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Happiness at work: Developing a shorter measure

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Abstract

The notion of happiness at work is becoming increasingly important for human resource management research. Despite the widespread existence of different constructs that capture positive attitudes, a comprehensive measure of individual-level happiness is necessary. Starting from Fisher's conceptualisation of happiness at work, Salas-Vallina, Alegre, and Fernández developed a 31-item scale to measure happiness at work. This scale accurately captures the different dimensions of happiness in the workplace context. However, it is a long scale. Shorter scales provide major improvements in efficiency and efficacy. Our study, conducted with two diversified samples, conceptualises and measures happiness at work. Following the steps suggested by Stanton, Sinar, Balzer, and Smith and Kacmar, Crawford, Carlson, Ferguson, and Whitten, we provide a shortened version of the happiness at work scale, while maintaining its psychometric properties. We argue that this new measurement scale presents a high statistical potential to widely capture positive attitudes at work and opens undeveloped research possibilities.

Keywords: happiness at work, positive attitudes, quality of life at work, scale development, scale reduction

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INTRODUCTION

Happiness is a high-priority life goal (Diener, 2000). Given the many benefits of happiness, it has been in the focus of attention of researchers for many decades (Veenhoven, 1991; Atkinson & Hall, 2011), and currently, well-being and positive attitudes such as job satisfaction, commitment or happiness are a subject of interest for researches in management (Kolodinsky, Ritchie, & Kuna, 2017; Lee, Park, & Baker, 2017). But it is also a subject of interest for companies, which make an effort to invest in its employee's happiness, promoting positive attitudes that result in beneficial outcomes (Smith, 2012).

It was Maslow (1954) who initially introduced the concept of Positive Psychology to examine the notion of quality of life. Later, Seligman (1999) underlined the need to respond to the 'traditional' perspective of psychology that lies in repairing damage using an illness model. He suggested that promoting strengths is a more powerful weapon of human functioning (Seligman, 2002) that benefit key work organisational outcomes. For example, Meyer, Stanley, Herscovitch, and Topolnytsky (2002) and Weiss and Cropanzano (1996) showed that job satisfaction reduces absenteeism and improves job performance. Harrison, Newman, and Roth (2006) found that positive mood at work improves job effectiveness and cooperation.

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Fredrickson (2001) evidenced that positive emotions facilitate learning and teamwork. Spence, Brown, Keeping, and Lian (2014) examined the connection between feeling grateful and organisational citizenship behaviour (OCB), and Yang and Hung (2016) found that happier workers are more productive.

However, a history of mismatch between the definitions of different attitudinal constructs and its measurement is much more frequent than it should be (Fisher, 2010). Despite this critical need, early academic research on positive attitudes (Edgar, Geare, Halhjem, Reese, & Thoresen, 2015) fails to capture a wide and accurate measurement of positive attitudes. This is mainly due to the following reasons: first, current investigations do not explain with enough exactitude the comprehensive phenomenon of happiness, and only use narrow measures of positive attitudes (Fisher, 2010). Nothing but wide attitudinal measures can predict broad behaviours, such as OCB (Fisher, 1980; Harrison, Newman, & Roth, 2006). Second, the incongruity between definitions and measurement of these constructs is not resolved, and the problem of overlapping of attitudinal constructs persists (Warr & Inceoglu, 2012). Third, no previous research has attempted to understand the unique dimensions of happiness at work (HAW) in a practicable way. HAW requires an ample conceptualisation: 'Happiness at work is an umbrella concept that includes a large number of constructs' (Fisher, 2010: 24). Consequently, a higher-order construct that includes different positive attitudes will be useful and necessary (Fisher, 2010). Our research aims to close this gap by providing a feasible and manageable measurement of HAW. On the basis of Fisher's (2010) definition of HAW, Salas-Vallina et al. (2017a) developed and validated the original HAW scale. This scale is a wide and accurate tool to explore positive employee attitudes for both theoretical and practical reasons. It provides a more integrated perspective of working life and comprises three dimensions: engagement (passion at work), job satisfaction (evaluations of job characteristics) and affective organisational commitment (feelings of belonging to the organisation). The literature provides measures for well-known constructs such as engagement (Schaufeli & Bakker, 2004) or job satisfaction (Weiss & Cropanzano, 1996). However, while these measures capture positive attitudes, they may be insufficient to determine various facets of HAW (Fisher, 2010). Interestingly, HAW antecedents have been properly analysed in previous studies: transformational leadership and organisational learning capability have been proven to affect HAW (Salas-Vallina et al., 2017a). Research has also evidenced that HAW affects OCB (Salas-Vallina et al., 2017b). Although HAW implies an advancement in research, we propose that the HAW original scale needs to be shortened in order for it to be assessed more directly. The HAW scale has strong psychometric properties, but it comprises 31 items, which is long and inefficient. Multiple-item scales have benefits such as simplicity of development, management and scoring. Even though Thomas and Petersen (1982) exposed the good internal consistency of multiple-item scales, Stanton, Sinar, Balzer, and Smith (2002) reviewed various problems of multiitem scales. They highlighted the necessity of shorter scales in organisational research, among other reasons, because measurement instruments need to be concise to reduce the likelihood of nonresponse and redundant items (Baldus, Voorhees, & Calantone, 2015). Long scales may promote that respondents feel 'oversurveyed' (Rogelberg & Luong, 1998), higher refusal rates and more missing data (Stanton et al., 2002). Also, Walsh, Albrecht, Hofacker, and Takahashi (2016) underlined the usefulness of shortened scales. We follow three key characteristics of item quality to shorten the HAW scale on the basis of accepted methods. The objective of this study, then, is to present evidence supporting the psychometric properties of a reduced version of the HAW original measurement scale. Thus, our paper is the first to offer both a short scale of HAW and a multidimensional approach to happiness in the work context. The shortened version of HAW (SHAW) may truly capture the unique HAW dimensions via a short questionnaire.

This research is organised as follows. First, we review the concept of HAW and its antecedents and outcomes. Next, we follow a four-step process to shorten the HAW scale (creating SHAW) on the basis of the practice of Matthews, Kath, and Barnes-Farrell (2010), Kacmar, Crawford, Carlson, Ferguson, and Whitten (2014) and Sharma, Sharma, and Agarwal (2016). In Step 1, we select the items that

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compose SHAW and compare the connection between HAW dimensions. In Step 2, we verify the factor structure of HAW. In Step 3, we examine the type of correlations between SHAW and its theoretically proper antecedents. Finally, in Step 4, we explore the correlations of SHAW and theoretically pertinent outcome constructs. Finally, we discuss and interpret the results and limitations.

