

GRATITUDE AS A PREDICTOR OF PSYCHOLOGICAL RESILIENCE AND SOCIAL CONNECTEDNESS AMONG WORK PLACE EMPLOYEES

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ABSTRACT

As modern offices have been exposed to a greater degree of pressure due to task pressurization at work, short deadlines, role confusion, and workplace relationship issues, which have led to the escalation in rates of occupational stressor, emotional fatigue, and employee burnout. This research study set out to investigate how gratitude will be used to predict psychological resilience and social connectedness of employees working in different professional fields. Since stress and other forms of mental problems at the workplace are on the increase, it has become even more important to establish good psychological qualities that enhance health of the employees. The employees were recruited through purposive of 300 workers between the ages 20 to 60 years within Rawalpindi and Islamabad. They took part in the study both men and women in varying professions. A psychological scale was used based on standardization such as the Gratitude Questionnaire-6 (GQ-6), the Brief Resilience Scale (BRS), and the Social Connectedness Scale (SCS). It was identified by means of self-administered offline and online questionnaires. Data analyses were carried out on SPSS version 25, involving descriptive statistics, pearson correlation and regression analysis. It was found that gratitude is significantly positively related with psychological resilience ($r = .50, p < .01$) and with social connectedness ($r = .51, p < .01$). This implies that the gratitude improves emotional fortitude and interpersonal relationships between the employees. The research article quite demonstrates the possibilities of gratitude-based intervention in institutions to enhance employee well-being in organizations. Implications can be drawn to the inclusion of gratitude training into workplace wellness initiatives to allow building a more resilient and closer workforce, thus, leading to productivity and mental wellness.

Keywords: Gratitude, Psychological resilience, Social connectedness, Employees, Workplace well-being, Positive psychology.

INTRODUCTION

Today, general workplace characteristics include a high work demands, short deadlines, role ambiguity, and interpersonal conflicts, which lead to increased occupational stress, emotional exhaustion, and burnout of employees (Johnson et al., 2020; Bakker & Demerouti, 2017). The

problems not only decrease individual productivity but also destroy team collaborations, job satisfaction and general climate of the organization. Continued existence in such stressors could lead to mental issues like anxiety, depression, and inability to emotionally connect

with others and hence the employees become unable to remain motivated and functional (Bridgeman et al., 2018). This is a very crucial situation in Pakistan where mental health support systems and psychological safety measures in organizational cultures are not documented in several cases (Zubair & Kamal, 2019). In this case, small psychological strengths can contribute immensely in reversing stress and improving individual and socio outcomes, with gratitude being a personal psychological strength expanding research findings. In this sense, gratitude is not a temporary feeling but a stable state that enables its possessors to think in an adaptive way as well as to regulate their emotions and feel a connection with others (Wood et al., 2010).

Attention, researchers and organizations, have been on occupational stress, burnout and professional challenges about mental health, researchers have started to move the studies off pathology to positive perspectives, such as gratitude, resilience and social connections (Seligman & Csikszentmihalyi, 2000). The latter concepts, which lie at the foundation of positive psychology, play a vital role in developing adaptive therapeutic coping strategies, via ensuring emotional stability, as well as promoting workplace amity. More precisely, gratitude as the tendency of acknowledging and valuing beneficial events and outcomes has also become one of the important determinants of psychological resilience and interpersonal connectivity (Emmons & McCullough, 2003). The present work meets the purpose of the study into the defining role of gratitude as psychological reserves capable of promoting a better resilience and the social affiliation of the employees in Rawalpindi and Islamabad.

Gratitude is a positive emotional response that one experiences when recognizing and appreciating the benefits received from others or life in general (Emmons & McCullough, 2003). It can be conceptualized as a *trait* (a general tendency to be thankful across time and circumstances) or a *state* (a temporary emotional reaction to particular benefits received). Gratitude plays a central role in promoting psychological and social well-being by shifting attention away from negative emotions and fostering a more positive worldview (Wood et al., 2010).

