

# Towards Enhancing Happiness at Work with the Lenses of Positive Organizational Behavior: the Roles of Psychological Capital, Social Capital and Organizational Trust

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**Abstract:** In this study, based on the approach of humanization of the postmodern organizations and depending on the conceptual background, it was suggested that psychological capital and social capital could be the significant antecedents of employee happiness at workplace. Further, it was proposed that organizational trust has a moderating role on the impact of psychological capital on happiness at workplace. Thereby, a cross-sectional research study has been performed in Turkey with the participation of 222 employees from a variety of sectors including sales, marketing, health, banking, finance and education. According to the findings, it was reported that the psychological capital construct ( $\beta = ,778$ ;  $t = 18,370$ ,  $p < ,05$ ) and social capital ( $\beta = ,746$ ;  $t = 16,621$ ,  $p < ,05$ ) had significant positive impacts on employees' happiness at workplace. These findings supported the proposed hypothesis 1 and hypothesis 2. In addition, it was demonstrated that organizational trust has significant positive impact on happiness at workplace ( $\beta = ,544$ ,  $t = 9,590$ ,  $p < ,05$ ). However, the results indicated that organizational trust has no significant moderating role ( $p > 0,05$ ), thus hypothesis 3 was not confirmed. Further research direction and the need for research on organizational trust's moderating role are discussed. The conceptual and practical implications of the study are provided along with the concluding remarks and discussions.

**Keywords:** *Happiness at workplace; Psychological capital; Social capital; Organizational trust; Positive organizational behaviour.*

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## 1. Introduction

Employee happiness at workplace, positive organizational behavior and social capital structure of the organizations have been among the most important issues of postmodern organizations, which are suggested to be northworthy to study for enhancing better work conditions and quality of work life. Mainly, happiness is a highly valued concept, since feeling happy is a fundamental emotion for human being and being happy refers the form of joy and has its presence in every classification of the basic human emotions (Diener & Diener, 1996). Because of these, some philosophers and social scientists have studied human happiness and related positive feelings throughout the history. Yet, science of happiness has increased after the introduction of positive psychology. In particular, positive psychology has been studied happiness as a subjective positive emotion that is linked with relaxation and satisfaction in life (Seligman & Csikszentmihalyi, 2000).

Individuals who live in 21th century spend most of their lives at work, hence employees' positive emotions were found to be associated with several positive work and personal consequences like job performance, organizational involvement, problem solving, and effectiveness. In other words, happy employees can concentrate more to the tasks with their positive attitudes (Fisher, 2010). For these reasons, Diener (2000, p. 39) pointed out the importance of employees' happiness with his words: "In most organizations, employee happiness is of great significance to most employer."

Hereby, happiness at work has been increasingly studied in the relevant literature. Among the possible antecedents, the relationship of positive psychological states and resources with happiness at work are considered crucial. Basically, individuals' positive psychological capital (for e.g., hope, optimism, resilience and self- efficacy) can help them to flourish and to thrive at work which lead to happiness. In addition to this, social support that is labeled by social capital during work contributes to happiness at work. Particularly, it is assumed that there would be relationship among positive psychological capital, social capital and positive feelings of individuals. In addition to psychological capital and social capital, trust is another important concept in the societies that have a high uncertainty avoidance culture, which is directly related to low trust levels. Thus, organizational trust should be examined for its role on employees' positive feelings in such cultures, since a positive correlation between organizational trust and positive workplace behaviors and attitudes (such as job satisfaction, commitment, contextual performance) was found in most studies (Sendjaya

et al., 2019). While there is an extending literature about workplace happiness, previous studies did not incorporate positive psychological and social capital with employees' trust levels to examine their role in happiness at work.

Hence, the goal of the present research is to unveil the contextual role of organizational trust on the impact of individuals' psychological resources and their happiness at work in Turkey. Also, upon the contributions of positive psychology and positive organizational behavior (Seligman, 2002), it was aimed to investigate the impacts of positive psychological and social resources on individuals' happiness at workplace in Turkish context.

## **2. Literature review and hypotheses development**

### ***2.1. Psychological capital with the lenses of positive organizational behavior***

Within behavioral sciences, psychology and occupational health fields, there has been an increasing interest on the value and significance of physical and mental health and positive emotions at workplace for individual and organizational performance (Avey et al., 2010, p. 17). The book "Authentic Happiness" authored by Seligman (2002) emphasized the importance of psychological capital and suggested that when individuals were engaged (absorbed in flow) in life domains, they were also establishing and developing psychological capital for their future. With that approach, it is addressed that psychologists could use their science knowledge and practical experience about dealing with mental illnesses in order to contribute to people's long-term happiness and well-being.

Subsequently, based on the works of the positive psychology pioneers (Luthans, 2002; Peterson & Seligman, 2004) a number of authors have developed their suggestions on the ground of positive organizational behavior and specifically proposed that one important way of creating happiness, wellbeing, positive attitudes and work outcomes in the organizations was identifying the concept of positive psychological capital (Luthans & Avolio, 2009) that might be associated to positive individual outcomes. Seligman (2002) applied the term of "flow" to the workplace and suggested that the flow could be the outcome of the compatibility of the person's values with the organizational values and person-job fit. Particularly, following the implications of Seligman and Csikszentmihalyi (2000), there has been a growing interest on understanding and developing psychological capital as a positive psychological resource. In fact, positive

organizational behavior as being the implication of positive psychology to the organizational context focuses on evaluating the individual behaviors and attitudes through a positive point of view.

Positive organizational behavior (POB) mostly studies on individuals' capacities, such as self-efficacy, hope, resilience, and optimism. It should be noted that, Luthans (2002, p.59) defined 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 in today's workplace". Within the POB field, "psychological capital" (PsyCap) theory has been evolved examining four psychological capacities and is described as one's positive psychological state of development. Based on Conservation of Resources Theory (Hobfoll, 1989), psychological capital has been investigated both theoretically and empirically and each of the components of the concept has been confirmed as the indicators of a variety of individual outcomes.

It is known that even a positive focus to organizational behavior was pioneered by Luthans (2002) and was followed by a number of academic research papers and books with an emphasis on a positive point of view in organizational behavior (Avey, et al., 2010; Luthans & Avolio, 2009). Thus, in the literature, there is a body of definitions for the construct of PsyCap and its components. From the psychology approach, it is known that psychological capital was manifested as individual traits associated to performance and effectiveness. Psychological capital was defined 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 in today's workplace" (Luthans and Avolio, 2009).

