

**Research Article**

Impact of grit on workplace happiness: A moderated mediation model

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ABSTRACT

Employee happiness as well as well-being at the workplace is an emerging concept in the management and psychology domain. This article aims to analyze the impact of grit on employees' workplace happiness via psychological capital (PsyCap), moderated by coaching culture and theorize by trait activation theory. Data were collected from 272 employees working in the public and private sectors of the service industry in Pakistan. For statistical analysis, we conducted reliability, correlation, and process Hayes. Employees who were highly engaged and grittier, satisfied at work, and feel happy while PsyCap fully mediated this relationship between grit and happiness at work. Coaching culture on the other side moderate this relationship between grit and workplace happiness through PsyCap such that the relationship is strong for the high value of coaching culture than when it is low. It's been found that grit is a greater indicator of future success than Intelligence. Therefore, it is the need of the hour that organizations developed PsyCap in employees through proper training and coaching. Encourage them to think long-term as well as short-term and teach them how to prioritize their work accordingly. Thus, in today's dynamic business environment, this study contributes potential for organizational survival and growth.

Keywords: Grit; PsyCap; Workplace Happiness; Coaching Culture; Trait Activation Theory

1. INTRODUCTION

Seventy percent of American workers are dissatisfied with their workplace, according to a recent survey, and are ineffective and feel impassive (unconcerned) in the workplace as compared to their co-workers (Kopp & Murphy, 2012). Most business executives are looking for new and innovative methods of enhancing employee commitment, and efficiency and reducing turnover rates within the organization (Wanberg & Banas, 2000). Due to instability in the economic situation, many organizations face problems and take reforms in their working systems (Kopp & Murphy, 2012) and changes come from the individual level to the corporate level. If employees are motivated and passionate about their work, they lead to the success of the organization. Grit is crucial, as this suggests in achievement and goal attainment. Grit is the expression of determination and enthusiasm for the achievement of a long-term objective (Duckworth et al., 2007). Grittier people tend to be more dedicated to their work than their peers (Suzuki et al., 2015). Workers with grit face difficulties, get themselves from misfortunes, and propel themselves toward the following degree of accomplishment. The Hireling initiative develops representatives with the fundamental

components for progress, in the working environment and throughout everyday life (Chan, 2016).

Grit includes practices and qualities frequently attractive in the workforce where information the board and upper hand are progressively significant abilities and capacities. For instance, inspiration or a solid will to accomplish objectives can be priceless in the work environment where representatives are centered on critical thinking as well as advancement. Additionally, objective directedness or "realizing where to go and how to arrive" and restraint, "the capacity to keep away from interruptions and spotlight on the job needing to be done" can take both a representative and an association far toward accomplishing individual and hierarchical destinations (Goodwin & Miller, 2013). In any case, grit is not only a hard-working attitude, it is a part of the character that can influence all regions of a person's life. An inspirational outlook can empower a person to grasp change and challenge, just as to keep on gaining from disappointments when learning is fundamental for development and imagination in associations.

The relationship between leaders and their followers has become a popular issue in the contemporary business world. Supportive leadership plays an important role to gain maximum advantage from workers. The practice of coaching has gotten progressively transcendent and famous in organizations these days. The globalization of trade and the rapid development of information technology has created an ever-evolving business climate for as far back as barely any decades, and the idea of business working conditions is getting progressively unique. Rivals are confronting the new and lively markets. Currently, organizations must exert greater efforts to achieve a long-term competitive edge (Delery & Roumpi, 2017; Hagen, 2010; Pousa & Mathieu, 2015).

