Organizational Virtuousness and their Impact in Organizational Immune System: Analytical Research

Zaid Khawam Mahmood[1]; Dr. Suhair Adel – Al-Jader[2]

[1]University of Baghdad/College of Administration and Economics, Iraq.

[1]zaid.mukhlif1104@coadec.uobaghdad.edu.iq

[2]University of Baghdad/College of Administration and Economics, Iraq.

[2]suhairadel2007@yahoo.com

Abstract

This research aims to know the effect of organizational Virtuousness on the organizational immune system in the Ministry of Planning, as the analytical approach was adopted in carrying out this research, and the research community included all the administrative leaders in the Ministry of Planning in the city of Baghdad, and they are (General Director and his assistants, Head of Department, Division Officer). As the researcher distributed (220) questionnaires, but the valid ones after retrieval were (172) questionnaires, and the research adopted (Amos V.23, SPSS V.23) program by adopting the appropriate statistical methods and the results showed the correctness of the correlations and the effect on the level of the main research variables And sub-groups, which indicates the essential role of organizational Virtuousness in influencing the organizational immune system in the Ministry of Planning.

1. Introduction

Our current era is characterized by intense competition and high complexity, so organizations today live in an environment full of changes and changing and overlapping events in a way that makes them search for those variables and use and procedures in order to diagnose them and know the extent of their impact on the activity practiced by the organization, so facing the current events requires concerted efforts all for The arrival of the organization to the stage of organizational Virtuousness, which is the characteristic of wise organizations. Therefore, public and private

organizations alike influencing society are trying to invest more of their money to develop their human knowledge wealth as a strategic choice and a basic resource for their strategic capabilities to confront events that may weaken the organisation's immunity. And the Ministry of Planning was chosen as a field study for its importance at the national level for the country.

2. Literature Review

First / Organizational Virtuousness

1. Organizational Virtuousness Concept

The concept of Virtuousness comes from the Latin word" Virtus" which means "strength" or "distinction" (Gukiina etal, 2019: 107), and Plato and Aristotle described it as desires and actions that produce personal and social good (Cameron etal, 2006: 251). Aristotle, this theory assumes that individuals possess virtuous individual traits, such as wisdom, courage, humanity, justice, moderation, transcendence, optimism, confidence, compassion, integrity and tolerance, and with these characteristics, behaviors, individuals can ensure that their organizations become upright, because straight individual traits can That the adoption of integrity in organizations (Gukiina etal, 2019: 106). Organizational Virtuousness was put first and referred to in the literature by the researcher (Kim Cameron). He is a university professor at Michigan Business School, as the first references to the term began on his hands since 2003 when he mentioned that organizational Virtuousness is one of the important concepts in positive psychology that can be (included in the activities of individuals, teamwork, characteristics of culture or organization processes and Empowering Business Virtues. 3): Cameron et al. Organizational Virtuousness was defined by several definitions (Vallina, 2020: 4) as the enablers that enhance and maintain hope, optimism, gratitude, forgiveness and compassion, as defined by (Zamahani, 2013: 649), that organizational integrity is an advanced method of work that leads to providing the inner strength of good behavior and benefiting from human virtues such as practical wisdom in the performance of work. Moreover, organizational Virtuousness provides a common basis for achieving rapprochement between workers.

2. The characteristics of Organizational Virtuousness

Organizational Virtuousness refers to the qualities that best distinguish human resources, which are the quality of psychological strength, moral resolve, or willpower that enhances resilience

in the face of challenges (Shekari, 2011: 11). Also, integrity does not refer to the condition of all or nothing, because Neither individuals nor organizations are completely straight or not completely straight, nor are they virtuous all the time. But there are three main defining features associated with integrity that can help explain its importance: moral good, human influence, and social improvement. (NUNES, 2018: 382 PIRES) and (Bright et al, 2006: 251):

- **Virtuousness is related to moral righteousness:** Any representation of what is good and correct, and deserves research, as Virtuousness in general is linked to everything that calls for love, wisdom, achievement, achievement, and all that is good.