On the ground of the above explanations, to date, psychological capital has been described with the four components and these capacities are briefly described as follows:

"Self-efficacy" is described as a person's belief to perform a task effectively and related with behavioral consequences (Bandura, 1997). Individuals having high self-efficacy deal with difficult goals and works and try various coping styles to come over the difficult situations. Besides, such people are persistent in their life goals and achievement-oriented in work context. Snyder (2000) described "hope 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)". It was addressed that hope was applicable and was linked to performance outcomes in the organizational setting "Optimism" is described as an

attributional style explaining positive situations might have individual causes and negative situations might be external, situational and temporary. As defined by Carver and Scheier (2002, p. 231), “optimists are people who expect good things to happen to them; pessimists are people who expect bad things to happen to them.” The literature provides evidence about the positive roles of optimism in individuals’ performance and attitudinal outcomes (Youssef & Luthans, 2007). Finally, “resilience” is described as a resource to have recovery and to overcome the negative events or failures and perhaps creating a positive change and growth (Luthans, 2002, p. 702). Masten and Reed (2002) emphasized that individuals who were high in resiliency were more adaptive to new conditions. Thus, resilience enabled a person to execute a positive adjustment to changes and to stand in difficult situations. Further, resiliency helps individuals to cope with complicated and sensitive processes all through the life stages, to struggle with uncertainty, and to form contact with his/her environment. Similar to the other psychological capital capacities, resilience is also measurable and has been demonstrated to be associated with positive performance outcomes at work (Youssef & Luthans, 2007).

Subsequently, positive psychology offers an approach for understanding the concepts such as individual’s satisfaction with the past, hope for the future, and optimism, happiness and psychological resilience. Since all these concepts are examined on an individual level, the topics such as subjective well-being, flow experience, psychological resilience, learned strength, quality of life, life satisfaction and happiness stand out as important study and research topics in positive psychology field.

## ***2.2. Happiness at workplace***

The value and consideration of work life quality in the organization was emphasized as a crucial factor within scientific research consisting fields of organizational behavior, industrial psychology, and management (Fisher, 2010; Salas-Vallina, Alegre, & Fernandez, 2017a). As Fisher (2010) highlighted, happiness is an emotional state, which individuals will to have. Happiness is a basic human emotion that manifests due to various situations and many dynamics of life and shapes human attitudes and behaviors in all areas of life (Fisher, 2010). Moreover, a considerable attention has been given to happiness throughout psychology and organizational behavior research, since it is a kind of pleasant emotion and linked to personal well-being and positive attitudes. As one of the main goals of work and organizational psychology is to enhance the well-being and performance of

employees, the consideration of the importance of happiness in human life has also extended to organizational context.

It is suggested that enhancing happiness at work is a humanistic perspective of managing people in postmodern organizations. In today's work environments, there is a problem of dehumanization of organizations. Along with that statement, Sulkowski (2013) implied that "The industrial era of dehumanization of the workforce has influenced and left management practices being incompatible with the emotional, cognitive and collaborative underpinnings of modern human capital. There is a need to humanize human capital again" (Sulkowski, 2013, p. 10). At this point, several scholars studying positive psychology addressed that being happy in the work life represents an important part of a person's overall happiness (Fisher, 2010; Luthans & Avolio, 2009). In addition, human behaviors and attitudes are a function of the interaction between individual and his/her environment and emotions direct these behavior and attitudes. Thereby, happy employees become source of desirable outcomes for organizations. It is suggested that happy employees ensure both positive individual outcomes and overall organizational health and performance.

In the literature, various definitions of happiness have been proposed and the antecedents and outcomes of the concept have been explored within a variety of research fields and disciplines. However, the two main perspectives are rather widespread in the literature: the hedonic and the eudemonic approaches. The hedonic approach infers happiness with pleasant emotions and usually have been studied within the subjective well-being field (Diener & Seligman, 2004). On the other hand, the eudemonic approach defines happiness as engaging in the right behavior for a more satisfactory life (Warr, 2007). With a most common definition, happiness is described as a person's positive emotions and evaluations about his/her satisfaction with personal life and refers to low negative affect level. In the organizational behavior literature, the term "happiness in the workplace" is implied as a person's feeling of satisfaction and well-being in the organizational context. Because work is an integral part of an individual's identity, the workplace emotions and the role perceptions that an employee feels also derive his/her self-esteem. In sum, being happy at work is a fundamental element of an individual's life satisfaction.

The extant literature confirmed that happiness of the employee leads to better job performance, productivity, organizational commitment, job satisfaction, organizational citizenship behaviors, quality of service and better relations with organizational members (Salas-Vallina et. al, 2017a; Salas-Vallina, López-Cabrales, Alegre, & Fernández, 2017b). Upon the

findings of empirical researches, happy employees show common consequences such as high motivation and performance, organizational citizenship, affective organizational commitment and job engagement (Salas-Vallina et al., 2017a; Singh & Aggarwal, 2018). In particular, it is suggested that employees who feel happiness in the workplace tend to be more focused on their work quality and level of productivity. Employees who are happy and enjoying at workplace could easily cope with the most difficult situations in work life. According to the findings of another research, the association between workplace happiness and organizational citizenship behaviors was mediated by organizational learning (Salas-Vallina, et al., 2017a). The findings suggested that employees' happiness at work promotes their learning motivation and capacity, and effective coworker interactions that leads to proactive behaviors in the organization. In sum, happiness in the workplace may be stated as an important concept affecting the total emotional health of the employee, productivity and a variety of individual and organizational positive outcomes.

### ***2.3. Social Capital***

The social capital concept has recently gained importance and attention of academic works from a variety of disciplines and fields. A considerable amount of research studies in organizational behavior discipline, organizational psychology and management and organization have worked on the concept of social capital to understand its individual and organizational level positive outcomes.

Social capital is built through norms, social networks and trust and it enables to combine shared objectives more effectively for the societal or organizational members. Based on that view, social capital infers continuous interactions among people, family members, friends, and peer group, etc. (Perera & Weerakkody, 2018). Unlike assessments of other forms of capital (such as physical, financial and manufacturing), measuring and understanding social capital is relatively complex due to its intangibility. As a nature, social capital is composed of intangible aspects and processes and exists in the relations and mutual trust between individuals (Coleman, 1988). Hence, obligations, expectations and trustworthiness within groups, which are built through actions and interactions between individuals in social groups are the foundations of social capital (Coleman, 1988).

Additionally, the literature examining social capital provides insights for both intra-organizational and inter-organizational types of social capital. Intra-organizational social capital stems from the works of Nahapiet and Ghoshal (1998) in which social capital was conceptualized as structural,

social, and cognitive ties among organization's employees that enables quality of social networks, trust and goal alignment. According to their arguments, social capital refers to structural, cognitive and relational ties among the employees, provides coordination, collective behaviors, and allows the employees to be oriented to common goals (Adler & Kwon, 2002; Nahapiet & Ghoshal, 1998). With this sense, intra-organizational social capital is established through the continuous connections among the organizational members and groups (Hador, 2016). Intra-organizational social capital is inferred as an intangible asset which is created by the connections between employees and it comprises the objectives and collaboration, trust, norms, and organizational networks.