At the point when the new century turned over, American Psychological Association President Martin Seligman urged more study to shift the field of brain science away from its almost exclusive fixation with neurotic/broken human functioning and toward a more nuanced concern for the betterment of human functioning. (Luthans, 2002). The positive brain research development moved specialists to utilize logical philosophy to investigate variables that amplify the positive attributes of persons (e.g., thriving, vitality), instead of being fundamentally worried about negative parts of human working (e.g., despondency, brokenness). (Luthans, 2002) recognized furthermore, exhibited the viability and relevance of positive mental assets in the working environment and called it POB (Positive organizational behavior), considered as the study and use of strongly positioned human asset traits and mental constraints that may be measured, developed, and effectively managed for performance enhancement in the existing work context. Psychological capital, or PsyCap for short, was an immediate outgrowth of POB. It was distinguished as going beyond traditional financial capital ("what you have"), human capital ("what you know"), and social capital ("who you know"), and comprising "what your identity is" and, most importantly for formative outcomes, "what you can become" (Luthans et al., 2004). Trust, adequacy, adaptability, and idealism, when combined, were the universally considered positive psychology constructs that best satisfied the inclusionary logical criteria outlined above (Luthans et al., 2007).

PsyCap is characterized as a person's certain mental condition of improvement described by: (1) having certainty (self-adequacy) to take on and put in the essential exertion to prevail at testing errands; (2) making a positive attribution (confidence) about succeeding now and later on; (3) driving forward toward the objectives, and at the point when fundamental, diverting ways to objectives (trust) so as to succeed; and (4) when plagued by issues and misfortune, supporting and bobbing back and even past (flexibility) to achieve achievement (Luthans et al., 2007). Kim & Lee (2022) found that grit has a direct positive impact on quality of work life, quality of life and professionalism. Grit is included inspiration, discretion, an uplifting mentality, and objective directedness and scientists have understood that every one of these characteristics can be powerful in singular achievement (Duckworth et al., 2007). There is an empirical gap on grit leading to happiness, While another paper that tests the relationship between grit, OTH and well-being study (Choi, 2016) suggests that other outcomes also be measured such as life satisfaction, happiness and success. Another paper association between grit, sustainable behaviour and emotional well-being also suggested that there should be other outcomes to be tested (Datu et al., 2020). Another review paper suggested that grit should be tesyed with other positive outcomes (Datu, 2021).One of the review paper suggested that grit should be tested in other culture (Lam & Zhou, 2022).Happiness at work predicts significant worker results (Kleine et al., 2019), including well-being-related results (e.g., burnout), attitudinal results (e.g., duty), and execution-related results (e.g., task execution, inventiveness).

There is a gap under what mechanism individuals feel happy at work (Luthans et al., 2019), which is investigated in this study. To cope with this situation researchers and practitioners focus on increasing job performance skills for a better outcome (Pousa et al., 2017). Coaching alongside a lot of exercises has been viewed as fundamental for accomplishing essential what're more, auxiliary objectives by the chiefs and HR improvement specialists (Ellinger & Kim, 2014; Woo, 2017). There is a lack of empirical research on coaching culture regarding happiness and this gap is found in recent research (Nawaz et al., 2018).

There is much work in the student domain while there is a huge gap in the workplace, so this paper fills this gap by analyzing the effect of grit on employee workplace happiness through psychological capital and moderating by coaching culture. By doing this, the study provides both theoretical and practical implications. This paper is organized in the following structure. The next section briefly introduces the concepts of the variables, theoretical background, literature, and hypothesis are discussed. Afterward, detail of the sample, the data, and the measures are included while the result of statistical analysis is discussed in section 4 and in the last section, our theoretical contributions to the literature are discussed, as well as potential directions for future research and the caveats of our current investigation.

2. LITERATURE REVIEW

2.1. RELATIONSHIP BETWEEN GRIT AND WORKPLACE HAPPINESS:

Duckworth is credited as the originator of the notion of Grit, which refers to a persistent interest in one's long-term success (Duckworth et al., 2007).it is an emerging concept these

days which emphasizes goals attainment (Duckworth & Duckworth, 2016). Three traits of grit are following a) passion b) goal c) perseverance (Credé, 2018). Passion is the most essential and exceptional facet of grit (Cormier et al., 2019). Work passion defines as a person's emotional and determined state of constant condition of want dependent on subjective and emotional work evaluations (Vallerand et al., 2003; Zigarmi et al., 2010.). Along these lines, researchers concur that craving or enjoying a movement causes a disguised passionate connection that gets steady and tireless (McAllister et al., 2017). This differs from Duckworth's (2016) definition of grit's passion component, which emphasizes a long-term commitment to a high-stakes mission. In a recent study conducted by Si, Yoon and Kim (2022) showed that grit positively related to well-being.

