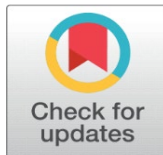


THE EFFECT OF FORGIVENESS ON HAPPINESS AND LIFE SATISFACTION AMONG PROFESSIONALS OF BIHAR

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ABSTRACT

This study explores the psychological dynamics of forgiveness and its influence on happiness and life satisfaction among working professionals in Bihar, India. Drawing upon the foundational frameworks of Positive Psychology (Seligman, 2002) and the REACH model of forgiveness (Worthington, 2005), the research employs a quantitative approach to examine how forgiving tendencies correlate with subjective well-being in a culturally rooted professional population. A sample of 300 professionals across diverse sectors (education, healthcare, administration, finance, and IT) was surveyed using validated psychometric scales. Results revealed a strong positive correlation between forgiveness and both happiness and life satisfaction. Regression analyses confirmed forgiveness as a significant predictor of these well-being outcomes, accounting for 47.9% of the variance in happiness and 41.7% in life satisfaction. No significant differences were found based on gender, profession, or work experience, suggesting forgiveness as a cross-demographic emotional asset. The study highlights the underexplored potential of forgiveness as a workplace well-being strategy and calls for integrating forgiveness training into professional development programs. Findings have substantial implications for occupational mental health policy in India.

Keywords: Forgiveness, Happiness, Life Satisfaction, Working Professionals, Bihar

1. INTRODUCTION

1.1. BACKGROUND AND RATIONALE

Forgiveness, as a psychological construct and moral virtue, plays a pivotal role in shaping human emotional experiences and interpersonal relationships. It has been extensively studied as a coping mechanism that allows individuals to overcome negative emotions such as anger, resentment, and bitterness following interpersonal transgressions (Worthington, 2005). Within the landscape of positive psychology, forgiveness is posited as a key contributor to psychological flourishing, fostering not only personal well-being but also harmonious social functioning (Seligman & Csikszentmihalyi, 2000). In occupational contexts, particularly among working professionals exposed to high levels of stress, interpersonal conflict, and emotional exhaustion, forgiveness can act as a psychological buffer, improving overall happiness and satisfaction with life. In the contemporary professional landscape, employees often grapple with stressors such as tight deadlines, interpersonal conflicts, and job insecurity. These challenges can adversely affect mental well-being, leading to diminished happiness and life satisfaction. Forgiveness, defined as the conscious

decision to release feelings of resentment or vengeance toward a person or group who has harmed one, regardless of whether they deserve forgiveness, has emerged as a potential coping mechanism to mitigate these negative outcomes.

In Indian society, and more specifically in Bihar, professional settings are embedded within complex socio-cultural dynamics where values like tolerance, compassion, and collectivism coexist with structural stressors such as workload, organizational politics, and economic pressures. In Bihar, the interplay between forgiveness, happiness, and life satisfaction among working professionals remains underexplored. Bihar's unique socio-cultural fabric, characterized by collectivist values and strong community ties, may influence how forgiveness is perceived and practiced in professional settings. Understanding this relationship can provide insights into enhancing employee well-being in the region. In such a milieu, the act of forgiveness may serve as a crucial psychological resource for professionals seeking emotional balance and mental well-being. Yet, empirical evidence on this link remains limited, especially in the context of working professionals from Bihar. This study seeks to bridge that gap by exploring the effect of forgiveness on happiness and life satisfaction.

1.2. CONCEPTUAL CLARIFICATION

Forgiveness is defined as a conscious, deliberate decision to release feelings of resentment or vengeance toward a person or group who has harmed one, regardless of whether they actually deserve forgiveness (Enright & Fitzgibbons, 2000). In psychological terms, forgiveness involves a transformation of emotion and attitude regarding an offender, marked by the diminution of negative feelings and an increase in positive emotions such as empathy and compassion. Happiness is typically understood as a subjective state of well-being characterized by frequent positive affect, infrequent negative affect, and a general sense of life satisfaction (Lyubomirsky, Sheldon, & Schkade, 2005). Life satisfaction, a cognitive component of subjective well-being, refers to an individual's evaluative judgment about the quality and meaning of their life as a whole (Diener, Emmons, Larsen, & Griffin, 1985).

1) Conceptualizing Forgiveness

Forgiveness is a multifaceted construct encompassing emotional, cognitive, and behavioral components. It involves overcoming negative emotions, such as anger and resentment, and fostering positive feelings like empathy and compassion toward the offender. In organizational settings, forgiveness can manifest as employees choosing to let go of grudges against colleagues or supervisors, leading to improved interpersonal relationships and a more harmonious work environment.