Thus, intra-organizational social capital involves organizational values, norms, philosophy, trust and collaboration that are commonly shared by each of the individuals in the organization. Based on that view, organizational social capital is constituted by the interrelationships among the employees within the organization as well as the relations of the organization with other external stakeholder groups. Firstly, the employees and managers are organized by engaging in relations with each other for creating social capital. Then, the organization engages in relations with other organizations, customers, suppliers, civil society groups, etc. in order to establish trustworthy connections that enable the creation of social capital of the organization. Thus, social capital can be achieved both internally and externally. While internal social capital consists of relations between employees, units and departments, external social capital consists relations with external entities and stakeholders. In this context, organizational social capital is "a concrete or abstract set of resources that the organizational actor can achieve and reserve through social relations and connections with its internal and external stakeholders." With that respect, it was argued that organizational social capital is dependent on its employees and the social capital created by the employees constitutes the organizational social capital.

In this study, the intra-organizational phenomenon has been applied, particularly based on the conceptualization of Nahapiet and Ghoshal (1998). Nahapiet and Ghoshal's (1998) model focuses on organizational social capital (internal) and how it promotes the creation of individual and organizational positive outcomes through structural, cognitive and relational dimensions. These dimensions have been studied and empirically confirmed by a wide range of works in the literature of organizational behavior, economics, management, etc. (Chen et al., 2008; Tsai & Ghoshal, 1998). Structural dimension means the organizational structure, connections among individuals, communication patterns and the linkages that create the



organizational network. Cognitive dimension refers to shared knowledge, values, implications of shared symbols, such as language, codes and culture among the members of the organization. Finally, relational dimension refers to the trust, norms, sanctions, duties and expectations, which allow the ground for the other dimensions as it establishes the necessary conditions for relationships and mutual trust to exist. The extant literature provides conceptual and empirical links of social capital construct with a variety of individual and organizational outcomes (Nahapiet & Ghoshal, 1998; Pastoriza, 2008; Taştan & Güçel, 2017).

#### ***2.4. Psychological and social capital as antecedents of happiness at work***

Fundamentally, the combined construct of psychological capital is related to individuals' positive evaluations of the situations, their motivated efforts and positive performance outcomes (Luthans et al., 2007, p. 550). Additionally, these positive psychological capacities infer an internal control and agency that stimulates a person to intend to perform tasks. When a person has positive evaluations about achieving success and perceive that he/she can have control, a positive choice is created for pursuing challenging goals and investing effort and resources to achieve those goals despite obstacles and problematic situations (Youssef & Luthans, 2015). Thereby, before the presentation of the conceptual framework specifically linking psychological capital to happiness at workplace, the areas of commonality and relevancy between psychological capital and happiness will be briefly discussed.

As it was discussed earlier, besides the general importance of happiness in personal life, it has become essential in the workplace due to its positive contribution to reduce the costs related to employees' health and life quality. It can be suggested that happiness is an emotional state and an abstract appraisal, but can be convertible to quantitative results such as reducing the costs of employee absenteeism, job accidents, service quality, and productivity. As Wright and Cropanzano (2004) stated, happy workers were also the productive workers and this suggestion has received considerable support. Turning back to psychological capital concept, the positive capacities have intense role in pursuing well being, life quality and happiness in the workplace. Associations between the psychological capital capacities and desirable outcomes, including happiness and well-being in the workplace, have been empirically determined by a number of researches performed in different cultural settings (Li et al., 2014; Siu, 2013). In their conceptual work, Youssef and Luthans (2015) provided noteworthy

implications for the links among positive organizational behavior approach, psychological capital and well-being. Siu (2013) adopted conservation of resources theory and demonstrated the association of psychological capital with the outcomes of perceived well-being and work-life balance. Hansen et al.'s (2015) research indicated that psychological capital positively affected subjective well-being and job satisfaction and had negative influence on burnout amongst educators in South Africa. Gruman and Saks (2013) addressed that organizational socialization and newcomers' psychological capital had positive relations with workplace well-being. In addition, the influence of psychological capital on perceived well-being was examined amongst the organizational leaders (Roche et al., 2014) and the results suggested that psychological capital had significant and strong impact on the well-being of leaders. In particular, associations among psychological resilience, optimism and well-being were examined and the findings reported that psychological resilience predicted psychological well-being, and optimism played a partial mediation role in the link between resilience and psychological well-being.

As can be seen, the important components of psychological capital make it relevant for happiness and well-being. As mentioned earlier, POB and psychological capital are both theory-based and research-based. They highlight the state of being positive and they are measurable, can be developed, improved and associated to positive employee outcomes in the workplace (Youssef & Luthans, 2015). As such, conceptual frameworks for the four psychological capacities and their roles in pursuing individuals' work outcomes have been well established in the literature. Importantly, feeling of hope, efficacy, resilience, optimism is suggested to be instrumental for overall happiness in workplace and personal life. Even though the links between psychological capital and well-being and desired behavioral outcomes have been well established, the relevance of psychological capital in producing happiness at workplace has been rarely investigated. Rare studies provided conceptual and empirical linkages between psychological capital and employee happiness at work. Therefore, this study attempted to shed an additional light to reveal the role of psychological capital of individuals on their perceived happiness at workplace. Reflecting this argument and suggestion, the below hypothesis was generated.

H1: Psychological capital has a positive impact on employees' perceived happiness at workplace.

Furthermore, since happiness is a personal and perceptual concept which is subjective to each of an employee, happiness at work can be related with personal factors (e.g. individual's emotional state, personality, socio-

economic situations, demographics, etc.) (Sloan, 2012) as well as the situational and organizational factors (Salas-Vallina et al., 2017b; Sousa & Porto, 2015). Previous research indicated that two categories of variables could explain workplace happiness (Sousa & Porto, 2015). The first emphasized the contribution of individual variables, such as personality and values. The second category involved the variables related with organizational characteristics, such as work conditions, culture and communication. Since, each employee has his/her own unique personality characteristics, emotions, norms, and values, employee's positive attitudes and pleasant feelings at work would change and result from different psychosocial factors (Fisher, 2010). In particular, Natvig et al. (2003) confirmed the contributions of psychosocial factors on happiness levels of adolescents.

Further, besides the empirical evidence of the impacts of personal factors on happiness at work, there is also amount of research in the literature pointing out the potential organizational characteristics (Sousa & Porto, 2015) that may contribute to workplace happiness. Hence, there is an increasing interest to examine the impacts of individual and organizational characteristics on happiness and subjective well-being based on the theories of person-organization fit and positive organizational behavior (Fisher, 2010; Sousa & Porto, 2015).

