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The Role of Organizational Virtuousness in Reinforcement Proactive Work Behavior

The aim of the current research work is to define the role of organizational virtuousness, the independent variable, and its influence upon proactive work behaviors, the dependent variable. Various important measures have been considered to determine the research variables and are discussed in detail. In this study, a total of 354 individuals working in Karbala cement factory was considered among whom the questionnaire was distributed. In order to test the research hypotheses, general confirmatory loading (structural equation modeling), descriptive statistics, correlation analysis, simple regression analysis, and gradient multiple regression analyses were conducted. A number of conclusions was reached out of which the most important is the existence of a significant impact of organizational virtuousness on proactive behavior. The sub-hypotheses also confirmed the presence of a positive moral effect.

Keywords: organizational virtuousness, proactive work behavior.

Šio tyrimo tikslas yra nustatyti organizacijos dorybingumo, kaip nepriklausomojo kintamojo, vaidmenį ir jo įtaką iniciatyviai elgsenai darbe kaip priklausomam kintamajam. Įvairios vertinimo priemonės smulkiai aptariamos parenkant tyrimo kintamuosius. Tyrime dalyvavo 354 Karbalos cemento gamyklos darbuotojai, kuriems buvo pateiktos anketos su klausimais. Iškeltoms hipotezėms patikrinti atlikta patvirtinančioji faktorinė analizė (struktūrinių lygčių modeliavimas), aprašomoji statistika, apskaičiuota koreliacija, taikyta dvinarė regresinė analizė, daugialypė regresija su gradientu. Atlikus tyrimą nustatyta statistiškai reikšminga organizacijos dorybingumo įtaka darbuotojų elgesiui. Dalinės hipotezės taip pat patvirtino teigiamo moralinio poveikio efektą.

Raktiniai žodžiai: organizacijos dorybingumas, iniciatyvi darbinė elgsena.

Introduction

Organizational virtuousness helps both organizations and employees to create a sense of belonging and loyalty towards the organization. The established outcomes of this aspect can be understood from performance improvements and proactive behavior of organization and its employees. Indeed, the effect of proactive work behavior increases with organizational virtuousness which gets reflected in increased work efficiency. Therefore, organizations must identify and streamline the policies and systems that reduce individual entrepreneurship and proactive business behaviors. There exists a continuous, reciprocal and interactive relationship between organizational virtuousness and proactive behavior as both are influenced by high innovation and creativity. Organizational virtuousness is one of the motivational tools for proactive behavior

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in organization (Sison & Ferrero, 2015; Strauss et al., 2017). The current research work is motivated on the importance of organizational virtuousness and proactive work behavior upon organizational activities. Both variables are associated with different outcomes such as high innovation, creativity and job performance followed by less organizational conflicts, negative behaviors, apathy, and administrative corruption. A research gap exists in this domain in Iraqi environment since no studies conducted so far. So, the current study intends to fulfil the knowledge gap between the chosen variables and establish the impact of organizational virtuousness upon enhancing proactive work behaviors. This study contributes to increasing both organizational loyalty and the competence of workers which in turn make the organization responsible towards environmental changes. The current study dealt with employee awareness on the chosen variables, incremental effect of organizational virtuousness upon proactive behavior among workers and positive impact of proactive behaviour in terms of organizational loyalty, commitment and job satisfaction.

Organizational virtuousness

A. Al-Abedi, (2017), A. J. G. Sison & I. Ferrero (2015) referred organizational virtuousness as the enthusiasm among humans to achieve the highest ambitions. It creates positive feelings, positive social behavior, ethical practices in organization and increases employee loyalty during financial crises. Further, the factor also provides freedom to individuals for their well-mannered behaviour. Being an organizational character, it helps organizations avoid irregularities, builds confidence among employees, move up the organizational hierarchy and organizational citizenship. F. H. Ghali & A. Abdallah (2017) added that the factor represents high grass-root ethics, emotional intelligence, team efficiency, culture and behaviour in organization. The authors listed five attributes this concept such as increasing morality, high cognitive experience, increased harmony in relationships, boosted self-confidence and high adaptive nature. D. S. Bright and R. E. Fry (2013), A. S. Kooshki and H. Zeinabadi (2016) mentioned that organizational virtuousness can be taken as a valid measure in case of bankruptcy and recession in organizations. It exhibits professional ethics, streamlines the organizational behavior, increases intellect among organizational members and reframe organization's ethical practices. K. Cameron & B. Winn (2011), X. Zeng (2018) added that organizational virtuousness could be enhanced through practices, policies and operations. The factor influences the organizational success and also boosts the relations between administration and all hierarchical positions. It increases the creativity levels, performance, positive culture, different principles and new behaviors in organization. With many stages to reach the final level, organizational virtuousness, according to M. Fernando & S. Almeida (2012), Y. Wang, (2018) represents a necessary issue to start the charity works from organizations. Originality has a special importance for CSR activities of organizations. Because CSR activities follow a cohesive strategy to generate an ethical capital by enhancing

the reputation of organizations. This ethical capital works as a social license and secure the firm against unexpected risks in terms of image, reputation or profits of the company.