Gratitude enhances personal and interpersonal functioning by increasing awareness of kindness and moral actions from others, which in turn builds stronger social ties and emotional stability (McCullough et al., 2001). People who regularly express gratitude tend to experience fewer depressive symptoms, better sleep, greater optimism, and more prosocial behaviors (Emmons & Mishra, 2011). Gratitude not only enhances individual well-being but also contributes to stronger interpersonal and organizational dynamics. From a workplace perspective, gratitude has been positively associated with job satisfaction, organizational commitment, and resilience (Kaplan et al., 2014). Gratitude has been notoriously accepted to be a determinant in improving subjective wellbeing and psychological functioning. As written by Emmons and Stern (2013), there are higher chances that grateful people will get good emotions to feel, manage stress, and sustain the good company of other people. This is usually a skill that allows one to remain optimistic and socially friendly at moments of pressure and such a tendency is sometimes attributed to psychological well-being; the capacity to recover after unfortunate events, disasters, or other important forms of stress (Smith et al., 2008). Resilience does not simply mean just bearing any kind of suffering but it is about adapting and coming back in a constructive manner. Research has indicated that the more grateful one feels, the more resilient he or she feels as gratitude leads to optimism, improvement of emotional regulation and gaining a wider sense of perspective when going through hardships (Peterson & Seligman, 2004; Algoe & Haidt, 2009).

Psychological resilience is described as the ability to overcome negative situations, trauma, and threats or extreme forms of stress in a positive manner (American Psychological Association, 2014). It is not just a matter of bouncing back, but it is also becoming large and changing when times get tough (Luthar et al., 2000). Strong people are also flexible, regulated, and are able to overcome the bad feelings. There are also a number of internal and external contributors to resilience such as self-efficacy, optimism, problem-solving ability and good interpersonal relationship (Connor & Davidson, 2003). It has been revealed that gratitude helps in enhancing resilience development through positive appraisal of life

situations and minimizing effect of stress and negative emotions (Fredrickson, 2004).

Within workplace settings, psychological resilience is essential for maintaining productivity, emotional stability, and interpersonal harmony amidst organizational pressures. Research has shown that resilient employees are better equipped to handle workload changes, interpersonal conflicts, and performance demands (Hartmann, Weiss, Newman, & Hoegl, 2020).

Moreover, the feeling of gratitude is well correlated with social connectedness, which is an emotional feeling of closeness and belonging to the interactions with other people. The feeling of belonging, intimacy, and interpersonal integration is what social connectedness is all about (Lee & Robbins, 1995). It reminds how strongly people believe they belong to a significant social network, where there is a sense of trust, closeness and emotional support. Social connectedness at high levels is correlated with favourable psychological functioning, reduced cases of anxiety and depression, as well as positive effects on physical health outcomes (Haslam et al., 2009). Gratitude fosters social connectedness by increasing empathy, kindness, and reciprocity in relationships (Algoe, 2012). When individuals express gratitude, it strengthens relational bonds, encourages cooperative behavior, and promotes positive interpersonal interactions (Lambert et al., 2012).

In organizational settings, gratitude encourages prosocial behaviors, empathy, and cooperation—qualities that are foundational to establishing social bonds (Algoe, 2012). When employees feel appreciated and acknowledge the support of others, they are more likely to reciprocate in kind, leading to strengthened social ties. In contrast, a lack of social connectedness is often associated with feelings of isolation, job dissatisfaction, and decreased productivity (Baumeister & Leary, 1995). Therefore, gratitude can act as a social glue, reinforcing interpersonal trust and cohesion in workplace settings (Lambert et al., 2012).

Pakistan's collectivist culture places strong emphasis on social relationships, reciprocity, and emotional support (Hofstede, 2011). In such a cultural context, constructs like gratitude and social connectedness may hold heightened relevance, especially in organizational environments where interpersonal dynamics play

a critical role in team performance and overall workplace atmosphere. However, empirical studies examining these relationships within Pakistani organizational settings are limited. They have applied most of the existing research to students or clinical populations and so we have a gap in how these psychological constructs are entangled at a professional level. A recent study by Khan and Jamil (2022) found that gratitude significantly predicted psychological well-being and interpersonal trust among employees, but the mechanisms through which gratitude influences resilience and connectedness remain underexplored.

