

The Role of Organizational Virtuousness in Enhancing Job Attitudes a Study on Pharmaceutical Industry in Egypt

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Abstract

The objective of the research is to examine the impact of Organizational Virtuousness (OV) on Job Attitudes (JA). The research population consists of all employees at Pharmaceutical industry in Egypt. Due to time and cost constraints, the researcher adopted a sampling method to collect data for the study. The appropriate statistical methods such as Alpha Correlation Coefficient (ACC), Confirmatory Factor Analysis (CFA), Multiple Regression Analysis (MRA), were used to analyze the data and test the hypotheses.

The research has reached a number of results, the most important of which are: (1) lack of studies on OV, even though this variable plays an important role in influencing job performance and organizational citizenship behavior, (2) the term OV is one of the most important topics that has received attention in the recent period according to the conditions in which organizations live in a changing environment, (3) the commitment to OV dimensions which are optimism, organizational trust, organizational compassion, organizational integrity, and organizational forgiveness. These dimension are considered the noble virtues that guide the behavior of individuals and organizations in the society, (4) there is an interest in the organization in applying the principles of OV. This is due to the conviction of top management of the importance of the dimensions of OV and work to spread them at the levels of different departments in the organization, (5) the management of the organization is concerned with applying the practices and functional procedures that lead to the straightforward organization that promotes the organizational citizenship behavior in a way that is better than the current situation, (6) investing in OV is one of the important and effective means to achieve success, development and progress in the organization, (7) OV plays an important role in the prosperity of individual relationships, the promotion of the learning process, and the development and development of workers in the organization, and (8) OV is a term synonymous with the nature of ethical regulations and is one of the main methods of business ethics.

The study referred to a number of recommendations, the most important of which are: (1) conducting a number of research and studies on the subject of OV, with the aim of stimulating the processes of optimism, forgiveness, trust, sympathy and integrity in the organization, (2) the need for managers in the organization to adopt the concept of positive organizational behavior in order to achieve and employ the human forces that seek to achieve success and progress for the organization, (3) attention must be paid to creating OV, as it is one of the forms of distinction, whether for individuals or the organization itself, (4) spreading the positive sentiments of the employees in the organization, which leads to high organizational performance, (5) spreading virtuous organizational features that are represented in human influence, virtuous ethics, and improving social conditions, (6) inviting the higher management in the organization to pay attention to the OV variable and its sub-dimensions, as it is one of the main priorities of the work requirements, (7) spreading optimism among the employees inside the organization, and seeking to raise their morale, and (8) enhancing trust among employees, and encouraging good interaction among them or with managers in the organization.

Keywords: Organizational Virtuousness, Pharmaceutical Industry

1. Introduction

The term Organizational Virtuousness (OV) was coined in 2003 by Kim Cameron. OV is one of the important concepts in positive psychology that must be in the activities of individuals, teamwork, and organizational processes. It is also linked to three characteristics. They are human influence, moral good, and improving social conditions (Cameron, 2003).

Studies have emerged about OV with the aim of reviving traditions of managerial ethics on the one hand, and behaviors based on virtue on the other. OV is concerned with social relations within the organization, that is, social capital, as it is an important asset that benefits the organization and its workers (Abedi et al., 2014).

The increasing moral and financial virtues that organizations have been exposed to in recent years have been the main reason for the move towards reconsidering the role of OV. It plays a significant role in this transformation (Zabihi et al., 2014).

Straightness is used for the purpose of demonstrating ability or supremacy, which is a manifestation of the customs, desires and social affairs that produce a good social personality, and integrity is the best feature of human being and good behavior (Abedi et al., 2014).

Virtuous organizations emphasize consolidating an ethical perspective in their culture in the form in which self-promotion, emotional intelligence, team effectiveness, and the development of supportive leaderships that achieve organizational success are achieved (Fernando, 2010).

Virtuous organizations refer to organizations that are formed on the basis of virtue and moral competence. The relations between managers and employees are based on a clear basis according to organizational connections, and on the basis of interactions based on moral virtues, which leads to improved social conditions (Hamrahi et al., 2015). Also, Virtuous organizations have eight characteristics. They are responsibility, goal, frankness, reliability, fairness, justice, integrity, and respect for individuals (Abedi et al., 2014).

There are two important aspects of job attitudes. They are Organizational Commitment (OC) and Job Satisfaction (JS) (Chang et al., 2010; Yang & Mossholder, 2010; Dewettinck & Van Amejide, 2011).

JS has positive effect on OC. JS and its extrinsic and intrinsic dimensions have a significant effect on normative and affective commitment. But the dimensions of JS do not have a significant effect on continuance commitment. Both intrinsic and extrinsic JS have a significant effect on OC (Gunlu et al., 2010).

OC and JS are two buzzwords associated with the retention of personnel in a variety of occupational settings. Nowhere are these concepts receiving more attention than in the field of corrections, where empirical links are being made between employee commitment, organizational culture, and institutional performance (Hogan, et al., 2006).

OC and JS are studied factors in management literature which are the precursors of employees' performance (Bodla & Danish, 2009).

The majority of the literature provides the evidence that JS leads to OC (Namasivayam & Zhao, 2007).

JS is significantly associated with OC and it is the most important determinant of employees' commitment to their organization (Koh & Boo, 2004).

JS was found to have the greatest effect on OC. It accounted for the greater portion of the variance in OC (Lambert, 2004). JS and OC are key job attitudes (George & Jones, 1997; Jehn et al., 1999; MacKenzie et al., 1998).

OC and JS are interrelated; they have diverse attitudes. OC is the better means of constancy, belonging and permanence compared to JS (Lane et al., 2010).

2. Literature Review

2.1. Organizational Virtuousness

2.1.1. Organizational Virtuousness Concept

The origin of the word *virtuousness* is from the Latin word *virtus*, which means strength or distinction. Virtuous can be defined as customs, desires, and procedures that produce good personal virtues (Rego et al., 2010).

Virtue refers to a state of distinction in the personality of a person or organization. It helps the organization avoid mistakes and build trust in employees, and enhances the possibility of reaching high levels of individual and community benefit (Ugwu, 2012).

Virtue is the best case the individual reaches, the most objective positions, and achieving the highest results. In other words, virtue is the pursuit of the highest aspirations in individual circumstances. Virtue is the understanding of the ethical rules that result in achieving social harmony among all employees in the organization (Zamahani et al., 2012).

Virtuous is one of the main ways of business ethics. Its dimensions is honesty, trust, and seeking to guide individuals to become ideal citizens. In other words, virtue is the pursuit of the highest levels of ambition for the individual. It refers to good habits, desires and procedures such as integrity, forgiveness,

and trust (Rego et al., 2011).

Virtue includes six major categories. They are wisdom, courage, humanity, justice, moderation, and transcendence (Peterson & Seligman, 2004).

Virtue refers to the pursuit of the highest aspirations in the human condition, as well as an organizational advantage or characteristic in the business community or academia (Bright et al., 2006).

Virtue is one that creates positive emotions, and contributes to building social capital (Tsachouridi et al., 2016).

There are three main characteristics of virtue, which are (1) individual influence, where virtue is related to human beings in terms of its individual moral and prosperous qualities, as well as the individual purpose with high principles, (2) virtuous morality, where virtue is related to virtuous morality, and virtue in general is related to love, wisdom and loyalty, (3) the improvement of social conditions, where virtuous women are associated with the improvement of social conditions as they go beyond the stage of improving self-interest (Cameron & Caza, 2003).

Virtuous means excellence. It serves the ethical goals of the organization through a mixture of virtues practiced by the managers of the organization (Cameron & Winn, 2012; Nikandrou & Tsachouridi, 2015).