M. Meyer (2016) asserted that human effect, moral honesty, social improvement, temporary amplification and storage of attributes, Heliotropic direction of human beings, Edaemonic assumption and assuming intrinsic value are few characteristics contribute to portray organizational virtuousness. S. S. Nartgun & U. Dilekci (2016) added that managers or employees, with self-developed organizational virtuousness or through encouragement, increase the success of firms and its compliance. T. P. Searle et al. (2011) emphasized that organizational oversight by leaders develop organizational virtuousness, especially if dominant leadership style is a service. P. Williams et al. (2015) found numerous advantages out of organizational virtuousness such as increased levels of happiness, optimism, courtesy, respect, integrity, honesty and organizational forgiveness, learning, compassion, attention and high organizational sympathy.

Proactive work behavior

S. Sonnentag & A. Starzyk (2015), A. D. Jong & K. De Ruyter (2004) argued that proactive individuals implement change with enthusiasm, resolve the problems or manage them. Proactive behaviour makes the individuals to have out-of-the-box thinking, positive thinking and have perseverance. S. Batistič et al. (2016), J. B. Fuller et al. (2006), T. Liu et al. (2019) emphasized individuals with proactive work behavior master or change their external environment. So, proactive work behavior is concerned with reasoning skills, change management and know its pros-cons for an individual or organization. It is also defined as a characteristic which is proactive rather than reactive.

H. Wang et al. (a2019), K. Strauss et al. (2017) indicated that proactive work behavior is a self-directed behavior or individuals who willingly bring change, ready to move on and overcome the challenges. Organization virtuousness acts as a catalyst for proactive individuals which in turn increases their loyalty towards the organization. S. Ohly & C. Fritz (2010), H. Wang et al. (b2019) listed few characteristics for proactive behaviour such as responsible, initiation, straightforward thinking, leadership and team-playing. T. N. Bauer et al. (2019) believed that proactive behaviour control individuals and improve organizational environment, take responsibility, volunteer themselves and change work procedures to achieve real-time solutions for problems. According to U. K. Bindl (2010) employees innovate methods to leverage their time and improve their organizational success. They tend to handle work pressures and troubles and tries to resolve the existing problems. E. Mestdagh et al. (2019) stressed the importance of proactive behavior in adapting to the rapidly-changing business environment. It relates to individuals' initiative to improve the current conditions, challenge the status quo, and not respond to negative thoughts. Higher the levels of proactive behavior, more the innovation will be. It also supports the organization, strategic leadership activities, performance and finally a successful career for employees.

M. C. Meyers (2019), S. K. Parker & C. G. Collins (2010) believed that positive organizational climate, organizational virtuousness, and personnel management practices facilitate an individual's proactive behavior. Entrepreneurial and safe organizational climate coupled with HRM practices, stimulates the proactive behaviors in organizations.

A. Al-Atawi and K. Al-Hussaini (2018), X. Wu et al. (2019) observed proactive work behavior have three main elements such as predictive capability, control and change management and finally self-initiation. The concept of proactive work behavior differs from the concept of creativity and adaptive work behavior. Creative behavior is associated with originality and renewal, while proactive work behavior does not necessarily require modernity and originality. However, both are related to each other in terms of focusing on future and bringing the change. In this context, adaptive work behaviour, i.e., modification of an individual's behavior for the situation, and proactive work behavior, i.e., the initiative to bring the change, are two different factors. Again, both are related in terms of its importance during uncertainty and unpredictability.

U. K. Bindl & S. K. Parker (2011), A. B. Escrig-Tena et al. (2018) noted that positive proactive work behaviors increases workplace occupational safety and reduce accidents and injuries. An individual's proactive behavior is influenced by attitudes, self-rules, and behavioral control. Individual behaviors are more positive when attitudes, personal norms, and control of perceived behavior are stronger. So, demographic factors are one of the important factors in proactive behaviors. R. Pingel et al. (2019) believed that proactive individuals are highly creative even during work stress, active, motivate others, manage jobs, perform effectively and hold responsibility. H. D. Cooper-Thomas et al. (2014) added that proactive behaviour individuals achieve success in integration and job satisfaction. The presence of servant leadership motivates the new arrivals to be more creative. M.C. Otto et al. (2019), M. Klimchak et al. (2016) pointed out that proactive behavior employees are free to improve the current situations. They classified the proactive behaviors of an employee under four types such as work-oriented proactive behavior, strategic proactive behaviour, proactive personal behaviour and proactive career behaviour.

Methodology

Sample and data collection

Karbala province has a cement plant which is one of the most important companies economically, in Iraq, and is a member of (Lafarge Holcim) group, world's leading organizations in the field of building materials. Factory management functions according to the principle of respect, avoid conflicts of interest, maintain financial transparency, and focus on the importance of oversight. So, this company was considered as an ideal sample for the current study. The data was collected by selecting a random sample of employees from its administrative, production, human resources, and marketing departments. The study

was conducted during January 2020 and the workers were given two weeks to complete the survey. A total of 300 questionnaires was distributed out of which 281 valid questionnaires was collected. Five-point Likert scale was used in the study. Out of the study population, males formed 92% while females were 8%. The age of the respondents was in the range of (28) to (54) years, and largest proportion of age, i.e., (52%) ranged between (31-46) years. Further, 27% workers belonged to administrative department while 73% belonged to technical departments. So, 4% had higher degree, while 83% completed their university studies and 13% had no academic achievement.

Research measures

In order to reach an appropriate scale, several studies conducted earlier have been reviewed. Table 1 shows the scale that fits the current study.

