

**DECISION SCIENCES INSTITUTE**

Developing Positive Affect in Employees through Forgiveness of Self and Forgiveness of Others: Results from Indian Power Sector

**ABSTRACT**

When we embrace the resentments for self and others then we lose a part of ourselves during interpersonal and intrapersonal transgression which creates and generates a spiral downward to the positive affect. Based on this premise, this study aims to investigate the relationship of forgiveness of self and others with positive affect in Indian power sector organizations. For this, a cross-sectional self-administered survey based research design was used to collect data from the participants which consisted of 117 full-time employees. The data were analyzed using correlation and regression analysis to present the new insights.

**KEYWORDS:** Positive affect, Forgiveness of self, Forgiveness of others, Power sector, Employees

**INTRODUCTION**

Positive psychology is a discipline of positive subjective experiences, study of positive individual behaviour, and development of positive organizations that facilitates individuals, communities and societies to prosper (Seligman, 2002). According to Seligman & Csikszentmihalyi (2000) positive psychology is recognized as an umbrella term to study 'what makes life worth living of people. The primary concern of positive psychology is to study the positive experiences and strengths of the people (McCullough & Snyder, 2000; Seligman, 2002). The backbone of positive psychology is the influence of positive emotions on the lives of individuals. It provides them a purpose in life, and valuable answers to the difficulties connected to management of negative emotions (Fredrickson, 2001). Undoubtedly, one can manage the negative emotions through the positive emotions and it contributes to the well-being of employees. Positive emotions are subset of positive affect and enables approach behaviour (Cacioppo et al., 1999). The significance of the affect is well-acknowledged by the researchers, academicians and practitioners who deploy decision and regret theories to validate that the feelings cannot be straight away measured, like emotions deduce from decisions taken by the people after analysing various alternatives that can be elaborated as the strengthening of predictable emotional experience arising from various alternatives (Mellers et al., 1999).

Actually, the term "affect" is understood as a predominant term which encompasses a comprehensive range of feelings (Watson & Clark, 1984). In organisational psychology, the evolving 'affective revolution' (Barsade & Gibson, 2007) states that work affect is significant part of the work experience, having two sorts of affect namely, positive affect and negative affect. Researchers recurrently differentiate the dimensions of affect namely, positive affect and negative affect. Feelings such as excitement, contentment and joy which reproduces a level of gratifying engagement with the environment is defined as Positive affect (PA) whereas subjective distress and un-pleasurable engagement is defined as negative affect (Watson et al, 1988), The present study focusses on the positive affect at work as it reflects positive engagement of employees in the workplace and facilitates forgiveness at work.

Relationships are vital to the work place which provides easy access to vital resources, to helpful networks, and to diverse perspectives, thus elevating the workplace experience by enabling cooperation, knowledge sharing, and learning from each other. But in reality to meet

the interests and diverse needs of the employees along with the adaptation of volatile business environment, encountering interpersonal- intrapersonal offences has become an inescapable portion of organisational life (Stone, 2002). To handle these resentments, the employees indulges into “dark side behaviour” like expanded blame, taking revenge etc. It enhances the conflict, and when conflict crosses the constructive level results in to task-related discrepancies and relationship-based damages done by one individual to another (Aquino et al., 2003).

According to Enright (1991) forgiveness is a willingness to abandon one’s right to resentment, negative judgment, and indifferent behaviour toward one who unjustly hurt us. Forgiveness means letting go of the mistakes done by oneself and others while learning from and addressing those mistakes, also ensuring that these mistakes will not be repeated in future (Kurzynski, 1998). 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 wrong event itself (transgression), are changed from negative emotions to positive emotions .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 offence done by himself or herself has been occurred. Forgiveness of other refers to 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).

### **Context- Indian Power Sector**

On the basis of previous studies, this study aims to investigate the relationship between forgiveness of self, forgiveness of others with positive affect in Indian power sector context and to find out the answer to the question that does there is any association or impact of forgiveness of self and forgiveness of others on positive affect of employees working in public sector undertakings in Indian Power Sector. It has been taken with the rationale that power is very considerable decisive factor in accomplishing economic, social and environmental aims of sustainable human development. In the contemporary digital arena, electricity has arisen as the important input for supporting the process of social as well as economic development. Although, the Indian Power sector has attained significant growth throughout the post independent era, but it has been suffering from the grave functional problems from the past few decades as stated in the Distribution Policy Report in the year 2002, stated that apart from the financial difficulties confronted by this sector in relation to the transmission and distribution losses, the other major problems that are widespread includes high absenteeism, low motivation, low productivity, workplace offences, existence of non-accountable and non-committed work culture in the day-to-day functioning. From the couple of decades and till now much of the research has been focused across the world on understanding and evaluating factors such as quality, markets, technology, finance, performance, development etc. There are hardly any research attempts on positive affect and forgiveness of self and other in the employees, distinctly in case of power sector organisations. Continuous technological change in the Indian Power Sector is difficult to realize due to poor management and coordination, low capacity utilization, all these factors call for redirecting the improvement in psychological capital in the Indian Power sector organisations (Bhattacharyya et al., 1997). Hence, there is a need to take up this research study to help the organisations meet their needs in this direction as there is a substantial need to improve the internal efficiencies because winning the one’s strength brings positivity in employees and are more productive, intrinsically motivated, engaged in work, reduced psychological distress and tied to several organization significant outcomes (Danna & Griffin, 1999; de Croon et al., 2004; Hardy et al., 2003). In addition, positive emotions make the person

---

optimistic that life is meaningful (King et al., 2006), and help to find positive meaning even in adverse conditions (Folkman & Moskowitz, 2000).