Upon the sociological works in the social capital literature (Coleman, 1988), Nahapiet and Ghoshal (1998) asserted that the more successful organizations are the ones having better connections and social ties with their internal and external actors. Therefore, attention has been devoted to understand how social capital could be established and sustained in organizations and how it affects individual and organizational level outcomes. It was indicated that social capital can be maintained by human resources practices and social collaborations within the organization which in turn effect employee performance and involvement in the workplace (Adler & Kwon, 2002). Thus, social capital is defined as a group of social resources created through connections and collaborative relations within an organizational context.

Likewise, social capital was found to provide a ground for improving intellectual capital, group cohesiveness, and acquisition of knowledge resources, creativity, respectful and supportive relations, goodwill and social identification in the organizations (Hador, 2016). McFadyen and Cannella (2004) posited that social capital had valuable role in enhancing creativity and generation of idea and knowledge in the organizations. In particular, social capital was seen to enhance employees' performance through

improving their job satisfaction, commitment, prosocial behaviors, well-being (Boyas & Wind, 2010), social connectedness, and positive feelings and attitudes towards the coworkers and the organizations (Tsai & Ghoshal, 1998). It is suggested that employees can show work performance and achieve effectiveness as a result of their social connections, mutual trust, access to resources, information sharing and perceived social support from their peer groups and managers. In this way, social capital leads to better organizational and managerial performance, competitive superiority (Nahapiet & Ghoshal, 1998), social responsibility and sustainability (Rogers et al., 2013; Taştan, 2018) for the organizations.

Further, it is suggested that when employees are received social support and resources, they feel better social interactions and participation, which in turn have positive impact on job satisfaction. Along with that view, it is assumed that employees will have higher well-being and happiness perception in the workplace. Depending on the social support and information they receive from their peer groups and managers, and due to trust and collaboration among themselves, the generated social capital will have the potential to create health, well-being and happiness.

As is evident, previous studies have provided empirical associations between social capital and employees' perceived health and subjective well-being at work (Boyas & Wind, 2010; Helliwell & Huang, 2009). In particular, building on structuralist perspective, Agneessens and Wittek (2008) proposed that the social context could strongly predict the emotions and attitudes of a person, thus, social capital could predict perceived satisfaction, happiness with job context, and well-being. Helliwell and Huang (2009) have undertaken similar variables and found empirical support for these suggestions. Another study addressed that social capital had vital importance for searching for happiness in the organizations (Leung et al., 2013). Additionally, Chen et al. (2011) investigated the social capital among older adults in a Chinese urban community with an exploratory study and found empirical support for the impact of social support on perceived quality of life. Despite the significance of previous works' (Chen et al., 2011; Helliwell & Huang, 2009) results for revealing the contributions of social capital in creating well-being and health, their work lacks specific knowledge to point out the link between social capital and perceived employee happiness at work. Moreover, the extant findings fail to provide results regarding the correlates of each components of social capital (structural, cognitive and relational) with employee's workplace happiness. Mainly, drawing on the positive psychology perspective, social capital concept is examined with its positive organizational behavior implications. Subsequently, the goal of this

study is to examine how social capital dimensions contribute to the employee's happiness in the organizational context.

Therefore, based on the previous conceptual arguments and empirical findings, it is suggested that social capital with structural, cognitive and relational aspects can facilitate a variety of cognitive and emotional states helpful for generating employee happiness at work.

H2: Organizational social capital has a positive impact on employees' perceived happiness at workplace.

### ***2.5. The role of organizational trust***

Trust has increasingly studied in the organizational literature. Especially, the concept gained more interest after the pioneering study of Mayer et al. (1995). Trust is usually defined as the willingness for being vulnerable to the behaviors of another person. Hence, trusting others includes accepting some risks, because trustors may behave according to their own interests (Schoorman et al., 2007). Hereby, organizational trust represents truthfulness, loyalty and sincerity and it can exist at several levels within the organization. For example, the team level (e.g., trust between team members), the leadership level (e.g., trust between the followers and the leaders), the organizational level (e.g., trust between the employees and the organization), and the interpersonal level (e.g., trust between the members of an organization) (Burke et al., 2007; Six, 2007).

Consequently, organizational trust is examined in several organizational foci. Mostly, there was a focus on trust to leadership and organizational trust in the literature and there are extended studies about trust among co-workers (Wasti et al., 2011). The researches in organizational behavior have aimed to find the possible antecedents and consequences of trust within an organization context. Particularly, trust is stated as interrelated with employees' attitudes and behaviors. Mostly, trust can be shaped by the past experiences and interactions (Burke et al., 2007). For examining the antecedents of trust, Mayer et al. (1995) generated an integrative model and revealed the antecedents of organizational trust as ability, benevolence, and integrity. Further, Williams (2001) examined the organizational trust antecedents in two categories that are named as belief and affect-based categories. The belief component included Mayer et al.'s (1995) original three antecedents (benevolence, integrity, and ability). Additionally, Williams (2001) stated some emotional stated as affect-based antecedents and the positive outcomes of trust.

Some previous studies revealed the importance of trust in several aspects of organizational life, including job performance, job satisfaction,

teamwork and productivity (Schoorman et al., 2007). The impact of perceived organizational trust on organizational level outcomes, such as innovativeness, organizational performance and organization's corporate reputation (Kramer & Lewicki, 2010) is also well established.

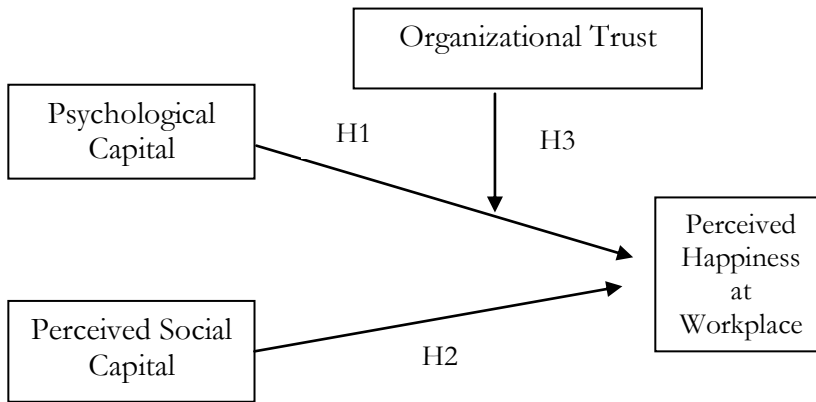
In particular, due to some organizational unethical problems, the examination of the associations of organizational trust with positive employee level outcomes have gained importance (Taştan & Davoudi, 2015), thus, the essential role of organizational trust in enhancing quality of work and organizational performance has gained consideration of both the academicians and practitioners. Within positive organizational behavior studies, specifically, a large amount of research confirmed a positive relationship between organizational trust (e.g., trust to leadership, co-workers, organization) and job satisfaction, well being (Kelloway et al., 2012), quality of work life, work engagement and prosocial behaviors (Laschinger et al., 2012; Singh & Srivastava, 2016).