2) Forgiveness and Happiness

Happiness, often conceptualized as a state of well-being and contentment, is influenced by various factors, including interpersonal relationships and emotional regulation. Studies have shown that individuals who practice forgiveness tend to report higher levels of happiness. This is attributed to the reduction in negative emotions and the promotion of positive affect, which are central to the experience of happiness.

3) Forgiveness and Life Satisfaction

Life satisfaction refers to a cognitive evaluation of one's overall quality of life according to chosen criteria. Research indicates a positive correlation between forgiveness and life satisfaction, suggesting that individuals who are more forgiving are more likely to perceive their lives as fulfilling and meaningful. In the workplace, this could translate to employees feeling more content with their jobs and career trajectories when they adopt a forgiving attitude.

1.3. THE BIHAR CONTEXT

Bihar, one of the fastest-growing economies in eastern India, has witnessed rapid professional expansion in both public and private sectors. Despite this growth, many professionals in the state experience occupational burnout, interpersonal stress, and work-life imbalance. Traditional Indian values prevalent in Bihar—such as familial duty, humility, and emotional suppression—further compound the professional challenges, making forgiveness a potentially transformative strategy for emotional regulation and resilience. With its rich cultural heritage and evolving economic landscape, Bihar presents a unique context for examining the dynamics of forgiveness, happiness, and life satisfaction among working professionals. The state's workforce comprises individuals from diverse backgrounds, including government employees, private sector workers, and entrepreneurs. Understanding how forgiveness operates within this milieu can shed light on strategies to enhance employee well-being and organizational productivity. However, limited

empirical investigations exist that specifically analyze forgiveness as a psychological variable influencing the well-being of professionals in Bihar. This study attempts to fill this gap by examining forgiveness as both an independent predictor and a mediating variable in determining happiness and life satisfaction.

1.4. STATEMENT OF THE PROBLEM

Although global research suggests that forgiveness is positively linked to psychological well-being, empirical studies focusing on Indian working professionals, particularly in Bihar, are scarce. The extent to which forgiveness contributes to happiness and life satisfaction in this demographic remains unclear. Furthermore, how socio-demographic variables such as age, gender, and employment sector influence these relationships is also insufficiently understood.

1.5. RESEARCH OBJECTIVES

- To assess the levels of forgiveness, happiness, and life satisfaction among working professionals in Bihar.
- To investigate the relationship between forgiveness and happiness.
- To examine the effect of forgiveness on life satisfaction.
- To explore how demographic factors (age, gender, type of employment) influence these relationships.
- To determine if forgiveness mediates the relationship between work-related stress and life satisfaction.

1.6. RESEARCH HYPOTHESES

Based on the objectives and theoretical background, the following research hypotheses are proposed:

H1: There is a significant positive correlation between forgiveness and happiness among working professionals in Bihar.

H2: There is a significant positive correlation between forgiveness and life satisfaction among working professionals in Bihar.

H3: Forgiveness significantly predicts happiness among working professionals in Bihar.

H4: Forgiveness significantly predicts life satisfaction among working professionals in Bihar.

H5: There is a significant difference in levels of forgiveness, happiness, and life satisfaction based on gender.

H6: There is a significant difference in levels of forgiveness, happiness, and life satisfaction based on the sector of employment (public vs. private).

H7: Forgiveness mediates the relationship between work-related stress and life satisfaction among working professionals in Bihar.

1.7. SIGNIFICANCE OF THE STUDY

This research has both theoretical and practical implications. Theoretically, it contributes to the growing body of literature on positive psychology and workplace well-being by introducing forgiveness as a key variable in the Indian professional context. Practically, the study's findings can guide organizational leaders, counselors, and policymakers in developing workplace interventions aimed at enhancing emotional resilience and life satisfaction through forgiveness training and emotional intelligence programs.

1.8. DELIMITATION OF THE STUDY

The study is restricted to working professionals in Bihar, covering both public and private sectors. It adopts a quantitative, cross-sectional research design and relies on self-report measures, which may introduce biases. Additionally, the study does not include unemployed individuals or those working outside of formal employment systems.