Development research hypotheses

The current study is aimed at finding the relationship between organizational virtue and the dimensions of proactive work behaviors.

Primary hypothesis: There is a significant relationship of influence between organizational virtuousness and proactive work behavior.

Based on this primary hypothesis, sub-hypotheses are built to support it.

L. R. Tolentino et al. (2014) indicated a positive relationship between optimism and proactive work behavior. (Chang & Chan, 2015) emphasized the positive relationship between optimism and proactive work behavior in preventing symptoms of fatigue.

1. There is a significant relationship of influence between optimism and proactive work behavior.

Trust in supervisor and co-workers is positively related to proactive behavior through flexible role-direction (Parker et al, 2006). Trust between workers and

Table 1. **Research measures**

Variables	Type	Dimensions	Questions	References
Organizational virtuousness	Independent	Optimism (OP)	1-3	(Cameron et al., 2004), (Ghali & Abdallah, 2017)
		Trust (TR)	4-6	
		Compassion (CO)	7-9	
		Integrity (IN)	10-12	
		Forgiveness (FO)	13-15	
Proactive work behavior	Dependent	Prevention of problems (POP)	16-18	(Parker& Collins, 2010), (Al-Atwi& Al-Hussaini, 2018)
		Employee voice (EV)	19-22	
		Employee innovation (EI)	23-25	
		Take responsibility (TRE)	26-28	

Source: prepared by the researcher.

the organization's leadership help in improved decision making, less risks, leverage resource, high morality and high proactive action (Huang, 2012). So, the following hypothesis is framed.

2. There is a significant relationship of influence between trust and proactive work behavior.

Y. Hu et al. (2018) emphasized the role of compassion between subordinates and workers in promoting proactive work behavior and psychological empowerment. S. de Stasio et al. (2019) found a positive correlation between compassion and proactive work behavior. They said that compassionate behavior towards workers increases the continuity of proactive work behavior. So, the hypothesis is as follows.

3. There is a significant relationship of influence between compassion and proactive work behavior.

The more employees expect integrity in the workplace, the higher the levels of proactive work behaviors because they feel safe towards their subordinates (Spector, 2011). L. Guohao et al. (2021) found a positive relationship between integrity and proactive work behavior. So, the hypothesis is as follows.

4. There is a significant relationship of influence between integrity and proactive work behavior.

Forgiveness and self-control are positively related to proactive work behavior (García-Vázquez et al., 2020). Forgiveness and emotional commitment between subordinates and supervisors lessen insomnia and increases proactive and creative work behaviors in employees (De Clercq & Pereira, 2020). So, hypothesis is as follows.

5. There is a significant relationship of influence between forgiveness and proactive work behavior.

Confirmatory Factor Analysis (CFA)

In order to ensure the structural validity of research measures, the researchers used Confirmatory Factor Analysis (CFA) since this test ensures the harmony of theoretical structure upon which the scale was developed along with sample answers. AMOS program was used to measure the maximum possibilities. Based on model fit indices, the extent of the measure conformity is determined with field reality, included in sample answers (Byrne, 2010; Schumacker & Lomax, 2010; Holtzman & Vezzu, 2011). When conducted CFA analysis for organizational virtuousness, it was evident that the parameter estimates were accepted, and all the parameters constituted significant ratios. The structural modal achieved a high degree of fit, because the fit indices were within the accepted range ($\chi 2$=242.218, GFI=.919, CFI=.973, IFI=.972, TLI=.954, RMSEA=.082) as illustrated in (Figure 1). The researchers considered Cov (e1=e2=.65; e2=e5=.69; e6=e8=.09; e6=e10= .59; e11=e13= .39; e12=e15= .25; e14=e15= .22) as shown in (Figure 1) and entered the values into the model in order to improve the quality of model and obtain the highest values in order to achieve a better fit for organizational integrity. Since this is to increase the reliability of model, this is confirmed (Byrne, 2016, pp. 270-289).

CFA analysis of proactive work behavior shows that the parameter estimates were all accepted and gained significant ratios. The structural model achieved a high degree of fit because the model fit indices were all accepted ($\chi 2$=1172.928, GFI=.909, CFI=.937, IFI=.935, TLI=.916, RMSEA=.062) as demonstrated in Figure 2. The researchers then considered Cov (e1=e3=-.78; e2=e3=-2.29; e3=e4=-.61; e5=e7=.6; e11=e10=-.18; e11=e8=.28; e9=e8=-.05) as shown in (Figure 2) and entered the values into the model in order to improve the quality of model and obtain the highest values to achieve a better fit for organizational integrity. This is to increase the reliability of the model and is confirmed (Byrne, 2016, pp. 270-289).

Table 2 shows that there is a positive correlation between organizational virtuousness and proactive work behavior. It also shows a positive correlation among the dimensions of organizational virtuousness and proactive work behavior.