Another significant dimension of the present study lies in the growing demand for non-pharmacological and low-cost interventions to support mental health in the workplace. Gratitude is an easily cultivable trait that does not require intensive clinical intervention, making it a practical tool for employee well-being initiatives. Simple practices such as gratitude journaling, thank-you notes, or verbal appreciation can produce measurable psychological and social benefits (Lyubomirsky, Sheldon, & Schkade, 2005). Moreover, when integrated into organizational culture, gratitude can enhance morale, increase employee engagement, and reduce turnover rates (Waters, 2012). Hence, exploring the empirical relationships between gratitude, resilience, and connectedness could contribute to both the academic literature and practical organizational strategies.

Theoretical Framework

This study draws upon psychological theories that explain how gratitude influences resilience and social relationships.

1. Broaden-and-Build Theory of Positive Emotions

It was proposed by Barbara Fredrickson (2001) to depict how the positive emotions such as gratitude expand the immediate thought action repertoire of an individual, and also construct his/her personal resources (psychological, social, physical) in the long run. Gratitude has been able to transform adverse experiences by individuals, alleviate stress, improve social relationships, and fortify resilience and therefore affiliation. The presence of gratitude enhances expanded thinking that facilitates adequate coping

(resilience) and the development of significant social connections (connectedness).

2. Attachment Theory

Originally proposed by John Bowlby (1969), Attachment Theory highlights the role of secure emotional bonds in psychological development. Gratitude, as a form of emotional expression, strengthens interpersonal trust and emotional intimacy, which are key elements of secure attachment and social connectedness. Practicing gratitude may reinforce attachment bonds by increasing perceived support and closeness with others, promoting a stronger sense of connectedness in social and work settings.

3. Resilience Theory

This theory focuses on the capacity of individuals to thrive despite adversity. Gratitude acts as a protective psychological factor that can buffer against stress and enhance positive adaptation. Research suggests that people who practice gratitude regularly develop higher levels of emotional regulation, hope, and optimism, all of which are key components of psychological resilience (Masten, 2001). Gratitude improves one's ability to bounce back from difficulties, suggesting a predictive link between gratitude and resilience.

Literature Review

The concept of gratitude has emerged as a pivotal area in positive psychology, often linked with numerous beneficial psychological and interpersonal outcomes. According to Emmons and McCullough (2003), gratitude is a generalized tendency to recognize and respond with thankfulness to the roles of others in one's positive experiences and outcomes. The presence of gratitude is increasingly being associated with improved psychological health, stronger interpersonal bonds, and enhanced coping mechanisms.

Psychological resilience and gratitude are two directly related constructs. Dispositional gratitude is positively related with resilience which is the potential to regenerate during or after being affected by stupidity, trauma or strain (Smith et al., 2008). The study conducted by Wood et al. (2010) drew attention to the fact that grateful people are more resilient since they more positively evaluate negative events and are able to

balance their mood during difficult periods. The studies in Pakistan have further contributed to this relationship. To illustrate it, a study conducted by Fatima and Khalid (2018) on students of Pakistani universities indicated that gratitude has a significant effect in predicting resilience and satisfaction with life, which points to its protective value in negative situations.

In yet another study in Pakistani context, Shahbaz, Ali, and Khan (2022) identified gratitude to be an important predictor of social connectedness among the Pakistani university students. Their analysis showed that people, who were more grateful, tended to feel more accepted and emotionally connected, which relates to the Pakistani culture based on values of community. In the same way, Aslam and Kamal (2015) observed that gratitude was positively related with social support and relational well-being in a sample of Pakistani adolescents. The expression of gratitude is also important in building social connectedness which ensures that one understands the feeling of closeness and belongingness to others (Lee & Robbins, 1995). Gratitude increases prosocial behavior and improve interpersonal relations which fosters community and trust. The Algoe (2012) provided new theory "Find-Remind-and-Bind" that noted that gratitude would assist in new social relationships, remind individuals of the good relationships that existed and bind the relationship more strongly with others. Within the Pakistani society, where interpersonal relationship is at the core, Nawaz and Shah Nawaz (2020) established that gratitude expressions are positively correlated to the feeling of connectedness and reciprocity.