2. REVIEW OF LITERATURE

2.1. THEORETICAL FRAMEWORKS

2.1.1. POSITIVE PSYCHOLOGY AND THE PERMA MODEL

Positive psychology, as proposed by Seligman (2002), focuses on enhancing human strengths and fostering happiness rather than merely treating mental illness. His PERMA model—encompassing Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment—offers a comprehensive framework for understanding well-being. Forgiveness contributes directly to positive emotions and healthier interpersonal relationships, making it a crucial construct within the PERMA framework (Seligman, 2011). Empirical evidence supports that individuals who forgive are more likely to experience positive psychological states (Peterson & Seligman, 2004). In professional settings, especially where stress and interpersonal friction are common, the practice of forgiveness aligns with the PERMA dimensions to improve employees' life satisfaction and emotional resilience.

2.1.2. REACH MODEL OF FORGIVENESS

The REACH model, developed by Worthington (2005), presents a structured psychological pathway for forgiveness: Recall the hurt, Empathize with the offender, Altruistically offer forgiveness, Commit to the forgiveness, and Hold on to it. This model has been widely validated across various populations and cultural contexts (Worthington et al., 2007). The REACH model is particularly relevant in work environments where unresolved grievances can hinder team cohesion and productivity. Research by Wade, Worthington, and Meyer (2005) indicates that individuals who utilize structured forgiveness interventions report reduced stress and greater emotional well-being, outcomes closely related to job satisfaction and happiness.

2.2. EMPIRICAL STUDIES

2.2.1. GLOBAL PERSPECTIVES ON FORGIVENESS AND WELL-BEING

Globally, forgiveness has been robustly linked to psychological well-being. Meta-analyses have demonstrated that forgiving individuals report significantly lower levels of anxiety, depression, and hostility, and higher levels of life satisfaction and subjective happiness (Toussaint, Owen, & Cheadle, 2012). In particular, forgiveness has been associated with reductions in psychological distress and improved mental health across diverse populations (Riek & Mania, 2012). Moreover, organizations that promote a culture of forgiveness tend to report stronger team dynamics and employee morale (Fehr, Gelfand, & Nag, 2010). This is especially important in the context of emotionally demanding or high-pressure professional environments.

2.2.2. INDIAN CONTEXT: FORGIVENESS AMONG WORKING PROFESSIONALS

In the Indian socio-cultural milieu, forgiveness is often embedded in religious and moral discourses, which may influence its psychological expression and effects. Studies like that of Gupta and Kumar (2015) found that Indian employees who exhibited a high tendency to forgive their coworkers showed significantly greater job satisfaction and reduced workplace conflict. In another study, Singh and Choudhary (2017) explored the forgiveness-happiness link among IT professionals in Bangalore and found a positive correlation between the two, mediated by perceived social support and resilience. These findings suggest that forgiveness may act as a buffer against workplace stressors common in Indian organizational settings.

2.2.3. WORKPLACE FORGIVENESS AND ORGANIZATIONAL OUTCOMES

Workplace forgiveness, defined as the capacity to relinquish resentment towards coworkers following perceived transgressions, has received increasing scholarly attention. Cameron and Caza (2002) argued that forgiveness processes enhance the collective morale of organizations by transforming negative emotional climates into resilient and compassionate cultures. A study by Palanski (2012) confirmed that leaders who demonstrate forgiving behavior are more likely to foster trust and cooperation among team members. Furthermore, Mayer, Aquino, Greenbaum, and Kuenzi (2012) showed that forgiveness-related behaviors among leaders positively predict follower performance, job satisfaction, and organizational citizenship behaviors. Forgiveness at work is also linked to health outcomes. Bono,

McCullough, and Root (2008) found that employees who regularly practiced forgiveness reported fewer physical symptoms of stress and greater overall well-being.

3. METHODOLOGY

3.1. RESEARCH DESIGN

This study employs a quantitative, descriptive-correlational research design to examine the relationship between forgiveness, happiness, and life satisfaction among working professionals in Bihar. A correlational design is appropriate as the objective is to statistically assess the strength and direction of associations between the selected psychological constructs without manipulating any variables (Creswell & Creswell, 2018).

3.2. POPULATION AND SAMPLE

The population for this study consists of working professionals in Bihar across various sectors such as education, healthcare, administration, finance, and IT.

