). Another similar findings have been reported by Hofer & Chasiotis (2003) with the sample of Zambian males, where implicit motives and self-attributed goals enhanced satisfaction with life.

Valle *et al.* (2006) investigated the influence of hope on life satisfaction and reported that hope significantly predicted life satisfaction. On the similar lines Sahin *et al.* (2012) also reported that hope significantly predicted SWB (subjective well-being). Another researchers (e.g. Steger *et al.* 2006; Halama & Dedova, 2007; Hoet *et al.* 2010) revealed that presence of meaning is positively correlated with SWL. According to Chen & Kamibeppu (2010); Boonphadung (2013), factors like household environment, overall well-being, self- acceptance, life style indicators, and personal information were correlated with SWL. Actually, life satisfaction is the reflection of experiences that affected an individual in a positive way. Such an experiences have been able to motivate individuals to pursue and attain their goals. Optimism and hope are two emotions that influences the individual's way of living life. In both these emotions an individual is cognitively involved, and oriented to reach goals. Further, optimism is associated with higher satisfaction with life and whereas pessimism is positively correlated with the symptoms of depression. Past researches have offered an insight that self-esteem also positively influenced life satisfaction in individuals (Niharika&Kiran, 2014). In global perspective, satisfaction with life has been found to be enhanced by emotional intelligence (Zhao *et al.*, 2013), social support and less loneliness (Hombrados-Mendieta *et al.*, 2013), perceived autonomy support (Ratelle *et al.*, 2013), positively influenced by the employment (van der Meer, 2014), more increased by higher income (Carlsson *et al.*, 2014), also associated with attachment styles of people (Li & Fung, 2014), and relationship quality (Sharma &Garg, 2016).

Link between Forgiveness and SWL

Past studies have provided sufficient substantiation which established the link between dimensions of forgiveness and satisfaction with life. Studies exhibited that forgiveness influences the life satisfaction of individuals, those who have high levels of the tendency to forgive also have the high level of satisfaction with life (McCullough *et al.*, 2001; Hall & Fincham, 2005; Macaskill, 2012, Safaria, 2014). The results of research conducted by Thompson *et al.* (2005) also revealed that the levels of FS and SWL have a significant positive relationship. A follow-up study also highlighted that there is a positive association between self-forgiveness and ability to manage emotions (Hodgson & Wertheim, 2007). Individuals use self-forgiveness to protect their overall well-being from the toxic impact of devastating thoughts, and emotions arising from transgressions, like guilt, shame, and regret (Fisher & Exline, 2010; McConnell, 2015). Thus, the first hypothesis of this study is as below:

H₁: FS positively influences SWL.

Forgiveness of others has been found to have a positive association with life satisfaction, positive affect, and negative association with anger, anxiety, depression, hostility, and stress (Thompson *et al.*, 2005). A study of forgiveness and happiness in Indian private sector organizations highlighted that employees who are likely to forgive others are happier as by doing this, they turn their negative affect into the positive affect which leads to happiness and thus, life satisfaction (Sharma &Garg, 2016) Based on these past results, the second hypothesis of this study is as below:

H₂: FO positively influences SWL.

The FST (forgiveness of situation) has been studied conceptually more so there is very less number of empirical studies on this. One study conducted by Thompson *et al.* (2005) has empirically investigated the forgiveness of situations. The results were consistent with past findings on FS and FO, and supported that individuals with high levels of FST (forgiveness of situation) more satisfied with life and were less prone to anger, depression, and anxiety. Based on this, the third and fourth hypothesis was formed and hypothesized research model (figure 1) is as below:

H₃: FST positively influences SWL.

H₄: FGV positively influences SWL.

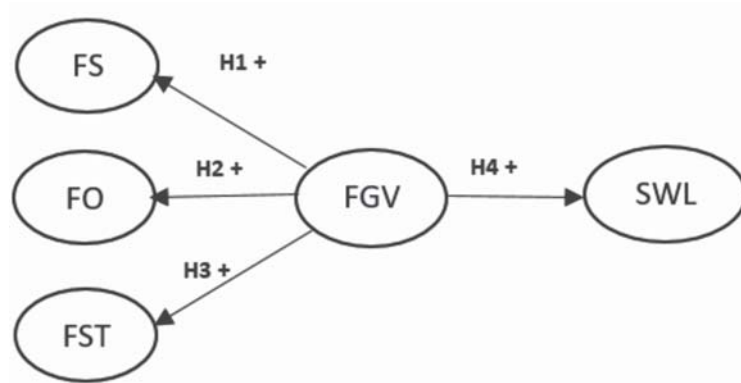


Figure 1: Hypothesized Research Model

Source: Author's own

Note: FS= Forgiveness of self, FO= Forgiveness of Others, FST= Forgiveness of Situations, FGV= Forgiveness, SWL= Satisfaction with Life.