HAW

The term 'happiness' is not an unambiguous concept and has been defined in different ways (Kesebir & Diener, 2008). The two main perspectives are the hedonic and the eudemonic. The hedonic approach refers to pleasant feelings and the affect balance and is represented by the subjective well-being research (Diener & Seligman, 2004). In contrast, the eudemonic perspective interprets happiness as doing what is right in order to have a fulfilling life, and follow self-concordant objectives, indifferent to feelings (Warr, 2007). Happiness can be defined as global judgements of one's life, satisfaction with personal life, the prevalence of positive moods and emotions, and low levels of negative affect (Kesebir & Diener, 2008).

In the social sciences, happiness is commonly considered in the sense of well-being (Higgs & Dulewicz, 2014) which is viewed as the core of positive organisational behaviour (Seligman, 1999). Positive organisational behaviour, emerged as a result of the shift of attention from the study of negative behaviours to the study of positive ones (Seligman, 1999). While the prevailing theories considered that the individual is a passive subject that only responds to stimuli, positive organisational behaviour theory contemplates individuals as decision makers, with judgements, opinions and the opportunity to be effective experts (Seligman, 2002). Positive organisational behaviour is defined as 'the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today's workplace' (Luthans, 2002: 59), and is considered a powerful weapon to promote strengths and to build the best quality of life. Positive organisational behaviour highlights the importance of more focussed theory development and research on the positive traits, states and behaviours of employees in organisations (Bakker & Demerouti, 2008). Positive organisational behaviour research follows the scientific method to manage the unique problems that human behaviour presents in all its complexity.

Closely connected with positive organisational behaviour theory, the Job Demands-Resources theory states that job demands (tasks that require effort) lead to negative attitudes (burnout), and job resources (physical, psychological, social or organisational characteristics) result in positive attitudes, such as engagement (Schaufeli & Bakker, 2004). It is clear that attitudes are crucial for organisations: job satisfaction reduces absenteeism (Meyer et al., 2002) and improves job performance (Weiss & Cropanzano, 1996); positive mood at work improves job effectiveness, cooperation (Harrison, Newman, & Roth, 2006), creativity and results (Baas, De Dreu, & Nijstad, 2008); and positive emotions facilitate learning and teamwork (Fredrickson, 2001). On a personal level, happy feelings imply success in life, higher life expectancy and health (Lyubomirsky, King, & Diener, 2005). However, the link between attitudes and behaviours is weak because only exist narrow measures of attitudes (Fisher, 2010), and wide attitudinal measures are required to better predict behaviours (Fisher, 1980; Harrison, Newman, & Roth, 2006). Research also shows that there are too many measures related to positive attitudes Warr (2007), some of them overlapping, with a lack of studies that compare the diverse shapes of well-being (Warr & Inceoglu, 2012). For example, the most well-known positive attitudinal concept, job satisfaction, refers to evaluations of job conditions (Moorman, 1993). Another example is engagement, which specifically measures positive affectivity related to work, such as commitment, enthusiasm, energy and so forth (Macey & Schneider, 2008). Involvement exclusively refers to the degree to which the job becomes an essential part of an individual's life. Organisational commitment is constrained to measure the engagement with the company, and apart from cognitive aspects, it can include affective aspects when measured with the Allen and Meyer (1990) scale.

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Because measures of happiness in the work context needed to provide a sufficiently explanatory measurement, Fisher (2010), identified the need for a measure that comprised the work itself (affective implication and feelings at work), job characteristics (evaluative judgements of job characteristics, such as salary, supervision, career opportunities) and the organisation as a whole (feelings of belonging to the organisation). A reliable and valid measure of human strengths was needed to understand how these strengths grow (Seligman, 2002). Harrison, Anderson, Tatham, and Black (2014) highlighted the need of a higher-order construct to measure positive attitudes, suggesting at least three well-known and widely checked constructs. Salas-Vallina, Alegre and Fernández (2017a, 2017b) developed and statistically validated the HAW scale, beginning with Fisher's conceptualisation of HAW. They defined HAW on the basis of three dimensions (Table 1), that combine high pleasure and high activation (Xanthopoulou, Bakker, Ilies, 2012): engagement, job satisfaction and affective organisational commitment. This broad perspective is supported by Harrison, Newman, and Roth (2006), who argued that 'when attempting to understand patterns of work behaviour from attitudes such as job satisfaction and organisational commitment, researchers should conceptualize the criterion at a high level of abstraction' (Harrison, Newman, & Roth, 2006: 316). Our approach lays on a similar premise to Harrison et al., but also incorporates engagement as an essential employee attitude. The HAW construct is also sustained by Warr (2013) vitamin model, which suggests that happiness depends not only on job characteristics (job satisfaction) but also on within-person mental processes (engagement). In addition, the literature on positive attitudes shows that employee attitudes depend on both individual characteristics and work context. HAW captures both points of view. Wright, Moynihan, and Pandey (2012) drew up a model in which organisational characteristics (aspects of the organisational setting, such as organisational-level conflict or role clarity) influence employee attitudes, which seconds the relevance of HAW.

Table 1. Happiness at work dimensions

Construct	*Definition*	*Components*	*Measurement*
Job satisfaction	'A pleasurable or positive emotional state resulting from an appraisal of one's job or job experiences' (Locke, 1976)	Mainly cognitive components (Weiss, 2002)	Job satisfaction index (Schriesheim & Tsui, 1980): Perceived job conditions and an overall assessment of job satisfaction
Organisational commitment	Identification with organisation's goals, willingness to exert efforts towards these goals and a strong desire to remain in the organisation (Mowday, 1998)	Affective components	Allen and Meyer's (1990) measurement scale
Engagement	The behaviour by which people give themselves to their work (Kahn, 1990)	Affective and cognitive (Zigarmi et al., 2009; Fisher, 2010)	Utrech Work Enthusiasm Scale (UWES) (Schaufeli et al., 2002)

Engagement

The work itself, measured through engagement, aims to capture enthusiasm, passion, thrill at work and positive mental states related to vigour, dedication and absorption. Kahn (1990) defined personal engagement as 'the harnessing of organisation member's selves to their work roles: in engagement, people employ and express themselves physically, cognitively, emotionally and mentally during role performances', stating that it is 'the behaviour by which people give themselves to their work' (Kahn, 1990). Engagement is a special feeling of energy and motivation related to thrill and passion at work. Following Warr and Inceoglu (2012), engagement is a highly energising and stimulating well-being state.