According to Duckworth (2016), people who are at a higher level in the goal hierarchy are more persistent and determined in goal achievement and the development of a behaviour. High-grit people concentrated on purpose-driven goal attainment through resilience, flexibility and willingness (Duckworth & Duckworth, 2016). Perseverance and resilience are the component of grit (Howard & Crayne, 2019). It is the internal process for sustainability and lasting achievement not the external process of fear being admonished (Duckworth et al., 2007). So it is clear that perseverance is stamina and passion means commitment.

According to Duckworth (2016), if people have four psychological assets (purpose, practice, interest, and hope) they are found to be gritty and this process can be cultivated by parents, teachers and employers. Interest related to passion means doing whatever you want to do. It is an old saying; Practice makes a man perfect, which means through continuous improvement you become a master in your field and learn new skills and knowledge. The purpose is a stimulus, which motivates achievement and leads to success not individually but for the organization. Hope means faith in your skills and abilities to cope with difficulties. These characteristics combined with hard work and determination ultimately lead to tangible benefits for both employees and employers (Duckworth & Duckworth, 2016). Due to the proactive nature of gritty individuals, they easily cope with difficulties and come back in any tough situations that's why grit is a key predictor of success. Grit show positive outcome during pandemic (Malureanu et al., 2021).

For long-term achievement, gritty employees explore new opportunities in difficult tasks and attain the goal (Jordan et al., 2019). For long term goal achievement grit also play important role (Schimschal et al., 2022). Gritty employees are not only agentic behaviour but also have learning behaviour due to this ability they are more focused on exploration and finding new ways to get knowledge and work innovatively (Paterson et al., 2014; Spreitzer et al., 2005) means they have a growth mindset (Wang et al., 2018). So the above literature shows that grit has a positive relationship with workplace happiness.

Enduring bliss may come, to some degree, from exercises, for example, working for one's objectives, taking an interest in close social connections, encountering inexhaustible physical joys, encountering mental delights, and being engaged with 'stream' exercises (Diener et al., 1999). Happiness is the basic fundamental of a good and successful life, One definition of happiness is "a subjective state characterized by a prevalence of positive affect and low dominance of negative affect" (Tkach & Lyubomirsky, 2006). Research shows that

being happy gains many benefits like healthy life, success full in work also social able (Diener et al., 2005). Singh and Jha (2008), study revealed that grit is strongly associated with positive events like happiness, success and life satisfaction. Grit is also advantageous for students to achieve the goal and high performance (Datu et al., 2016).

H1: Grit has a positive influence on workplace happiness.

2.2. PSYCHOLOGICAL CAPITAL ACT AS A MEDIATOR BETWEEN GRIT AND WORKPLACE HAPPINESS

As human capital became more of a focus in the 21st-century workplace, American Psychological Association president Seligman issued a request for further research on how to improve human capital. The field of psychology shifted towards human functioning (e.g. prospering, thriving) (Seligman & Csikszentmihalyi, 2014). Answering the Seligman calls Luthans introduced the concept of "Positive organizational behaviour" (POB) is "the study and use of positively oriented human resource qualities and psychological skills that may be measured, fostered, and managed effectively for performance improvement in today's workplace," (Luthans, 2002; Luthans, Avolio, et al., 2007). POB consists of five constructs (e.g. self-efficacy, hope, happiness, optimism and resilience). This means the consequence of POB was the emergence of Psychological Capital (PsyCap). Out of five, four of the states (self-efficacy, hope, optimism and resilience) are under the high-order construct called PsyCap. This framework provides a new construct to measure sustainable competitive advantage through human assets (Luthans & Youssef, 2004).