Research Approach

Participants and Procedure for data collection-

To collect the data, the cross sectional self-administered survey was used with help of convenience sampling method. The respondents were from managers working in the Public sector, Uttarakhand, India. The questionnaire was distributed through the personal visits and training session to 240 participants but the final sample consists of 223 respondents for the study. Seventeen questionnaires were discarded because of incomplete and unengaged responses. Respondents were majorly males. Participants were working at junior, middle and senior level of management working at the different job titles, such as 'Assistant Engineer'; Associate Engineer', 'Chief General Manager', 'Senior Manager-Training & Development', 'Deputy General Manager', 'Associate Chief Engineer' and 'Deputy Executive Engineer'; Executive Engineer'. Table 1 presents the respondent's details.

At first, we discussed with the participants about the study, scale, and scoring. They were assured about the anonymity of their participation. The survey comprised three sections; first, includes demographic information, second part includes items on forgiveness; and the third section includes items on satisfaction with life.

Table1: Respondents details

Demographics (n=223)	Frequency (s)	Percentage (%)
Gender		
Male	200	89.9
Female	23	10.1
Age (in years)		
21-30	53	23.77
31-40	48	21.52
41-50	69	30.94
51-60	53	23.77
Education		
Diploma holders	11	4.93
Graduate	87	39.01
Post Graduate	121	54.26
Doctorate	4	1.79
Hierarchal Level		
Junior Level	86	38.57
Middle Level	48	21.52
Senior Level	89	39.91
Work Experience		
0-5 years	37	16.59
6-10 years	49	21.97
11-15 years	62	27.80
16-20 years	52	23.32
Above 20 years	23	10.31

Measures

Forgiveness Scale- Dispositional Heartland Forgiveness Scale developed and validated by Thompson *et al.* (2005) which presents that how you tend to forgive yourself, others, and situations when a negative circumstance occurs. It contains total 18 items (6 items on each dimension namely, FS, FO, and FST) on seven-point Likert- type format with responses extending from 1 = almost always false of me; 7=almost always true of me, with high scores depicting high levels of each type of forgiveness (Thompson *et al.*, 2005).

Satisfaction with Life-

The Satisfaction with Life Scale developed by Diener *et al.* (1985) has been taken. It is a 5-item measure designed to assess an individual's appraisal of satisfaction with his or her life. Participants respond using a 7-point Likert scale ranging from strongly disagree to strongly agree, with higher scores indicating higher satisfaction with life. The SWLS is the most widely-used measure of life satisfaction (Pavot & Diener, 2008).

Empirical Approach

The data were analyzed through the statistical software SPSS (23) and AMOS (23). To address the purpose of the study, as a convention after treating missing values and unengaged responses, skewness and normality of data were checked. After that Harman's single factor test was deployed to check whether the problem of common method bias exist or not. Various statistical techniques were deployed by the researchers namely, EFA, CFA to the check the validity of factor structure in the Indian context and multiple hierarchical regression with stepwise method was deployed to investigate the impact of dimensions of forgiveness on satisfaction with life. These are covered in detail in the analysis and result section.

Analysis and Results

Normality Test

Before proceeding with the further for applying various statistical tools, the data have undergone a normality and skewness check process by Explore option in the SPSS software. The obtained coefficients for normality (i.e., skewness and kurtosis) have indicated that forgiveness negatively skewed, whereas satisfaction with life was positively skewed. The coefficients were within +/-1 standard deviation of the mean, which approved that data is normally distributed (George & Mallery, 2001).

CMB assessment

As this study deployed self-reported measures, henceforth, it was imperative to check the existence of common method bias (CMB) in the sample data (Chang *et al.*, 2010). Therefore, on the recommendation of Podsakoff *et al.* (2003), CMB was tested using Harman's one-factor analysis in which the variables of interest were subjected to a un-rotated factor analysis. A single factor emerged that accounted for explaining only 34.43% of the variance. The single un-rotated factor solution has been set to be 50% or less than 50% to confirm the absence of common method bias in the data (Podsakoff, 2012) thus, it was within the limit.