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We understand engagement in the same way as Warr and Inceoglu (2012), and Schaufeli et al. (2010), related to the Zigarmi, Nimon, Houson, Witt, and Diehl (2009) engagement concept of 'Employee Work Passion': engagement is a special feeling of energy and motivation related to the capacity to feel thrilled, vibrant, excited or passionate at work. Therefore, engagement refers to feelings resulting from meaningfulness at work.

Job satisfaction

Job characteristics, measured though job satisfaction, aim to evaluate job conditions. Locke (1976) defined job satisfaction as 'a positive emotional state resulting from the appraisal of one's job or job experiences'. This concept is considered to be a central concept in organisations (Chiva & Alegre, 2009) and, to date, it has been related to job performance (Weiss & Cropanzano, 1996). Some measurement scales of job satisfaction introduce information that is within the concept of engagement, such as the Brayfield and Rothe (1951) scale, or the Job Descriptive Index (Smith et al., 1969).

Unlike engagement, which is related to the employee's mood at work (enthusiasm, activation), job satisfaction refers to judgements about work as a result of job characteristics (joy, gladness). Job satisfaction is understood as adequacy, sufficiency, acceptability or suitability. It evaluates employees' feelings about working conditions, such as salary, career opportunities or relationships with peers. It is a passive and reactive concept that shows and measures whether we achieve what we want in terms of work conditions. Moorman (1993) stated that job satisfaction evaluates conditions, opportunities or outcomes, which differentiates job satisfaction from engagement. Through the Schriesheim and Tsui (1980) questionnaire, which was used in the original HAW scale, information was gathered about judgements of job characteristics (i.e., 'how satisfied are you with the person who supervises you?'; 'How satisfied are you with the pay you receive for your job?'). However, satisfied workers could not be made to engage.

Affective organisational commitment

The organisation as a whole, measured through affective organisational commitment, considers affective feelings at work and continuance and normative commitment to work. Affective organisational commitment takes the whole organisation as a reference, measuring affection for the organisation, monetary evaluation of belonging to the organisation, and feelings of responsibility to the organisation (i.e., 'I would be very happy to spend the rest of my career with this organisation'; 'I feel a *strong* sense of belonging to *my* organisation'). The concept of organisational commitment is defined as 'employees interest and connection with an organisation' (Meyer & Allen, 1997). Meyer et al. (2002) stated that affective commitment is strongly related to important organisational variables, such as job performance. Meyer and Allen's model has three components: affective, continuance and normative commitment. Affective commitment refers to emotional links, identification and involvement in the organisation (Meyer et al., 2002). Continuance commitment is related to the perceived costs to the employee if she or he leaves the organisation (Meyer & Allen, 1984). Normative commitment is the obligation the employee feels to stay within the organisation (Allen & Meyer, 1990).

HAW may be particularly meaningful because it is a broad enough concept to overcome the compatibility principle, which facilitates the connection between attitudes and behaviours, such as HAW and OCB (Salas-Vallina, Alegre, & Fernández, 2017b). Further, the Job Demands-Resources theory shows that work resources increase engagement (Bakker & Demerouti, 2007), and Llorens, Schaufeli, Bakker, and Salanova (2007), in a longitudinal study, demonstrated a positive gain spiral in which engagement increases task resources over time. Therefore, a mutual relationship between HAW dimensions is found, implying that HAW is composed of three constructs with mutual feedback. These constructs have both affective and cognitive components. Affective elements refer to feelings

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towards the target, while cognitive components refer to an individual's beliefs or thoughts about an attitude target, which is distinct, for example, from job satisfaction (Fisher, 2000).

It must be stressed that there are considerable differences between HAW and well-being. There are two main research streams that represent the concept of well-being, namely, psychological well-being and subjective well-being. Psychological well-being, whose main exponent is Carol Ryff (1989), refers to eudaimonic aspects in life, such as personal growth, purpose in life, self-acceptance, environmental mastery, positive relationships and autonomy. Later, Ryan and Deci (2001) and Huppert and So (2013) continued to develop this approach, which argues that hedonic theories are inadequate to describe the Good Life (Ryan & Deci, 2001). The second view of the concept, subjective well-being, has three main components, two affective elements (positive and negative affect) and one cognitive element (life satisfaction) (Diener, 1984). Subjective well-being researchers consider that happiness is an internal state of subjective evaluations about the quality of one's life (Kashdan et al., 2008). This perspective further emphasises the hedonic and subjective aspects of well-being. Literature suggests that hedonic happiness understood as the mere pursuit of pleasure, is not sustainable over the long term without eudaimonic well-being (Kashdan et al., 2008; Fisher, 2010). The concept of HAW, measured by means of SHAW, goes one step beyond well-being for different reasons. First, it includes both hedonic and eudaimonic elements. On the one hand, engagement comprises cognitive and eudaimonic elements, and on the other, affective and subjective aspects. Job satisfaction mainly includes eudaimonic elements. Affective organisational commitment involves eudaimonic and hedonic components of well-being. Second, HAW is a broad enough concept to capture much of the variance in person-level happiness in organisations (Fisher, 2010). Third, SHAW might better explain behaviours, given that attitude precedes behaviours, and behaviours need broad-based attitudinal measures to be precisely explained (Harrison, Newman, & Roth, 2006).

There are different scales within the positive organisational behaviour field, such as the one by Singh and Aggarwal (2017) and Lyubomirski and Lepper's (1999) subjective happiness measurement scale. The former focusses exclusively on subjective well-being whilst the latter is a short, operative scale, yet is different on several counts when compared to the SHAW scale. First, Lyubomirski and Lepper developed a scale based exclusively on the subjective approach of well-being (Lyubomirki & Lepper, 1999), which highlights hedonic elements. In contrast, the SHAW scale includes objective elements (working conditions) and cognitive aspects, besides subjective ones. Second, Lyubomirski and Lepper's scale measures happiness in general, while the SHAW measurement scale focusses on the work context. Therefore, Lyubomirski and Lepper's scale brings little information about the determinants of happiness in working life. Third, Lyubomirski and Lepper's scale includes four items that ask about the respondents' general level of happiness (i.e., 'Some people are generally very happy. They enjoy life regardless of what is going on, getting the most out of everything. To what extent does this characterization describe you?'). This type of questions may entail problems in the quality of responses, as the concept of happiness might be interpreted in different ways depending on the respondent. Conversely, SHAW does not directly ask about happiness, instead, it fields questions such as 'I feel a strong sense of belonging to my organization', which is expected to be much more precisely answered by the respondents.