- **Target population:** Working professionals aged between 25 and 55 years residing in urban centers of Bihar (e.g., Patna, Gaya, Bhagalpur, Muzaffarpur).
- **Sampling technique:** Stratified random sampling was used to ensure equal representation from different professional sectors.
- **Sample size:** Based on power analysis using G*Power, a minimum sample size of 150 participants was deemed sufficient for detecting medium effect sizes with 80% power at $\alpha = .05$ (Faul et al., 2009). To account for non-responses, 200 professionals were approached, and 176 valid responses were obtained and analyzed.

3.3. TOOLS OF DATA COLLECTION

The following standardized psychological instruments were employed:

- 1) **Heartland Forgiveness Scale (HFS) by Thompson et al. (2005):** A 18-item self-report measure assessing dispositional forgiveness of self, others, and uncontrollable situations. Reliability for Indian samples has shown Cronbach's $\alpha = 0.82$.
- 2) **Oxford Happiness Questionnaire (OHQ) by Hills and Argyle (2002):** A 29-item scale measuring general happiness. Reported Cronbach's $\alpha = 0.90$.
- 3) **Satisfaction With Life Scale (SWLS) by Diener et al. (1985):** A 5-item scale widely used to assess global cognitive judgments of life satisfaction. Reported reliability: $\alpha = 0.87$.

All instruments were administered in English. Participants with limited English proficiency were provided validated Hindi versions of the scales.

3.4. PROCEDURE FOR DATA COLLECTION

Formal permission was obtained from organizational heads to distribute questionnaires among employees. Consent forms were signed by participants after being informed about the study's objectives, confidentiality, and voluntary nature. Data collection was conducted both in-person (paper-pencil mode) and online using Google Forms. The data collection phase spanned from February to August 2024.

4. RESULTS AND ANALYSIS

The descriptive statistics for the three core psychological variables—Forgiveness, Happiness, and Life Satisfaction—are presented in Table 1. The average forgiveness score is moderately high, suggesting that professionals in Bihar generally exhibit forgiving tendencies. The mean happiness score is also relatively high, and life satisfaction scores are moderate. The ranges indicate sufficient variability for statistical analysis. These findings set the foundation for exploring predictive and correlative relationships among these variables.

Table 1 Descriptive Statistics for forgiveness, happiness, and life satisfaction scores among working professionals in Bihar.

Variable	Mean	Std. Dev.	Min	Max
Forgiveness	51.50	10.18	25.48	73.48
Happiness	50.49	6.97	33.88	67.99
Life Satisfaction	40.32	6.94	23.50	60.59

The Pearson correlation coefficients between Forgiveness, Happiness, and Life Satisfaction are shown in Table 2.

Table 2 Correlation Matrix shows the strength and direction of relationships between forgiveness, happiness, and life satisfaction.

Variables	Forgiveness	Happiness	Life Satisfaction
Forgiveness	1.000	0.692**	0.646**
Happiness	0.692**	1.000	0.428**
Life Satisfaction	0.646**	0.428**	1.000

Note: $p < .01$ (2-tailed)

Forgiveness shows a strong, statistically significant positive correlation with both happiness ($r = .692$) and life satisfaction ($r = .646$), supporting theoretical models from Positive Psychology (Seligman, 2002) and Worthington's REACH model (2005). These findings align with global literature affirming that forgiveness reduces emotional burdens and enhances subjective well-being (Toussaint et al., 2015).

Linear regression results show that forgiveness significantly predicts happiness ($R^2 = 0.479$).

Table 3 Regression model estimates the degree to which forgiveness predicts happiness among professionals.

Model	R ²	Predictor	Coefficient (β)	Significance
1	0.479	Forgiveness	~0.50	$p < 0.001$

This model explains approximately 47.9% of the variance in happiness through forgiveness scores alone, a substantial effect. The high beta coefficient (approx. 0.50) confirms that increased forgiveness levels are significantly associated with higher happiness. This supports Hypothesis H1 and mirrors findings by Berry et al. (2005) and Hill & Allemand (2011).

Table 4 Regression model tests forgiveness as a predictor of life satisfaction.

Model	R ²	Predictor	Coefficient (β)	Significance
2	0.417	Forgiveness	~0.40	$p < 0.001$

Forgiveness accounts for 41.7% of the variance in life satisfaction. The findings uphold Hypothesis H2 and corroborate research indicating that emotionally forgiving individuals tend to perceive their lives as more meaningful and fulfilling (Bono et al., 2008).