However, still there is a gap in the relevant literature respecting the link between organizational trust and happiness at work, while some studies found an association between societal trust and happiness at national level (Tokuda et al., 2010). Therefore, happiness at work should be studied with its relation to organizational trust in order to reach a deeper understanding about employees' feelings in organizations. Moreover, there is lack of evidence regarding the contingent role of organizational trust on the impact of employees' psychological capital on their perceived workplace happiness. In this respect, the work of Mincu (2015) is found northworthy, which highlighted the influence of individual resources on employee attitudes of organizational trust and job satisfaction. Thus, it is suggested that positive psychological capacities could be the potential antecedents of happiness at work while perceived organizational trust strengthens that relationship.

Reflecting this argument and suggestion, the third hypothesis of the study is proposed as follows:

H3: Perceived organizational trust has a moderating role on the impact of psychological capital on the employees' perceived happiness at workplace. (The higher the perceived organizational trust, the higher the positive impact of psychological capital on perceived happiness at workplace.

To sum up the hypotheses generation and to suggest the research methodology, Figure 1 illustrates the study's proposed conceptual framework.



**Figure 1.** The Conceptual Framework of the Study  
Source: Authors own conception

### 3. Methodology

#### 3.1. Sample and procedure

The data in the current research was collected from a sample of 222 participants from various public and private sectors in İstanbul/Turkey. Employing convenience-sampling method, as a data collection method, online and paper-based surveys were used to gather data from participants. Of the 222 responses, 144 questionnaires were obtained as online, and 78 surveys were obtained as paper-based. The participants were 48,2% women and 51,4% men. In terms of age, 21,2% of the participants were between 21 and 29 years old, 21,1% were between 30 and 39, 10,4% were between 40 and 49, 47,2% were between 50 and 56 years old. The mean of the participants' age was 31,7 years, ranging from 21 to 56 years ( $SD = ,77$ ). The graduation degree of the participants was; 2,7% from associate degree, 39,6% from university degree, 31,5% from master's degree and 26,2% from doctorate (PhD) degree. When the distribution of the work experience of the participants was examined, it was seen that 6,8% of the participants had a work experience of 1 year and below, 16,6% between 1 and 5 years, 10,4% had an experience of 6 to 10 years, 8,1% has an experience of 11 to 15 years, 17,1% has an experience of 16 to 20, 2,7% has an experience of 21 to 25, 38,3% has an experience of 26 to above. In addition, 39,6% of the participants had a company experience of 5 years and below, 8,1% between

6 and 10 years, 5% between 11 and 15 years, 1,4% between 16-20 years and 45,9% between more than 21 years.

### **3.2. Survey instruments**

In the study, four different scales were used to measure all the variables. All the scales were answered by the employees and the items were evaluated on a 6-point scale (1="totally disagree" to 6="totally agree").

**Measurement of happiness at workplace:** Employees' level of "happiness at workplace" was measured by means of Salas-Vallina and Alegre's (2018) 9 items scale, namely as Happiness at Work Scale: Short Version (SHAW). This scale has been developed based on the original version, which was developed by Salas-Vallina, Alegre, and Fernández (2017a) and composed of 31 items. In the SHAW scale, there were three sub-dimensions as engagement, job satisfaction and affective organizational commitment and the reliability values were 0,93, 0,84 and 0,91. Since, the reliability and construct validity of the scale has been confirmed; the language adaptation of the scale was again done by the researchers of the current study to pursuit good fitness of understanding the items within Turkish context. Consequently, in this research study Cronbach alpha value of the scale has been revealed as ,90. One example for the items of engagement subscale is "At my work, I feel bursting with energy.". An example item for job satisfaction subscale is "I am satisfied with the pay I receive for my job." Finally, "I feel a strong sense of belonging to my organization." is an example item for affective organizational commitment subscale. Being compatible with the previous results, in the present study, the Cronbach alpha value was found as ,94 .

**Measurement of psychological capital:** To measure psychological capital, 24-item scale of Luthans et al. (2006) consisting four components was utilized. The scale's reliability and validity has been confirmed by Luthans et al. (2007) and a variety of works across different cultural contexts (Taştan, 2016). As indicated by the previous studies, the scale has been reported to have acceptable internal consistency reliability. The original scale was found in the permission free access website directly and Turkish translation of the items was performed by Taştan (2016). Example items for the scale can be given as "I feel confident analyzing a long-term problem to find a solution", "I feel confident helping to set targets/goals in my work area" and "I can get through difficult times at work because I've experienced difficulty before". Taştan's (2016) study that has been performed in Turkish context revealed acceptable fit index for the scale due to the findings of the



confirmatory factor analysis. Then, consistent with the previous findings of the scale, in this study, the Cronbach alpha value was seen as ,98.

**Measurement of social capital:** The “internal social capital” was measured by using the scale of Nahapiet and Ghoshal (1998) which consisted 26 items measuring 3 dimensions. The previous empirical studies reported evidences of acceptable internal consistency reliability and construct validity (Nahapiet & Ghoshal, 1998; Pastoriza, 2008; Tsai & Ghoshal, 1998). A sample item of cognitive component is “The company policies capacitate its employees for their own processes of decision-making and initiative-undertaking”, for the relational dimension “Personal relations within the company encourages a trustful work environment” and for the structural dimension “The acquisition of valuable information is facilitated by my working relationships”. In a recent study of Taştan and Güçel (2017) which has been performed in Turkey, the scales’s internal consistency value was found as ,91. In this research, the Cronbach alpha value was reported as ,98.

**Measurement of organizational trust:** A twelve-item scale which was originally developed by Nyhan and Marlowe (1997) was used to measure the participants’ organizational trust. The scale has two sub-dimensions that was titled as “trust in supervisor” and “trust in organization”. The participants were asked to report to what extent they trust to their organization: “My trust level to my organization is high as I believe I will be treated in a fair way.” and “I have high trust that my manager can do his job properly.” The Cronbach Alpha value was found as ,96 in the original study of Nyhan and Marlowe (1997).

## 4. The study findings

### 4.1. Factor and reliability analyses

Before performing the tests for hypotheses, the factor analyses were applied and the reliability and validity of the scales were evaluated. According to the results, the Cronbach  $\alpha$  value of the scales represented the high internal reliability coefficient (between ,90-,98) and KMO coefficient of the scales was also on a significant level. The factor analysis reports are presented in Tables 1-2-3-4.