Virtuous leadership can be the key to maintaining a loyal and supportive workforce even during periods of financial crisis. It helps organizations recover from shocks. In addition to that they create positive feelings and build good relationships in the organization (Nikandron & Tsachouridi, 2015).

Virtuousness is used for the purpose of demonstrating ability or supremacy. It is a manifestation of the customs, desires and social affairs that produce a good social personality (Abedi et al., 2014).

OV refers to the use and development of good organizational habits such as altruism, honesty, tolerance, and trust at the individual and organizational level in a manner that leads to an increase in the well-being and health of workers in the organization (Hamrahi et al., 2015).

OV positively influences the strengthening of organizational commitment, as well as organizational citizenship behavior as well as the attitudes of employees in the organization (Kooshki & Zeinabadi, 2015; Ziapour et al., 2015).

OV is the set of habits, desires and opinions that lead to personal and social benefit. It is based on organization and certain values. OV is a source of identity and pride for members of the organization. (Abedi et al., 2014).

OV is associated with positive results, not just the absence of negative results. It also produces positive energy in the systems in the organization. This leads to improved performance and increased productivity (Yajna & Joey, 2014).

OV includes the dimensions of organizational structures including good habits, and some processes such as compassion, integrity, tolerance and trust at the individual and social level (Abedi et al., 2014).

OV is distinction in the personality of the individual. It helps organizations to avoid disputes, build trust for employees, and enhance the likelihood of higher levels of individuals and social benefit (Ugwa, 2012).

OV influences organizational performance by influencing variables of creativity, quality, customer retention, and employee turnover (Rego et al., 2010; Barclay et al., 2012).

OV is the pursuit of the highest status of individuals in an organization. It focuses on the strength of moral virtue in procedures, both personal and social (Zamahani et al., 2012).

OV is a form of individual distinction, which can be traced to organizations, not just individuals (Fernando & Almeida, 2012).

OV refers to the traits that achieve the best distinction of human resources in terms of psychological strength, moral aspects, and willpower in facing challenges (Shekari et al., 2011).

OV is the achievement of good habits, desires, and procedures such as integrity, forgiveness, and organizational confidence (Rego et al., 2011).

OV is the improvement of the employees behavior in the organization. OV is related to the individual's behavior in the internal work environment (Rihiro & Rego, 2009).

OV is a set of individual actions, group activities, cultural attributes, or processes that contribute to the spread of virtuous behavior in an organization. OV is measured through six levels. They are wisdom, courage, humanity, justice, temperance, and transcendence. (Cameron et al., 2004).

There are five basic characteristics of OV (1) enhancing good feeling and human respect (2) enhancing experience in terms of emotional, cognitive, and behavioral dimensions (3) creating cooperation and balance in communication (4) enhancing positive aspects (5) providing mediation services and enhancing flexibility (Cameron & Caza, 2003; Abedi et al., 2014).

The researcher considered OV is a value of the organization, that must be demonstrated by the leader in the contemporary world in terms of justice, virtue, and love for all employees in the organization. Without OV, it is not possible to achieve sustainable success.

2.1.2. Organizational Virtuousness Dimensions

There is a close correlation between OV and some other variables such as organizational optimism, organizational trust, organizational compassion, organizational integrity, organizational forgiveness (Abedi et al., 2014).

OV dimensions are organizational optimism, organizational trust, organizational compassion, organizational integrity, and organizational forgiveness (Abedi et al., 2014; Cameron et al., 2004):

2.1.2.1. Organizational Optimism

Optimists describe mistakes as external, unstable, and temporary, while pessimists describe mistakes as internal, stable, and lasting. The optimist makes the cause of errors external, while the pessimist makes the cause internal (Chadha et al., 2013).

The success of the leaders is due to their optimism in handling their affairs inside or outside the organization. The optimistic leader is able to attract the individuals working for him. Optimists do their jobs better. On the contrary, pessimists tend to suffer depression easily (Abedi et al., 2014).

Many studies have been carried out relating optimism and the health status of the employees. These studies have proven that optimism reflects positively on the physical, mental and psychological health of the employee, which may serve as a shield to face future problems related to physical health. There are also other studies that have linked optimism and some functional behaviors such as job satisfaction, organizational commitment, and job performance (Ugwu, 2012).

Organizational optimism is a deep sense of success and good performance in facing challenges. Optimism means that leaders work to develop the belief that they will succeed in doing good even when faced with major challenges. This leads to increased productivity (Gabris et al., 1998).

Optimism works to alleviate stress fears and increase an individual's ability to perform. Optimists have a good health and psychological state unlike pessimistic individuals (Tuten & Neidermeyer, 2014).

2.1.2.2. Organizational Trust

Trust is a complex concept, as it contains diverse rules. It is not a new problem (Al-Abrowa et al., 2013).

Trust is a psychological state that includes the intention to accept the actions of another trusted person, on the basis that he will do the work as expected (Semercioz et al., 2011).

Organizational trust is the feeling and support on the part of the employer. It indicates an individual's belief in the goals and policies of the organization, leaders and employees in the organization. This will have an impact on job satisfaction and organizational commitment (Paliszkiwicz & Koohang, 2013).

There are three factors that seek to generate trust in the organization. They are ability, benevolence, and integrity. Ability is the set of skills, competencies, and characteristics that allow a party to be reliable. Benevolence is how confident a believer thinks he wants to do well for the organization away from the goal of self-profit. Integrity is a trusted perception that it is bound by a set of principles that it finds acceptable (Semercioz et al., 2011).

Trust is an attribute that increases the charisma of the leader. It attracts the individuals who work to him, as most employees suffer from the problem of self-confidence, but the leader's confidence in him will address the shortage. Trust generates more confidence, whether in the employees themselves or the relationship between them and the leaders in the organization (Abedi et al., 2014).

Organizational Trust means the respect and concern of managers with employees in the organization. Trust indicates courtesy and respect for the rules of the organization and that individuals trust each other as

well as in their leaders. Leadership confidence is a critical factor in fostering the success of the organization. Trust represents an individual's desire to build good relationships with others (Mey et al., 2014).

Trust consists of a set of different dimensions and behavioral factors such as competence, predictability, information flow, effective communication, integrity, sincerity, honesty, and transparency (Hakkinen et al., 2010).

2.1.2.3. Organizational Compassion

Compassion helps create positive attitudes towards individuals in the workplace. Compassion is associated with a set of positive attitudes, behaviors and feelings in organizations (Kanov et al., 2004).

A compassionate leader begins the cycle of positive change through decision-making, creating meaning, and cultivating hope in the workplace (Gabruch, 2014).

Compassionate leadership is the ability of a leader to understand what is important to his subordinates. A compassionate leader is interested in knowing what is going on in the life of the worker in terms of family diseases and problems. The treatment in this way leads to achieving organizational success (Abedi et al., 2014).

A compassionate leader uses all the qualities of love to foster a process of integration among workers in the organization (Gabruch, 2014).

There are three main elements of the compassion process in the organization. They are (1) observation, which means observing the other individual and feeling him (2) feeling, which means compassion for the other individual and trying to put himself in his place (3) responding, which means acting and working to eliminate the suffering of the other party (Kanov et al., 2004).

Compassion is emotional sharing, caring for others with thinking and action, and helping others with a spirit of love, respect, and a compassionate individual who has a strong sense of commitment to others and being responsible for helping them (Abedi et al., 2014).

Compassion is the caring about each other. Compassion means that individuals' assistance must be common in the organization. Applying mercy in the field of human resources management helps discover the extent to which employees interact with the authority through simple practices such as selection and appointment (Simpson et al., 2014).