SCALE REDUCTION AND VALIDATION PROCEDURE

Self-report scales are a commonly used method for data collection (Sackett & Larson, 1990). Standard organisational surveys contain measures of different constructs that contain multiple items. Although multiitem scales are easy to develop and administer (Thomas & Petersen, 1982), research has highlighted problems with them. Such is the case of the HAW scale, which consists of three dimensions and a total of 31 items. Rogelberg and Luong (1998) showed that many employees feel 'oversurveyed',

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which could have negative consequences for response rates. Respondents could negatively perceive items that seem redundant or of minor importance. More motivated respondents imply higher response rates and better data (Rogelberg & Luong, 1998), and better wording improves the quality of items (Holden & Fekken, 1990). Stanton et al. (2002) proposed a procedure for scale reduction based on three-item categories: internal, external and judgemental. Internal qualities are those that can be examined in comparison to other items on the scale or the global scale scores. External qualities represent links between the items or the scale with other constructs. Judgmental qualities allude to a subjective assessment of items, which is based on researchers' knowledge (Kacmar et al., 2014). Our research shortens the original HAW scale, which consists of three dimensions and 31 items. Although the HAW scale overcomes the psychometric properties of dimensionality, reliability and validity, a shorter version is needed. The current length of the HAW scale may cause problems with lower response rates and is more complex to administer than a shorter one (Stanton et al., 2002). We follow Stanton et al. (2002) and Kacmar et al. (2014) methodology to shorten the HAW original scale in four steps. Two international and diversified samples ($N1 = 234$; $N2 = 251$) were used to shorten the original HAW scale. This guarantees a more robust analysis and stronger results. Composite and heterogeneous samples were obtained from different occupational sectors, such as physicians, nurses, teachers or banking employees, across Spain and Italy. The first sample was used to measure the long HAW version, and following select the items of the SHAW scale. The second sample included the SHAW scale, in order to compare the results with the first sample, as explained later. Table 2 shows the gender distribution, educational level and age of both samples.

Table 2. Gender, educational level and age

Gender (%)		*Education (%)*			*Age*		*Tenure*	
Men	*Woman*	*Low*	*Middle*	*High*	*M*	*SD*	*M*	*SD*
56.9	43.1	14.9	27.7	57.4	42.2	9.8	14.7	12,8

The sample size exceeds the size of previous scale development papers (Fernandez-Lores, Gavilan, Avello, & Blasco, 2015). Data were gathered from an electronic questionnaire, with the appointment of the head of the medical service. In the first step, we explore both the internal and judgemental qualities of the original items, selecting those to be conserved for the shortened scale, following Matthews, Kath, and Barnes-Farrell (2010) implementation. It consists of evaluating internal qualities (item-level statistics) and judgemental qualities (nonstatistical aspects) from the first sample. In Step 2, we confirm the factor structure, conducting a confirmatory factor analysis. In Step 3, we check external qualities, examining whether the shortened scale works accurately with the antecedents of the long version of the scale. Finally, in Step 4, we analyse if the shortened scale behaves correctly with the long scale's outcome variables.

Step 1: Scale reduction

Method

The first sample ($N1 = 234$) was used to both assess HAW and the SHAW. The HAW scale was developed by Salas-Vallina, Alegre, and Fernández (2017a), which is composed of three dimensions. The theoretical discussion of the HAW scale has been developed in previous research (Salas-Vallina, Alegre, & Fernández, 2017a), in which HAW derives from (1) engagement, which is measured using

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the Utrech Work Enthusiasm Scale (UWES) (Schaufeli, Salanova, González-Roma, & Bakker, 2002), and consists of 17 items ranging from 1 = 'never', to 6 = 'always'. Cronbach's α of engagement was 0.91. (2) Job satisfaction, which is measured using Schriesheim and Tsui's (1980) scale, and includes six items ranging from 1 = 'totally disagree', to 5 = 'totally agree'. Cronbach's α of job satisfaction was 0.94. (3) Affective organisational commitment, which is measured by means of Allen and Meyer's (1990) scale, and contains eight items ranging from 1 = 'totally disagree', to 5 = 'totally agree'. Cronbach's α of affective organisational commitment was 0.90. SHAW was measured by means of nine items, selected from the original HAW scale.

Results

We must ensure that HAW dimensions accurately follow their theoretical definitions. To this end, we rely on our knowledge and research experience of the construct. A quality selection criterion combined with professional judgement, and not necessarily a factor loading criteria, works properly for both external relations and internal consistency (Stanton et al., 2002). Our research group chose a group of three items that best captured the content area of the dimension (Matthews, Kath, & Barnes-Farrell, 2010). After reviewing the literature on well-being, engagement, job satisfaction and commitment, we selected the items that we agreed best represented the construct, avoiding repetition and concept overlapping. Figure 1 shows HAW 31 items and Figure 2 shows SHAW selected items.

The original engagement scale consists of three subdimensions, namely vigour, dedication and absorption. We selected one item for each subdimension: item 4 ('At my job, I feel strong and vigorous', ENG1), item 5 ('I am enthusiastic about my job', ENG2) and item 14 ('I get carried away when I am working', ENG3), were item 4 represents vigour, item 5 represents dedication and item 14 represents absorption. The three items are focussed on capturing feelings of vigour, energy, passion at work.

For job satisfaction, we selected item 18 ('How satisfied are you with the nature of the work you perform?', JS1), item 21 ('How satisfied are you with the opportunities which exist in this organization for advancement [promotion]?', JS2) and item 22 ('Considering everything, how satisfied are you with your current job situation?', JS3). These items focus on general and wide questions, combined with job characteristics questions that we judged they accurately represent the construct (objective evaluations of the job). For affective organisational commitment, we chose items 24 ('I would be very happy to spend the rest of my career with this organization', AOC1), 29 ('I feel emotionally attached' to this organization', AOC2) and 31 ('I feel a strong sense of belonging to my organization', AOC3).

These items clearly gather the sense of the construct, as they focus on emotional attachment and feelings of belonging to the organisation. Next, we conducted an iterative process to check item reduction. First, the items were selected on the basis of face validity by a group of experts in the research field. Then, the selected item was regressed on the remaining items and the item with the highest β value was added to the first item. Next, the sum of these two items was regressed on the remaining items and the item with the highest β was added to both of the previously selected items. This iterative process finished when no significant variance was found. In addition, literature considers that three items for each dimension are an accurate number, as it is the minimum number of items for a viable analysis (Tabachnick & Fidell, 2001).