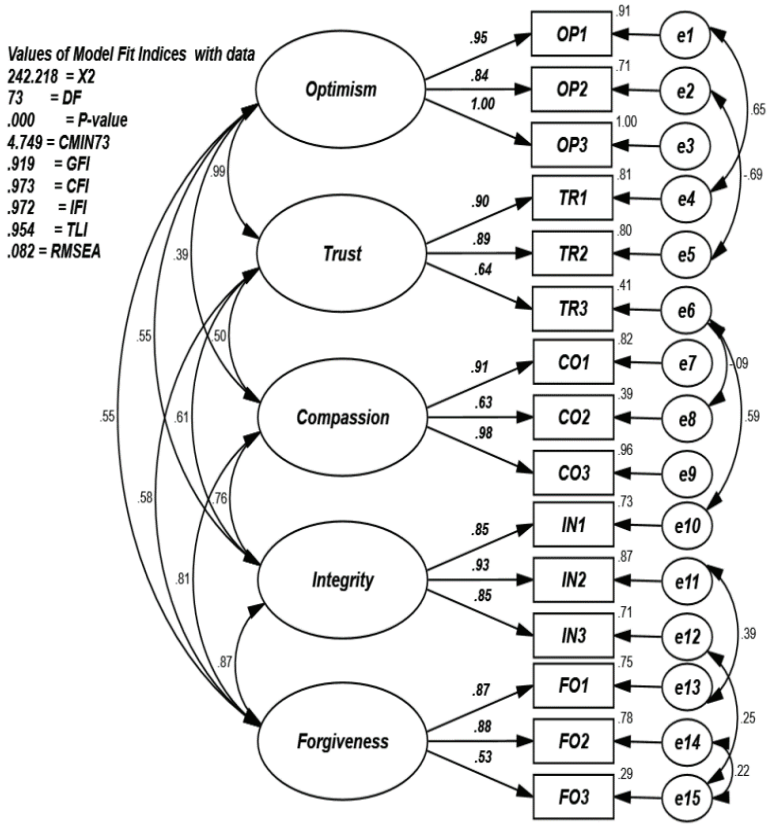


Fig. 1. **Confirmatory Factor Analysis for organizational virtuousness**

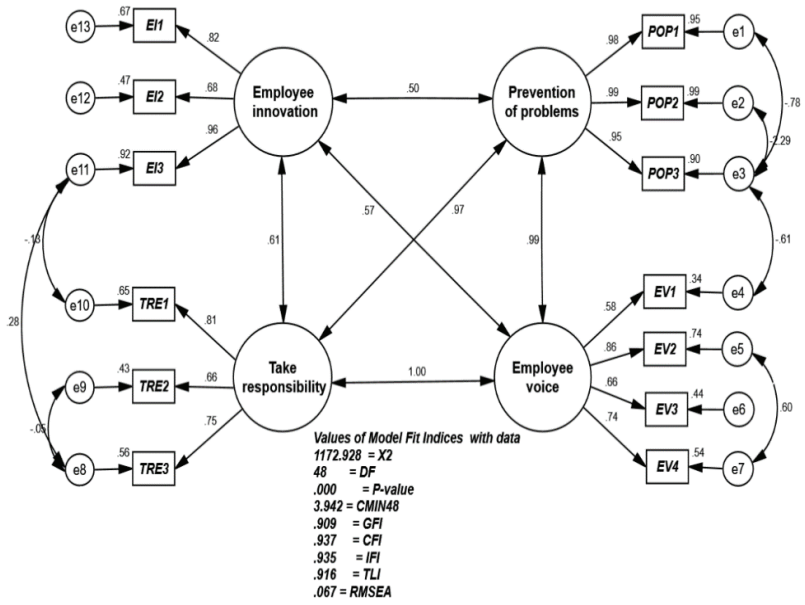


Fig 2. **Confirmatory Factor Analysis for proactive work behavior**

Table 2. **Cronbach's Alpha, descriptive statistics and correlation results**

Var.	α	M	SD	1	2	3	4	5	6	7
1. OP	.946	3.01	.671	1						
2. TR	.893	3.13	.661	.805**	1					
3. CO	.846	3.29	.503	.405**	.584**	1				
4. IN	.903	3.31	.765	.556**	.651**	.594**	1			
5. FO	.816	3.16	.720	.484**	.458**	.516**	.827**	1		
6. OrgVir	.936	3.18	.548	.797**	.848**	.726**	.900**	.818**	1	
7. ProWorBeh	.938	3.28	.468	.250**	.274**	.412**	.312**	.326**	.376**	1

**Correlation is significant at the 0.01 level, n=354.

Primary hypothesis testing

The research hypothesis was tested based on structural equation modeling analysis. In this test, the direct effect of the hypothesis was tested, and Figure 3 shows the results of structural equation modeling that tests the paths of organizational virtuousness in proactive work behavior at study sample level. It is evident from the estimation of standard parameter values that (.38) is a significant value. Further, the determining coefficient valued reached (R2 = .14) which denotes that this ratio represents the total change that occurred in the dimensions of proactive work behaviors (task performance,