Mercy in the organization must be the basic principle of all communication strategies. Mercy must not be a state or psychological trait, but it must be a practice among employees in the organization. The mercy of leaders contributes to meeting the needs and desires of employees. This leads to achieving a positive feature of the organization (Simpson et al., 2014).

The leader's mercy not only contributes to the rapid recovery from suffering, but is also concerned with positive feelings and enhances the level of commitment to all employees in the organization (Lilius et al., 2011).

2.1.2.4. Organizational Integrity

Integrity is consistency with principles, values, procedures and methods. Integrity represents the work of the governing body, bound by established rules, goals, values, and principles set by the head of the official organization or administrative body. Integrity is part of the internal control system, and it expresses the rules and values of an organization that aims to enhance its efficiency (Pulay, 2014).

Integrity indicates the quality of the work and its conformity with the prevailing values, rules and laws (Somera & Holt, 2015).

The leader's integrity represents the ethical integrity in dealing within the organization, the extent to which standards, procedures and different decisions are taken (Palazzo, 2007).

Organizational integrity is the set of positive votes from values that are in line with social expectations. They operate according to these values. Enhancing organizational integrity is an important way to prevent and mitigate corruption risks. (Plulay, 2014).

Organizational integrity is needed to provide clear expectations for the workers responsible for integrity issues (Tsahuridu & Perryer, 2002).

Organizational integrity includes a broad meaning of behaviors of honesty and integrity in an organization. The leader's integrity points to the phenomena of honesty, and honor in his interactions with

employees in the organization (Rego et al., 2010).

Organizational integrity goes beyond administrative integrity. It is more than dealing with individuals within the organization, but extends to dealing with managers with each other, and their dealings with employees in the organization (Iltis, 2005).

2.1.2.5. Organizational Forgiveness

Forgiveness is the substitution of negative emotions to positive feelings and motives. It is a conscious choice to replace positivity with negativity (Cameron & Caza, 2003).

Forgiveness is positively associated with physical health, happiness in life, hope, and job satisfaction. Forgiveness helps protect against mental illness, facilitates the process of biological healing, preserves the heart, enhances emotional stability and solves problems (Kerns, 2009).

Forgiveness means that leaders tolerate and forgive workers for mistakes and that learning opportunities from them are used (Cameron & Caza, 2002).

Numerous research has shown that the tendency not to forgive significantly reduces work performance, quality, organizational commitment, increased feelings of anger, and heart problems (Kerns, 2009).

The use of the forgiveness strategy helps encourage employees to be creative, increase productivity, and increase profitability, in addition to creating a high-performance work environment (Kerns, 2009).

The effects of forgiveness are reflected on some elements. They are the physical and mental health of employees, job performance and productivity, and organizational issues such as minor differences among employees (Madsen et al., 2009).

Organizational forgiveness means that managers forgive employees' mistakes, accept their excuses and view them as an opportunity to improve their opinions (Cameron & Caza, 2002).

Forgiveness is one of the innate virtues of man. Most researchers agree that forgiveness is the substitution of negative emotions and attitudes to positive feelings towards the offending party (Cameron & Caza, 2002).

Forgiveness is a conscious choice that makes positive attitudes replace negative attitudes in a way that improves the relationship between all employees in the organization (Cameron & Caza, 2002).

2.2. Job Attitudes

2.2.1. Job Attitudes Concept

OC and JS are interrelated. OC is the better means of constancy, belonging and permanence compared to JS (Lane et al., 2010).

JS has positive effect on OC. Both intrinsic and extrinsic JS have a significant effect on OC (Gunlu et al., 2010).

OC and JS are the precursors of employees' performance (Bodla & Danish, 2009).

Numerous researches have shown that JS leads to OC for all employees in the organization (Namasivayam & Zhao, 2007).

JS is associated with OC. In other words, JS have the greatest effect on OC (Koh & Boo, 2004; Lambert, 2004). JS and OC are key job attitudes (George & Jones, 1997; Jehn et al., 1999; MacKenzie et al., 1998).

2.2.2. Job Attitudes Dimensions

Two important aspects of JA are OC and JS (Yang & Mossholder, 2010; Chang et al., 2010; Dewettinck & Van Ameijde, 2011).

2.2.2.1. Job Satisfaction

JS is an individual's attitude toward the organization. It includes emotional, cognitive, and behavioral components about related aspects such as wage, promotion, and supervisors (Yee, 2018).

JS is one of the factors that the organization seeks to achieve for its employees. It is a measure of the sustainable human development process within the organization (Trisliatanto, et al., 2018).

JS is an emotional response to a business situation. It includes several dimensions. They are how difficult the job is, rewards, working conditions, relationship with colleagues, and how well the individual fits with the nature of the work he does in the organization (Linda, 2018).

JS is a set of attitudes of employees towards working in the organization (Lussier, 2005).

JS is a set of feelings of employees in the organization towards its various aspects (Hellrigel & Slocum, 2001).

JS is not only what one enjoys in the work that he does, but satisfaction includes life as a whole, including satisfaction with home life, satisfaction with the material, economic, and social relationships (Strack et al., 1991).

Quality of work life plays an important role in increasing JS, reduces the rate of employee absenteeism, and also reduces the intention to leave work in the organization. Thus, it contributes to creating a good environment that helps increase its productivity (Akar & Ustuner, 2019).

Quality of the work life reflects the nature of the relationship between employees and the work environment in the organization. This will increase JS on the one hand, and achieve the goals of the organization on the other hand (Kitratporn & Puncreobutr, 2016).

It is worth noting that quality of work life plays an important role in influencing JS of employees. In other words, there is a direct relationship between the quality of work life and JS (Afsar, 2014; Shekarian, et al., 2014).

One of the studies indicated that the quality of work life affects the degree of JS. In other words, there is a moral relationship between the quality of work life and JS of employees in the organization (Nayak & Sahoo, 2015).

There are two dimensions of JS. They are internal satisfaction and external satisfaction (Judge et al., 2001; Best & Thurston, 2004):

- **Internal Satisfaction:** the opportunities to demonstrate abilities, sense of achievement obtained from work, ethical values of the work, opportunities to provide services.
- **External Satisfaction:** Job content, salary, unobstructed channels for promotion, work environment and equipment.

2.2.2.2. Organizational Commitment

OC is acceptance and belief in the goals and values of the organization, and the engagement of workers psychologically with the organization (Khunsoonthornkit & Panjakajornsak, 2018).

OC is the willingness of employees to stay and prepare to make the effort to achieve the organization's goals efficiently and effectively (Luthans, 2011).

OC is the degree of congruence between individual goals and organizational goals. Employees in the organization can be categorized into highly committed individuals and other low-commitment individuals (Siders et al., 2009).

OC is the degree of psychological affinity and connection between two parties, the first is the employees and the second is the organization (Wright & Kehoe, 2007).

OC represents a strong tendency for an individual to remain a member of a particular organization. He is willing to make an effort to achieve the goals of this organization (Addae & Parboteeah, 2006).

OC is a situation in which the identity of an individual is identical to the organization. OC is the degree of the individual's desire to maintain membership resulting from association with the goals and values of the organization (Miller, 2003).

OC consists of three basic elements. They are (1) the importance of accepting the goals that the organization seeks to achieve, (2) the extent of willingness to make an effort to achieve the goals of the organization, and (3) the importance of desire and survival in the membership of the organization (Angle & Perry, 1981).

OC plays an important role in improving the productivity of the organization. OC contributes to reducing the rate of absence and turnover of workers in the organization (Imam et al., 2014).

OC contributes to increasing positive behaviors of employees in the organization such as organizational citizenship behavior (Albdour & Altarawneh, 2014).

The quality of work life plays an important role in influencing OC, which leads to increasing productivity on the one hand, and enhancing competitiveness on the other hand (Afsar, 2014; Shekarian et al., 2014; Sajjad & Abbasi 2014).