## LITERATURE REVIEW

### Positive Affect (PA)

The “broaden-and-build” theory of positive affect, proposes that positive emotions (affect) helps in broadening the outlook of people, brings novel ideas, builds creativity in people, and has its exclusive involvement in human survival and well-being (Fredrickson, 1998, 2001). The affective constructs such as affective culture, positive affect, indicate how an individual and group emotionally relate to each other (Brief & Weiss, 2002), have played additional contribution to the functioning of cognitive constructs. The incentive theory of Bindra (1974) suggests that stimuli or states related to positive affect develop an incentive or approach goal. The mere connection of positive affect with former neutral behaviour will incite instant goal-directed behaviour so that when the opportunity arises then the organisms will exhibit enhanced motivation to accomplish (Aarts et al., 2008). In this way, positive affect helps the individuals to create the goal oriented behaviour at workplace.

The literature on the effects of positive affect is very vast; in a review, Lyubomirsky et al. (2005) concise the findings of 225 research paper that depicted the association between positive affect and other constructs, extending from creativity to social behaviour to physiologic health. However, studies focused specially on groups and teams with positive affect is far limited than research at the individual level. The studies have shown that positive affect are positively associated with cooperation (Barsade, 2002), efficacy (Gibson, 2003), prosocial behaviour (Mason & Griffin, 2005), creativity (George & Zhou, 2007; Bramesfeld & Gasper, 2008), and negatively related to conflict (Barsade, 2002), and absenteeism (George, 1995; Mason & Griffin, 2003). In the organizational research, the moderately well-built area of affect is the positive relationship between positive affect and individual creativity. The findings suggest that positive affect ensures cognitive flexibility, thus it has a positive association with problem solving ability of the individuals also (Davis, 2009; Estrada et al., 1994).

The other researchers signify that positive affect arouse problem solving attitude (Isen et al., 1987), increases group benefits (Carnevale & Isen, 1986; Kramer et al., 1993), decrease the employment of argumentative tactics (Carnevale & Isen, 1986), and intensify the practice of cooperative negotiation strategies (Forgas, 1998). In this study, researchers have taken construct of positive affect as there is far more theoretical and empirical evidence for positive affect, in comparison to negative affect, and its key role played by it in the overall development of employees (Barsade et al., 2000; Barsade, 2002; Gibson, 2003; Mason & Griffin, 2005; Mason, 2006; Bramesfeld & Gasper, 2008). Almagor & Ehrlich (1990) & Barsade et al. (2000) emphasized on positive affect instead of negative affect stating that negative affect has been strongly associated to more internal states like reaction to stress, alienation, and aggression, in contrast with the more externally oriented states like social closeness and social potency with which positive affect is associated. For similar theoretical and empirical reasons, we have focused distinctly on the positive affect, as it contributes in shaping the development of employees and organisational effectiveness.

### Forgiveness of Self (FS)

Self-forgiveness seems to have garnered significantly less attention in the literature distinctly with positive affect. Wohl et al. (2008) characterised forgiveness of self or intrapersonal forgiveness as constructive attitudinal move in the emotions, beliefs, and activities associated

with the individual's self, after a self-perceived transgression or offence done by himself or herself has been occurred. Therefore, forgiveness of self- points out an unusual case in which the object of forgiveness is the person himself or herself (Hall & Fincham, 2005). One motivation behind the fact that forgiveness of self-have infrequently been investigated since that helping people forgive one selves, may spring up an intense good withdrawal technique that they will use this as a reason to forgive themselves of wrongdoing acts (Strelan, 2007; Woodyatt & Wenzel, 2013). Self- forgiveness has been considered in relation to many variables. Studies exhibited that failure to forgive oneself was positively associated to the various psychological difficulties such as psychopathology (Mauger et al., 1992), anger (Freedman & Enright, 1996), anxiety and depression (Maltby et al. 2001), stress (Witvliet, et al., 2004), neuroticism (Fisher & Exline, 2006), rumination (Ysseldyk et al., 2007), and shame, guilt, and perfectionism (McCann, 2009). The researchers also examined the relationship between forgiveness for self and some personality characteristics and revealed that self-esteem had a significant effect on one's ability to forgive oneself and was among the other personality variables, the highest single predictor of self-forgiveness (Coates, 1997).

### **Forgiveness of others (FO)**

Kurzynski (1998) noted that beside the other positive constructs, forgiveness play a significant role in the upkeep of healthy workplace relationships. Both the forgiver and forgiven are freed to concentrate on the responsibilities at hand and the performance goals of the organisation. Furthermore, relatively high the cost of unforgiveness such as lower job satisfaction, lost productivity, decreased goal commitment, needless or uncontrollable stress that organisations need to address. Scholars have framed forgiveness as a way to enhance productivity (Kurzynski, 1998), performance (Stone, 2002), less absenteeism and improve relationships among employees (Tripp et al., 2007) while eliminating the negative emotions that arise from hurtful events. Aquino et al. (2003) echoed this belief, noting that forgiveness has the power to restore and repair a relationship that has been weakened by an offense. Furthermore, Struthers et al. (2005) noted that harmony in the workplace can be restored by overhauling the damaged interpersonal relationships through the act of forgiveness and when the interdependent work bind the employees together in the organizations. Researchers have begun to examine forgiveness in relationship to personality variables. The studies indicated that highly agreeable and extraverted individuals tend to forgive others more likely as compared to people who score high on Neuroticism (Ashton et al., 1998; Berry et al., 2007). Employees who forgive others tend to be happier, more tolerant, have good social relationships, self-esteem and higher life satisfaction (Cameron & Caza, 2002). The effects of forgiveness comprises 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. Participants showed more forgiveness towards a wrong doer when they think about justice for themselves or procedural justice for other individual, and they are low on forgiveness when they think about distributive justice for other person.