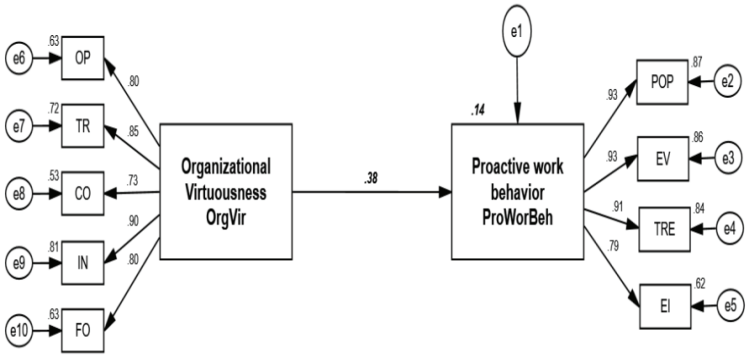


Fig 3. **Structural model for testing the primary hypothesis**

Table 3. **Nonstandard direct impact pathways between the search variables**

Var.		Var.	Estimate	S.E.	C.R.	P
Proactive work behavior	<---	Organizational Virtuousness	.321	.042	7.621	***
OP	<---	Organizational Virtuousness	.976	.039	24.756	***
TR	<---	Organizational Virtuousness	1.023	.034	30.091	***
CO	<---	Organizational Virtuousness	.666	.034	19.813	***
IN	<---	Organizational Virtuousness	1.258	.032	38.764	***
FO	<---	Organizational Virtuousness	1.000			
EV	<---	Proactive work behavior	.912	.020	46.538	***
POP	<---	Proactive work behavior	1.305	.026	49.328	***
EI	<---	Proactive work behavior	1.000			
TRE	<---	Proactive work behavior	.978	.023	42.479	***

contextual performance, and reverse work performance) is due to organizational virtuousness change. Table 3 shows the critical ratio between organizational virtuousness and proactive work behavior, as it reached (7.621) indicating the significance of relationship.

First sub-hypothesis testing

The research hypotheses have been tested for its direct effect based on structural equation modeling method. Figure 4 shows the structural equation modeling

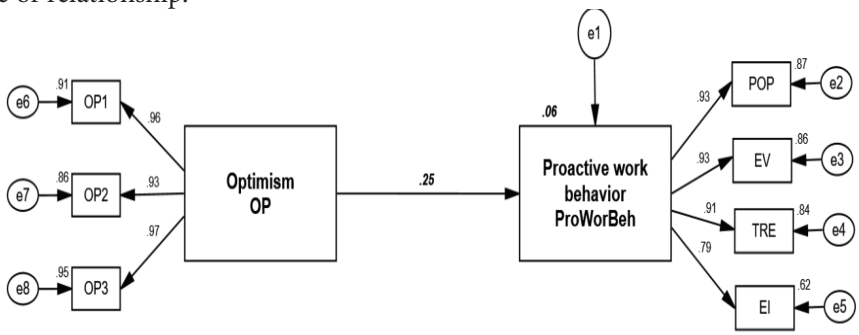


Fig 4. **The structural model for testing the first sub-hypothesis**

Table 4. **Nonstandard direct impact pathways between search variables**

Var.		Var.	Estimate	S.E.	C.R.	P
Proactive work behavior	<---	Optimism	.174	.036	4.844	***
OP1	<---	Optimism	.967	.016	61.309	***
OP2	<---	Optimism	1.062	.022	47.282	***
OP3	<---	Optimism	1.000			
EV	<---	Proactive work behavior	.912	.020	46.538	***
POP	<---	Proactive work behavior	1.305	.026	49.328	***
EI	<---	Proactive work behavior	1.000			
TRE	<---	Proactive work behavior	.978	.023	42.479	***

results to test the paths of optimism in proactive work behavior at study sample level. It is clear that the estimation of standard parameters reached (.25), a significant value. Further, the determining coefficient value reached (R2=.06). This ratio denotes that the total change brought in the dimensions of proactive work behaviors (task performance, contextual performance, and reverse work performance) is due to the change in Optimism. Table 4 shows the critical ratio between optimism and proactive work behavior, as it reached (4.844) indicating the significance of relationship.

Second sub-hypothesis testing

The research hypothesis was tested for its direct effect using structural equation modeling method. Figure 5 shows the structural equation modeling results that test the paths of trust in proactive work behavior among study sample. It is clear that the estimation of standard parameter value has reached (.27), a significant value. Further, it is clear that the determining coefficient value reached (R2 =.08). This ratio represents the total change brought in the dimensions of proactive work behaviors (such as task

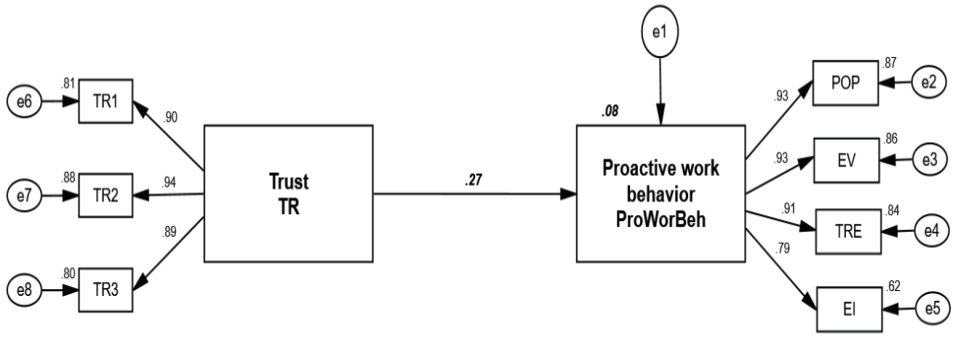


Fig 5. **Structural model for testing the second sub-hypothesis**

Table 5. **Nonstandard direct impact pathways between search variables**

Var.		Var.	Estimate	S.E.	C.R.	P
Proactive work behavior	<---	Trust	.194	.036	5.360	***
TR1	<---	Trust	.987	.026	38.552	***
TR2	<---	Trust	1.048	.021	50.168	***
TR3	<---	Trust	1.000			
EV	<---	Proactive work behavior	.912	.020	46.538	***
POP	<---	Proactive work behavior	1.305	.026	49.328	***
EI	<---	Proactive work behavior	1.000			
TRE	<---	Proactive work behavior	.978	.023	42.479	***

performance, contextual performance, and reverse work performance) is due to the change in Trust. Table 5 shows the critical ratio between trust and proactive work behavior as it reached (5.360) indicating the significance of relationship.