Positive psychological capital is an individual's positive psychological state of development characterized by: (1) confidence (self-efficacy) to take on and put in the effort to succeed at tough tasks (2) believing constructively (optimistically) about one's present and future success; (3) To achieve, one must persevere toward goals and, when required, adjust paths to goals (hope) (4) Despite setbacks and difficulties, one must be resilient to persevere and ultimately succeed (Luthans, Avolio, et al., 2007, p. 3).

In the workplace, PsyCap has many outcomes at the individual level. Higher pscap scores correlate with increased autonomy and productivity in the workplace, their job satisfaction level is high (Larson & Luthans, 2006), less turnover ratio (Luthans et al., 2008), other positively related attitudinal, behavioural and productivity-related outcomes (Avey et al., 2011; Luthans & Youssef-Morgan, 2017). A lot of studies conducted on academic domains like student engagement (Luthans et al., 2016), student adjustment (Liran & Miller, 2019), and academic performance (Luthans et al., 2012). No research has been conducted to examine the correlation between grit and Pscap and workplace happiness.

An enormous and ceaselessly developing assortment of research has indicated that PsyCap is positively related to work outcome (Avey et al., 2010; Mathe et al., 2017; Paterson et al., 2014), employee attitude (Luthans et al., 2014; Luthans, Avolio, et al., 2007), behavior's (De Waal & Pienaar, 2013; Simbula et al., 2011). Beyond this direct relationship, many studies on PsyCap as a mediator are in other contexts like industry, business, medical sciences and education. One recent research in China shows PsyCap mediates the relationship between job anxiety and contentment (Shang Guan et al., 2017). Other research shows that PsyCap

mediates the relationship between grit and the academic performance of students and finding shows that psychological resources make a significant contribution with the help of grit to enhance the performance of the students not only in education but also in personal life for the achievement of long term goals (Luthans et al., 2019). Negative outcomes also are studied between job stress and burnout while PsyCap mediates the relationship between employees working in a bank (Li et al., 2015) and Nurses' depression symptoms and work-family conflicts (Kan & Yu, 2016). Therefore, PsyCap mediated the indirect relationship between grit and workplace happiness.

H2: PsyCap mediates the association between grit and workplace happiness.

2.3. MODERATING ROLE OF COACHING CULTURE:

When you heard the word "coach" before the year 1950, the image of a man with a baseball cap and carrying a whistle immediately came to mind. When Mace (1950), advocated coaching as a means of directing and fostering the growth of subordinates, the original, straightforward meaning began to deviate (Gegner, 1997). Throughout the 1980s and into the early 1990s (Gegner, 1997), both the concept and practice of coaching evolved slowly; nonetheless, it 'took off' as a new hot topic in management practice somewhere in the early 1990s. However, in its inception, the idea of "coaching" was still somewhat amorphous, with the most common critique being a lack of conceptual clarity and a widely agreed definition (Ives, 2008). As defined by Evered and Selman (1989), coaching is "the managerial activity of generating, through communication alone, the climate, atmosphere, and context that enables individuals and teams to achieve results.". Another definition of coaching states, "Coaching is about building relationships based on open dialogue, trust, constructive criticism, and a shared commitment to improving performance" (Graham et al., 1994).

A formative action wherein a representative works one-on-one with his/her direct supervisor to improve the present place of employment execution and upgrade his/her capacities for future jobs as well as difficulties, the achievement of which depends on a successful connection between the worker and supervisor, just as the utilization of target data, for example, criticism, execution information, or appraisals. In a perfect world, worker instruction happens as a feature of the association's progressing execution of the board framework (Gregory & Levy, 2009).