Then, we determined the Cronbach's αs of both the SHAW and the original HAW scale to guarantee adequate reliability. Table 3 shows satisfactory reliability results and robust correspondence (0.980) between the original and SHAW forms. Next, we assessed discriminant validity is correlating the SHAW with HAW dimensions of engagement, job satisfaction and affective organisational commitment, following accepted methods (Kacmar et al., 2014). The correlations of the SHAW scale with these dimensions were strong and positive. We also verified that the original and SHAW scale worked similarly with engagement, job satisfaction and affective organisational commitment. To this end, we ran a Fisher *r*-to-*z* transformation to identify divergences in correlations (Cohen & Cohen,

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1983). Table 4 shows no significant differences between the original and SHAW scale and the dimensions of engagement, job satisfaction and affective organisational commitment.

Engagement

1. At my work, I feel bursting with energy
2. I find the work that I do full of meaning and purpose
3. Time flies when I am working
4. At my job, I feel strong and vigorous
5. I am enthusiastic about my job
6. When I am working, I forget everything else around me
7. My job inspires me
8. When I get up in the morning, I feel like going to work
9. I feel happy when I am working intensely
10. I am proud on the work that I do
11. I am immersed in my work
12. I can continue working for very long periods at a time
13. To me, my job is challenging
14. I get carried away when I am working
15. At my job, I am very resilient, mentally
16. It is difficult to detach myself from my job
17. At my work I always persevere, even when things do not go well

Job satisfaction

18. How satisfied are you with the nature of the work you perform?
19. How satisfied are you with the person who supervises you [your organizational superior]?
20. How satisfied are you with your relations with others in the organization with whom you work [your co-workers or peers]?
21. How satisfied are you with the pay you receive for your job?
22. How satisfied are you with the opportunities which exist in this organization for advancement [promotion]?
23. Considering everything, how satisfied are you with your current job situation?

Affective Organizational Commitment

24. I would be very happy to spend the rest of my career with this organization
25. I enjoy discussing my organization with people outside it
26. I really feel as if this organization's problems are my own
27. I think that I could easily become as attached to another organization as I am to this one
28. I feel like part of the family at my organization
29. I feel emotionally attached' to this organization
30. This organization has a great deal of personal meaning for me
31. I feel a strong sense of belonging to my organization

FIGURE 1. HAPPINESS AT WORK MEASUREMENT SCALE ITEMS

1. At my job, I feel strong and vigorous
2. I am enthusiastic about my job
3. I get carried away when I am working
4. How satisfied are you with the nature of the work you perform?
5. How satisfied are you with the pay you receive for your job?
6. How satisfied are you with the opportunities which exist in this organization for advancement [promotion]?
7. I would be very happy to spend the rest of my career with this organization
8. I feel emotionally attached' to this organization
9. I feel a strong sense of belonging to my organization

FIGURE 2. SHORTED HAPPINESS AT WORK SCALE SELECTED ITEMS

Discussion

In Step 1, we generated a short form of the HAW scale consisting of nine items (three items for each dimension). SHAW presents satisfactory reliability and has similar properties to the HAW scale in terms of its dimensions of engagement, job satisfaction and affective organisational commitment. In Step 2, we validate the factor structure of the SHAW scale.

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TABLE 3. DESCRIPTIVE STATISTICS, CORRELATIONS AND RELIABILITIES

Variables	*M*	*SD*	*1*	*2*	*3*	*4*	*5*
1. HAW	3.212	1.812	0.991				
2. Short HAW	3.329	2.122	0.980***	0.921			
3. ENG	3.608	1.714	0.972**	0.832***	0.962		
4. JS	3.404	1.608	0.958**	0.880***	0.664***	0.898	
5. AOC	3.102	1.933	0.956***	0.781***	0.532***	0.498***	0.928

Note. Cronbach's αs appear on the diagonal.
AOC = affective organisational commitment; ENG = engagement; HAW = happiness at work; JS = job satisfaction.
**$p < .01$, ***$p < .001$.

TABLE 4. COMPARISON OF CORRELATIONS BETWEEN THE ORIGINAL AND SHORTENED FORMS OF THE HAPPINESS AT WORK (SHAW) SCALE AND ENGAGEMENT (ENG), JOB SATISFACTION (JS) AND AFFECTIVE ORGANISATIONAL COMMITMENT (AOC)

Variables	*Original HAW*	*SHAW*	*z*	*p*
ENG	0.901***	0.911***	−0.620	.267
JS	0.867***	0.891***	−0.711	.239
AOC	0.956***	0.962***	−0.830	.203

Note. ***$p < .001$.

Step 2: Confirm factor structure

Method

A new sample ($N2 = 251$) was used to confirm SHAW's factor structure. To evaluate the psychometric properties of SHAW, we conducted a confirmatory factor analysis using EQS. In congruence with accepted methods (Gerbing & Anderson, 1988), we assessed dimensionality, reliability, content validity, convergent validity and discriminant validity. SHAW is a second-order factor and comprises three dimensions: engagement (ENG), job satisfaction (JS) and affective organisational commitment (AOC). Three items represented each SHAW dimension, for a total of nine items. Dimensionality refers to the adequate factorial structure in designing the SHAW scale. Reliability allows us to confirm the level of quality of the measurement scale (considering random error). Validity ensures that the scale measures what it is intended to measure.

Results

To verify the dimensionality of the SHAW higher-order construct, we ran a second-order confirmatory factor analysis. All factor loadings were significant (Table 5), and the results revealed, in absolute terms, a good fit; the root mean square error of approximation (RMSEA), was close to 0 (0.048), the Bentler and Bonet Normed Fit Index (BBNFI) was higher than 0.992 (0.990), the Comparative Fit Index (CFI) was close to 1 (0.996) and the normed χ^2 (the ratio of the χ^2 to the *df*) had a value below 4 (2.418), yielding a very good fit (Hair et al., 2014). Figure 3 shows confirmatory factor analysis results and Table 5 shows the global fit indicators of the model.

Reliability is defined by Hair et al. (2014) as 'the ratio of the true score's variance to the observed variable's variance'. We used composite reliability values and R^2 values to check reliability; all the values fell within the recommended range at above 0.50, and composite reliability values were above 0.70 (Table 5 and Figure 2). We can, therefore, confirm the reliability of the measurement scales for each dimension of HAW (Table 6).