## **HYPOTHESES DEVELOPEMENT**

### **Relationship between Forgiveness of Self (FS) and Positive Affect (PA)-**

Thompson et al. (2005) across six studies taking the samples of college students and public at large who were Caucasian, African, Asian, Hispanics, Native American and others, stated that while FS was positively associated with cognitive flexibility, positive affect, distraction, and besides this, there was a negative association with vengeance, hostility, and rumination. Past empirical and theoretical studies proved that there is positive association between dimensions

of positive subjective well-being and forgivingness and however, there is negative association between pessimism and NA (McCullough, 2000; Toussaint & Webb, 2005). In other words, individuals who forgive oneself (forgiveness of self), has the inclination of more satisfaction with life, optimism, positive affect. Additionally, Karremans et al. (2003) used the PANAS scale to find out the relationship between on forgiveness and well-being, while taking offense in one phase of their study and investigated the relationship between psychological tension and positive affect, revealed that tension was decreased and self-esteem was restored, when they saw themselves forgiving the offender which enhances the level of positive affect in the employees. The forgiveness of self has been investigated with several variables as presented in literature review section but there is dearth of literature to understand the relationship between forgiveness of self with positive affect particularly in Indian power sector. So, based on this we have formulated first hypothesis as below-

H1: Forgiveness of self is positively related to positive affect in employees.

### **Relationship between Forgiveness of Others (FO) and Positive Affect (PA)-**

Both empirical and theoretical works suggest that forgiveness of others is positively related with positive affect (McCullough, 2000; Toussaint & Webb, 2005). It is found that forgiveness of others is positively related with positive affect and life satisfaction (Maltby et al., 2004), psychological subjective well-being (Lawler-Row & Piferi, 2006). Allemand et al. (2012) reported the relationships among forgivingness were highly associated with optimism, positive affect, and life satisfaction. Green et al. (2012) offered an insight that with respect to affect, forgiveness was positively associated with positive affect, representing that individuals having higher levels of forgiveness also tend to have higher levels of positive affect. According to Zhu (2015) presented the results that the Individuals with higher forgiveness of others tend to have lower negative affect, but experience positive affect more often, such an individual receive and maintain more social support from others. Based on these previous investigations, we have formulated second hypothesis as below-

H2: Forgiveness of others is positively related to positive affect in employees.

### **Gender as a Moderator in Relationship between Forgiveness and Positive Affect-**

Forgiveness is an important variable in enhancing positive affect. As presented above, theoretical and empirical works supports this premise. However, one question remains unanswered about the gender differences in the relationship between forgiveness and positive affect. Though previous studies supports the fact the there is no difference in the males and females regarding the forgiveness (Berry et al. 2001; Macaskill et al. 2002) however, Miller et al. (2008) revealed that females are more forgiving than males reason being, women pays values to the relationships than men but does gender moderates the relationship between forgiveness and positive affect is tested through third hypothesis as follows:

H3: Gender moderates the relationship between forgiveness and positive affect in employees.

The proposed model is shown in Figure 1 and referring to the results of previous studies was developed to understand the relationship between forgiveness of self and forgiveness of others with positive affect in the Indian power sector context. The proposed hypothesized model was developed by taking the two dimensions of forgiveness as FS, and FO which have been extensively researched in the past but there is a less number of studies where it has been investigated with positive affect in the present study in Indian power sector. Gender has been taken as a moderator to the relationship between forgiveness and positive affect. It is very significant to study the relationship between the variables taken under study as POB (Positive Organizational Behaviour) studies are frequently encased by its benefits with physical,

psychological and emotional well-being (Lawler et al., 2003; Witvliet, 2001; Worthington, 2005) which are equally important for the employees of power sector in India.

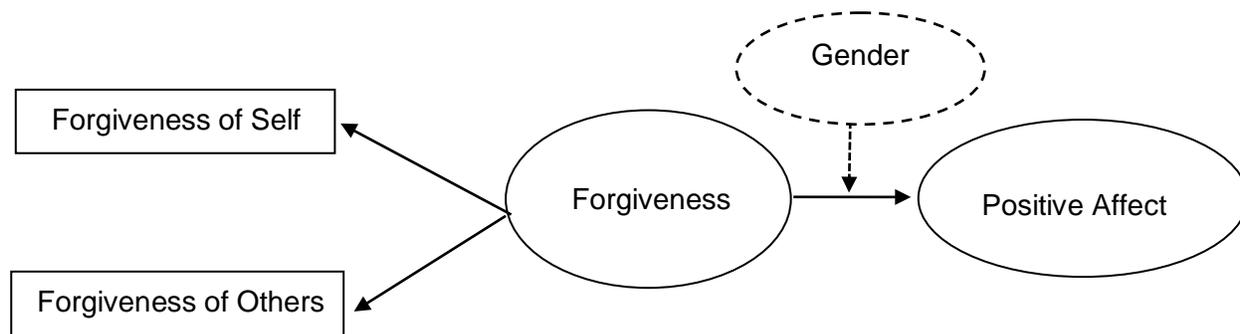


Figure 1. Proposed hypothesized model linking FS and FO with PA.

Source: Author's own.

Note: FS= Forgiveness of Self, FO= Forgiveness of Others, & PA= Positive Affect, Gender = moderating variable (male, female).

## METHODS

### Participants and Procedure-

Data were obtained via a self-administered survey from middle- and senior-level managers working in the Indian Public sector in a full-time employment. The final sample of the study comprised responses from 117 managers. Respondents were majorly males with (Males=87.9 per cent, N =103) on the other side, 12.1 per cent (N = 14) were females. About 43.5 per cent were aged between 21–30 years, 21 per cent aged between 31–40 years, 25 per cent aged between 41-50- years, 10.5 per cent aged between 51-60 years. Among them 10.7 per cent respondents were diploma holders, 55.5 per cent were graduates, 32.1 per cent were found postgraduates and 1.7 per cent had doctorate degree. Among the respondents, about 73.5 per cent were managers at middle-level and 26.5 per cent were managers at senior-level. The participants were working 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'.