**Table 1.** Factor analysis findings for happiness at workplace scale  
Source: Authors own conception

Factors	Explained Variance (%)	Total Variance (%)
Engagement	44,367	44,367
Satisfaction&Commitment	37,797	79,164
KMO=0,909 Chi-Square Bartlett's Test= 1794,469 P=0,000		

**Table 2.** Factor analysis findings for psychological capital scale  
Source: Authors own conception

Factors	Explained Variance (%)	Total Variance (%)
Efficacy&Hope&Resilience	52,340	52,340
Optimism	25,970	78,310
KMO=0,973 Chi-Square Bartlett's Test= 6912,487 P=0,000		

**Table 3.** Factor analysis findings for social capital scale  
Source: Authors own conception

Factors	Explained Variance (%)	Total Variance (%)
Cognitive&Relational	39,183	39,183
Structural	30,694	69,877
KMO=0,959 Chi-Square Bartlett's Test= 6008,346 P=0,000		

**Table 4.** Factor analysis findings for organizational trust scale  
Source: Authors own conception

Factors	Explained Variance (%)	Total Variance (%)
Organizational Trust	68,310	68,310
KMO=0,936 Chi-Square Bartlett's Test= 2479,964 P=0,000		

According to the factor analysis results, all the items of happiness at work scale had factor loadings of  $\geq 0.50$ , therefore none of the items were excluded and the scale had two factors which explained the 79,1% of the total variance (Table 1). The factors labeled as; engagement and job

satisfaction & affective organizational commitment. However, in this study, the 9 items were loaded under two separate dimensions, thus two-dimensional factor instead of the 3 factors of Salas-Vallina and Alegre (2018) has been reported. This finding can result from perceptions towards work attitudes because differentiation among dimensions can be interpreted on combination of employees' job satisfaction and affective commitment levels.

Similarly, the psychological capital scale (Table 2) and social capital scale (Table 3) had two factors which explained the 79,1% and 69,8% of the total variance, respectively. The factors were labeled as; efficacy&hope&resilience and optimism for psychological capital scale; cognitive and relational, and structural for social capital scale. This result indicated that psychological capital construct is composed of each of the conceptual components, even in this study, efficacy, hope and resilience items were loaded under one factor. This finding can be explained by some reason including the cultural setting and the heterogeneity of the sample group since it was consisting a variety of participants from different age, tenure, position and sector groups. For all that, these results are found compatible with findings of previous research. Further, as in the original scale, organizational trust scale (Table 4) has been seen as uni-dimensional variable (explaining the 68,3% of the total variance). All the items in the scales had factor loadings of  $\geq 0,50$  so none of the items were excluded from the scales of the study. In addition, KMO coefficients of the scales are on a significant level and Bartlett's test of sphericity of the scales was also significant which was found to be  $\leq 0,05$ .

Following the examination of the factor analysis reports, the means and standard deviations of the research variables were analyzed and the results are showed in Table 5.

**Table 5.** Descriptive statistics and reliability values for research variables

Source: Authors own conception

	<i>Mean (M)</i>	<i>Stand.Dev. (SD)</i>	Cronbach Alpha ( $\alpha$ )
<b>Happiness at Work</b>	<b>3,35</b>	<b>1,3576</b>	<b>,940</b>
Engagement	3,08	1,6203	,948
Satisfaction&Commitment	3,48	1,3350	,905
<b>Psychological Capital</b>	<b>3,97</b>	<b>1,3489</b>	<b>,982</b>
Efficacy&Hope&Resilience	2,91	1,4502	,984
Optimism	3,15	1,2294	,905

<b>Social Capital</b>	<b>3,03</b>	<b>1,2474</b>	<b>,977</b>
Cognitive&Relational	3,11	1,3039	,966
Structural	2,91	1,2614	,949
<b>Organizational Trust</b>	<b>3,30</b>	<b>1,3177</b>	<b>,957</b>

The results showed that the mean of cognitive & relational component had the higher mean value ( $M= 3,03$ ,  $SD=1,3039$ ) whereas the structural component was lower ( $M= 2,91$ ,  $SD= 1.2614$ ). Similarly, among the psychological capital dimensions, mean value of the optimism dimension was the higher than mean value of the efficacy & hope & resilience dimension ( $M=3,15$ ,  $SD= 1,2294$ ;  $M=2,91$ ,  $SD= 1,4502$ ). Perceived happiness at work has the highest mean value compared to the other research variables ( $M=3,35$ ,  $SD=1,3576$ ). Thus, it is inferred that the happiness at workplace perceptions of the participants of this study was relatively moderate. In addition, the satisfaction&commitment dimension showed higher mean value ( $M= 3,48$ ,  $SD=1,3350$ ) when compared to engagement dimension ( $M= 3,08$ ,  $SD= 1,6203$ ).

#### **4.2. Correlations of the study variables**

The correlations among the research variables and the demographic factors are shown in Table 6. Mean or standard deviation values of demographic variables were not presented in the table because they were categorical variables. The results from the spearman correlation showed that hypothetic variables of the study are significantly correlated with each other. Besides, according to the results, education level was positively related to hypothetic variables in the moderate level. Finally, while gender was negatively associated with organizational trust, company experience was positively associated with organizational trust.

As Table 6 shows, the “Pearson Correlation r values” between the research variables were between 0,595-0,788 demonstrating moderate level correlations. The findings reported that “psychological capital” had strong positive significant relationship ( $r=0,788$ ;  $p<,01$ ) and “social capital” had strong positive significant relationship with perceived happiness at workplace ( $r=0,746$ ;  $p<,01$ ). Similarly, the “organizational trust had moderate level positive correlations with psychological capital” ( $r=0,595$ ;  $p<,01$ ), social capital ” ( $r=0,642$   $p<,1$ ), and perceived happiness at workplace” ( $r=0,669$ ;  $p<,01$ ), respectively. As such, it can be interpreted that the higher the individuals’ psychological capital level and their positive

evaluations regarding organizational trust and their organizations' internal social capital, the higher perceived happiness at workplace.

**Table 6.** Correlations among reserach variables

Source: Authors own conception

	M	S.D	1	2	3	4	5	6	7	8	9	10
1 Gender			1									
2 Age			-.064	1								
3 Education Level			-.016	.001	1							
4 Marital Status			.045	.382**	-.114	1						
5 Work Exp.			-.020	.892**	-.074	.406**	1					
6 Org.Exp.			-.063	.671**	.059	.312**	.691**	1				
7 Happiness at work	3.35	1.357	-.115	-.065	.418**	-.087	.011	.019	1			
8 Psych. Capital	2.97	1.348	.010	.019	.409**	.010	.047	.073	.788**	1		
9 Social Capital	3.03	1.247	-.059	.032	.400**	-.066	.077	.092	.746**	.699**	1	
10 Org. Trust	3.30	1.317	-.157*	.108	.340**	-.085	.110	.235**	.669**	.595**	.642**	1

<0.05 level, \*\*p<0.01 level (Two-tailed) N:222

### 4.3. Regression analysis of the study

As mentioned above, the first hypothesis states that psychological capital leads to happiness at the work. For testing the hypothesis that proposed, “psychological capital has a positive impact on happiness at workplace”, regression analysis were applied.