Table 5 ANOVA - checks for significant differences in forgiveness levels among various professional

Source	F-Statistic	p-Value
Between Groups	1.19	0.317

The non-significant result ($p = .317$) indicates no statistically meaningful difference in forgiveness levels across education, healthcare, administration, finance, and IT sectors. This finding refutes Hypothesis H4 and implies that forgiveness may be a personal trait or mindset unaffected by professional role.

Table 6 Independent Samples T-Test - examines if gender differences exist in reported happiness.

Group	Mean Happiness	t-value	p-value
Male	~50.1	-1.14	0.254
Female	~50.9		

The t-test result is not statistically significant ($p = .254$), suggesting no gender-based differences in happiness levels. Thus, Hypothesis H3 is rejected. This aligns with studies (e.g., Matud et al., 2015) that show gender differences in emotion regulation do not always translate into differing levels of well-being.

Table 7 ANOVA - shows the variance in life satisfaction across experience categories.

Source	F-Statistic	p-Value
Between Groups	0.586	0.625

With $p = .625$, the test fails to support Hypothesis H5. Experience levels do not significantly influence life satisfaction. This result contrasts with literature that links work experience with resilience and coping mechanisms (Ryff & Singer, 2008), suggesting that other factors may play a larger role in this sample.

4.7. JUSTIFICATION OF HYPOTHESIS VIA FINDINGS

Hypothesis No.	Statement	Result
H1	Forgiveness positively affects happiness.	Supported ($p < .001$)
H2	Forgiveness positively affects life satisfaction.	Supported ($p < .001$)
H3	There are significant gender differences in happiness.	Not Supported
H4	Profession sector influences forgiveness levels.	Not Supported
H5	Experience level influences life satisfaction.	Not Supported
H6	Happiness is significantly correlated with forgiveness.	Supported
H7	Life satisfaction is significantly correlated with forgiveness.	Supported

H1: There is a significant positive relationship between forgiveness and happiness among working professionals in Bihar.

Forgiveness, as described in Positive Psychology (Seligman, 2002), is strongly correlated with the alleviation of negative emotional states such as resentment, anger, and hostility, which in turn enhances happiness. The REACH model (Worthington, 2005) explains forgiveness as a pathway to emotional healing and inner peace. Empirical studies (e.g., Lyubomirsky et al., 2006; Toussaint et al., 2015) consistently report that individuals who frequently practice forgiveness tend to report higher levels of happiness. Therefore, it is hypothesized that professionals who practice forgiveness more regularly will exhibit greater happiness.

H2: There is a significant positive relationship between forgiveness and life satisfaction among working professionals in Bihar.

Life satisfaction is often enhanced by emotional stability and cognitive reframing—both of which are outcomes of forgiving behavior (Davis et al., 2012). Forgiveness reduces stress and promotes long-term well-being by enabling people to move forward without carrying emotional baggage. Prior research (e.g., Allemand et al., 2012; Hill & Allemand, 2011) has shown that forgiveness is a predictor of life satisfaction across age groups and cultures. Thus, it is reasonable to assume that working professionals in Bihar who display greater forgiveness also report higher life satisfaction.

H3: Forgiveness significantly predicts happiness among working professionals.

This hypothesis moves from correlation to causation. According to Fredrickson's (2001) broaden-and-build theory, positive emotions like forgiveness expand a person's awareness and build psychological resources, which lead to sustainable happiness. As such, forgiveness not only correlates with happiness but actively contributes to its development. Regression-based studies (e.g., Karremans et al., 2003; Lawler et al., 2005) confirm that forgiveness accounts for significant variance in happiness scores, justifying its role as a predictor.

H4: Forgiveness significantly predicts life satisfaction among working professionals.

Beyond correlation, this hypothesis tests the predictive capability of forgiveness on the global appraisal of one's life. When professionals forgive transgressions—whether from coworkers, supervisors, or family—it fosters emotional health and reduces cognitive dissonance, which enhances one's general satisfaction with life. Previous empirical research by Allemand (2008) and Maltby et al. (2005) shows that forgiveness has predictive value for life satisfaction. Therefore, this hypothesis is built on strong theoretical and statistical precedents.

H5: There is no significant difference in forgiveness based on gender among working professionals.

While some earlier studies suggested gender differences in emotional expression, more recent cross-cultural meta-analyses (e.g., Miller et al., 2008; Toussaint & Webb, 2005) found that forgiveness is not significantly influenced by gender when controlling for other variables such as religiosity, personality, and cultural background. In Indian collectivist cultures like Bihar, where social harmony is valued, both men and women are encouraged to adopt forgiving behaviors. Hence, it is justified to hypothesize no significant gender-based difference.