We discussed with the participants about the research; instructed about the scale and scoring. They were assured about the confidentiality of their responses and were also assured with the thorough feedback on their responses. The survey comprised three sections; first, includes demographic information, second part, includes items on forgive of self and forgiveness of others; and third section includes items on positive affect.

### Measures

#### Forgiveness of Self and Forgiveness of Others-

Two subscale (FO & FS) were taken from Heartland Forgiveness Scale (Thompson et al., 2005) which presents that how you tend to forgive yourself and others when a negative circumstance occurs. Both the dimensions are having six items each. The responses were taken on seven-point Likert- type format labelled as 1 = almost always false of me; 7=almost always true of me, with higher scores depicting higher levels of each type of forgiveness. The HFS has been

demonstrated to have good levels of psychometric properties like reliability and validity (Thompson et al., 2005). The participants were guided to respond to these items with their likelihood of forgiving themselves and others in their organizations. The measures were found reliable having cronbach's alpha 0.73 and 0.79 for FS and FO respectively, which is above 0.70, the range recommended by Nunnally (1978).

**Positive Affect-** For assessing the positive affect, one subscale of (positive affect) was adopted from PANAS-Positive Affect and Negative Affect Schedule (Watson et al., 1988) which presents positive affect states such as interested, excited, strong, enthusiastic, proud, alert, inspired, determined, attentive, and active). The participants were requested to respond to these positive affective states experienced by them in their organization, on 7- point Likert type ratings labelled as 1=strongly disagree to 7= strongly agree with higher scores presenting higher levels of positive affect. The measure for PA was found reliable having cronbach's alpha 0.84, which is above 0.70, the range recommended by Nunnally (1978).

Table 1: Descriptive Statistics of measures along with the items used in the study

Item Content	Mean	Std. deviation
<b>Forgiveness of Self</b>		
FS1 Although I feel badly at first when I mess up, over time I can give myself some slack.	4.5385	1.69959
FS2 I hold grudges against myself for negative things I've done.	4.4957	1.85985
FS3 Learning from bad things that I've done helps me get over them.	4.8889	1.76546
FS4 It is really hard for me to accept myself once I've messed up	3.9145	1.84565
FS5 With time, I am understanding of myself for mistakes I've made.	5.1966	1.48114
FS6 I don't stop criticizing myself for negative things I've felt, thought, said, or done.	4.0171	1.87994
<b>Forgiveness of Others</b>		
FO1 I continue to punish a person who has done something that I think is wrong.	3.9829	1.93419
FO2 With time, I am understanding of others for the mistakes they've made.	4.8889	1.48427
FO3 I continue to be hard on others who have hurt me.	4.4188	1.67249
FO4 Although others have hurt me in the past, I have eventually been able to see them as good people.	4.3504	1.64168
FO5 If others mistreat me, I continue to think badly of them.	4.2308	1.67324
FO6 When someone disappoints me, I can eventually move past it.	4.5726	1.62054
<b>Positive Affect</b>		
PA1 Interested	5.9744	.64942
PA2 Excited	5.6325	1.00514
PA3 Strong	5.8547	.75732
PA4 Enthusiastic	5.7436	.93913
PA5 Proud	5.6239	1.07259
PA6 Alert	5.6838	.98829

PA7 Inspired	5.8547	.86368
PA8 Determined	5.7692	.85485
PA9 Attentive	5.8718	.79371
PA10 Active	5.9145	.79408

Source: Author's own

Notes: N= 117; FS= Forgiveness of self; FO= Forgiveness of Others and PA= Positive Affect

### Empirical Strategy

The researchers of this study developed the empirical strategy as follows- Firstly, the reliability and validity of the scales have been tested. Further, the means and standard deviations were calculated (see table 1) and to measure the predictability of the relationship between the two variables regression analysis have been deployed. This procedure provides research analysts with a calculation of R-squared (R<sup>2</sup>), which is the statistical measure of how well one variable predicts the value of another variable. In order to examine the role of gender as a moderator between forgiveness and positive affect, hierarchical moderated regression analysis is conducted (Cohen et al. 2013).

### ANALYSIS AND RESULTS

To analyze the data, SPSS statistical software (Version 23.0) was used. For testing the hypothesis Pearson's correlation coefficient and regression coefficient were computed (see table 2) and results are as below:

Table 2: Descriptive Statistics and inter-correlations among study variables

		M	SD	1	2	3
1	FS	4.44	0.707	[0.73]		
2	FO	4.39	0.683	0.175	[0.79]	
3	PA	5.79	0.387	0.715*	0.5368*	[0.84]

Source: Author's own

Notes: \*Correlation is significant at the 0.01 level (2 tailed).

N=117; reliability coefficients are depicted in parentheses along the diagonal.

FS= Forgiveness of self; FO= Forgiveness of others and PA= Positive Affect

Hypothesis 1: The analysis provides the Pearson product-moment correlation coefficient of 0.715, and the value is highly significant at 0.01 level at two tailed test. The value of p is greater than 0.01. Thus, the first hypothesis is accepted. Precisely, the value of R- square is 0.510 and p is less than 0.01 indicates that when the employees working in power sector in India more likely to forgiveness themselves (forgiveness of self) then there is a 51.1% increase in their positive affect (see table 3).

Table3: Regression analysis of FS on PA

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	SE of the Estimate
1	.715 <sup>a</sup>	.511	0.505	5.4095

Source: Authors' own.