Validity and Reliability of the Variables

First, EFA (exploratory factor analysis) was conducted to understand the factor structure of scales taken up in the study, and were subjected to Principal Component Analysis (PCA) with Kaiser's Varimax Rotation. Hair *et al.* (2003) recommended that a factor can be accepted if it has Eigenvalue greater than 1.00 and Cronbach's alpha more than 0.60. However, in the context of this study, all the measures were found to be reliable with Cronbach's alpha above 0.70, within the range recommended by Nunnally (1978) also. In this study, 4 factors were extracted up to eigenvalues greater than 1.00 and a Cronbach alpha value minimum 0.70. The table 2 exhibit the variables or dimensions meeting this criterion.

To test the convergent and discriminant validity of the scale, confirmatory factor analysis (CFA) has been deployed. However, the scale had already been validated by original authors (Diener *et al.*, 1985 & Thompson *et al.*, 2005). As per the recommendations of Joriskog & Sorbom (2001) and Hair *et al.* (2003), to ensure the factorial validity of structure, it imperative to form alternative models and a comparison should be made before following any model for further analysis. These alternative models are formed like one, two, three, (models depend on the number of factors under study) which are established by merging with the previous model. Accordingly, researchers of this study have developed 3 models for forgiveness and one model for SWL as there is no dimension in SWL and comparison of fit indices were done. The first model included FS only, second model FS and FO both, third model comprised of FS, FO, FST and a separate one factor model for SWL were analysed. The results of CFA are presented in the table 3.

Table 2: Factor Structure of Forgiveness

Variables	Cronbach's α / Eigen Value	Factor Loadings
Forgiveness of Self	0.899/1.93	
FS_1		0.767
FS_2		0.674
FS_3		0.727
FS_4		0.879
FS_5		0.933
FS_6		0.631
Forgiveness of Others	0.921/3.24	
FO_1		0.786
FO_2		0.802
FO_3		0.911
FO_4		0.971
FO_5		0.803
FO_6		0.637
Forgiveness of Situations	0.928/2.84	
FST_1		0.82
FST_2		0.758
FST_3		0.811
FST_4		0.859
FST_5		0.802
FST_6		0.911
Satisfaction with life	0.927/2.06	
SWL_1		0.728
SWL_2		0.853
SWL_3		0.908
SWL_4		0.878
SWL_5		0.866

Source: Authors own

Note: FS_1 to FS_6= items on the scale of forgiveness of self; FO_1 to FO_6= items on the scale of forgiveness of others; FST_1 to FST_6= items on the scale of forgiveness of situations; SWL_1 to SWL_5= items on the scale of Satisfaction with life.

Table 3: Results of CFA for Forgiveness and Satisfaction with life

S. N	Details	χ^2	df	χ^2/df	GFI	NFI	TLI	CFI	RMSEA
1.	One factor Model ^a	53.984	9	5.998	0.818	0.935	0.908	0.945	0.150
2.	Two factor Model ^{a1}	170.782	53	3.222	0.883	0.913	0.922	0.938	0.100
3.	Three factor Model ^{a2}	343.451	220	1.561	0.984	0.918	0.964	0.968	0.050
4.	One factor Model ^b	52.781	24	2.199	0.918	0.995	0.918	0.997	0.057

Note: χ^2 =chi- square; df= degree of freedom; GFI= goodness of fit index, NFI= normed fit index, TLI=Tucker Lewis Index; CFI= comparative fit index; RMSEA= root mean square error of approximation; ^{a, a1, a2}= models for forgiveness (FS, FO, FST), ^b= one factor model for satisfaction with life

The important model fit indices, which are crucial in determining the strength of factor structure, are also examined. The χ^2/df value below 3 is considered appropriate and indicates an acceptable (Carmines and Mclver, 1981). In some circumstances, it has been found that sometimes researchers do not consider the χ^2 index especially in the case when the sample size exceeds 200 and also when there is the other model fit indices such as Tucker-Lewis index (TLI), comparative fit index (CFI), Normed fit index (NFI) and root mean square error of approximation (RMSEA). It is important to note here that CFI, IFI and TLI values having a cut off score of above 0.90 and RMSEA below 0.06 are acceptable for good model fit (Hu & Bentler, 1999; Hair *et al.*, 2003; van Dierendonck, 2005) while GFI more than 0.90 indicates goodness of fit (Kang, 2006). Referring to the table 3, total three model structures are tested for forgiveness and compared using SPSS AMOS software.