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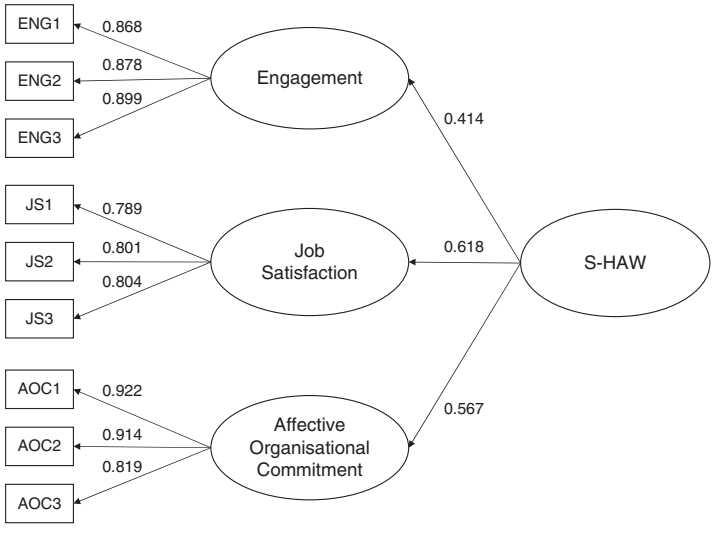

FIGURE 3. CONFIRMATORY FACTOR ANALYSIS FOR THE SHORTENED VERSION OF HAPPINESS AT WORK (SHAW). AOC = AFFECTIVE ORGANISATIONAL COMMITMENT; ENG = ENGAGEMENT; JS = JOB SATISFACTION

TABLE 5. FIT VALUES OF THE HAPPINESS AT WORK (HAW) SECOND-ORDER FACTOR MODEL

Model	*Satorra–Bentler* χ^2	*df*	*p-Value*	*BBNFI*	*CFI*	*RMSEA*	*NC* ($=\chi^2/df$)
SHAW	41.116	17	<.01	0.992	0.996	0.048	2.418

Note. BBNFI = Bentler and Bonet Normed Fit Index; CFI = Comparative Fit Index; NC = normed χ^2; RMSEA = root mean square error of approximation; SHAW = shortened version of HAW.
All loadings for the second-order factors are significant at $p < .01$.

TABLE 6. SHORTENED VERSION OF HAPPINESS AT WORK COMPOSITE RELIABILITY, VARIANCE EXTRACTED, STANDARDIZED LOADINGS, THE RELIABILITY OF INDICATORS AND MEASUREMENT ERROR

Dimension	*Composite reliability*	*Variance extracted*	*Factor*	*Standardized loading*	*Reliability of the indicators (standardized loading^2)*	*Measurement error*
Engagement			ENG1	0.868**	0.753	0.115**
	0.913	0.776	ENG2	0.878**	0.771	0.161**
			ENG3	0.899**	0.809	0.120**
Job satisfaction			JS1	0.789**	0.623	0.152**
	0.840	0.639	JS2	0.801**	0.642	0.042**
			JS3	0.804**	0.801	0.061**
Affective organisational commitment			AOC1	0.922**	0.850	0.067**
	0.916	0.785	AOC2	0.914**	0.835	0.057**
			AOC3	0.819**	0.671	0.045**

Note. The parameter was equalled to 1 to fix the latent variable scale. Parameter estimates are standardized.
All parameter coefficients are statistically significant (**$p < .01$).

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$$CR = \frac{(\sum \lambda_i)^2}{(\sum \lambda_i)^2 + (\sum \epsilon_i)} \qquad \epsilon_i = 1 - \lambda_i^2$$

Figure 4. Composite reliability (CR) formula. λ (lambda) is the standardized factor loading for item *i* and ε the respective error variance for item *i*. The error variance (ε) is estimated based on the value of the standardized loading (λ)

Validity ensures that the scale measures what it intends to measure. We checked content, convergent and discriminant validity. We affirm that there is content validity if the scale items represent the construct and they are easy to respond to. Both the dimensions and the items of SHAW are based on previously validated scales (Hartmann & Bambacas, 2000; Schaufeli et al., 2002; Vigoda & Cohen, 2002) (Figure 4).

Convergent validity shows that the measure used has a high correlation with other measures that evaluate the same concept. It was evaluated using the BBNFI indicator and the factor loadings estimated in the confirmatory factor analysis. In Table 5, the BBNFI index lies above 0.90 (Ahire, Golhar, & Waller, 1996), the factor loadings are above 0.4 (Hair et al., 2014) and the *t*-values are superior to 1.96 (Anderson & Gerbing, 1982) (Table 7).

Discriminant validity warrants that all dimensions that make up the construct are different from each other (Gatignon, Tushman, Smith, & Anderson, 2002). We checked discriminant validity using pairwise confirmatory factor analysis. It consists of comparing two models, one of which was estimated by constraining the correlation to 1. The results show (Table 8) that the model fits better for all pairs of constructs where the correlation is not equal to 1, confirming that the two constructs are distinct from each other, although they may be significantly correlated (Bagozzi, Yi, & Phillips, 1991). We also found that all correlation coefficients were significant and below 0.9 (Del Barrio & Luque, 2000), which also ensures discriminant validity.

Table 7. Pairwise confirmatory analyses

	Engagement				*Job satisfaction*			
	Ø	*df*	χ^2	*p*	Ø	*df*	χ^2	*p*
Job satisfaction	0.728	7	11.168	.141				
	1	8	15.367	.018				
Affective organisational commitment	0.788	7	10.538	.160	0.692	7	16.633	.092
	1	8	14.001	.027	1	8	23.021	.021

We also conducted Harman's single-factor test (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003) to assess whether common method variance exists. This test allows us to check if responses are affected by social desirability. The results of the confirmatory factor analysis with the indicators loading into a single factor (χ^2 161.392; CFI = 0.886; RMSEA = 0.186; BBNFI = 0.913; BBNNFI = 0.886; $\chi^2/df = 6.725$) suggested a poor fit, meaning that a single factor does not account for all of the variances in the data. In addition, the variance extracted for each dimension (Tables 5 and 6) is above the squared correlation of a construct with any of the others composing SHAW scale (Fornell & Larcker, 1981), which confirms discriminant validity. Therefore, we can conclude that SHAW consists of three distinct dimensions. Pairwise confirmatory factor analysis is a stringent test, which was complemented with Harman's single-factor test. Both confirmed that SHAW dimensions show significant distinctions to deserve considering each as a separate and unique variable.

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Discussion

Steps 1 and 2 confirm that SHAW works similarly as the original version. In Steps 3 and 4, we examine the external qualities of SHAW by analysing it in terms of the antecedents of the original HAW scale (Stanton et al., 2002).

Step 3: Antecedents

Method

To assess the external qualities of SHAW, we first examined its correlation with antecedents from the nomological network. We obtained the *r*-to-*z* Fisher transformation using the first sample ($N1 = 234$), in order to determine if the original and SHAW scale versions significantly differed in their correlations with HAW antecedents.