Noted: a. Predictors: (Constant), FS

Hypothesis 2:

The analysis provided a Pearson product moment correlation coefficient of 0.536, and this value presented a high significance (value of p lower than 0.01). This implies that forgiveness of others also affect positive affect in employees. Owing to this high value we accept the second hypothesis. Specifically, the result ( $R^2 = .280$ ;  $p < 0.01$ ) suggests that if the employees forgive others in an interpersonal transgression, the result is a 28.7 % increase in their positive affect (see Table 4).

Table 4: Regression analysis of FO on PA

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	SE of the Estimate
1	.536 <sup>a</sup>	.287	.280	6.47532

Source: Authors' own. Noted: a. Predictors: (Constant), FO

Thus, forgiveness of others at workplace affects the positive affect of employees but less than forgiveness of self (as depicted in hypothesis 1). Hence, those employees who introspect themselves more are more likely to forgive oneself and they also have more positive affect.

Hypothesis 3:

The hypothesis states that gender (male and female) moderate the relationship between FGV and NA. Step 1 covered interaction of demographic variables with PA. Step 2, covered interaction of FGV and gender with PA which show significant contribution ( $\beta = .371$ ,  $p < .01$ ) and ( $\beta = .255$ ,  $p < .01$ ). Step 3 ran both FGV and Gender along with Interaction term created by multiplication of FGV and gender. Interaction term significantly influenced PA ( $\beta = -.174$ ,  $p < .01$ ) and also, there was a reduction in direct influence of FGV from .371 to .255. Table 5 demonstrates the results of the moderation test. The Mean PA was higher for Male participants compared with Female participants initially, which reversed later on. Therefore, the result supports Hypothesis 3.

Table 5: Multiple Regression analysis (FGV as PV, Gender as Moderator, PA as DV)

Steps	Variables	Model 1	Model 2	Model 3
1	Constant	3.369	3.630	3.625
	Age	-.163	-.202	-.180
	Hierarchical Level	.115	.017	.002
	Education	.179**	.197**	.196
2	FGV- PA		.371**	.356**
	Gender- PA		.255**	.259**
3	FGV x Gender- PA			-.174**
	R <sup>2</sup>	.035	.218	.248
	$\Delta R^2$	.035	.183	.030

Note: \* $p < 0.05$ , \*\* $p < 0.01$ , PV= Predictor variable, DV=Dependent Variable

---

## DISCUSSION AND CONCLUSIONS

The current study was intended to demonstrate the relationship and impact of forgiveness of self and forgiveness of others on positive affect at the workplace and the correlation analysis shows a strong positive relationship between the two dimensions taken of forgiveness and positive affect. Our results are consistent with the empirical results of the previous studies (Thompson et al., 2005; McCullough, 2000; Toussaint & Webb, 2005; Maltby et al., 2004; Lawler-Row & Piferi, 2006; Allemand et al., 2012; Green et al., 2012).

H1 implies that FS has a strong positive association with PA. This revealed that though FS is intentional and deliberate it had significant contribution in enhancing the positive emotions in the employees working in Indian power sector organizations. It clarifies that those who are high on FS are also high on PA. Similarly in H2, there is a strong positive relationship between FO and PA. This implies that those employees who are usually forgiving others are high on positive affect. In addition, people who forgave were less likely to engage in rumination – which is negative self-talk that is detrimental to mental health and well-being (McCullough et al., 2002) which means forgiving others also gives benefits to the forgiver itself.

H3, which dealt with moderation analysis of gender on relationship between FGV and PA gave significant results. Female employees are found to have lower PA at lower FGV compared to male counterparts but with high FGV, female employees taken over male employees with high PA score. Forgiveness has been studied in the interpersonal (FO) and intrapersonal (FS) perspectives. From the previous studies it is quite evident that the gender has the potential to influence forgiveness. Expected reasons of the same are as follows: first, differences may be relic of methodological moderators such as the way forgiveness is studied, not forgiveness itself, can be reason of gender difference. Second, qualities (dispositional) may influence the responses of male or female that are forgiving (McCullough et al., 1998). Third, the difference may be due to the affective traits of the respondents (Bettencourt & Miller, 1996). Fourth, attachment style of the gender may affect the tendency to forgive (Bartholomew & Horowitz, 1991). Fifth, according to Kohlberg's (1984) men are more relate to the justice-based morality and respond to transgressions give emphasis to vengeance, fighting, or justice. Women may be more drawn to the virtues of life and less on the aggression and taking revenge from the wrong doers in comparison with men, which are more drawn from the Gilligan's (1994) warmth based virtues and ethic of care. Sixth, a person's coping behaviour also influences forgiveness. Seventh, men and women differences in forgiveness may also be influenced by different situations (Miller et al. 2008). Eighth, religion may influence the individual's tendency to forgive. Another reason why women on high FGV has high PA as women on average more attuned to religious, they have more intrinsic religion orientation than men (Freese, 2004; Rye, 2005).

To conclude, in the workplace, forgiveness could also be observed as weak and unwanted or unwelcome such as social loafing. Second, in comparison to the other coping behaviour, forgiveness in the workplace does not garner the same level of significance or attention and more attention is given to the resolution of the forceful acts of revenge at the workplace as there are more sensational values in the coping reactions in the workplace. However, the movement of positive psychology into the positive organizational behaviour research has attracted the researchers to take the broader perspectives of constructs of positive behaviours. Forgiveness has the potential to reconcile damaged relationships and hence to facilitate better organizational functioning. Therefore, forgiveness of interpersonal offenses in the workplace has gained the interest of some researchers. This study has tried to offer an insight for the Indian power sector

that for employee happiness, positive emotions are required and forgiveness of self and forgiveness of others has statistically that those who tends to forgiveness self and others have a high level of positive affect at the workplace. The construct of forgiveness is very important in positive organizational behaviour. In the organizational literature, forgiveness has been studied as a conflict resolution strategy (Butler & Mullis, 2001), a human resource strategy (Kurzynski, 1998), a means to rebuild cooperation (Bottom et al., 2002), and related to restorative justice (Tripp et al., 2007). Forgiveness can greatly benefit an organization and provide a positive alternative to revenge or other negative outcomes such as incivility and conflict are well known (Thompson et al., 2005; Tripp et al., 2007). An understanding and implementation of forgiveness in the workplace can enrich organizational culture and can achieve better organizational performance (Cameron et al., 2004).

### LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

About the future research, this study has many limitations because it focuses on only two dimensions of the forgiveness (self and others) with the most pertinent dependent variable without taking into consideration moderating and mediating variables. This study is cross-sectional in nature which is subject to one point of time, further studies are recommended by using the longitudinal research design. Another limitation is the scope of the study which is limited to the Indian power sector organizations that too studied from the employee's point of view and should be expanded to other type of organisations as well, to understand the bigger picture of the scenario of existing relationship of the positive affect with forgiveness in different workplace.

### REFERENCES

- Aarts H., Custers R., & Marien, H. (2008). Preparing and Motivating Behaviour Outside of Awareness. *Science*, 319(5870), 1639-1650.
- Allemand, M., Hill, P. L., Ghaemmaghami, P., & Martin, M. (2012). Forgivingness and subjective well-being in adulthood: The moderating role of future time perspective. *Journal of Research in Personality*, 46(3), 32-39.
- Almagor, M., & Ehrlich, S. (1990). Personality correlates and cyclicity in positive and negative affect. *Psychological Reports*, 66(1), 1159-1169.
- Aquino, K., Grover, S. L., Goldman, B., & Folger, R. (2003). When push doesn't come to shove: Interpersonal forgiveness in workplace relationships. *Journal of Management Inquiry*, 12(3), 209-216.
- Ashton, M. C., Paunone, S. V., Helmes, E., & Jackson, D. N. (1998). Kin altruism, reciprocal altruism, and the Big Five personality factors. *Evolution and Human Behavior*, 19(5), 243-255.
- Barsade, S. G. (2002). The ripple effect: Emotional contagion and its influence on group behavior. *Administrative Science Quarterly*, 47(4), 644-677.
- Barsade, S.G., & Gibson, D.E. (2007). Why does affect matter in organizations? *Academy of Management Perspectives*, 21(1) 36-59.
- Barsade, S. G., Ward, A. J., Turner, J. D. F., & Sonnenfeld, J. A. (2000). To your heart's content: A model of affective diversity in top management teams. *Administrative Science Quarterly*, 45(4), 802-836.
- Bartholomew, K., & Horowitz, L. M. (1991). Attachment styles among young adults: A test of a four-category model. *Journal of Personality and Social Psychology*, 61(2), 226-244.

- 
- Berry, J.W., Worthington, E.L., O'Connor, L.E., Parrott, L. III., & Wade, N.G. (2007). Forgiveness, vengeful rumination, and affective traits. *Journal of Personality*, 73 (1), 1-43.
  - Berry, J. W., Worthington, E. L., Jr., Parrott, L., III, O'Connor, L. E., & Wade, N. G. (2001). Dispositional forgiveness: Development and construct validity of the transgression narrative test of forgiveness (TNTF). *Personality and Social Psychology Bulletin*, 27(10), 1277–1290.
  - Bettencourt, B. A., & Miller, N. (1996). Gender differences in aggression as a function of provocation: A meta-analysis. *Psychological Bulletin*, 119(3), 422–447.
  - Bhattacharyya, A., Bhattacharyya, A. & Mitra, K.(1997). Decomposition of Technological Change and Factor Bias in Indian Power Sector: An Unbalanced Panel data approach. *Journal of Productivity Analysis*, 8(1), 35–52.
  - Bindra D. (1974). A motivational view of learning, performance and behaviour modification. *Psychological Review*, 81(3), 199-213.
  - Brief, A., & Weiss, H. (2002). Organizational behavior: Affect in the workplace. *Annual Review of Psychology*, 53, 279–307.
  - Bramesfeld, K., & Gasper, K. (2008). Happily putting the pieces together: A test of two explanations for the effects of mood on group-level information processing. *British Journal of Social Psychology*, 47(2), 285–309.
  - Bottom, W. P., Gibson, K., Daniels, S. E., & Murnighan, J. K. (2002). When talk is not cheap: Substantive penance and expressions of intent in rebuilding cooperation. *Organization Science*, 13(5), 497-513.
  - Butler, D. D., & Mullis, F. (2001). Forgiveness: A conflict resolution strategy in the workplace. *Journal of Individual Psychology*, 57(3), 259-272.
  - Cacioppo, J. T., Gardner, W. L., & Berntson, G. G. (1999). The affect system has parallel and integrative processing components: Form follows function. *Journal of Personality and Social Psychology*, 76(5), 839-855.
  - Cameron, K., & Caza, A. (2002). Organizational and leadership virtues and the role of forgiveness. *Journal of Leadership and Organizational Studies*, 9(1), 33-48.
  - Cameron, K. S., Bright, D. S., & Caza, A. (2004). Exploring the relationships between organizational virtuousness and performance. *American Behavioral Scientist*, 47(6), 766-790.
  - Carnevale, P. J. D., & Isen, A.M., (1986). The influence of positive affect and visual access on the discovery of integrative solutions in bilateral negotiation. *Organizational Behavior and Human Decision Processes*, 37(1), 1-13.
  - Coates, D. (1997). The correlations of forgiveness of self, forgiveness of others, and hostility, depression, anxiety, self-esteem, life adaptation, and religiosity among female victims of domestic abuse. *Dissertation Abstracts International*, 58(5), 2667B.
  - Cohen, J. (2013), *Applied Multiple Regression/Correlation Analysis for the behavioral*, Routledge, New Jersey.
  - Danna, K., & Griffin, R. W. (1999). Health and well-being in the workplace: A review and synthesis of the literature. *Journal of Management*, 25(3), 357–384.
  - Davis, M.A. (2009). Understanding the relationship between mood and creativity: A meta-analysis. *Organizational Behavior and Human Decision Processes*, 108(1), 25–38.
  - De Croon, E. M., Sluiter, J. K., Blonk, R. W. B., Broersen, J. P. J., & Frings-Dresen, M. H. W. (2004). Stressful work, psychological job strain, and turnover: A 2- year