Coaching has been examined as a legitimate method for association progress, auxiliary change, representative preparation, learning and improvement, strategic administration of human capital, and better working. It is additionally vital for the progression arranging and readiness of significant posts in the senator and the exhibition of the board (Gilley et al., 2010; Jaques, 2017). There is an inverse correlation between managerial coaching and intention to leave (Kim et al., 2015) and positively related to organizational citizenship behavior (S. Kim & Kuo, 2015). At the point when a supervisor goes about as a good example, gives clear pathways, speedy input, and objectives, and creates learning openings, at that point workers will feel learning and act in-job and extra-job toward the association (Ellinger et al., 2009). As a result of managerial coaching, employees show more innovative and creative behavior and feel happiness in the workplace (Sonenshein et al., 2013). To gain

competitative advantage it is need of hour to develop the coaching culture in the organization (Whybrow & O’Riordan, 2021). For sustainable development coaching culture also play significant role in organizational performance (Chee & Ngui, 2022). Thus healthy and supportive environment of the organization towards employees is the key factor to success and happiness in the workplace (Kwon, 2015; Yang et al., 2015). Thus we proposed a hypothesis on the bases of these arguments

H3: The association between grit and PsyCap is moderated by Coaching Culture.

H4: Coaching Culture moderates the positive indirect relationship between grit and workplace happiness through PsyCap such that the relationship is strong for the high value of coaching culture than when it is low.

2.4. TRAIT ATTRIBUTION THEORY:

Both the situational and trait-based approaches to personality are crucial to Trait Activation Theory. It is possible to think of trait theory as an expanded or elaborated take on the personality-work environment fit, as it is grounded in a specific model of job performance. To be more precise, it's how a person's traits come out in response to situational clues that play into those traits. Organizational values may be activated in employees by these cues if they are related to job activities and organizational expectations. This theory is proposed by Tett and Burnett (2003).

According to the principle of "trait activation," workers will strive for and find fulfillment in a job where they may freely express their selves. In short, people are drawn to careers where they can openly and regularly display their unique features in the context of a positive work environment or specific job requirements.

According to this theory, grit is a trait that is ultimately induced to achieve goals in the form of thriving (vitality and learning) and happiness at work while coaching culture provides a supportive environment for employees to work better and leads towards the attainment of the goal. This overarching theory supports our proposed research model as shown in Fig. 1.

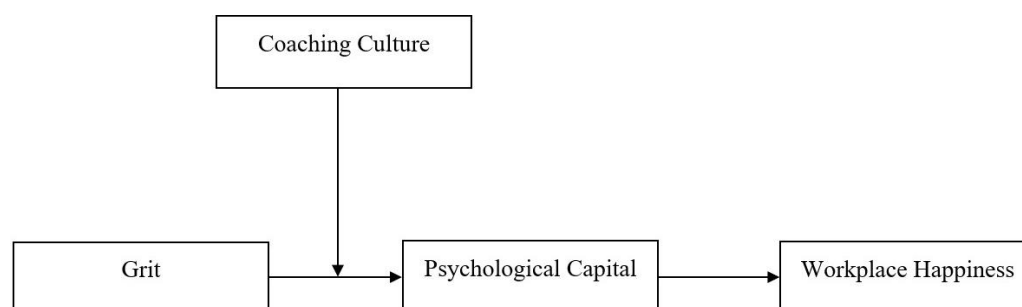


Fig. 1. Conceptual Model

3. METHODOLOGY

3.1. POPULATION, SAMPLING AND DATA COLLECTION

Using a quantitative approach, we look into how grit influences happiness at work via psychological capital, with moderating effects from different types of coaching cultures.

This study used a deductive methodology and an explanatory focus to investigate the relationships between the many factors, draw conclusions about the nature of the problem at hand, and draw practical conclusions about how to best handle it. For this primary data set, we primarily surveyed full-time workers in the public and nonprofit sectors of the service economy in Punjab, Pakistan, including the telecommunications, banking, and education sectors. Time constraints necessitated the use of a closed-ended questionnaire and the convenience sample method to acquire the necessary data (through a self-administered mechanism).