The dimensions of OC are emotional, normative, and continuous in the organization (Addae & Parboteeah, 2006).

Emotional commitment refers to the degree of the individual's association with the organization. Normative commitment indicates the individual's sense that he is committed to staying in the organization (Siders et al., 2009).

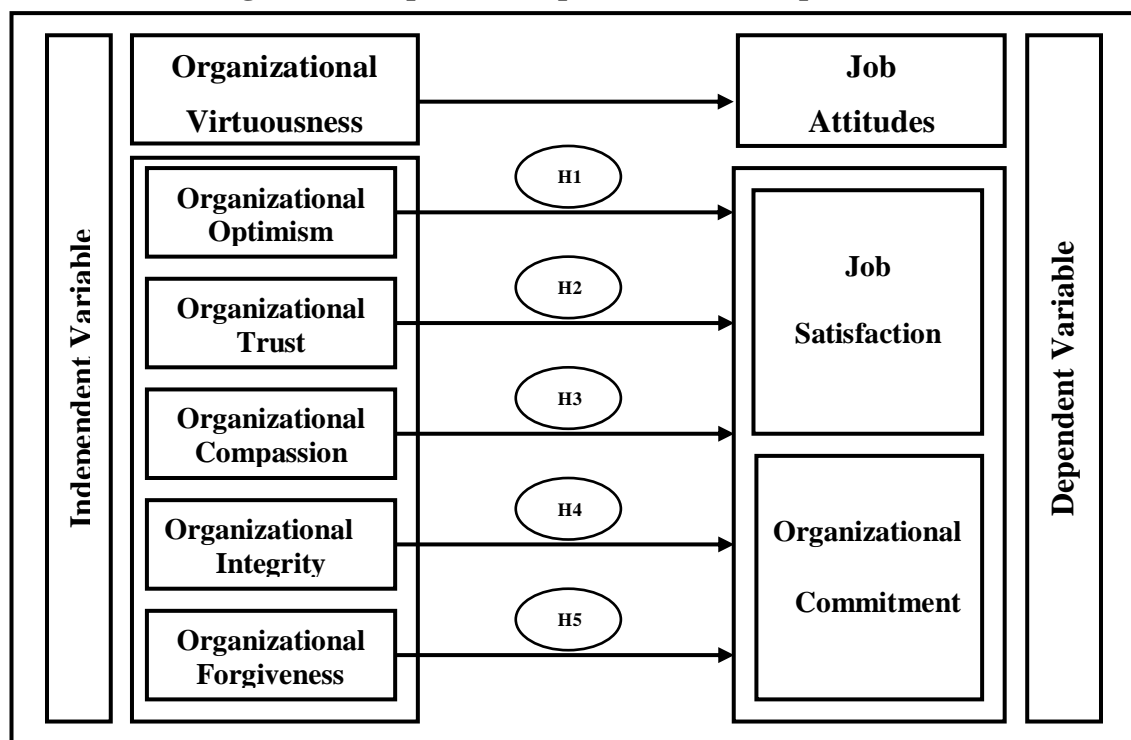
Continuous commitment is an indicator that reflects an individual's comparison of the contributions he makes to the organization (Avolio et al., 2004).

In this study, we follow Meyer and Allen's (1991) three dimensions of OC. They are affective commitment, continuous commitment, and normative commitment (Ayeni & Phopoola, 2007, Omar, et al. 2008; Rashid et al., 2003).

- *Affective commitment* refers to an employee's continuing to work for an organization thanks to emotional attachment to, involvement in, and identification with that organization (Rashid et al., 2003).
- *Continuance commitment* refers to the commitment based on the costs that are associated with leaving a specific organization (Lee et al., 2001; Greenberg & Baron, 2003).
- *Normative commitment* relates to feelings of obligation to remain with the organization, i.e. employee with a strong sense of normative commitment remain in organizations because they feel they ought to do so (Ayeni & Phopoola, 2007, Omar, et al. 2008).

3. Research Model

Figure (1) Proposed Comprehensive Conceptual Model



The diagram shows that there is one independent variable of OV. There is one dependent variable of JA. The research framework suggests that OV have an impact on JA.

OV is measured in terms of optimism, trust, compassion, integrity, and forgiveness (Abedi et al., 2014; Cameron et al., 2004).

JS is measured in terms of internal satisfaction and external satisfaction (Judge et al., 2001; Best & Thurston, 2004).

OC is measured in terms of affective, continuous, and normative (Ayeni & Phopoola, 2007, Omar, et al. 2008; Rashid et al., 2003).

4. Research Questions

The research problem has two sources. The first source is to be found in previous studies. There is a lack in the number of literature review that dealt with the analysis of the relationship between OV and JA. This called for the researcher to test this relationship in the Egyptian environment.

Previous studies have indicated that there is a significant correlation between organizational optimism and the health status of the employees. Organizational optimism reflects positively on psychological health of the employee, which may serve as a shield to face future problems related to physical health (Ugwu, 2012).

Another study indicated that organizational trust has an impact on job satisfaction and organizational commitment (Paliszkievicz & Koohang, 2013).

There is another study indicated that compassion is associated with a set of positive attitudes, behaviors and feelings in organizations (Kanov et al., 2004).

There is another study indicated that organizational integrity is the quality of the work and its conformity with the prevailing values, rules and laws (Somera & Holt, 2015).

Another study indicated that organizational forgiveness is the substitution of negative emotions to positive feelings and motives. Also, forgiveness is a conscious choice to replace positivity with negativity (Cameron & Caza, 2003).

The second source is the pilot study, which was conducted an interview with (30) employees at Pharmaceutical industry in Egypt to identify the dimensions of OV and JA. The researcher found through the pilot study several indicators notably the blurred important and vital role that could be played by OV in affecting JA at Pharmaceutical industry in Egypt.

As a result of the discussions given above, the research questions of this study are as follows:

- Q1: What is the relationship between OV (Organizational Optimism) and JA at Pharmaceutical industry in Egypt?
- Q2: What is the nature of the relationship between OV (Organizational Trust) and JA at Pharmaceutical industry in Egypt?
- Q3: What is the extent of the relationship between OV (Organizational Compassion) and JA at Pharmaceutical industry in Egypt?
- Q4: What is the nature and extent of the relationship between OV (Organizational Integrity) and JA at Pharmaceutical industry in Egypt?
- Q5: What is the extent of the relationship between OV (Organizational Forgiveness) and JA at Pharmaceutical industry in Egypt?

5. Research Hypotheses

Previous studies have indicated that there is a deep sense of success and good performance in facing challenges. This leads to increased productivity (Gabris et al., 1998). Also, there are other studies that have linked organizational optimism and some functional behaviors such as job satisfaction, organizational commitment, and job performance (Ugwu, 2012).

Another study indicated that organizational trust is an attribute that increases the charisma of the leader. Trust generates more confidence, whether in the employees themselves or the relationship between them and the leaders in the organization (Abedi et al., 2014).

There is another study indicated that organizational compassionate leader begins the cycle of positive change through decision-making, creating meaning, and cultivating hope in the organization (Gabruch, 2014).

Another study indicated that organizational integrity is an important way to prevent and mitigate corruption risks. (Plulay, 2014).

There is another study concluded that the tendency not to forgive significantly reduces work performance, quality, organizational commitment, increased feelings of anger, and heart problems (Kerns, 2009).

The following hypotheses were developed to decide if there is a significant correlation between OV and JA.

H1: There is no statistically significant relationship between OV (Organizational Optimism) and JA at Pharmaceutical industry in Egypt.

H2: OV (Organizational Trust) has no significant effect on JA at Pharmaceutical industry in Egypt.