The third model is a three -factor model for forgiveness (FS, FO, FST), which included all the dimensions. The results indicated in Table 3 reported that Model 3 (three factor model of forgiveness) confirmed a good fit to the observed covariance matrix χ^2 (df=220) 35.358, χ^2/df =1.561, GFI=0.984, NFI=.918, TLI=.964, CFI=.968 and RMSEA=.05. For satisfaction with life model 4 which included the one factor of SWL reported χ^2 (df=24)= 52.78, χ^2/df =2.199, GFI=0.918, NFI=.995, TLI=.918, CFI=.997, RMSEA=.057, while the others models of forgiveness do not meet the cut off range and were rejected for the study for further analysis due to poor model fit. As a result of confirmatory factor analysis, theoretically reinforced three-factor model of forgiveness and one factor model of SWL indicated the best acceptable fit indices and is retained in the study (Hu and Bentler, 1999).

To investigate the convergent validity in the sample, various scores such as mean, standard deviation, average variance extracted (AVE), maximum shared variance (MSV), average shared variance (ASV) and composite reliability (CR) are calculated (see Table 4). The findings indicate that the 18-items of forgiveness and 5 items scale of SWL construct are significantly loaded on their respective dimensions. The internal composite reliability also ranged from .905 to .932, which is a good sign of reliability. On the basis of significant loading and higher CR (composite reliability) signifies the convergent validity of the model (Anderson & Gerbing, 1988; Bagozzi & Yi, 1988).

The AVE for FS, FO, and FST was 0.673, 0.614, 0.695, 0.710, and for SWL was 0.710 while CR values of the forgiveness dimensions are 0.924, 0.905, 0.932 respectively, and for SWL is 0.927. The CR values greater than AVE are the indicator of the convergent validity of the construct. Also, as per the guidelines prescribed by Hair *et al.* (2010), convergent validity of a construct is established if it prevails that composite reliability (CR) of the construct is greater

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than its average variance extracted (AVE). In this study, composite reliability is greater than average variance extracted for all the constructs as shown in Table 4 indicating the constructs to be convergent valid.

Variables	Mean (S.D.)	CR	AVE	MSV	ASV	FS	FO	FST	SWL
FS	4.90 (1.79)	0.924	0.673	0.194	0.079	0.820			
FO	3.11 (1.68)	0.905	0.614	0.279	0.101	0.367	0.784		
FST	3.11 (1.99)	0.932	0.695	0.279	0.107	0.441	0.528	0.833	
SWL	1.97 (0.94)	0.927	0.710	0.124	0.064	0.352**	0.254**	0.257**	0.843

Note: FST= Forgiveness of situations; FS= Forgiveness of Self; FO= Forgiveness of Others; SWL= satisfaction with Life; CR= Composite reliability, AVE= Average Variance Extracted; MSV= Maximum Shared Variance; ASV= Average Shared Variance; **Correlation is significant at the 0.01 level.

According to suggestion of Fornell&Lacker (1981), we assessed the discriminant validity of the latent constructs in terms of root of AVE. Compare the root of AVE with its corresponding correlation of coefficient of any two constructs, if the root of AVEs are greater which means the requirement of discriminant validity is satisfied. In table 4, the bold diagonal values represent the discriminant validity. It can also be investigated by comparing the maximum shared variance (MSV) and average shared variance (ASV) with average variance extracted (AVE). As prescribed, discriminant validity exists when the values of MSV and ASV are smaller than the values of AVE (Hair *et al.*, 2010). Referring to table 4, all the values have satisfied these above-mentioned conditions. Thus, discriminant validity of the four factors is again confirmed in the study. From the CFA results, it was quite evident that constructs are highly reliable and valid in the Indian context.