The final response rate for this study was 77.27%, with 350 questionnaires being sent out to full-time employees in the public sector of service organizations in Pakistan over the course of two-time lags (the first lag collected data for grit and coaching culture, and the second lag collected data for psycap and workplace happiness). To analyse the data SPSS 23 software was used.

3.2. MEASURES

All of the survey's questions employed a 7-point Likert scale for respondents to rate their responses. An 8-items scale was used to measure grit by Duckworth and Quinn (2009), for measuring their self-attributed grit with an alpha reliability of 0.94. A 12-item PsyCap scale was utilized by Lathan's and Youssef bundled four of these states (hope, optimism, resilience, and self-efficacy) with an alpha value of 0.93. A 12-item scale of Coaching Culture was used, developed by Park (2007), with an alpha reliability of 0.95. A 3-item scale of workplace happiness was used developed by Chaiprasit and Santidhiraku (2011). The alpha value was 0.90.

4. RESULTS

Male respondents dominated this study with a response rate of 169 (62.1%) and 103 (37.9%) females. 21.7% participated with the age less than 25 years, 52.9% were 26-35 age range, 18% were 36-45 age slab while 7.4% were more than 46 age. Education wise respondents' rates were 36.8% for graduation, 55.5% for master/MS, 7.7% rate for Ph.D. having experience rate of 46.7% for 1-5 years, 25.4% (6-10 years), 14.3% (11-15) and 13.6% for 16-20 years. 37.5% working in the education sector, 22.8% in telecom, 24.6% in banking and the remaining working in other service sectors in Pakistan. 13.2% working at the entry-level, 55.5% at the middle level while 31.3% at the top level.

Table 1. Result of Mean, Standard Deviation and Correlation

SR#	Variable	Mean	SD	1	2	3	4
1	Grit	5.590	1.180	(.941)			
2	PsyCap	5.210	1.087	.408**	(.938)		
3	CoCul	5.100	1.247	.644**	.311**	(.956)	
4	WPH	5.590	1.295	.622**	.396**	.521**	(.905)

Note (s): Observations=272; ** $p < 0.01$; The diagonal values show the Reliability values (Cronbach's alphas); PsyCap = Psychological Capital; CoCul = Coaching Culture; WPH = Workplace Happiness

The results and values of the correlations are presented in Table 1, which shows that there is a relationship between all variables. The findings suggest that grit is positively correlated with workplace happiness ($r=.622$, $p<0.01$), which shows this relationship is significant and thereby support the hypothesis 1 which is consistent with previous findings of grit with psychological outcomes (Datu et al., 2023). Moreover, significant positive correlation of grit with psychological capital (PsyCap) ($r=.408$, $p<0.01$) supported by previous study (Qasim et al., 2022) and coaching culture ($r=.644$, $p<0.01$) was also found. Which is consistent with previous findings by (Chee & Ngui, 2022).

Table 2. Test of Mediation

PsyCap Mediates the effect between Grit and Workplace Happiness				
Grit-WPH mediation effects	B-Value	Standard Error	Lower bound CI	Upper bound CI
Total effect of Grit on WPH	.680	.050	.580	.780
Direct effect of Grit on WPH	.610	.060	.490	.720
Indirect effect of PsyCap	.080	.030	.030	.150

Table 2 provides the outcomes of the mediation analysis according to the values of PsyCap on the relationship of Grit and workplace happiness is significant where ($\beta=.08$, $SE=.03$, $LL=.03$, $UL=.15$) which shows mediation found and supports hypothesis 2. Consistent with previous findings (Qasim et al., 2022).