- **Virtuousness is associated with the human being with the flourishing of the individual and the moral character:** With man power, self-control and flexibility, and with purposeful purpose and transcendent principles, things or actions without human influence are not Virtuousness. The structure of an organization, for example, is not by nature not Virtuousness because it does not necessarily have a positive or negative human impact. However, some organizations have established structures in order to sustain flourishing interpersonal relationships, purposeful work, and foster learning and personal development among employees, so such structures may enable virtue to occur in organization through its influence on humans..

- **Virtuousness is characterized by the improvement of social conditions:** Extending beyond the mere self-interest benefit, Virtuousness creates a social value that transcends the agent's automatic desires. They produce a benefit to others regardless of reciprocity or reward. The expression of integrity is not directed towards obtaining external recognition, benefit or advantage, and the prosocial behavior of the responsibility of organizations The phenomena that these studies target, however, it is usually explained in terms of theories of reciprocity and justice. . Organizations act responsibly and engage in prosocial behavior due to equity concerns, reciprocity, Or exchange of Virtuousness in organizations, on the other hand, represents more than participation in normatively stipulated volunteer work, philanthropy, environmentally friendly programs, or the use of renewable resources. Sure social responsibility and citizenship activities may represent organizational integrity, of course, but the focus is on social improvement. Regardless of personal or company benefit.

3. Dimensions of Organizational Virtuousness

In order to clarify their vision of organizational Virtuousness, researchers presented a number of dimensions that explain how to achieve it, but there was no agreement on the dimensions, but our current research relied on the dimensions (Cameron et al, 2004: 12), which includes five dimensions, namely:

- **Organizational optimism:** The term interaction is usually used in our life through our daily language in many situations and situations. Optimism refers to the tendency of a person to believe in the best possible results in the face of uncertainty, and it is tantamount to maintaining positive expectations over time and situations, as individuals tend to believe in achieving their goals, and tends to An individual optimistic about preferred aspects in current situations, actions and incidents as well as believing in the best possible outcomes in the future (Al-Anzi & Ibrahim, 2012: 14), Optimists describe mistakes as external, unstable, and just a temporary setback, while pessimists describe mistakes as internal, stable, and will remain, and so on, and they cannot do anything. An optimist makes you the reason for it externally, while a pessimist sees it because of internal things. (Chadha etal, 2013: 4) Optimistic employees are more efficient and resilient and are more likely to stay in employment long enough in the difficult conditions most organizations face in the current competition environment compared to their pessimistic counterparts (Ravaji, 2016: 34)

- **Organizational compassion:** Organizational compassion refers to the collective observation, feeling and response to pain within the organization (Gukiina etal, 2019: 107) that empathy is the process of feeling the feelings of others and seeing things from the perspective of others (Al-Abbasi & Al-Jabouri, 2019: 75). It also brings collective benefits, including higher levels of shared positive emotions (such as pride and gratitude) as well as greater group commitment, lower turnover rates, and a high level of cooperation. Organizational sympathy can be described as the collective authority of organizations (Dutton et al, 2014: 281). Especially if the leadership is compassion, as(Gabruch ,2014: 5) stated that the compassionate leader initiates the positive cycle through decision-making and the creation of meaning and inspiration. Others because they give up their goals in exchange for group decisions

- **Organizational trust:** Robbins and Woody believe that trust is a "positive expectation", that the other will not act in an opportunistic manner, a process that depends on a person's biography and history, and trust is based on expectation. Expected, which will make the

other party act in a similar way in a situation that requires high confidence. " (Robbins & Jude, 2007, 387) Trust is also described as the degree of credibility of an individual or group with one another (Naseem and Faiz, 2017: 37) However, it is an unstable process in organizational life, and it is correct to describe trust in a dynamic, changing process because it can increase or decrease, depending on the nature of the continuous interactions between the trustee and the guardian (Gukiina etal, 2017: 20). And the freedom to express opinions honestly, as low trust leads to poor personal relationships, stiffness in human attitudes, and inefficiency and ineffectiveness in the organization (Sherwyn et al, 2015: 32)