Third sub-hypothesis testing

The research hypothesis was tested for its direct effect on the basis of structural equation modeling method. Figure 6 shows the results accomplished during structural equation modeling analysis that tests the paths of compassion in proactive work behavior among study samples. It is clear that the estimation of standard parameter value reached (.41), a significant value, Further, it is clear that the determining coefficient value reached (R2 =.17). This ratio represents the total change brought in the dimensions of proactive work behaviors (such as task performance, contextual performance and reverse work performance) is due to the change in compassion. Table 6 shows the critical ratio between

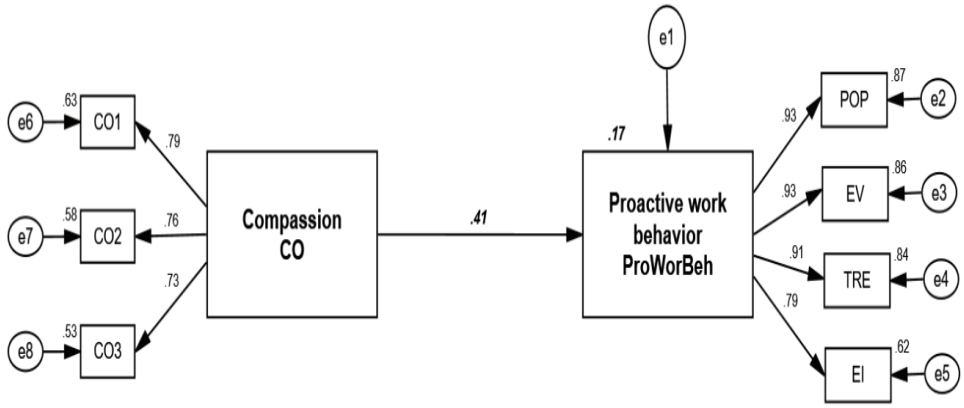


Fig 6. **Structural model for testing the third sub-hypothesis**

Table 6. **Nonstandard direct impact pathways between search variables**

Var.		Var.	Estimate	S.E.	C.R.	P
Proactive work behavior	<---	Compassion	.383	.045	8.492	***
CO1	<---	Compassion	1.133	.047	24.305	***
CO2	<---	Compassion	1.499	.068	21.918	***
CO3	<---	Compassion	1.000			
EV	<---	Proactive work behavior	.912	.020	46.538	***
POP	<---	Proactive work behavior	1.305	.026	49.328	***
EI	<---	Proactive work behavior	1.000			
TRE	<---	Proactive work behavior	.978	.023	42.479	***

compassion and proactive work behavior as it reached (8.492) indicating the significance of relationship.

Fourth sub-hypothesis testing

The research hypothesis was tested to know its direct impact based on structural equation modeling method. Figure 7 shows the results accomplished from structural equation modeling analysis to test the paths of integrity in proactive work behavior among study samples. It is clear that the estimation of standard parameter value reached (.31), a significant value. Further, it is clear that determining coefficient value reached (R2 =.10). This ratio represents the total change brought by the dimensions of proactive work behaviors (such as task performance, contextual performance, and reverse work performance) is due to the change in integrity. Table 7 shows the critical ratio between integrity and proactive work behavior, as it reached (6.160) indicating the significance of relationship.

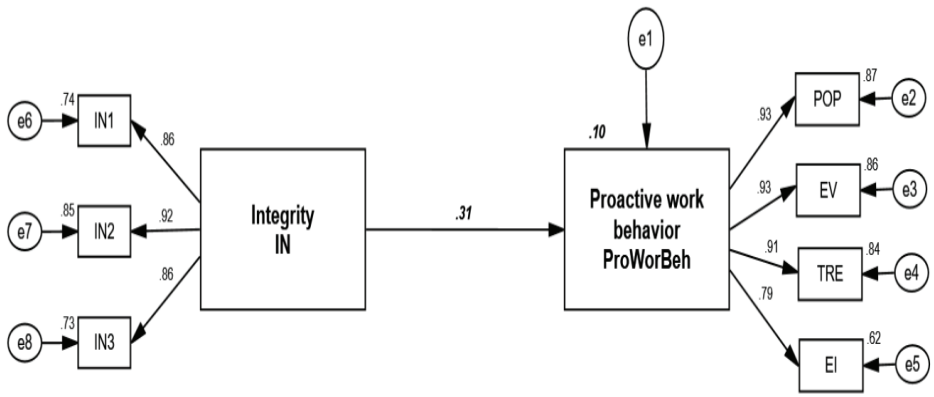


Fig 7. **Nonstandard direct impact pathways between search variables**

Table 7. **Nonstandard direct impact pathways between search variables**

Var.		Var.	Estimate	S.E.	C.R.	P
Proactive work behavior	<---	Integrity	.190	.031	6.160	***
IN1	<---	Integrity	1.138	.036	31.597	***
IN2	<---	Integrity	.999	.023	43.971	***
IN3	<---	Integrity	1.000			
EV	<---	Proactive work behavior	.912	.020	46.538	***
POP	<---	Proactive work behavior	1.305	.026	49.328	***
EI	<---	Proactive work behavior	1.000			
TRE	<---	Proactive work behavior	.978	.023	42.479	***