Table 3. Test of Moderation

Moderation Model of Coaching Culture			
Variable	PsyCap		
	B-value	Standard Error	t-value
Intercept	1.012***	.740	1.370
CC	.560**	.180	3.190
Grit	.720***	.150	4.840
CC x Grit	-.090***	.030	-2.970
R^2	.190		
ΔR^2	.030		
F	8.820***		

$N = 272$; $p < .05$; * $p < 0.01$; ** $p < 0.001$ ***

The moderation results are presented in Table 3, and they reveal that the interaction of coaching culture and Grit ($=-.09$, $p<0.01$) has a significant effect on psycap. These findings provide evidence in favor of Hypothesis 3. The moderating effect is shown in Fig. 2.

Table 4. Moderated Mediation Analysis

Mediator (PsyCap)	Index	Boot Standard Error	Boot LBCI	Boot UBCI
Moderator (Coaching Culture)	-0.190	0.010	-0.040	-0.010

$N = 272$, '95% Confidence Interval

The results of moderation mediation are presented in Table 4, and the values for Coaching Culture are shown to be (index = -0.19, Boot SE = 0.01, LLCI = -0.04, ULCI = -0.01). This suggests that there is moderation mediation, which accepts the H4 hypothesis.

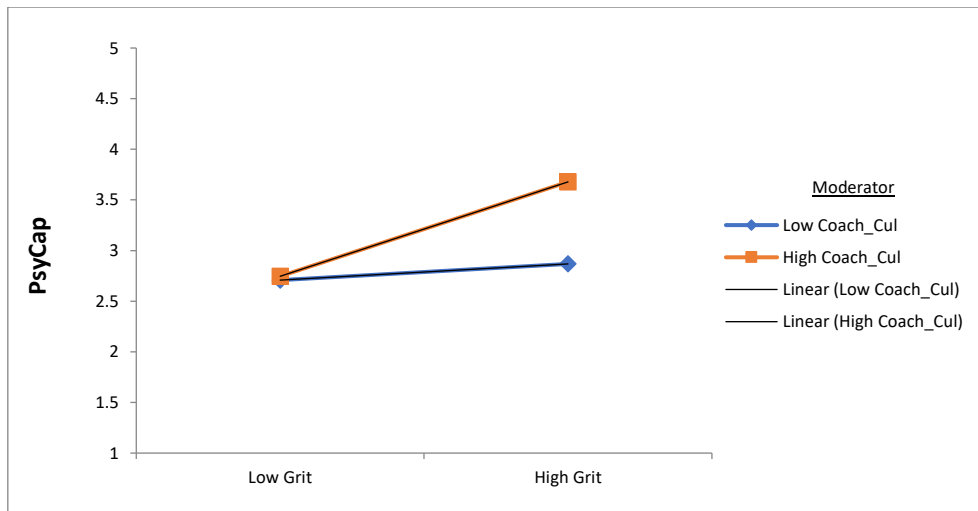


Fig. 2. Moderation Interaction plot

5. DISCUSSION

This study examined the relationship between grit and workplace happiness mediated by psycap and moderated by coaching culture with the help of trait activation theory. The findings of the present research show that grit plays an important role in employee happiness at work which supports hypothesis 1, which is consistent with the previous findings of psychological needs and grit showed positive relation with satisfaction of life (Jang et al., 2023). While in support of previous research on grit and well-being showed there is a significant association between grit and employee satisfaction (Salles et al., 2014). Another previous research on grit and emotional well-being provides support (Jin & Kim, 2017). While another research shows a relationship between grit with sustainable behavior and well-being in a significant way (J. Choi, 2020) means grit with the help of preservice and passion employees become passionate and feel happy at work. The past research of Culin and Duckworth (Von Culin et al., 2014) found that grit is somehow determined partly predict individuals' happiness. While (Von Culin et al., 2014) illustrated that there was a positive relationship between grit and engagement which was consistently increased over time due to preservice and passion. While another paper on how grit, college adjustment and happiness predict academic performance (Lumontod, 2019) showed a positive result which is consistent with our findings.