- **Organizational integrity:** The concept of organizational integrity comes from the fairness theory of Adam Smith in 1965, he pioneered organizational integrity by proposing the theory of social exchange, it was also believed that the theory of fairness is the originator of organizational integrity, and organizational integrity creates a sense of belonging among employees (Hassan & Dzakiria,2020: 131) integrity has become a prominent term in the public sector, as it refers to purity, virtue, and purity of the hand, and is used to describe individuals and the work of organizations (Al-Tamimi, 2015: 86) Also, whenever organizations pursue a moral philosophy, this leads them to organizational integrity, as positive moral values lead to the integrity of the organization (Rendtorff, 2011: 73). Organizational integrity is also defined as one of the levels of work that seeks to maintain the integrity of procedures and dealings according to a perspective. Ethical interacts in the environment of the organization, as well as working to find simple solutions that protect its health as a whole and protect the health of its subsystems (Kamel, 2019: 101) However, organizational integrity is represented by several indicators: (Pulay, 2014: 138):

  1. Integrity refers to consistency with principles, values, procedures, and methods, i.e. it is behavior that is consistent with the values on which it was founded.
  2. It is the system that is able to achieve its goals.
  3. It has a moral value and that means life and moderation.

- **Organizational forgiveness:** it means sincerely accepting an apology for the mistakes made by the employee and it is an opportunity for the organization to obtain higher levels of performance, as tolerance refers to the actions that aim to break or prevent a series of events resulting from human interaction (Marzouq and Al-Sindyouni, 2019: 195) Forgiveness is the desire to give up the right to resentment, negative judgment, and indifferent behavior towards someone who harms us unfairly while reinforcing traits of compassion and love towards them (Campbell, 2017: 3)

Second; Organizational Immune System

1. The concept of the Organizational Immune System

Management scholars use this medical term (immunity) in organizations because the organization is like a living being and it has been defined as a social entity. The main purpose of organizational immunity is to form a defense apparatus for the organization to face risks that may threaten the organization and to survive or influence the work of the organization. These risks may either arise internally from the internal environment of the institution or its external environment, and must be confronted with a systematic defense that includes means of persuasion or deterrence. (Alshawabkeha, 2021: 1885) Perhaps the first to introduce the term "corporate immunity systems" in the literature on business administration is (Degus) in general 1997, Where he mentioned it in a narrow framework in which he discussed the corporate culture, calling for the need to deal with organizations as a living organism that can adapt and interact with the environment and overcome its threats in order to be able to survive. Despite the novelty of this concept, few researchers have tried to identify this concept within organizations or its roots as an independent concept from related research fields such as organizational learning, organizational change, governance, strategic alliances, internal auditing and innovations (Metwally and Al Banawi , 2020: 16)

The regulatory immune system has been defined by several definitions, as (Ridderstrale, 1999: 154 & Birkinshaw) defined it as a group of organizational forces designed to confront external threats and risks with the aim of protecting the organized organization and maintaining the continuity and continuity of work, as he defined it (Lee & Elmegy, 2014: 114) It is one of the smart systems in the organization that consists in a complex set of processes aimed at protecting the organization from viruses and environmental hazards, and the most important features of this system are independence, adaptation and strength.

2. Dimensions of the Organizational Immune System

The immune regulatory system dimensions are divided into three dimensions: (Assayah, 2020: 2)

- **Organizational learning:** Organizational learning increases awareness of organizational problems and then monitoring and treating them, which reflects positively on the organization's performance and outputs, and organizational learning consists of (individual

learning, group learning, learning from others, and self-learning, i.e. within the organization) (Assayah, 2020: 2) and To enhance organizational learning in the organization, there must be a climate that encourages learning, as it provides learning opportunities for all its members, adopting an integrated strategy for participatory learning, institutionalizing learning, preparing leaders who have a positive view of learning, and promoting cultural and organizational patterns. , Cultural patterns include (a set of values, beliefs, principles, and behaviors that encourage learning). Organizational patterns are the practices and applications that support organizational learning at its different levels (Gilaninia, 2013: 46)