H3: There is no relationship between OV (Organizational Compassion) and JA at Pharmaceutical industry in Egypt.

H4: OV (Organizational Integrity) has no significant impact on JA at Pharmaceutical industry in Egypt.

H5: There is no relationship between OV (Organizational Forgiveness) and JA at Pharmaceutical industry in Egypt.

6. Research Population and Sample

The population of the study is 4783 employees at the pharmaceutical industry in Egypt. This sector includes five companies. They are Delta for the Pharmaceutical Industry, Egyptian International Pharmaceutical Industries (Eipico), Pharma Sweden, Egypt Otsu, and Egyptian Chemicals and Drugs. The random sampling was used for collecting the primary data. The following equation determines the sampling size (Daniel, 1999):

$$n = \frac{N \times (Z)^2 \times P(1-P)}{d^2 (N-1) + (Z)^2 \times P(1-P)}$$

Accordingly, the sample size has become 355 employees at the pharmaceutical industry in Egypt.

Table (1) Distribution of the Sample Size

Egyptian Pharmaceutical Companies in Egypt	Employees	Percentage	Sample Size
Delta for the Pharmaceutical Industry	1500	31.4%	355 X 31.4% = 112
Egyptian International Pharmaceutical Industries (Eipico)	1833	38.3%	355 X 38.3% = 136
Pharma Sweden	850	17.8%	355 X 17.8% = 63
Egypt Otsu	350	7.3%	355 X 7.3% = 26
Egyptian Chemicals and Drugs	250	5.2%	355 X 5.2% = 19
Total	4783	100%	355 X 100% = 355

Source: Personnel Department at Pharmaceutical Industry in Egypt, 2018

Table (2) Characteristics of Items of the Sample

Demographic Variables	Frequency	Percentage
1- Job Title	Physicians	45%
	Nurses	41%
	Administrative Staff	14%
	Total	100%
2- Sex	Male	56%
	Female	44%
	Total	100%
3- Marital Status	Single	37%
	Married	63%
	Total	100%
4- Age	From 30 to 45	57%
	Above 45	43%
	Total	100%
5- Educational Level	University	54%
	Post Graduate	46%
	Total	100%
6- Period of Experience	From 5 to 10	56%
	More than 10	44%
	Total	100%

7. Procedure

The goal of this study was to identify the significant role of OV in affecting JA. A survey research method was used to collect data. The questionnaire included four questions, relating to OV, JS, OC, and biographical information of employees at Pharmaceutical industry in Egypt. About 355 survey questionnaires were distributed. Multiple follow-ups yielded 300 statistically usable questionnaires. Survey responses were 88%.

8. Research Variables and Methods of Measuring

The 15-item scale OV section is based on Abedi et al., 2014; Cameron et al., 2004. There were three items measuring organizational optimism, three items measuring organizational trust, three items measuring

organizational compassion, three items measuring organizational integrity, and three items measuring organizational forgiveness.

The 10-item scale JS section is based on Judge et al., 2001; Best & Thurston, 2004. There were five items measuring internal satisfaction and five items measuring external satisfaction.

The 10-item scale OC section is based on Ayeni & Phopoola, 2007, Omar, et al. 2008; Rashid et al., 2003. There were six items measuring affective commitment, six items measuring continuous commitment, and six items measuring normative commitment.

Responses to all items scales were anchored on a five (5) point Likert scale for each statement which ranges from (5) “full agreement,” (4) for “agree,” (3) for “neutral,” (2) for “disagree,” and (1) for “full disagreement”.

9. Data Analysis and Hypotheses Testing

9.1. Coding of Variables

Table (3) Description and Measuring of the Research Variables

Main Variables		Sub-Variables	Number of Statement	Methods of Measuring Variables
Independent Variable	Organizational Virtuousness	Organizational Optimism	3	Abedi et al., 2014; Cameron et al., 2004
		Organizational Trust	3	
		Organizational Compassion	3	
		Organizational Integrity	3	
		Organizational Forgiveness	3	
Total OV			15	
Dependent Variable	Job Attitudes	Job Satisfaction	10	Judge et al., 2001; Best & Thurston, 2004
		Organizational Commitment	18	Omar, et al. 2008; Meyer & Allen, 1991
		Total JA	28	

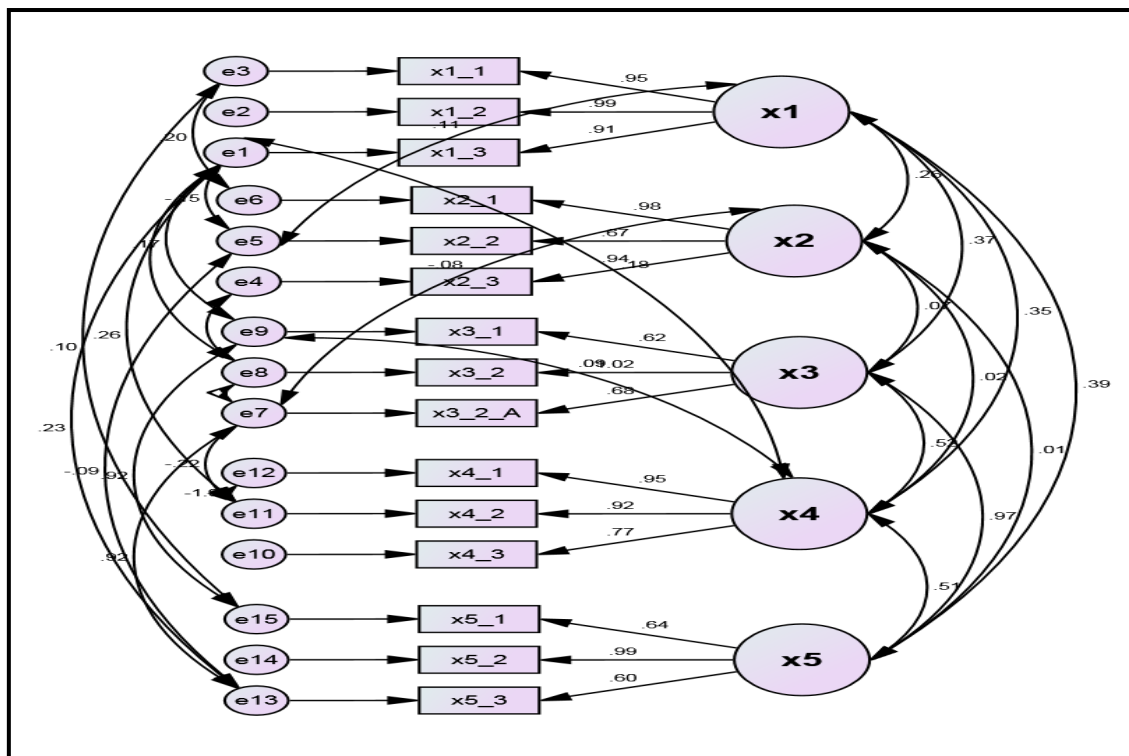
According to Table (3) the research consists of two main variables. The first is OV (independent variable). The second is JA (dependent variable). Each variable consists of sub-variables.