Second PsyCap mediates the relationship between grit and workplace happiness which support hypothesis 2. Supporting previous studies on psycap and well-being by (Avey et al., 2010; Y. Choi & Lee, 2014; Culbertson et al., 2010). While another study on POS, PsyCap and workplace happiness showed positive results (Joo & Lee, 2017). Culture plays a significant role in the workplace, employees who received support and coaching in an organization perceived high work performance and satisfaction at work with the help of this concept our study support this. Evidence for Hypothesis 3: The Connection Between Grit and Psychological Capital Is Influenced by Coaching Culture also Coaching Culture moderates the positive indirect relationship between grit and workplace happiness through PsyCap such that the relationship is strong for the high value of coaching culture than when it is

low also support hypothesis 4. which aligns with prior research of (Agarwal et al., 2009; Hagen & Gavrilova Aguilar, 2012; Pousa et al., 2017; Pousa & Mathieu, 2015).

5.1. PRACTICAL IMPLICATIONS

This study contributes to a better understanding of how grit influences workplace happiness through the potential mechanism of PsyCap. This research has many implications for students and management educators. The psychological concept of "PsyCap" (for "psychological capital") serves as the underlying cognitive process connecting grit to worker productivity. Therefore, if students want to succeed and achieve long-term goals they should consider grit and PsyCap.

This study's results are also beneficial for management. According to Duckworth (2013), Grit is a greater predictor of success than cognitive capacity, which itself is a decent predictor of success. Therefore, it is the need of the hour that organizations developed PsyCap in employees through proper training and coaching. In addition, educate them on the importance of not just achieving their short-term goals but also their long-term ones, which ultimately success of the firm. Thus, in today's dynamic business environment, this study contributes potential for organizational survival and growth.

5.2. THEORETICAL IMPLICATIONS

The primary goal of this research was to the contextual and individual enablers of agentic work behavior that promote workplace happiness with the help of trait activation theory. It proposes that an individual's trait expression is influenced by contextual inputs. Cues from the context of a given event can originate from the workplace, interpersonal interactions, or specific tasks. As a result of being exposed to these signals, employees may exhibit characteristics that the company values but that are otherwise unrelated to work duties and expectations (i.e., job performance). Individuals with high grit are more thrive at work and feel happy because they set and accept challenges due to their strong approach to motivation (Chang et al., 2012).

5.3. STUDY LIMITATIONS AND FUTURE AVENUE

However, there are certain flaws in this study that need to be addressed in follow-up research. Firstly, data were collected from the service sector; in the future, other sectors should be targeted like the manufacturing industry. Furthermore, because this research was done in an eastern culture like Pakistan, it is important to think critically about how these findings might be applied to cultures with which we are not familiar Third, this is a quantitative study. In the future, other methods should be tested like qualitative or mixed method techniques. Affiliation motivation, the desire for care, learning structure, and other contextual, psychological, and demographic characteristics should be included in future studies as moderators. Although more factors that predict an employee's success through grit may be explored in future studies. Due to the reciprocal nature of the relationship between leaders and their followers, further chains of causation between them are feasible.

In the last, other outcomes should be examined in the future like psychological and emotional well-being and employee sustainable behavior.

6. CONCLUSION

This study has empirically demonstrated how and when grit induces workplace happiness. The conditional mechanism tested in this study suggests that grit with the help of psychological capital increases employee happiness at the workplace. While coaching culture moderates the relationship between grit and workplace happiness through PsyCap such that the relationship is strong for the high value of coaching culture than when it is low. Thus, in today's dynamic business environment, this study contributes potential for organizational survival and growth.

Author Contributions:

Conceptualization, Ayesha Shafique; Literature, Ayesha Shafique & Rauza; Methodology, Software & Analysis, Qlander Hayat; Results & Discussion, Qlander Hayat & Muhammad Kamran Khan; writing—review and editing, Muhammad Kamran Khan. All authors have read and agreed to the published version of the manuscript.

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Data Availability Statement:

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Not Applicable.

Conflicts of Interest:

Do not have any conflict of interest.

Reference:

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