Gratitude has always been proved to be a predictor of social and psychological well-being both at work and academically. As an example, Lambert et al. (2012) proved the fact that gratitude augmented perceived social support leading to social bond strengthening. On the same token, research by Zubair and Kamal (2019) revealed that gratitude in the workplace had a robust predictive effect on the emotional well-being and team cohesion among Pakistani workers. That proves the point that gratitude does both a good thing to the inner world of the person and enhances social life and alleviates isolation. Furthermore, gratitude mediates some of the results such as stress management,

optimism and psychological well-being through psychological resilience (Tugade & Fredrickson, 2004). Grace contributes to the development of positive feelings promoting the growth of psychological resources of a person during time in agreement with the Broaden-and-Build Theory of Fredrickson on Positive Emotions. According to this theory, gratitude is a positive feeling which extends the range of focus and cognition as well as develops lasting internal assets like durability and human association.

Regarding the Pakistani research, Shaheen and Jamil (2021) examined the role of gratitude and resilience in forecasting life satisfaction among medical personnel throughout the COVID-19 pandemic. They found that gratitude was a big predictor of resilience, which was a predictor of increased life satisfaction and reduced burn out. This underlines the protection role of gratitude in stressful working environments. More so, Nawaz et al. (2023) investigated the association of gratitude, resilience, and social functionality by assessing Pakistani school teachers and identified a positive significant correlation. Such results bring out the universality and cultural flexibility of the positive consequences of gratitude.

Furthermore, resilience strengthening with the use of gratitude-based interventions was revealed to be a successful empirical study. Rashid and Anjum (2020) used a gratitude intervention with Pakistani students of higher education and found that the levels of resilience improved significantly after the intervention, confirming the causal link between gratitude and psychological strength in the particular setting. The inseparable character between social connectedness and psychological resilience has been recognized as well. Masten (2001) pointed out that social attachment is an extremely important asset in the processes of resilience building. The indirect effect of gratitude on resilience is that it can improve social relationships, which results in an increase of emotional support and practicable help when challenges arise. Algoe, Fredrickson, and Gable (2013) empirically evidenced this notion as it was demonstrated that the expressions of gratitude resulted in a closer connection between people, which consequently led to the enhanced psychological resilience.

Interconnectedness of gratitude, resiliency, and social connectedness is also revealed in a meta-analysis research by Davis et al. (2016), which

found out that gratitude practices yield significant benefits to social well-being, better relationship quality, and enhanced abilities of individuals to cope with confrontations. This contributes to this theory that gratitude does not only promote internal well-being, but also creates a supportive social world, and, in this way, creates resilience and connectedness at the same time.

Rationale of the Study

It is becoming increasingly important to develop positive psychological resources like gratitude in places of work where modern workers are prone to experiencing stress, emotional fatigue, and social isolation. This work aims at the exploration of the effects of gratitude on psychological resilience and social connectedness as two essential variables in sustaining well-being and productivity in challenging workplace situations.

Gratitude can simply be defined as an orientation on life where one is keen to see and appreciate the many good things that he or she has in life, whether in the experiences, in people, and even just daily happenings. Such positive orientation does not only improve the well-being but also acts as a psychological distress buffer. Studies reveal that those who report greater gratitude are more psychologically resilient- the ability to overcome a negative situation, recover psychologically during times of crisis and learn to cope well with stress (Fredrickson, 2004; Tugade & Fredrickson, 2007). Appreciative workers are more likely to experience less negative reactions to stressful events in the work place as well as to remain more optimistic and to employ constructive coping strategies by being less vulnerable.

Moreover, gratitude is inherently social in nature. It helps foster feelings of connectedness, empathy, and prosocial behavior, all of which are crucial in establishing and maintaining strong interpersonal relationships in the workplace (Algoe, 2012). Grateful individuals are more likely to engage in behaviors that reinforce mutual support and collaboration, contributing to a sense of social belonging and connectedness (McCullough et al., 2002). In professional settings, social connectedness has been linked with increased job satisfaction, organizational commitment, and reduced feelings of loneliness and isolation (Watkins et al., 2003). Therefore,