9.2. Construct Validity

9.2.1. Organizational Virtuousness

The researcher used Confirmatory Factor Analysis (CFA) for OV. This variable consists of five dimensions. The total number of OV is 15 statements. This can be illustrated by the following figure:

Figure (2) CFA For OV



Source: AMOS, V.23

From the previous figure, it is clear that all the statement of OV are greater than 0.50, which corresponds to GFI. This is a good indicator of all other statistical analysis. The quality indicators for OV can be illustrated in the following table:

Table (4) Quality Indicators for OV Using AMOS Analysis

Test the Quality of the Model Acceptance Condition (Daire et al., 2008)	Test Value
X^2 / Degree of freedom >5	256.150
P. value > 0.5	0.000
Goodness of fit Index (GFI) > 0.90	0.905
Tuker-Lewis Index (TLI) > 0.95	0.944
Comparative Fit Index (CFI) > 0.90	0.967
Normed Fit Index (NFI) > 0.90	0.958
Incremental Fit Index (IFI) > 0.95	0.967
Relative Fit Index (RFI) > 0.90	0.928
Root Mean Square Residual (RMR) < 0.5	0.106
Root Mean Square Error of Approximation (RMSEA) < 0.5	0.100

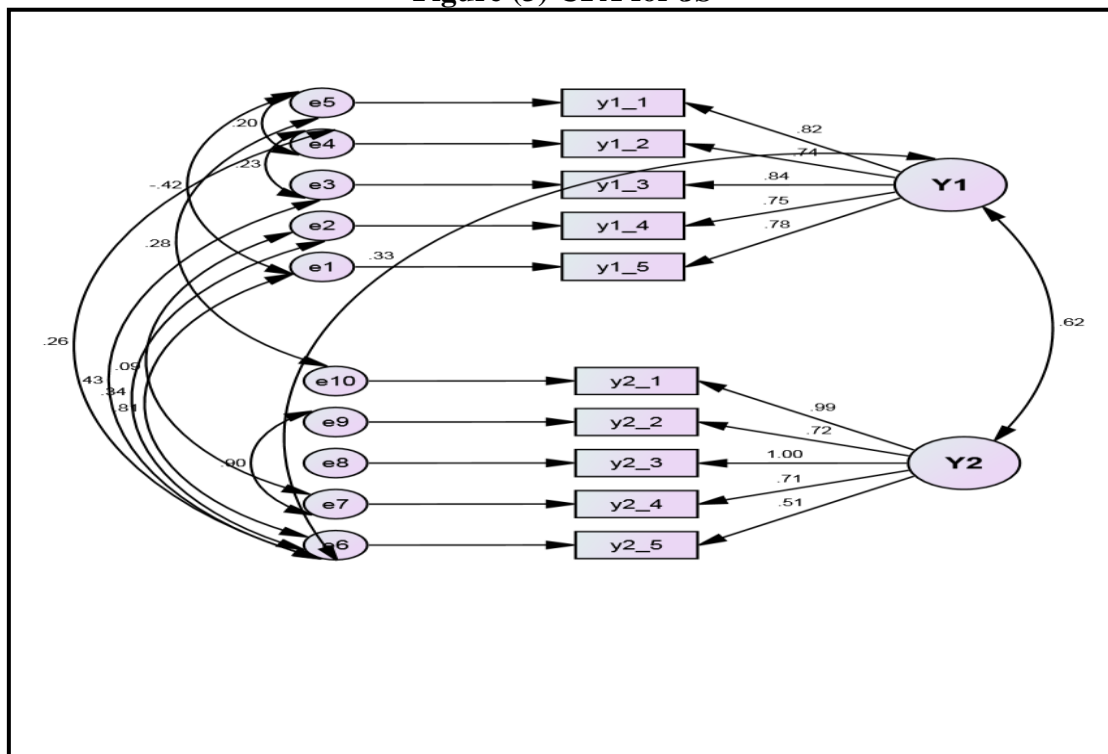
Source: AMOS, V.23, 2015

In light of the above-mentioned indicators, it is clear that the previous indicators are good for making all other statistical analysis.

9.2.2. Job Satisfaction

The researcher used CFA for JS which consists of two dimensions. The total number of JS is 10 statement. This can be illustrated in Figure (2).

Figure (3) CFA for JS



Source: AMOS, V.23, 2015

According to Figure (2), it is clear that all the statement of JS are greater than 0.50. This is a good indicator of all other statistical analysis. The quality indicators for JS can be illustrated in the following table:

Table (5) Quality Indicators for JS Using AMOS Analysis

Test the Quality of the Model Acceptance Condition (Daire et al., 2008)	Test Value
$X^2 / \text{Degree of freedom} < 5$	42.204
P. value > 0.5	0.000
Goodness of fit Index (GFI) > 0.90	0.974
Tuker-Lewis Index (TLI) > 0.95	0.990
Comparative Fit Index (CFI) > 0.95	0.995
Normed Fit Index (NFI) > 0.90	0.989
Incremental Fit Index (IFI) > 0.95	0.995
Relative Fit Index (RFI) > 0.90	0.979
Root Mean Square Residual (RMR) < 0.5	0.067
Root Mean Square Error of Approximation (RMSEA) < 0.5	0.052

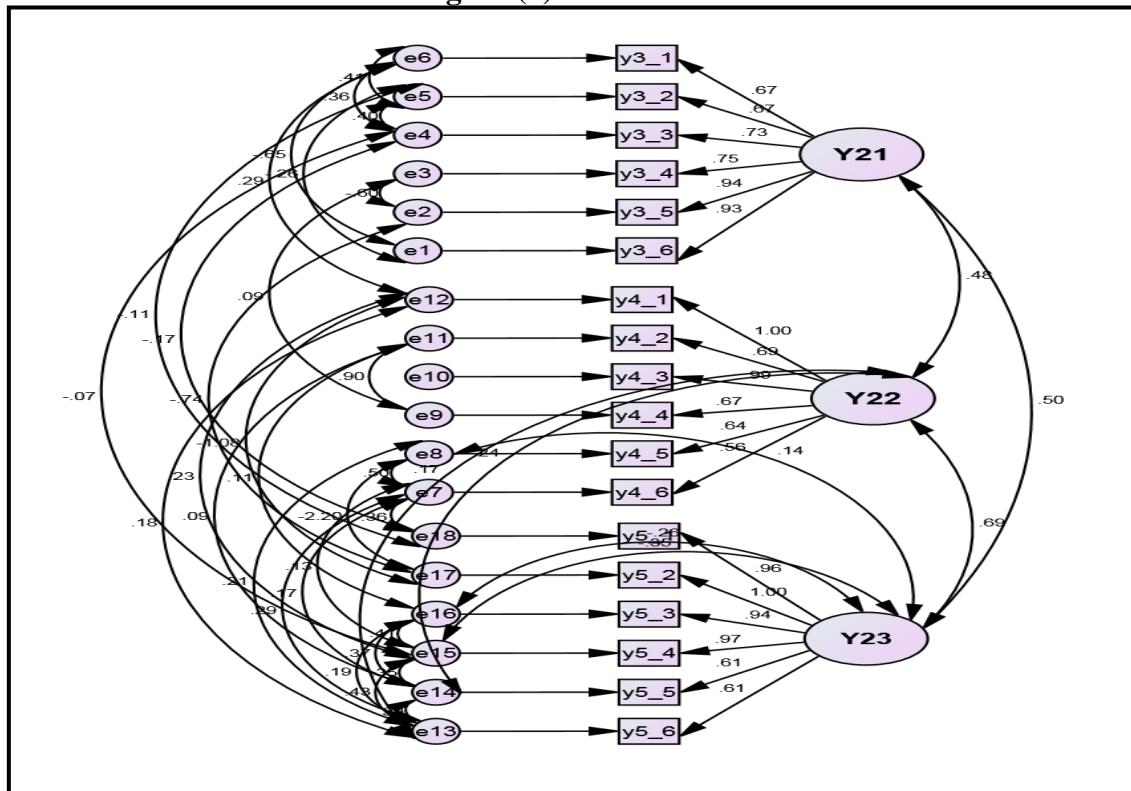
Source: AMOS, V.23, 2015

In light of the above-mentioned indicators, it is clear that the previous indicators are good for making all other statistical analysis.