Competence, autonomy and relatedness have been proved to be antecedents of positive attitudes (Reis et al., 2000). Pekrun et al. (2006) found that performance-approach goals promote intrinsic motivation. Kindness, gratitude, optimism, curiosity, humour and open-mindedness are also important contributors to happiness (Seligman, 2002). In the organisational context, Hackmand and Oldham (1975) argued that task significance, skill variety, task identity, feedback from the job and autonomy produce positive work attitudes. The more developed view of Morgeson and Humphrey (2006) suggested 21 motivational factors, including social and work context factors (task significance, task variety, skill variety, feedback from others, work conditions, social support, etc.). Warr (2007) provided a different typology of job characteristics that promote positive attitudes, such as supportive supervision, equity, environmental clarity and opportunity for skill use. Fisher (2010) and Pryce-Jones and Lindsay (2014) highlighted that leaders' behaviour might be related to employee happiness. For example, it has been found that charismatic leadership promotes subordinate job satisfaction (DeGroot, Kiker, & Cross, 2000), and trust in the leader predicts satisfaction and commitment (Dirks & Ferrin, 2002). Previous research has also evidenced a direct and positive relationship between transformational leadership and HAW (Salas-Vallina, Alegre, & Fernández, 2017a), in line with Mathieu, Fabi, Lacoursière, and Raymond (2016) model, in which transformational leadership is positively related to employee's commitment and job satisfaction. We measured transformational leadership using Rafferty and Griffin's (2004) adaptation of the Podsakoff scale (Podsakoff, MacKenzie, Moorman, & Fetter, 1990). This scale comprises the dimensions of vision ('has a clear understanding of where we are going'), inspirational communication, intellectual stimulation, supportive leadership and personal recognition.

Another construct that influences HAW is organisational learning capability (Salas-Vallina, Alegre, & Fernández, 2017a). It has been proven that organisational learning capability mediates the relationship between transformational leadership and HAW. The scale validated by Chiva, Alegre, and Lapiedra (2007) was used to measure organisational learning capability. The scale measures the five factors of organizational learning capability (OLC) defined by Chiva, Alegre, and Lapiedra (2007) through items such as 'people are encouraged to interact with the environment: competitors, customers, technological institutes, universities, suppliers etc.'.

Results

We provide correlations between the HAW original and shortened scales and antecedents of HAW in Table 7. Columns 1 and 2 evidence that the correlations between the HAW scale (using sample 1), SHAW (using sample 2) and its antecedents (transformational leadership and organisational learning capability) are very similar. Fisher's *r*-to-*z* transformation in column 3 shows that the differences in correlations are not significant ($z < 1.96$). The pattern of results for the dimensions reveals that both the original and shortened forms' dimensions correlate similarly with HAW antecedents, considering the two different samples.

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TABLE 8. COMPARISON OF CORRELATIONS BETWEEN THE ORIGINAL (SAMPLE 1) AND SHORTENED (SAMPLE 2) HAPPINESS AT WORK (HAW) SCALES AND ANTECEDENT VARIABLES

Variables	*Original HAW*	*SHAW*	*z*	*ENG*	*Shortened ENG*	*JS*	*Shortened JS*	*AOC*	*Shortened AOC*
Transformational leadership	0.201*	0.203*	−0.02	0.220*	0.221*	0.194*	0.196*	0.189*	0.187*
Organisational learning capability	0.321**	0.318**	0.04	0.325**	0.323**	0.339**	0.340**	0.312**	0.314**

Note. AOC = affective organisational commitment; ENG = engagement, JS = job satisfaction; SHAW = shortened version of HAW.
*$p < .05$, **$p < .01$.

Discussion

Step 3 provides evidence that HAW antecedents work similarly in the original and SHAW scales. Although HAW dimensions correlate nearly identically with HAW antecedents, it is interesting to observe that some are strongly related to each dimension (i.e., engagement correlates more strongly with organisational learning capability, while job satisfaction correlates more strongly with transformational leadership, for both samples).

Step 4: Outcomes

Method

We also evaluated external qualities of SHAW by comparing its correlation with HAW outcomes. We obtained the *r*-to-*z* Fisher transformation to determine whether the original and SHAW significantly differ in their correlations with HAW outcomes.

Past research found a reduced intention to quit as a consequence of job satisfaction and commitment (Meyer et al. (2002). OCB was found to emerge as a result of higher job satisfaction and commitment levels (LePine et al., 2002). Happier employees are more predisposed to learn (Singh & Aggarwal, 2017). Moreover, the 'Holy Grail' of organisational behaviour research lies in the positive relationship between job satisfaction and job performance (Weiss & Cropanzano, 1996). Previous research (Salas-Vallina, Alegre, & Fernández, 2017b) has also revealed that OCB is a consequence of HAW. OCB goes beyond traditional measures of job performance and reveals a type of behaviour that refers to positive contributions made by employees that are not included in their job specifications. Organ defined OCB as the 'individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system and that in the aggregate promotes the effective functioning of the organisation' (1988: 4). The attitudinal theory states that positive attitudes result in positive behaviours (Abzari, Kabiripour, & Saeidi, 2015), and the Job Demands-Resources theory posits that resources lead to positive attitudes, which result in pro-social behaviours (Bakker & Demerouti, 2007). OCB was measured using the Lee and Allen (2002) scale, which has been validated in previous research. Participants answered how often they presently engaged in the behaviour or if they assisted others with their duties.

Results

Table 9 provides empirical evidence that both the original and the SHAW scale do not have significant differences ($z < 1.96$) in their correlations with the outcome variable, which means that they work similarly. We also determined the correlations between the original (using sample 1) and shortened

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(using sample 2) HAW dimensions and OLC, finding that they correlate similarly. These results are interesting for researchers who aim to work with specific HAW dimensions.

Table 9. Comparison of correlations between the original and shortened happiness at work (HAW) scales and outcome variables

Variables	Original HAW	SHAW	z	ENG	Shortened ENG	JS	Shortened JS	AOC	Shortened AOC
Organisational citizenship behaviour	0.319**	0.323**	−0.02	0.338**	0.331**	0.312**	0.319**	0.319**	0.322**

Note. AOC = affective organisational commitment; ENG = engagement, JS = job satisfaction; SHAW = shortened version of HAW.
**$p < .01$.

Discussion

Step 4 confirms that the OCB outcome variable examined in previous research correlates with SHAW similarly to the original HAW scale, using two different samples. In addition, we found that HAW original scale dimensions correlate with OCB slightly more compared to SHAW dimensions.