cultivating gratitude may not only benefit individual well-being but also enhance workplace culture and cohesion. Despite growing international evidence, the psychological benefits of gratitude remain under-researched in collectivist societies like Pakistan, where workplace environments are shaped by hierarchical relationships, cultural expectations, and limited mental health resources. The extant literature has mostly concentrated on the western samples and little has been written about the mannerelles around gratitude in places, such as in South Asian societies. Thus, it is urgently necessary to look at indigenous patterns of expressing emotional life and social support system to determine how gratitude works cross-culturally and has specific ramifications in terms of psychological outcome (Rashid & Anjum, 2020). The present research is based on an assumption that positive emotions such as gratitude increase the thought-action repertoires of individuals and develop sustainable personal and social resources, known as the Broaden-and-Build Theory (Fredrickson, 2001). Furthermore, the Social Exchange Theory (Blau, 1964) is a framework of how gratitude enhances the mutual relationship through strengthening reciprocity hence the contribution towards social cohesion and mutual support within the professional environment. The connection between gratitude, resilience and social connectedness can also be used in the formulation of positive psychology interventions that can be implemented in the work environment. With organizations

internationally and locally looking to meet the challenge of workforce wellbeing and associated costs in a mutually beneficial manner, gratitude may be one way to help living up to the expectations.

The proposed research will address the research gaps in the literature by offering empirical evidence to support the role of gratitude in helping employees build their resilience as well as their social integration within the work environment (especially in a Pakistani setting). The results can be used to create well-being programs and develop organizational policies which encourage interpersonal harmony and psychological health.

Objectives

- To examine the relationship between gratitude and psychological resilience among employees.
- To explore the relationship between gratitude and social connectedness among employees.
- To assess whether gratitude significantly predicts psychological resilience and social connectedness.

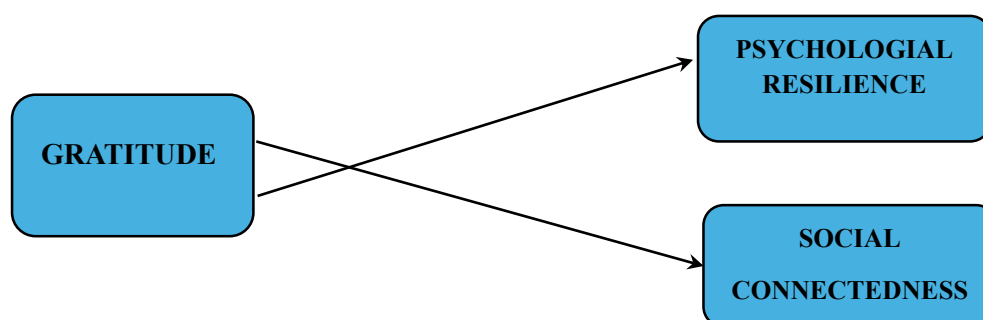
Hypotheses

H1: Gratitude is positively correlated with psychological resilience among employees.

H2: Gratitude is positively correlated with social connectedness among employees.

H3: Gratitude significantly predicts psychological resilience and social connectedness among employees.

Conceptual framework



Method

Research Design

This study followed a quantitative, correlational survey design. The purpose was to examine the predictive and associative relationships between gratitude, psychological resilience, and social connectedness.

Sample

The sample comprises of 300 (n=161 Males, n=139 females) **adult employees** working in various sectors, including education, healthcare, administration, and private businesses, within **Rawalpindi and Islamabad, Pakistan.**

Sampling Technique

The Purposive sampling technique was used to select 300 adult participants from various organizations, both public and private, across different regions. The sample included a diverse mix of genders, socio-economic classes, and job roles.

Inclusion and Exclusion Criteria:

Participants included male and female employees aged between 20 and 60 years, working in public or private organizations in Rawalpindi or Islamabad, who voluntarily consented to participate. Individuals below 20, unemployed, unwilling to participate, or those who submitted incomplete questionnaires were excluded from the study.

Operational Definition

Gratitude

Gratitude can be operationally defined as a disposition towards acknowledging and perceiving positive sides of life such as kindness to him or her and things he or she has received (Wood et al., 2010). It is assessed with the help of Gratitude Questionnaire (GQ-6), where this concept is operationalized as self-report items.