9.2.3. Organizational Commitment

The researcher used CFA for OC which consists of three dimensions. The total number of OC is 18 statement. This can be illustrated in Figure (2).

Figure (4) CFA for OC



Source: AMOS, V.23, 2015

According to Figure (2), it is clear that all the statement of OC are greater than 0.50. This is a good indicator of all other statistical analysis. The quality indicators for OC can be illustrated in the following table:

Table (6) Quality Indicators for OC Using AMOS Analysis

Test the Quality of the Model Acceptance Condition (Daire et al., 2008)	Test Value
$X^2 / \text{Degree of freedom} < 5$	296.422
P. value > 0.5	0.000
Goodness of fit Index (GFI) > 0.90	0.909
Tuker-Lewis Index (TLI) > 0.95	0.952
Comparative Fit Index (CFI) > 0.95	0.970
Normed Fit Index (NFI) > 0.90	0.956
Incremental Fit Index (IFI) > 0.95	0.970
Relative Fit Index (RFI) > 0.90	0.930
Root Mean Square Residual (RMR) < 0.5	0.135
Root Mean Square Error of Approximation (RMSEA) < 0.5	0.082

Source: AMOS, V.23, 2015

In light of the above-mentioned indicators, it is clear that the previous indicators are good for making all other statistical analysis.

9.3. Descriptive Analysis

Table (7) shows the mean and standard deviations of OV and JA

Variables	The Dimension	Mean	Standard Deviation
Organizational Virtuousness	Organizational Optimism	3.02	1.126
	Organizational Trust	2.70	0.931
	Organizational Compassion	3.43	0.947
	Organizational Integrity	3.45	0.995
	Organizational Forgiveness	3.45	0.927
	Total Measurement	3.21	0.688
Job Attitudes	Job Satisfaction	2.86	0.880
	Organizational Commitment	2.58	0.807
	Total Measurement	2.68	0.722

outputs of SPSS, V.23, 2015

According to Table (6), most of the respondents identified the organizational optimism (M=3.02, SD=1.126), organizational trust (M=2.70, SD=0.931), organizational compassion (M=3.43, SD=0.947), organizational integrity (M=3.45, SD=0.995), organizational forgiveness (M=3.45, SD=0.927), and total OV (M=3.21, SD=0.688).

Regarding to JA, most of the respondents identified job satisfaction (M=2.86, SD=0.880), organizational commitment (M=2.58, SD=0.807), and total JA (M=2.68, SD=0.722).

9.4. Evaluating Reliability

Table (8) Reliability of OV and JA

Variables	Dimension	Number of Statement	ACC
Organizational Virtuousness	Organizational Optimism	3	0.960
	Organizational Trust	3	0.892
	Organizational Compassion	3	0.856
	Organizational Integrity	3	0.877
	Organizational Forgiveness	3	0.834
	Total Measurement	15	0.892
Job Attitudes	Job Satisfaction	10	0.931
	Organizational Commitment	18	0.954
	Total Measurement	28	0.952

Source: The researcher based on the outputs of SPSS, V.23, 2015

Table (7) presents the reliability of OV. The 15 items of OV are reliable because the ACC is 0.892. The organizational optimism, which consists of 3 items, is reliable because the ACC is 0.960. The 3 items related to organizational trust are reliable because the ACC is 0.892. The 3 items related to organizational

compassion are reliable because the ACC is 0.856. The 3 items related to organizational integrity are reliable because the ACC is 0.877. The 3 items related organizational forgiveness are reliable because the ACC is 0.834. Thus, the internal consistency of OV can be acceptable.

The 28 items of JA are reliable because the ACC is 0.952. Job satisfaction which consists of 10 items is reliable because the ACC is 0.931. The 18 items related to organizational commitment are reliable because the ACC is 0.954. Thus, the internal consistency of JA can be acceptable.

9.5. The Means, St. Deviations and Correlation among Variables

Table (9) Means, Standard Deviations and Intercorrelations among Variables

Variables	Mean	Std. Deviation	OV	JA
Organizational Virtuousness	3.21	0.688	1	
Job Attitudes	2.68	0.722	0.213**	1

Source: The researcher based on the outputs of SPSS, V.23, 2015

Table (8) shows correlation coefficients between OV and JA. OV is (Mean=3.21; SD=0.688), while JA is (Mean=2.68; SD= 0.722). Also, the correlation between OV and JA is (R=0.213; P <0.01).

9.6. The Correlation between OV and JA

Table (10) Correlation Matrix between OV and JA

Research Variables	1	2	3	4	5	6
Organizational Optimism	1					
Organizational Trust	0.260**	1				
Organizational Compassion	0.419**	0.012**	1			
Organizational Integrity	0.365**	0.004**	0.593**	1		
Organizational Forgiveness	0.431**	0.027**	0.976**	0.566**	1	
Job Attitudes	0.241**	0.747**	0.070**	0.103**	0.069**	1

Note: ** Correlation is significant at 0.01 level.

Source: The researcher based on the outputs of SPSS, V.23, 2015

Based on the Table (9), correlation between OV (organizational optimism) and JA is 0.241. For OV (organizational trust) and JA, the value is 0.747 whereas OV (organizational compassion) and JA shows correlation value of 0.070. Also, the correlation between OV (organizational integrity) and JA is 0.103. For OV (organizational forgiveness) and JA, the value is 0.069. The overall correlation between OV and JA is 0.090. The overall correlation between OV and JA is 0.23.

9.6.1. Organizational Virtuousness (Organizational Optimism) and JA

Table (11) MRA Results for OV (Organizational Optimism) and JA

Organizational Virtuousness (Organizational Optimism)	Beta	R	R ²
1. Workers are optimistic about the success in their work.	0.436**	0.201	0.040
2. Workers are keen to do good.	0.689**	0.266	0.070
3. Workers contribute to achieving happiness for others.	0.014	0.226	0.051
<ul style="list-style-type: none"> ▪ MCC ▪ DC ▪ Calculated F ▪ Degree of Freedom ▪ Indexed F ▪ Level of Significance 		0.305	
		0.093	
		10.606	
		3,311	
		3.78	
		0.000	

** P < .01

Source: The researcher based on the outputs of SPSS, V.23, 2015

As Table (10) proves, the MRA resulted in the R of 0.305 demonstrating that the 3 independent variables of OV (Organizational Optimism) construe JA significantly. Furthermore, the value of R², 3 independent variables of OV (Organizational Optimism) can explain 0.9% of the total factors in JA level.

Therefore, there is enough empirical evidence to reject the null hypothesis that it said there is no relationship between OV (Organizational Optimism) and JA.

9.6.2. Organizational Virtuousness (Organizational Trust) and JA

Table (12) MRA Results for OV (Organizational Trust) and JA

Organizational Virtuousness (Organizational Trust)	Beta	R	R ²
1. Workers trust each other.	0.093	0.669	0.447
2. Workers deal with each other with kindness, courtesy and respect.	0.426**	0.688	0.473
3. Workers trust their leadership and management.	0.323**	0.674	0.454
<ul style="list-style-type: none"> ▪ MCC ▪ DC ▪ Calculated F ▪ Degree of Freedom ▪ Indexed F ▪ Level of Significance 		0.757 0.573 139.165 3, 311 3.78 0.000	
** P < .01			

As Table (11) proves, the MRA resulted in the R of 0. 0.757. This means that JA has been significantly explained by the 4 independent variables of OV (Organizational Trust). As a result of the value of R², the three independent variables of OV (Organizational Trust) justified only 57% of the total factors in JA level. Hence, there is enough empirical evidence to reject the null hypothesis that it said there is no relationship between OV (Organizational Trust) and JA.