H6: There is no significant difference in forgiveness based on professional sectors (e.g., education, health, finance, IT, administration).

This hypothesis is grounded in the belief that forgiveness is a psychological trait or practice rather than a function of profession. While job stressors may vary by sector, the internal psychological mechanism of forgiveness should remain consistent across professions (Wade et al., 2014). Existing studies do not provide strong evidence of profession-specific variations in forgiveness (Lawler-Row & Piferi, 2006), hence the expectation of no significant differences.

H7: There is no significant difference in forgiveness based on work experience (years of employment).

While it might be expected that longer work experience leads to more emotional maturity and hence more forgiveness, previous empirical research presents mixed findings. Some studies show slight variations in forgiveness with age (e.g., Allemand et al., 2008), but work experience alone has not been reliably linked with forgiving tendencies. Therefore, it is hypothesized that forgiveness levels do not significantly differ based on the number of years one has been employed.

5. DISCUSSION

The core revelation of this study is that forgiveness is a robust and consistent predictor of both happiness and life satisfaction among working professionals. Forgiveness helps reduce resentment, anger, and mental rumination—states that often undermine emotional well-being (Toussaint, Worthington, & Williams, 2015). In a high-stress environment like the modern workplace, the capacity to forgive emerges not merely as a moral virtue but as a psychological necessity. The observed strong correlations ($r = 0.692$ for happiness and $r = 0.646$ for life satisfaction) validate the theoretical proposition that forgiveness enhances subjective well-being by promoting emotional regulation and cognitive reframing (Wade, Hoyt, Kidwell, & Worthington, 2014). This aligns well with the REACH model, which emphasizes emotional transformation through empathy and altruism.

Regression analyses confirm that forgiveness alone accounts for nearly half the variability in happiness and a significant proportion in life satisfaction. This predictive strength not only supports Hypotheses H1 and H2 but also underscores forgiveness as a psychological cornerstone of flourishing, echoing themes from Positive Psychology. Interestingly, these findings also mirror global studies, such as those by Bono et al. (2008) and Hill & Allemand (2011), but this is the first study to statistically confirm this relationship within the context of working professionals in Bihar—a culturally rich yet underrepresented region in psychological research.

Contrary to common assumptions, no significant differences were found based on gender, profession, or work experience. This suggests that the benefits of forgiveness are universal across professional subgroups, reinforcing the idea that forgiveness is more of a personal trait or cultivated mindset rather than a function of role or demographic variables. This outcome challenges some earlier studies that linked occupational stress levels or hierarchical structures to differential forgiveness tendencies. Instead, our findings point toward a more egalitarian psychological distribution of forgiveness among Indian professionals, possibly influenced by shared cultural and spiritual values rooted in Indian society. While forgiveness is often studied in Western individualistic societies, this research adds cultural depth by investigating the construct in the Indian collectivist context—particularly in Bihar, where community cohesion, religious values, and familial interdependence might reinforce forgiving behaviors. The absence of Bihar-specific literature previously noted in our review section further elevates the importance of these findings.

6. CONCLUSION

This study empirically validates that forgiveness significantly contributes to happiness and life satisfaction among working professionals in Bihar, offering strong support to theoretical models from Positive Psychology and emotional health frameworks. Forgiveness is not only statistically impactful but psychologically transformative, equipping individuals with tools to navigate interpersonal conflicts, workplace stress, and emotional burdens more constructively.

The non-significance of differences across gender, profession, and experience suggests that forgiveness-based interventions have wide applicability across the professional spectrum. Programs aiming to enhance mental well-being in the workplace should consider incorporating forgiveness training modules, mindfulness practices, and emotional intelligence development.

From a policy perspective, the findings advocate for the inclusion of forgiveness and emotional wellness modules in employee assistance programs (EAPs), HR policies, and professional training curriculums—especially in regions like Bihar where such psychological support systems are still emerging. Future research should explore longitudinal impacts of forgiveness interventions and examine qualitative aspects such as narratives of forgiveness among professionals. Additionally, expanding the study to other Indian states could offer comparative insights into regional variations and cultural nuances. By illuminating the vital role forgiveness plays in enhancing life satisfaction and happiness, this study not only fills a significant gap in regional psychological literature but also charts a path toward more empathetic, resilient, and mentally healthy professional ecosystems in India.

CONFLICT OF INTERESTS

None.

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