Psychological Resilience

Psychological resilience is considered as the capacity to spring back or recover after being stressed or hit by adversity and continue to retain the normal functioning of the mind and the body psychologically and physically (Smith et al., 2008). It is measured on the Brief Resilience

Scale (BRS) that determines the ability of rebounding after setbacks.

Social Connectedness

Social connectedness is a subjective, not an objective, perception of an individual of being part of and being close to others in the social world (Lee & Robbins, 1995). It is usually gauged through the social Connectedness Scale-revised (SCS-R).

Instruments

The study variables were measured using three standardised and validated psychological scales.

Gratitude Questionnaire6 (GQ6)

The gratitude scale was a GQ-6 designed by McCullough et al. (2002). This is a six item self-report scale with 7-point Likert scale with either 1 to 7 Likert ratings on either strongly disagree to strongly agree. An increased number of scores points to a more favorable attitude to have a feeling of gratitude. The scale has been found to have high internal consistency ($\alpha \approx .73$). It has also been translated in various individuals with modifications made to use them in Pakistani subjects.

Brief Resilience Scale (BRS)

The assessment of psychological resilience was conducted by determining the scores in the field of the Brief Resilience Scale (Smith et al., 2008). The scale has six items, which assess the ability of an individual to overcome stress. The scale used to measure the items is 5-point Likert scale where 1 is 1 ("Strongly disagree") and 5 is 5 ("Strongly agree") and three items are reverse-scored. BRS has demonstrated adequate reliability ($\alpha = .71$) and good construct validity in a number of occupational and clinical settings.

Social Connectedness Scale-Revised (SCS-R)

The social connectedness outcome was determined based on the SCS-R (Lee, Draper, and Lee, 2001). It contains 20 items measured using the summative 6-point Likert scale and the higher the score is, the stronger the sense of interpersonal closeness and belonging. The scale has provided a good internal consistency (Cronbach-alpha $= .80$) and performed well in cross-cultural research, also among Pakistani communities.

Ethical Considerations

All ethical protocols for conducting human research were followed in accordance with institutional and national guidelines. All the participants gave an informed consent before the collection of data. The participants were advised of the voluntary requirement of their participation and were guaranteed of full anonymity and confidentiality. There was no disclosure on personal details. There were no physical or mental risks that could be envisaged during the study, and all respondents were advised of contact details of psychological help in mild cases of emotional trouble.

Procedure

Data collection was done after seeking permission in relevant institutions. The participants were informed about the rationale behind the study and guaranteed that they could decide freely, and in case of voluntary participation, they would be treated anonymously. The instruments were

administered on the basis of written informed consent. The distribution of the questionnaires was made in the form of paper delivery and online delivery in order to make them available to a greater number of people. The average completion time took 10 to 15 minutes. Ethical practices of any research followed precisely the regulations set by the research ethics committee of the university.

Statistical Analysis

Data were analysed using **IBM SPSS Statistics version 21**. Descriptive statistics (mean, standard deviation) were used to summarize participant responses. Pearson Correlation was conducted to examine the relationships between gratitude, resilience, and social connectedness. Additionally, simple linear regression analysis was performed to determine the predictive role of gratitude on psychological resilience and social connectedness.

Results

Table 1

Demographic characteristics and Frequencies of study participants (N = 300)

Variables	Categories	f	%
Gender	Male	161	53.7
	Female	139	46.3
Age	22-30	64	21.3
	31-40	62	20.7
	41-50	86	28.7
	51-60	88	29.3
Marital Status	Un-married	173	57.7
	Married	127	42.3
Employment Type	Government	126	42.0
	Private	174	58.0
Monthly income	(50,000-60,000)	64	21.3
	(61,000-70,000)	100	33.3
	(71,000-80,000)	108	36.0
	(81,000-100,000)	28	9.3

Note: n= number of participants, f= frequency, %= percentage.