9.6.3. Organizational Virtuousness (Organizational Compassion) and JA

Table (13) MRA Results for OV (Organizational Compassion) and JA

Organizational Virtuousness (Organizational Compassion)	Beta	R	R ²
1. Workers sympathize with each other continuously.	0.291**	0.156	0.024
2. Workers are interested in fulfilling the wishes of others.	0.245**	0.041	0.001
3. Workers share experiences of sympathy with each other.	0.030	0.076	0.005
<ul style="list-style-type: none"> ▪ MCC ▪ DC ▪ Calculated F ▪ Degree of Freedom ▪ Indexed F ▪ Level of Significance 		0.241 0.058 6, 365 3,311 3.78 0.000	
** P < .01			

As Table (12) proves, the MRA resulted in the R of 0.241 demonstrating that the 3 independent variables of OV (Organizational Compassion) construe JA significantly. Furthermore, the value of R², 3 independent variables of OV (Organizational Compassion) can explain 0.5% of the total factors in JA level. Therefore, there is enough empirical evidence to reject the null hypothesis that it said there is no relationship between OV (Organizational Compassion) and JA.

9.6.4. Organizational Virtuousness (Organizational Integrity) and JA

Table (14) MRA Results for OV (Organizational Integrity) and JA

Organizational Virtuousness (Organizational Integrity)	Beta	R	R ²
1. Workers have the highest integrity in the performance of their work.	0.315**	0.185	0.034
2. Workers are distinguished and honored.	0.275**	0.019	0.003
3. Personnel is characterized by honesty and trustworthiness.	0.068	0.116	0.013
<ul style="list-style-type: none"> ▪ MCC ▪ DC ▪ Calculated F ▪ Degree of Freedom ▪ Indexed F ▪ Level of Significance 		0.267 0.071 7.981 3, 311 3.78 0.000	
** P < .01			

Source: The researcher based on the outputs of SPSS, V.23, 2015

As Table (13) proves, the MRA resulted in the R of 0. 0.267. This means that JA has been significantly explained by the 3 independent variables of OV (Organizational Integrity). As a result of the value of R², the three independent variables of OV (Organizational Integrity) justified only 7% of the total factors in OV level. Hence, there is enough empirical evidence to reject the null hypothesis that it said there is no relationship between OV (Organizational Integrity) and JA.

9.6.5. Organizational Virtuousness (Organizational Forgiveness) and JA

Table (15) MRA Results for OV (Organizational Forgiveness) and JA

Organizational Virtuousness (Organizational Forgiveness)	Beta	R	R ²
1. Employees admit mistakes and try to correct them.	0.332**	0.168	0.028
2. Workers learn from their mistakes, and therefore forgive them quickly.	0.245**	0.038	0.001
3. Workers tolerate each other at work.	0.012	0.056	0.003
<ul style="list-style-type: none"> ▪ MCC ▪ DC ▪ Calculated F ▪ Degree of Freedom ▪ Indexed F ▪ Level of Significance 		0.254 0.065 7.158 3, 311 3.78 0.000	

** P < .01

Source: The researcher based on the outputs of SPSS, V.23, 2015

As Table (14) proves, the MRA resulted in the R of 0.254 demonstrating that the 3 independent variables of OV (Organizational Forgiveness) construe JA significantly. Furthermore, the value of R², 3 independent variables of OV (Organizational Forgiveness) can explain 0.6% of the total factors in JA level. Therefore, there is enough empirical evidence to reject the null hypothesis that it said there is no relationship between OV (Organizational Forgiveness) and JA.

10. Research Results

By reviewing the results of testing the research hypothesis, the study reached a set of results which will be reviewed and discussed as follows:

1. Lack of studies on OV, even though this variable plays an important role in influencing job performance and organizational citizenship behavior.
2. The term OV is one of the most important topics that has received attention in the recent period according to the conditions in which organizations live in a changing environment.
3. The commitment to OV dimensions which are optimism, organizational trust, organizational compassion, organizational integrity, and organizational forgiveness. These dimension are considered the noble virtues that guide the behavior of individuals and organizations in the society.
4. There is an interest in the organization in applying the principles of OV. This is due to the conviction of top management of the importance of the dimensions of OV and work to spread them at the levels of different departments in the organization.
5. The management of the organization is concerned with applying the practices and functional procedures that lead to the straightforward organization that promotes the organizational citizenship behavior in a way that is better than the current situation.
6. Investing in OV is one of the important and effective means to achieve success, development and progress in the organization.
7. OV plays an important role in the prosperity of individual relationships, the promotion of the learning process, and the development and development of workers in the organization.
8. OV is a term synonymous with the nature of ethical regulations and is one of the main methods of business ethics.
9. The OV consists of several dimensions. They are optimism, forgiveness, trust, empathy, and integrity.
10. OV plays an important role in influencing career trends which are job satisfaction and organizational commitment.
11. The virtuous organizations take into account a group of programs related to the environment. They are also interested in making use of renewable resources.

11. Recommendations

In the light of the previous results, the researcher concluded with a set of recommendations summarized as follows:

1. Conducting a number of research and studies on the subject of OV, with the aim of stimulating the processes of optimism, forgiveness, trust, sympathy and integrity in the organization.
2. The need for managers in the organization to adopt the concept of positive organizational behavior in order to achieve and employ the human forces that seek to achieve success and progress for the organization.
3. Attention must be paid to creating OV, as it is one of the forms of distinction, whether for individuals or the organization itself.
4. Spreading the positive sentiments of the employees in the organization, which leads to high organizational performance.
5. Spreading virtuous organizational features that are represented in human influence, virtuous ethics, and improving social conditions.
6. Inviting the higher management in the organization to pay attention to the OV variable and its sub-dimensions, as it is one of the main priorities of the work requirements.
7. Spreading optimism among the employees inside the organization, and seeking to raise their morale.
8. Enhancing trust among employees, and encouraging good interaction among them or with managers in the organization.
9. Encouraging the motives for sympathy among employees, and focusing on emotional feelings due to their impact on the level of individual and organizational performance.
10. Developing the OV culture among employees in all the various departments of the organization, and the need to follow-up and update them on an ongoing basis.
11. Dealing with high flexibility with all the employees in the organization, and in case of errors, they must be accepted and they must learn from them.
12. Deepening the belief of the organization's senior management that employees are the primary base on which to achieve their goals. Therefore, more efforts must be made that contribute to fulfilling their desires.
13. The use of experts specialized in the field of management, psychology, and organizational behavior in order to prepare research and studies related to OV and how to use them to achieve the goals of the organization efficiently and effectively.
14. Working on applying the OV dimensions in the field, which leads to improving and enhancing the performance of employees at the individual and organizational levels.
15. Strengthening organizational practices that guarantee virtues directed towards the virtuous exercised by leaders at the organizational level. This is with a view to building what are called virtuous organizations that contribute to building social capital and enhancing the behavior of employees in the organization.
16. The necessity for the organization to adopt the principle of tolerance in leadership. Tolerance of mistakes is one of the real features that absorb negative responses of employees, provided that it does not violate the rules and laws stipulated in the organization.
17. The management of the organization must have a moral obligation in the organization in order to encourage the process of creativity, respect for laws, and increase personal initiatives that seek to achieve the goals and mission of the organization.
18. In light of intense competition, this requires the creation of new knowledge and innovations that contribute to building an educated organization in leadership, organizational intelligence, and keeping pace with innovations and technological developments in line with society.

12. Future research

Although the present study attempts to reveal the dimensions of OV and its impact on JA (JS and OC), scope, methods and its findings indicate that there are areas for other future studies. Among these research areas are (1) the relationship between spiritual leadership and OV (2) the effect of OV on organizational commitment, (3) analyzing the relationship between OV and job satisfaction, and (4) the impact of OV on organizational citizenship behavior.

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