**Table 7.** The impact of psychological capital on happiness at workplace  
Source: Authors own conception

Variable	$\beta$	Std. Error	t	P
(Constant)	1,026	,139	7,369	,000***
<b>Psychological Capital</b>	,778	,043	18,370	,000***

**R<sup>2</sup>= ,605; F= 337,460; P<,001**

- a. \*p<0,05; \*\*p<0,01\*\*\* p<,001
- b. Dependent Variable: Happiness at Workplace
- c. Independent Variable: Psychological Capital

According to Table 7, the results showed that psychological capital significantly explains happiness at workplace and has a strong impact on happiness at workplace ( $\beta = 0,778$ ,  $R^2 = ,605$ ,  $p = ,000$ ,  $F = 681,664$ ). This indicates that as employees stay positive psychological state, they feel happy themselves and thus, they really enjoy what they do at workplace. Therefore, first hypothesis (H1) in the study is supported.

**Table 8.** The impact of social capital on happiness at workplace

Source: Authors own conception

Variable	$\beta$	Std. Error	t	P
(Constant)	,890	,160	5,554	,000***
<b>Social Capital</b>	,746	,049	16,621	,000***

**R<sup>2</sup> = ,557; F = 276,250; P <,001**

- a. \*p<0,05; \*\*p<0,01\*\*\* p<,001
- b. Dependent Variable: Happiness at Workplace
- c. Independent Variable: Social Capital

According to Table 8, the findings of the regression analyses revealed that the social capital had positive and significant impact on perceived happiness at workplace ( $\beta = 0,746$ ,  $p = ,000$ ,  $F = 276,250$ ). The results also showed that social capital significantly explains 56% of the variance in happiness at workplace ( $R^2 = ,557$ ). In other words, the social capital perceptions of the employees contribute to the level of happiness in the workplace. Accordingly, second hypothesis (H2) in the study is supported.

#### **4.4. Moderator analysis for the role of organizational trust**

Since the research model involves moderating effect of organizational trust on the impact of psychological capital on perceived happiness at workplace, to test the hypothesis, a more common method of multiple regression analyses were performed. Additionally, variance inflation factor (VIF) did not indicate multicollinearity problem and other assumptions were met. For testing the third hypothesis of the study, multiple

regression analyses were conducted. Yet, before conducting the analyses, independent variable (psychological capital) and the moderating variable (organizational culture) were all standardized. To test the moderation effect, standardized independent variables were multiplied with standardized moderating variable to prepare the interaction variables.

**Table 9.** The moderating role of organizational trust

Source: Authors own conception

<b>The Moderating Role of Organizational Trust</b>				
<b>Psychological Capital</b>	$\beta$	<i>Std. Error</i>	<i>t</i>	<i>p</i>
<i>Happiness at Workplace</i>				
Constant	3,53	,03	82,5	,000
Organizational Trust	,544	,04	9,590	,000
PsyCap	,778	,02	18,370	,000
PsyCap x Org Trust	,229	,04	.078	,064
<b>Organizational Trust</b>	<b>Moderating Effect (<math>\beta</math>)</b>	<b>Std. Error</b>	<b>t</b>	<b>p</b>
<i>Moderating Effect of Org Trust</i>	,780	,07	5,746	,000
<b>Model Summary</b>	<b>R</b>	<b>R<sup>2</sup></b>	<b>F</b>	<b>p</b>
	,29	,21	66,21	,000**
<b>Interaction R<sup>2</sup></b>	<b>R<sup>2</sup>Change</b>	<b>F</b>	<b>Sd.</b>	<b>p</b>
	,04	,955	,212	.064

\*\* \*P<0.05; \*\*p<0.01

Table 9 below shows the regression analyses result conducted to test the main effect of the psychological capital and the effect of the moderator (organizational trust) on perceived happiness at workplace. As can be seen from the table, the result in step 1 of the analysis reported that psychological capital significantly influenced happiness at workplace. Psychological capital showed significant positive impact on happiness at workplace ( $\beta=,778$ ,  $t=18,370$ ,  $p<,05$ ) while organizational trust had significant positive impact ( $\beta=-,544$ ,  $t=-9,590$ ,  $p<,05$ ). However, upon the statistical results, the moderating role of organizational trust on the impact of psychological

capital on happiness at workplace was not found significant ( $p>0,05$ ). Hence, hypothesis 3 is not supported.

## 5. Conclusion and discussion

Based on the theoretical background of positive psychological and positive organizational behavior, happiness at workplace and psychological capital have been investigated in literature for examining employee health, quality of work life, and organizational effectiveness. It was noticed that the employee happiness at workplace has been examined with its linkages to various managerial and organizational variables, personal factors, and job-related issues. Additionally, happiness at workplace is relatively slightly investigated concept, since the extant literature involving positive organizational behavior studies mostly addressed subjective well-being concept rather than happiness at work. In the meantime, social capital has been undertaken as an antecedent of happiness at workplace, since the concept has been widely studied among the variables influencing positive employee attitudes and behaviors as well as positive organizational outcomes. Moreover, organizational trust arises as an important concept for achieving positive individual and organizational outcomes as it has been suggested to be increasing the positive feelings and identification of the employees which later leads to better employee performance and happiness in the organization. Hence, the study's conceptual framework has been based on the positive psychology approach and social capital theory. In sum, the this study has been built on the suggestion regarding the impacts of psychological capital and social capital on employees' perceived happiness at workplace and the moderating role of organizational trust on the impact of psychological capital on happiness at workplace.

For examining the proposed conceptual relations among the study variables, a cross-sectional study following the convenience sampling method was performed in Turkey. The proposed conceptual model was examined by utilizing survey data collected from participants who are currently working in various sectors including academic, education, airlines, health, public and private services, non-profit organizations, etc. The findings of the quantitative and cross-sectional research study ( $N=222$ ) suggested that majority of the participants ( $M=3,97$ ) had relatively high level of psychological capital, moderate level of perceived social capital ( $M=3,03$ ), and moderate level of perceived happiness at workplace ( $M=3,35$ ). Additionally, it was seen that the participants feel favorable trust towards their organizations ( $M=3,30$ ). Indeed, the mean values for each variable has



not been found high, thus it can be implicated that the general psychological capital, social capital, organizational capital and workplace happiness of the employees are not very satisfactory. On the other hand, the scales used in the study showed high reliability values and internal consistency of each items of the scales were high. Since, the scales showed different componential structures, the preference of applying EFA method was found relevant. Moreover, the correlation and regression analysis reported that the psychological capital and social capital had positive and strong contribution to employees' perceived happiness at work. These results supported the proposed hypotheses of the study (H1 and H2). However, H3 has not been supported due to the reports of the multiple regression analysis, where the interaction effect of the organizational trust on the impact of psychological capital on happiness at workplace was not found significant. For all that, organizational trust has significant positive and moderate impact ( $\beta = -.544$ ,  $t = -9.590$ ,  $p < .05$ ) on happiness at workplace, thereby organizational trust is suggested to be among predictors of employee happiness at workplace.