Table 1 presents the demographic characteristics of the 300 participants included in the study. The sample consisted of 161 males (53.7%) and 139 females (46.3%). The age distribution revealed that 21.3% of participants were aged 22-30 years, 20.7% were aged 31-40 years, 28.7% were aged 41-50 years, and 29.3% were in the 51-60 age range. In terms of marital status, 57.7% of the respondents were unmarried, while 42.3% were

married. Regarding employment type, a slightly higher proportion of participants were employed in the private sector (58.0%) compared to those in the government sector (42.0%). Monthly income was categorized into four income brackets. The majority of participants (36.0%) reported an income in the range of 71,000-80,000 PKR, followed by 33.3% in the 61,000-70,000 PKR range, 21.3% in the 50,000-60,000

PKR bracket, and 9.3% in the 81,000–100,000 PKR range. These frequencies provide a

descriptive overview of the demographic characteristics of the study's employee sample.

Table 2

Psychometric Properties of the Study Variables/Scales (N=300)

Variables	K	α	M	SD	Range	Minimum	Maximum
GQ-6	6	.73	34.28	4.45	26	16	42
BRS	6	.71	23.88	3.58	18	12	30
SCS	20	.80	88.97	9.64	63	53	116

Note. GQ= gratitude questionnaire; BRS = Brief resilience scale; SCS= Social connectedness scale, k= number of items, α = Cronbach's alpha

Table 2 summarizes the psychometric properties of the study variables. All three psychological scales demonstrated acceptable internal consistency with Cronbach's alpha values ranging from .71 to .80. The Gratitude Questionnaire (GQ-6) showed acceptable internal consistency (α = .73), with a mean score of 34.28 (SD = 4.45).

The Brief Resilience Scale (BRS) had a reliability coefficient of α = .71 and a mean of 23.88 (SD = 3.58). The Social Connectedness Scale (SCS) demonstrated good reliability (α = .80), with a mean score of 88.97 (SD = 9.64). All scales showed appropriate score ranges and standard deviations, supporting their psychometric adequacy for the present study.

Table 3

Correlation of study variables (N=300)

Variables	1	2	3
1 Gratitude	-		
2 Resilience	.50**	-	
3 Social connectedness.	.51**	.46**	-

Note: (Significance level; p = < .01) (2-tailed).

Table 3 shows Pearson correlation analyses which revealed significant positive relationships between gratitude, psychological resilience, and social connectedness. Specifically, gratitude is positively correlated with both psychological resilience (r = .50, p < .01) and social connectedness (r = .51, p < .01), indicating that individuals with higher levels of gratitude reported greater resilience and stronger social

connections. Additionally, psychological resilience showed a significant positive correlation with social connectedness (r = .46, p < .01), suggesting that employees who are more resilient also tend to experience a greater sense of social connectedness. These findings underscore the interconnectedness of these psychological constructs in the workplace.

Table 4

Regression Coefficients of Gratitude Predicting Psychological Resilience (N=300)

Variables	B	SE	β	95% CI		R^2
				LL	UL	
Constant	10.06***	1.39		7.32	12.80	.25
Gratitude	0.40***	0.04	.50	0.32	0.48	

Note. B = unstandardized regression coefficient; SE = standard error; β = standardized coefficient; R^2 = coefficient of determination; 95% CI = 95% confidence interval. *** p < .001. Dependent Variable: psychological resilience

Table 4 shows a simple linear regression conducted to assess the effect of gratitude on psychological resilience. The results revealed that gratitude is a significant positive predictor of

resilience, $F(1, 298) = 100.02$, p < .001. The model explained approximately 25% of the variance in resilience (R^2 = .25), indicating a moderate effect. Gratitude significantly predicted

resilience ($\beta = .50$), suggesting that individuals with higher levels of gratitude tend to report greater psychological resilience.

Table 5

Regression Coefficients of Gratitude Predicting Social Connectedness (N=300)

Variables	B	SE	β	95% CI		R^2
				LL	UL	
Constant	51.20***	3.73		43.86	58.54	.26
Gratitude	1.10***	0.11	.51	0.89	1.31	

Note: B = unstandardized regression coefficient; SE = standard error; β = standardized coefficient; R^2 = coefficient of determination; 95% CI = 95% confidence interval. *** $p < .001$. Dependent Variable: Social Connectedness.

Table 5 presents the results of a regression analysis examining the predictive role of gratitude on social connectedness. The model was statistically significant, $F(1, 298) = 104.34$, $p < .001$, and explained 26% of the variance in social connectedness ($R^2 = .26$). Gratitude significantly predicted social connectedness ($\beta = .51$), indicating that individuals who experience more gratitude also tend to feel more socially connected.