Regression Analysis

As correlational analysis only provides information on the direction of relationship between the variables and no information about causation or predictive behaviour of the variables could be determined using this technique; henceforth, we also conducted multiple regression analysis to analyse the relationships of the variables in terms of how one variable acts as a predictor of another variable (Cohen & Swedlik, 2002). Furthermore, multiple regression analysis was also used to analyze the role of the forgiveness dimensions as predictors of satisfaction with life, as well as the combined effect of the forgiveness dimensions on SWL. To test the hypothesis stepwise multiple hierarchal regression was followed.

Table 5 and 6 present the results of the same. In multiple hierarchical regression, stepwise method was used as this starts with zero predictions and then the strongest predictor is taken into account after that second strongest predictor is entered by SPSS itself and non-significant predictors are automatically taken off. The method followed for testing the influence which was in line with the study conducted by Banjreet *al.* (2015). So, to begin with first dependent variable was entered and all independent variables were entered together in stepwise method. As presented in 5, in model 1, when forgiveness of self was taken into consideration then it is found to be a most significant predictor (in comparison to other dimensions of forgiveness) of satisfaction with life ($\beta=.425$, $t=7.161$, $p<.001$) and as per adjusted R square it contributes to 12.1 % variance in SWL with R^2 change 0.180 in satisfaction with life. Thus, second strongest predictor is FST and it also positively influenced SWL as presented in the findings of Model 2, when

forgiveness of situations was also added [FS: ($\beta=.363$, $t=6.429$, $p<.001$) & FST: ($\beta=.333$, $t=5.909$, $p<.001$)] then it accounts for 28.3 % change with R^2 change 0.107 in satisfaction with life. It means FS and FST together contributed 28.3% variance in SWL but additional 10.7% is contributed by FST alone so the first and third hypothesis is also accepted.

However, in model 3, when these three independent variables namely, FO, FS, and FST were analyzed together to examine their predictability. It was found that model 3 is the strongest predictor of SWL as compared to model 1 and model 2. Reason being, all the dimensions of forgiveness taken together contributes to 41.2 % with R^2 change 0.127 so when FO contributed additional 12.7% variance in SWL in the model [FO: ($\beta=.167$, $t=2.686$, $p<.001$); FS: ($\beta=.544$, $t=9.181$, $p<.001$) & FST: ($\beta=.441$, $t=7.082$, $p<.001$)]. Thus, the fourth hypothesis that when dimensions of forgiveness are combined together, then their influence is strong and significant on satisfaction with life, was also accepted.

Table 5: Summary of Hierarchical Regression Analysis for variables predicting DV^a (N= 223)

Variables	β	SEB	t
Model 1			
FS	.425**	.045	7.161
Model 2			
FS	.363**	.042	6.429
FST	.333**	.064	5.909
Model 3 (IV) ^b			
FS	.167**	.044	2.864
FST	.544**	.068	9.181
FO	.441**	.041	7.082

Note: a. Dependent Variable= satisfaction life (SWL), b. Independent variables (IV) = Forgiveness of self, forgiveness of others, forgiveness of situations, β = standardised Coefficients beta, SEB= Standardised error, t= value of t, ** $p<0.01$, * $p<0.05$.

Table 6: Model Summary of DV^a

Model	R Square	Adjusted R square	SEE	R square change
1 ^b	.123	.121	5.342	.180**
2 ^c	.288	.283	4.991	.107**
3 ^d	.415	.412	4.534	.127**

Note: ^a = dependent variable: SWL (satisfaction with life); b. Predictors: FS, c. Predictors: FS, FST, d. FS, FST, FO, ** $p<0.01$.

Discussion and Conclusion

The purpose of the study is to examine the influence of forgiveness on satisfaction with life. The findings revealed that in Indian context all the dimensions of forgiveness namely, self, others, situations significantly influenced the SWL, in which FS was the strongest predictor, and however FST and FO were the second and third strongest predictor respectively, for SWL in employees. The predictability of FS was greater than other dimensions reason being, those

who can forgiveness themselves, are able to forgive others and situations (Thompson *et al.*, 2005). The results of this study consistent with the findings of similar studies done on different samples by different authors (e.g. McCullough *et al.*, 2001; Hall & Fincham, 2005; Thompson *et al.*, 2005; Macaskill, 2012, Safaria, 2014).