- prospective cohort study of truck drivers. *Journal of Applied Psychology*, 89(3), 442–454.
- Distribution Policy Committee Report, 2002. Ministry of Power, Government of India, <http://powermin.nic.in>.
  - Estrada, C.A., Isen, A.M., & Young, M.J. (1994). Positive affect improves creative problem solving and influences reported sources of practice satisfaction in physicians. *Motivation and Emotion*, 18(4), 285-299.
  - Fisher, M. L., & Exline, J. J. (2006). Self-forgiveness versus condoning: The importance of accepting responsibility. *Self and Identity*, 5, 127-146.
  - Folkman, S., & Moskowitz, J. T. (2000). Positive affect and the other side of coping. *American Psychologist*, 55(6), 647-654.
  - Forgas, J. P. (1998). On feeling good and getting your way: Mood effects on negotiator cognition and bargaining strategies. *Journal of personality and social psychology*, 74(3), 565-577.
  - Fredrickson, B. L. (1998). What good are positive emotions? *Review of General Psychology*, 2(3), 300–319.
  - Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden and-build theory of positive emotions. *American Psychologist*, 56, 218–226.
  - Freedman, S. R., & Enright, R. D. (1996). Forgiveness as an intervention goal with incest survivors. *Journal of Consulting and Clinical Psychology*, 64(5), 983-992.
  - Freese, J. (2004). Risk preferences and gender differences in religiousness: Evidence from the world values survey. *Review of Religious Research*, 46(1), 88–91.
  - Gibson, C. (2003). The efficacy advantage: Factors related to the formation of group efficacy. *Journal of Applied Social Psychology*, 33(10), 2153–2186.
  - Gilligan, C. (1994). *In a different voice: Women,s conceptions of self and of morality*. New York: Garland Publishing.
  - George, J. M. (1995). Leader positive mood and group performance: The case of customer service. *Journal of Applied Social Psychology*, 25(9), 778–794.
  - Green, M., DeCourville, N., & Sadava, S. (2012) Positive Affect, Negative Affect, Stress, and Social Support as Mediators of the Forgiveness-Health Relationship, *The Journal of Social Psychology*, 152(3), 288-307.
  - Hardy, G. E., Woods, D., & Wall, T. D. (2003). The impact of psychological distress on absence from work. *Journal of Applied Psychology*, 88(2), 306–314.
  - Hall, J. H., & Fincham, F. D. (2005). Self–forgiveness: The stepchild of forgiveness research. *Journal of Social and Clinical Psychology*, 24(5), 621–637
  - Isen, A. M., Daubman, K. A., & Nowicki, G. P. (1987). Positive affect facilitates creative problem solving. *Journal of Personality and Social psychology*, 52(6), 1122-1131.
  - Karremans, J. C., Van Lange, P. A. M., Ouwerkerk, J. W., Kluwer, E. S. (2003). When forgiving enhances psychological well-being: The role of interpersonal commitment. *Journal of Personality and Social Psychology*, 84(5), 1011-1026.
  - King, L. A., Hicks, J. A., Krull, J. L., & Del Gaiso, A. K. (2006). Positive affect and life experiences of meaning in life. *Journal of Personality and Social Psychology*, 90, 179-196.
  - Kohlberg, L. (1984). *Essays on moral development: The psychology of moral development*. New York: Harper.

- 
- Kramer, R.M., Newton, E., & Pommerenke, P.L. (1993). Self-enhancement biases and negotiator judgment: Effects of self-esteem and mood. *Organizational Behavior and Human Decision Processes*, 56(1), 110-133.
  - Kurzynski, M. J. (1998). The virtue of forgiveness as a human resource strategy. *Journal of Business Ethics*, 17(1), 77-85.
  - Lawler, K. A., Younger, J. W., Piferi, R. L., Billington, E., Jobe, R., Edmondson, K., & Jones, W. H. (2003). A change of heart: Cardiovascular correlates of forgiveness in response to interpersonal conflict. *Journal of Behavioral Medicine*, 26(5), 373-393.
  - Lawler-Row, K. A., & Piferi, R. L. (2006). The forgiving personality: describing a life well lived. *Personality and Individual Differences*, 41(6), 1009-1020.
  - Lucas, T., Strelan, P., Karremans, J. C., Sutton, R. S., Najmi, E., & Malik, Z. (2017). When does priming justice promote forgiveness? On the importance of distributive and procedural justice for self and others. *The Journal of Positive Psychology*, DOI:10.1080/17439760.2017.1303533.
  - Lyubomirsky, S., King, L., & Diener, E. (2005). The benefits of frequent positive affect: Does happiness lead to success. *Psychological Bulletin*, 131(6), 803–855.
  - Macaskill, A., Maltby, J., & Day, L. (2002). Forgiveness of self and others and emotional empathy. *The Journal of Social Psychology*, 142(2), 663–665.
  - Mager, P. A., Perry, J. E., Freeman, T., Grove, D. C., McBride, A. G., & McKinney, K. E. (1992). The measurement of forgiveness: Preliminary research. *Journal of Psychology and Christianity*, 11(2), 170-180.
  - Maltby, J., Day, L., & Barber, L. (2004). Forgiveness and mental health variables: Interpreting the relationship using an adaptational-continuum model of personality and coping. *Personality and Individual Differences*, 37(8), 1629-1641.
  - Maltby, J., Macaskill, A. & Day, L. (2001). Failure to forgive self and others: A replication and extension of the relationship between forgiveness, personality, social desirability, and general health. *Personality and Individual Differences*, 30(5), 881-885.
  - McCann, R. A. (2009). *The relationships between self-conscious emotions, perfectionism, and the forgiveness of the self and others*, Seattle Pacific University, USA.
  - Menahem, S. & Love, M. (2013). Forgiveness in psychotherapy: The key to healing. *Journal of Clinical Psychology*, 69(8), 829-835.
  - Miller, A. J., Worthington, E. L., Jr., & McDaniel, M. A. (2008). Gender and forgiveness: A meta-analytic review and research agenda. *Journal of Social and Clinical Psychology*, 27(8), 843– 876.
  - Mason, C. (2006). Exploring the processes underlying within-group homogeneity. *Small Group Research*, 37(3), 233–270.
  - Mason, C., & Griffin, M. (2003). Group absenteeism and positive affective tone: a longitudinal study. *Journal of Organizational Behavior*, 24(6), 667–687.
  - Mason, C., & Griffin, M. (2005). Group task satisfaction: The group's shared attitude to its task and work environment. *Group & Organization Management*, 30(6), 625–652.
  - McCullough, M.E., & Hoyt, W. T. (2002). Transgression-related motivational dispositions: personality substrates of forgiveness and their links to the big five. *Personality and Social Psychology Bulletin*, 28(11), 1556-1573.