Discussion

The purpose of this study was to examine the impact of gratitude on psychological resilience and social connectedness among employees. A sample of 300 participants from diverse professional sectors was examined to test the mentioned hypotheses. The results offer valuable insights into the psychological mechanisms that contribute to employee well-being. Grounded in Positive Psychology Theory, this research drew on Fredrickson's Broaden-and-Build Theory (2001), which suggests that positive emotions such as gratitude broaden individuals' thought-action repertoires and build their psychological, cognitive, and social resources. Additionally, Resilience Theory emphasizes that inner strengths like gratitude can buffer stress and promote adaptation in challenging environments. This framework served to understand how gratitude functions as a protective factor in workplace settings.

The results of the given work support the findings of other studies in the area and present valuable insights regarding organizational psychology. Past research has shown that gratitude does not only

enhance the mind but also makes one stronger and ensures improved relations. Research done by Emmons and McCullough (2003), Wood et al. (2010), and Algoe (2012) has highlighted the transformative nature of gratitude on individual and societal workings. This same approach has been extended in the present study by providing an empirical case within working population in Pakistan bringing out the ability of gratitude as a psychological resource across a wide variety of cultures and occupations.

The findings of the present work confirm the supposition of the Hypothesis 1, having generated a moderate positive relationship between gratitude and resilience ($r = .50$, $p < .01$). This observation is in line with prior studies that proved gratitude to be a protective factor that leads to the improvement of adaptive responses, as well as emotional regulation, which is an important aspect of resiliency (Wood et al., 2010; Emmons & McCullough, 2003). To a greater extent, gratitude can serve as an emotional shield by virtue of which Grateful individuals can reinterpret negative events positively and are more psychologically balanced when facing pressure and are therefore more resilient in a working environment.

Consistent with Hypothesis 2, the study found a significant positive correlation between gratitude and social connectedness ($r = .51$, $p < .01$). These findings indicate that gratitude not only contributes to an individual's ability to cope with challenges but also fosters meaningful social relationships. This is in line with previous findings that gratitude enhances interpersonal relationships, social bonding, and trust (Algoe, 2012; Lambert et al., 2010). Employees who practice gratitude are more likely to empathetic, prosocial, acknowledge support from others and engage in reciprocal relationships, which

naturally contributes to stronger social ties and a sense of belonging in the workplace.

Regression analysis results supported Hypothesis 3. Gratitude was found to be a significant predictor of both psychological resilience and social connectedness ($p < .01$). This suggests that gratitude does not merely correlate with these outcomes but may actively influence their development. The predictive relationship observed in this study reinforces findings from empirical studies such as those by Wood et al. (2010) and Fredrickson (2004), who emphasized the long-term benefits of gratitude in shaping adaptive psychological traits and social functioning.

Limitations and Future direction

Despite the promising results, several limitations should be acknowledged. The cross-sectional design limits causal inference; thus, longitudinal or experimental designs are recommended for future research. Moreover, the sample was limited to employees in Rawalpindi and Islamabad, which may limit generalizability.

Future research could explore additional mediators or moderators such as emotional intelligence, job satisfaction, or perceived organizational support. Investigating these variables across different cultural or organizational settings would further enrich our understanding of gratitude's role in workplace well-being. Moreover, using mixed methods or qualitative designs could uncover deeper insights into the lived experiences behind gratitude and resilience.

Implications

The results have both theoretical and practical implications. Theoretically, the findings support positive psychology frameworks and validate the role of gratitude as a predictor of resilience and connectedness. Practically, organizations can benefit from implementing gratitude-based interventions, such as gratitude journaling or recognition programs, to enhance employee well-being, reduce burnout and foster a positive work culture.

Conclusion

In conclusion, the current study contributes to the growing body of literature emphasizing the importance of gratitude in promoting

psychological resilience and social connectedness. The robust associations observed highlight gratitude as a critical psychological resource with practical utility for employee well-being and organizational health. Efforts to integrate gratitude-based practices in the workplace could play a vital role in enhancing not just individual resilience but also fostering stronger, more cohesive professional relationships.

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