Fifth sub-hypothesis testing

The research hypothesis was tested for its direct impact using structural equation modeling method. Figure 8 shows the results accomplished from structural equation modeling analysis to test the paths of forgiveness in proactive work behavior among the study sample. It is clear that the estimation of standard parameter value reached (.33), a significant value. Further, it is clear that determining coefficient value reached (R2 =.11). This ratio represents the total change brought in the dimensions of proactive work behaviors (such as task performance, contextual performance, and reverse work performance) is due to the change in forgiveness. Table 8 shows the critical ratio between forgiveness and proactive work behavior as it reached (6.481) indicating the significance of relationship.

Tables 9-10 show the estimation of the standard parameters, and the questions used in the scale.

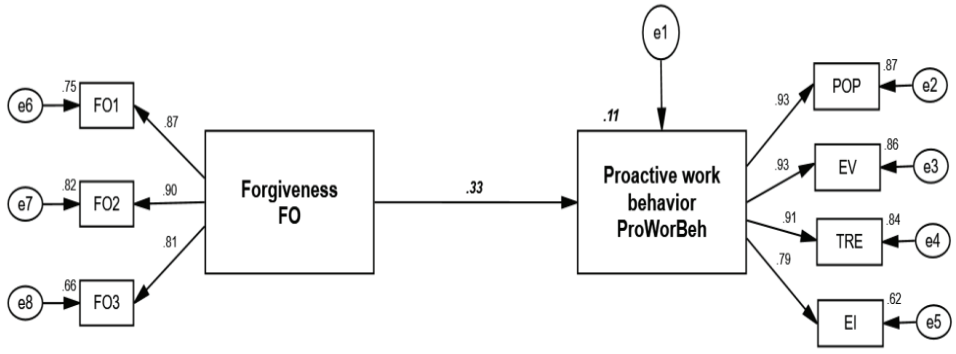


Fig 8. **Structural model for testing the fifth sub-hypothesis**

Table 8. **Nonstandard direct impact pathways between search variables**

Var.		Var.	Estimate	S.E.	C.R.	P
Proactive work behavior	<---	Forgiveness	.212	.033	6.481	***
FO1	<---	Forgiveness	1.006	.031	32.658	***
FO2	<---	Forgiveness	1.045	.026	39.505	***
FO3	<---	Forgiveness	1.000			
EV	<---	Proactive work behavior	.912	.020	46.538	***
POP	<---	Proactive work behavior	1.305	.026	49.328	***
EI	<---	Proactive work behavior	1.000			
TRE	<---	Proactive work behavior	.978	.023	42.479	***

Table 9. **Standardized regression weights: organizational virtuousness**

No.	Q	Questions	Items	S.R.W
Optimism	1	We are optimistic that we will succeed, even when faced with major challenges.	OP1	.951
	2	In this organization we are dedicated to doing good in addition to doing well	OP2	.844
	3	A sense of profound purpose is associated with what we do here.	OP3	.999
Trust	4	Employees trust one another in this organization.	TR1	.903
	5	People are treated with courtesy, consideration and respect in this organization	TR2	.895
	6	People trust the leadership of this organization	TR3	.637
Compassion	7	Acts of compassion are common here.	CO1	.908
	8	This organization is characterized by many acts of concern and caring for other people	CO2	.625
	9	Many stories of compassion and concern circulate among organization members.	CO3	.978
Integrity	10	This organization demonstrates the highest levels of integrity	IN1	.854
	11	This organization would be described as virtuous and honorable.	IN2	.931
	12	Honesty and trustworthiness are hallmarks of this organization	IN3	.845
Forgiveness	13	We try to learn from our mistakes here, consequently, missteps are quickly forgiven	FO1	.865
	14	This is a forgiving, compassionate organization in which to work	FO2	.883
	15	We have very high standards of performance, but we forgive errors when they are recognized and correct	FO3	.535

Table 10. **Standardized regression weights: proactive work behavior**

No.	Q	Questions	Items	S.R.W
Prevention of problems	16	I try to put in place effective procedures and systems in the long term even if it slows things down from the beginning.	POP1	.977
	17	I try to find the root causes of problems in my work.	POP2	.994
	18	I spend some time planning to prevent problems in my field.	POP3	.950
Employee voice	19	Communicate my views to others about work problems, even if I disagree with them	EV1	.579
	20	I speak and encourage others in the workplace to participate in important issues.	EV2	.859
	21	Be well informed of issues that my opinion may be useful in my workplace.	EV3	.662
	22	I come up with new ideas and seek to change the prevailing procedures.	EV4	.736
Employee innovation	23	I seek to generate innovative ideas in my field.	EI1	.821
	24	I am looking for new techniques, methods and / or business ideas.	EI2	.684
	25	I seek to promote and advocate for new ideas of my colleagues.	EI3	.961
Take responsibility	26	I try to make improvements in my work procedures.	TRE1	.808
	27	I try to introduce new, more effective business methods in my field.	TRE2	.656
	28	I am trying to implement a number of proposed solutions to critical organizational problems.	TRE3	.746