- 
- McCullough, M. E., Sandage, S.J., Brown, S.W., Worthington, E. L., Jr., & Rachal, K. C. (1998). Interpersonal forgiving in close relationships: II. Theoretical elaboration and measurement. *Journal of Personality and Social Psychology*, 75(6), 1586-1603.
  - McCullough, M. E. (2000). Forgiveness as human strength: Theory, measurement, and links to well-being. *Journal of Social and Clinical Psychology*, 19(1), 43-55.
  - Mellers, B.A., Schwartz, A. & Ritov, I. (1999). Emotion-based choice, *Journal of Experimental Psychology*, 128 (3), 332-345.
  - Nunnally, J. C. (1978). *Psychometric theory*. New York, NY: McGraw-Hill.
  - Rye, M. S. (2005). The religious path toward forgiveness. *Mental Health, Religion and Culture*, 8(3), 205–215.
  - Seligman, M. E. P. (2002). *Positive psychology, positive prevention, and positive therapy*. New York: Oxford.
  - Seligman, M. E. P., & Csikszentmihalyi, M. (2000). Positive Psychology: An Introduction. *American Psychologist*, 55, 5-14.
  - Stone, M. (2002). Forgiveness in the workplace. *Industrial and Commercial Training*, 34(7), 278-286.
  - Strelan, P. (2007). The prosocial, adaptive qualities of just world beliefs: Implications for the relationship between justice and forgiveness. *Personality and Individual Differences*, 43(4), 881– 890.
  - Struthers, C. W., Dupuis, R., & Eaton, J. (2005). Promoting forgiveness among coworkers following a workplace transgression: The effects of social motivation training. *Canadian Journal of Behavioral Science*, 37(4), 299-308.
  - Thompson, L.Y., Snyder, C.R., Hoffman, L., Michael, S.T., Rasmussen, H.N., Billings, L.S., Heinze, L., Neufeld, J.E., Shorey, H.S., Roberts, J.C, & Roberts, D.E. (2005). Dispositional forgiveness of self, others, and situations. *Journal of Personality*, 73(2),
  - Toussaint, L., & Webb, J. R. (2005). *Theoretical and empirical connections between forgiveness, mental health, and well-being*. New York: Routledge.
  - Tripp, T. M., Bies, R. J., & Aquino, K. (2007). A vigilante model of justice: Revenge, reconciliation, forgiveness, and avoidance. *Social Justice Research*, 20(1), 10-34.
  - Watson, D., & Clark, L. A. (1984). Negative affectivity: The disposition to experience negative emotional states. *Psychological Bulletin*, 96, 465–490
  - Watson, D., L.A. Clark, & A. Tellegen (1998). Development and validation of brief measures of positive and negative affect: The PANAS scales. *Journal of Personality and Social Psychology*. 54(6) 1063-1070.
  - Witvliet, C. V. O. (2001). Forgiveness and health: Review and reflections on a matter of faith, feelings, and physiology. *Journal of Psychology and Theology*, 29(3), 212– 224.
  - Witvliet, C. V. O., Phipps, K. A., Feldman, M. E., & Beckham, J. C. (2004). Posttraumatic mental and physical health correlates of forgiveness and religious coping in military veterans. *Journal of Traumatic Stress*, 17(3), 269-273.
  - Wohl, M. A., DeShea, L., & Wahkinney, R. L. (2008). Looking within: Measuring state self-forgiveness and its relationship to psychological well-being. *Canadian Journal of Behavioural Science*, 40(1), 1–10.
  - Woodyatt, L., & Wenzel, M. (2013). Self-forgiveness and restoration of an offender following an interpersonal transgression. *Journal of Social and Clinical Psychology*, 32(2), 225–259.
  - Worthington, E. L., Jr. (2005). *Handbook of forgiveness*. New York: Routledge.

- Ysseldyk, R., Matheson, K., & Anisman, H. (2007). Rumination: Bridging a gap between forgivingness, vengefulness, and psychological health. *Personality and Individual Differences*, 42(8), 1573-1584.
- Zhu, H. (2015). Social support and Affect Balance Mediate the Association between Forgiveness and Life Satisfaction, *Social Indicator Research*, 124(2), 671–681.