DISCUSSION

This paper has developed and validated a short version of the HAW scale, which is a broad and accurate measure of positive attitudes at work (Fisher, 2010). Self-report survey methods need to be improved by shortening existing scales (Kacmar et al., 2014), and the SHAW scale is a reliable, valid and acceptable measure that answers the call for more accurate and precise self-report measures. SHAW supports previous research on positive attitudes and takes Fisher's (2010) conceptualization of HAW, which comprises three dimensions that broadly capture HAW, considering the affective implication and feelings at work, evaluative judgements of job characteristics, such as salary, supervision and career opportunities, and feelings of belonging to the organisation. These three dimensions are respectively captured in the original HAW scale using engagement (a special feeling of energy and motivation related to the capacity of thrilling and feeling passionate at work), job satisfaction (a more reactive concept that captures feelings about working conditions, such as salary, career opportunities or relationship with peers) and affective organisational commitment (feelings of affection and belonging to the organisation). What makes HAW particularly interesting is that not only does it integrate and clarify its three dimensions, but it also presents a higher-order construct, a general attitude measure (Salas-Vallina, Alegre, & Fernández, 2017a, 2017b), which enables compatibility when wanting to link attitudes and behaviours, such as HAW and OCB.

We shortened the original HAW scale by using best practice recommendations for scale reduction (Stanton et al., 2002; Kacmar et al., 2014), using two heterogeneous samples from different occupational sectors, such as physicians, nurses, teachers or banking employees, across Spain and Italy. The results of our research suggest that the nine-item version of the HAW scale adequately captures all aspects of each dimension only with less than one-third of the items and that both versions of HAW have similar psychometric properties. In Step 1, we followed Stanton et al.'s (2002) recommendation of contemplating not only internal item qualities (factor loadings, Cronbach's αs) but also judgemental qualities. Research expertise can positively influence the quality of items by improving items' relevance or clarity of expression and avoiding semantic redundancy, negations or absolutes. We choose nine items of the 31 items in the original HAW scale. In Step 2, we verified the factor structure of the SHAW scale using the second sample, by means of confirmatory factor analysis. We ensured that SHAW

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overcomes the psychometric properties of dimensionality, reliability, content validity, convergent validity and discriminant validity. In Step 3, we checked that there were no significant differences in the correlations between the HAW scale and SHAW dimensions with HAW antecedents. In Step 4, we confirmed that the HAW scale and SHAW work similarly in relation to HAW outcomes. Steps 4 and 5 used the first sample ($N = 234$). These four steps demonstrate that the proposed SHAW performs in the same manner as the original HAW scale. We provide ample evidence that our shortened scale can be used to measure HAW while maintaining the statistical properties of the original scale.

Our research shows that the SHAW scale is a viable measure to implement in the growing field of positive management, in which few comprehensively reliable and valid wide measures exist (Fisher, 2010). SHAW is a quick and accessible tool to assess happiness in the work context. We argue that this new measurement scale presents a high statistical potential to widely capture positive attitudes at work, which opens undeveloped research possibilities. Our environment is increasingly characterised by the progressive dehumanisation of organisations (Kristensen & Johansson, 2008). Sulkowski stated that 'The industrial era of dehumanization of the workforce has influenced and left management practices being incompatible with the emotional, cognitive and collaborative underpinnings of modern human capital. […] there is a need to humanize [human capital] again' (2013: 10).

However, there is some criticism of positive psychology. Fineman (2006) argues that the 'sunnier side of life', namely, positive emotions (love, hope and joy), should be linked to negative emotions (fear, anxiety, sadness), as they are two sides of the same coin, and that love and jealousy, or anger and energy can be mixed. Hence, research should not focus solely on the positive, as it represents a narrow view of reality. But the point is that SHAW is not an emotion, it is an attitude. And as Fisher (2010) stated, emotions (joy, love) precede attitudes (engagement, commitment, satisfaction, happiness). Therefore, the complex and little-known world of emotions is not examined in this research.

Fineman also stated that positiveness is presented as the panacean world, being seductive and uncritical. The SHAW scale does not support this view. SHAW does not force people to smile and feel happy. On the contrary, it is a way to improve their quality of life at work. We do not propose psychotherapeutic workplace programs to improve self-esteem (Armstrong, 2004). The aim of SHAW is not to generate positive energy. SHAW aspires to seduce companies to set the stage for better working conditions. In response to this, employees are expected to become more engaged, satisfied and committed at work, which is aligned with recent publications centring on happiness and the common good (Felber, 2015).

As Fineman (2006) and (Doughty, 2004) rightly argued, measures for positivity do not take into account social or economic conditions in the workplace. Moreover, positivity is often understood as an imposed psychological state, which leads to employee conformity to the organisation (Fineman, 2006). Nevertheless, we agree with Fineman that programmes that aim to make workers happy can reinforce subordination, control and inequalities (Alvesson & Willmott, 1992). This is not the case of the SHAW construct, in which happiness emerges as a consequence of breaking down imbalances in the workforce. For example, a fair salary is included in the job satisfaction dimension of SHAW, which refers to good working conditions. What is more, affective organisational commitment refers to employees' perception of belonging to the organisation, which is closely related to participation and, by extension, to the level of democratisation of the organisation. Still, we agree with Fineman (2006) that positivity at work might need to consider cultural diversity, as cultural norms differ between countries, and therefore the SHAW scale may require adaptation to distant cultures.

More than ever before, managers need employees that make a critical difference in innovation, competitiveness and performance. The focus in modern organisations should be on the management of human capital, creating the working conditions that inspire employees to be happy, going the extra mile and persisting in the face of difficulties. HAW is a powerful tool that may help organisations to attract creative, enthusiastic and passionate employees who make companies successful. HAW should become a primary focus of human resources management and its rigorous measurement is primarily a practice imperative.

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LIMITATIONS AND FUTURE RESEARCH

To validate the psychometric properties of the SHAW scale, we did not limit the sample to a specific department or organisation. We used data collected from two samples with a wide range of employees throughout Spain and Italy. We followed accepted methods for scale reduction (Stanton et al., 2002), accurately examining internal, external and judgemental qualities of the new shortened scale. However, our research design presents some limitations. First, although we analysed different antecedent and outcome variables, they represent only an example of the wide number of variables that could have been included. This limitation also opens future research possibilities for SHAW. Causal effects were not explored due to the process of data collection. We propose that future research tests additional antecedent and outcome variables and validates previous theoretical models, comparing its psychometric properties with those of the SHAW scale. Although our validation of the SHAW scale still requires further exploration, this research demonstrates that HAW can be accurately measured using a shortened scale.

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