Owing to the previous studies, which revealed that Indian people are high on collectivism as compared to the countries like the USA where there is typical individualistic culture (Radhakrishnan & Chan, 1997). Accordingly, we based the hypotheses of this study on the assumptions the sample was taken would be collectivist and which is in line with the previous study on cultural differences in well-being (Diener *et al.*, 1999; Kitayama & Markus, 2000). Actually, in collectivistic culture people have rich social networks and also look for support from others (Kim *et al.*, 1994; Triandis, 1995). In line with this, Kurzynski (1998) stressed that though there are other positive constructs, the substantial role played by forgiveness in the upkeep of healthy workplace relationships is notable and both the forgiver and forgiven are liberal to concentrate on the responsibilities at hand and the performance goals of the organization. Furthermore, relatively high the cost of unforgiveness, such as lower job satisfaction, lost productivity, decreased goal commitment, needless or uncontrollable stress that organizations need to address. Besides, emotional state is an internal factor, and personality is also the prime determinant of life satisfaction whereas in India, well-being is not only dependent on internal factors only, but also of external factors e.g. relationships with others, and harmony in interpersonal relationship (Diener *et al.*, 1995; 1999; Kwan *et al.*, 1997; Suh *et al.*, 1998) which is enhanced when employees let go of resentments or transgressions among them by forgiving and restoring the relationship instead of revenge taking behaviour (Aquino *et al.*, 2003, 2006; McCullough *et al.*, 2007; Tripp *et al.*, 2007). Thus, well-being judgments of people are partly influenced by the cultural norms and broader social context. Apparently, these norms further influence the specific criteria employed by the individual to evaluate their well-being (Suh 2000; Kitayama & Markus 2000; Uchida *et al.*, 2004; Koydemir *et al.* 2013).

Undoubtedly in India, satisfaction with life is influenced by a number of variables which in general varies from caste, good job, health, having patrimonial assets, family, and the like. These variables which are expected to contribute to life satisfaction in India. In modern times, there are a lot of changes in the demographics of workforce which has brought about changes in the role played by people in personal and professional life like dual-career couples, work-life balance changed to work-life enrichment (Modakurti-Mahato & Kumar, 2014). (Stevanovic-Pedja, 2011) has also affected the outcomes of satisfaction with life. Now people are self-inspired and intrinsically-extrinsically motivated to achieve goals at workplace which is associated with getting benefits, leads to greater support to family and thus, life satisfaction.

Forgiveness has been considered as a virtue in almost all the major religions of the world like Hinduism, Buddhism, Islam, Christianity, and Judaism (Pargament & Rye, 1998; Marty, 1998; Dorff, 1998; McCullough & Worthington, 1999; Rye, *et al.*, 2000). But at the same time, it is the least understood at the workplace and most difficult to attain also. The past researchers supported that those who are high on religious commitment have high level of forgiveness (Ismail *et al.*, 2009). In India, there is multiculturalism and all the religions support forgiveness which leads to satisfaction with life ultimately.

To conclude, with the fast speed of change, increasing emotional distance between the people but there is a need to enhance the meaningfulness, as it makes good to include the art of forgiveness in the workplace as it contributes to life satisfaction of employees. Truly, it will help in increasing the intention to stay and retention of the valued employees facilitates greater creativity and innovation, enhances the spirit of entrepreneurialism and encourages better

performance of employees which ultimately, leads to better organizational performance and higher profitability.

Limitations and Directions for Future Research

First, limitation of the study is that we have deployed cross-sectional research design, further studies are recommended by using longitudinal research design. Secondly, the study is limited to the state of Uttarakhand, India, and covered the employee's point of view. Further studies may include employer's point of view to give more certain conclusions. Forgiveness is a personal act which is highly subjective. It involves the release of negative emotions like anger and resentments. It is, therefore, quite difficult to confirm that whether or not people have truly forgiven. With reference to the current environment, in which people are less forgiving and where our modern society and adopted norms seems to consider forgiveness as a withdrawal technique or as a sign of weakness.

Due to this turbulent competitive business environment, people are now giving more preference to pursue their career goals and satisfaction in life. It behooves scholars of organizational behavioral studies to extend their reach to such an arena that demonstrate the highest human potential through studying the relationship between forgiveness and satisfaction with life. Another point for future research is to support the results by triangulated findings by using in-depth interviews, observations and archival records. The future studies may investigate the impact of socio-demographic variables on life satisfaction or may study forgiveness as moderator or moderator variables. Of course, much additional research is required on these constructs in today's parlance.

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