In conclusion, it is indicated that individuals' psychological capital capacities, organizational trust and organizational social capital (internal), as being individual and contextual determinants, contribute to perceived happiness at workplace. Thus, it is suggested that happiness at workplace may be related to personal characteristics and organizational contextual factors. The significance of the research subject is that the happiness at workplace concept has not been studied within such a conceptual framework, including both psychological and social capital. To date, in organizational behavior research happiness at workplace has not been investigated with its linkages to social capital concept. Thus, this study may contribute to a multidisciplinary research domain and provide insights to how social capital and psychological capital are related to perceived happiness of the individuals in working life. Further, it is suggested that the research outcomes have extensional implications for understanding the role of organizational trust in enhancing individual's positive work and attitudinal outcomes. Hence, it is found meaningful to investigate the buffering effects of organizational trust on the relations of organizational and personal characteristics with individual behavioral and attitudinal outcomes within organizational behavior research.

This study has several important inferences for the relevant literature. Initially, the study aimed to reveal the impact of psychological capital on happiness at workplace. While the previous researches focused on several antecedents, this study has contributed the literature by focusing on the impacts of psychological capital and social capital on happiness at

workplace. The findings revealed that psychological capital had positive and significant contribution on employees' happiness at workplace ( $\beta = 0,778$ ). This evidence is also in congruence with some previous researches that examined the positive association between psychological capital and individuals' general well-being (Li et al., 2014; Siu, 2013). Actually, some scholars identified the relationship between some positive individual characteristics on workplace happiness, such as locus of control, emotional stability, dispositional variables of positive and negative emotions and resilience and employees' satisfaction as well as happiness at work (Heller et al., 2004; Lucas 2008). Furthermore, as an important branch of psychology, positive psychology (Seligman, 2002) and Hobfoll's (1989) COR theory clearly stated that individuals who have positive psychological resources would live positive experiences than others. Especially, Seligman (2002) initially defined and proposed different routes to happiness. In particular, Seligman (2002) recommended a focus of optimism, hope, self- efficacy and resilience for positive personal outcomes. In other words, individuals may feel desperate, if they face with failures in the different areas of their life. From positive psychology perspective, people tend to have a resilience and positive outlook for the causes of the problems. Similarly, employees can feel happiness at work with these positive resources and attitudes.

Additionally, the present study evaluated the effect of social capital on workplace happiness. According to results, it was seen that social capital had a strong and positive impact on perceived happiness at workplace ( $\beta = 0,746$ ). This positive impact can be explained by sociological dynamics. Consequently, a work by sociologist James Coleman (1988) pointed out the substantial benefits and of community ties for individuals. More specifically, Coleman (1988) highlighted the importance of individual and societal gains through the social coordination and cooperation. In addition, some similar findings have been revealed in the previous studies. For instance, growing number of researches indicated that interpersonal and organizational trust and social relations could serve as powerful contributors to employees' subjective well- beings at work. In particular, Lange (2015) revealed that social capital components had positive associations with individuals' job satisfaction.

Furthermore, organizational trust has been demonstrated as being an interrelated concept with social capital. While the positive relationship between organizational trust and happiness at work has been found in this study, trust did not have a moderator role between individuals' psychological capital and their happiness at work. Hence, the suggested hypothesis about the moderating role of organizational trust on the impact of psychological

capital on happiness at workplace has not been supported. The subject behind this might come from the dominant impact of psychological capital on individuals' positive feelings. Particularly, it can be concluded that trust as a separate organizational variable might not an additive impact on workplace happiness, if an employee has enough psychological resources to reach positive organizational outcomes as positive psychology (Seligman and Csikszentmihalyi, 2000), positive organizational behaviors and conservation of resources theory (Hobfoll, 2002) clearly stated. On the other hand, organizational trust had a significant contribution to individuals' happiness at work, when it is analyzed separately. This evidence shows that organizational trust is so important to pursue positive employee outcomes. Consequently, this result is compatible with the previous studies that revealed a positive association between trust in organizations and employees' positive workplace behaviors and attitudes.

On the other side, this study may have practical implications for the practitioners and postmodern organizations. In fact, organizational strategies to improve social ties, trust and network among employees are necessary for employees' happiness at work. Particularly, organizations should encourage participation inside the organization as well as decision-making processes to improve social capital by developing a trust environment with shared values. Additionally, employees' mental health and positive psychological resources should be improved by several practices. For instance, psychological counselling and training are recommended to increase individuals' psychological capital. Specially, employees' awareness and knowledge about themselves can be developed by these applications in organizations. To sum up, postmodern organizations should be interested in employees' psychological wellness and should consider the importance of establishing social capital structure and trustworthy organizational settings in order to be successful and sustainable in 21th century world.

## **6. Limitations and future suggestions**

Despite the important contributions of the current paper, there are some limitations as well. Foremost, it was acknowledged that the amount of variance explained in our models based on the relatively small sample and it may be important for further studies to examine the causality of the relationships for our study variables by longitudinal designs with a larger sample size. Moreover, there are several theoretical issues that needed to be investigated in the further researches. For example, some scholars argued that trust is an important variable to understand the complex relationships in

the different contexts (Mayer et al., 1995; Wasti et al., 2011). Especially, high uncertainty avoidance culture has some anxiety against unknown and stranger situations. In such cultures, the role of trust and its relations with positive organizational behavior variables should be investigated, even a contingent role of trust did not found in this study. In addition, happiness at work as an important concept for today's organizations is needed to be studied with other lenses, such as the relationship among personality factors, psychological capital, social capital, and happiness at work can be analyzed by evaluating the contingent role of different foci of trust. In fact, the predictive role of trust among colleagues on positive organizational outcomes have been addressed by the previous scholars (Ferres et al., 2004). Thus, it is suggested that the moderating role of different trust levels on individuals' happiness at work in a research model that includes personality factors and positive psychology concepts could be examined in future studies. Furthermore, for the upcoming research, it might be interesting to investigate a similar model for specific industries and occupation groups to gain a more clear understanding.

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