Discussion

From hypothesis testing results, it is apparent that the organizational virtue has an impact on achieving proactive work behavior either at individual or at organizational level. This role is embodied through positive influence relationships of sub-hypotheses. High levels of optimism found among the workers, due to their satisfaction with organization, acts as a strong incentive to accomplish their work accurately. This also increases their proactive work behavior (Hu et al., 2018). Employees felt optimistic about adopting change processes which in turn increases their levels of creativity and innovation. They can manage and control the emergency situations, while compassionate employees can understand, empathize and understand other's experiences within a frame of reference. These employees also make others closer to each other, express desire to help others, alleviate the differences between themselves etc., This cooperative state between individuals effectively enhance the proactive work behavior. Integrity is a prerequisite for good governance

as it guarantees transparent systems to ensure, monitor and evaluate the public performance (Parker et al., 2006). The presence of integrity is combined with combating corruption, raising awareness about prevention, and promoting proactive work behavior. Also, tolerance and forgiveness behaviours among workers and organizational leadership contribute towards the strengthening of proactive behaviors among organizational workers (De Clercq & Pereira, 2020).

Conclusion

Organizational virtuousness is one of the most important topics due to changing environmental conditions. The interest and endeavor of leadership in the sample organization, considered for the study, have to implement organizational virtuousness at field level to increase proactive work behavior in employees. Organizational virtue increases optimism and hope, trust among employees, and encourage to empathize in their daily lives. The results demonstrated the existence of a positive relationship among all dimensions considered for the study. Organizational virtue contributes an appropriate creative atmosphere and improves the quality of communication between employees' and higher management in terms of conveying their opinions and listening their problems. The current study provides a few suggestions for senior management to promote organizational virtue that stimulates the proactive work behavior of employees. The organization needs to develop the level of optimism among employees, prepare them to face failure and success, flexibility and ability to adapt to any circumstances. Further, the workers must feel confidence in themselves. So, the workers must be trained and allowed to perform difficult tasks so that they can gain good experience and confidence. The organization must be committed to laws and regulations to avoid favoritism, ensure transparency, integrity, granting material and moral incentives and promote tolerance and forgiveness to achieve organizational stability.

Practical and future implications

Organizational politicization is one of the determinants of implementing proactive work behavior, which will lead to the creation of a negative organizational climate that affects the motivation of individuals to present and implement their ideas. the researcher suggests applying the research in other organizational sectors, for example, in the health and security fields. Whenever there are levels of organizational virtue in these sectors, it will increase the efficiency of their outputs due to the importance of the health and security sector to society. Future studies can study the impact of organizational integrity on some organizational concepts such as: job engagement, organizational justice, job performance, organizational citizenship behaviors, and social capital.

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ORGANIZACINIO DORYBINGUMO VAIDMUO STIPRINANT INICIATYVIĄ ELGSENĄ DARBE

Santrauka

Šis tyrimas atskleidė organizacijos dorybingumo, kaip nepriklausomo kintamojo, buvimą šiose dimensijose (optimizmas, pasitikėjimas, užuojauta, sąžiningumas, atleidimas) ir jo vaidmenį skatinant iniciatyvią elgseną darbe, kaip priklausomą kintamąjį, susietą su dimensija (problemų prevencija, darbuotojų nuomonė, atsakomybės prisiėmimas, darbuotojų inovacijos). Tyrime dalyvavo 354 Karbalos cemento gamyklos darbuotojai, kuriems buvo pateiktos anketos su klausimais. Tyrimo hipotezėms patikrinti apskaičiuoti bendrieji patvirtinamieji svoriai (struktūrinių lygčių modeliavimas), aprašomoji statistika, koreliacinė analizė, paprasta regresinė analizė ir daugialypė regresinė analizė su gradientu. Organizacinis dorybingumas yra viena iš svarbiausių temų, kuriai šiuo metu skiriama daug dėmesio dėl besikeičiančių aplinkos sąlygų, kuriose veikia organizacijos.

Be to, tyrime atsižvelgta į lyderystės pastangas tiriant organizacijos dorovingumą organizacijoje. Tai skatina iniciatyvią elgseną darbe.

Organizacinis dorybingumas stiprina pasitikėjimą, viltį ir optimizmą tarp darbuotojų. Nustatytas teigiamas ryšys tarp visų dabartinio tyrimo dimensijų. Organizacinis dorybingumas prisideda prie tinkamos kūrybinės atmosferos ir pagerina bendravimo kokybę tarp darbuotojų ir vadovybės sprendžiant organizacijos problemas. Aukštesnei vadovybei pateikiame rekomendacijų rinkinį, kuriomis vadovaujantis organizacija turėtų naudos ir skatintų organizacinį dorybingumą, turintį įtakos iniciatyviai elgsenai darbe.

Organizacija turi ugdyti darbuotojų optimizmo lygį, mokydamasi iš praeities įvykių ir sėkmingai susidorodama su nesėkmėmis. Turi būti optimizmo lankstumas, pasikliaujant įvykių paaiškinimo metodais, gebėjimas prisitaikyti prie darbuotojus supančių aplinkybių.