- **Organizational memory**: Organizational memory includes bringing knowledge of the organization's previous archived knowledge through intelligently stored information and using it in making current and future decisions and building sustainable competitive advantages. Organizational memory is similar to the human mind, where the organization recalls its previous experiences in effectively dealing with current situations and planning for the future in light of previous knowledge (Assayah, 2020: 2) and organizational memory is classified into hard and soft information, and we mean by solid information, information that is recorded on documents and files, and is embodied in work procedures, routines, and so on. As for the soft information, it includes the information stored in the minds of the members of the organization and with regard to information retrieval, it depends on the availability of stored information and the level of retrieval, and the availability of information depends on the ease of finding the information and the frequency of its use. Note that there are two levels of information retrieval, which are at the individual level and at the organization level (Al-Hamiri and Press, 2019: 36).

- **Organization DNA**: It is also called regulatory genetics, as it is thanks to the establishment of the DNA of institutions for Booz Allen Hamilton, with the aim of giving institutions an easy way to identify and address the difficulties that hinder them, and it is defined as a group of elements and factors that are determined by specific characteristics that contribute through their interaction and complementarity with each other. In defining the personality of the institution and its identity and the extent of its enjoyment of good health within the framework of its work in the surrounding external environment (Amina and Maymon, 2017: 58)

3. Research Methodology

The review of the literature on Organizational Virtuousness and Organizational immune system resulted in the crystallization of a hypothetical outline for the research as in Figure (1), which was prepared in light of the research problem and its objectives. The main hypotheses were formulated as follows:

1. **The first main hypothesis (H1):** There is a significant correlation between Organizational Virtuousness and Organizational immune system.

2. **The second main hypothesis (H2):** There is a significant effect Organizational Virtuousness in Organizational immune system.
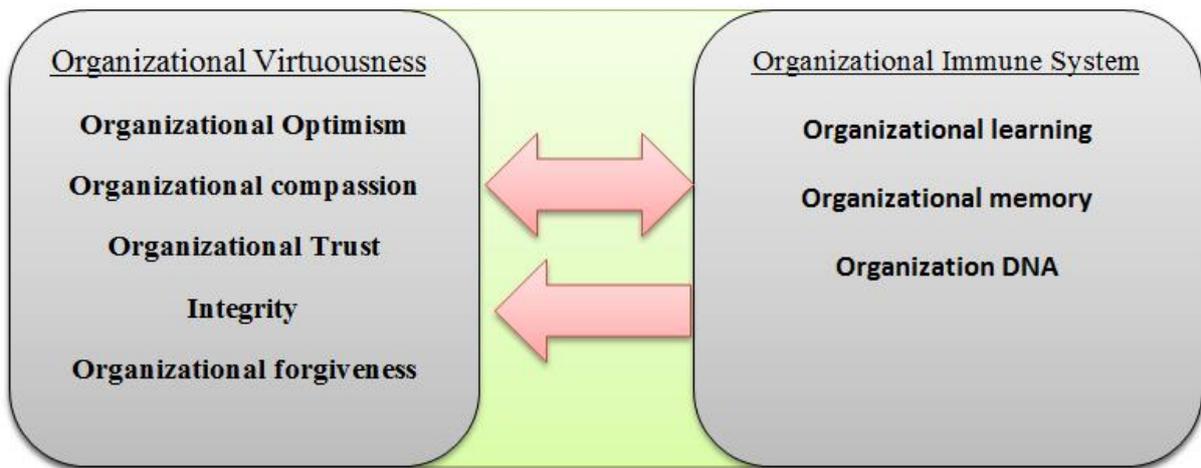
Organizational integrity scale: the independent variable servant leadership as it consists of (15) items divided into five dimensions, namely (optimism, trust, compassion, integrity, forgiveness), depending on (Cameron et al., 2004,).

Organizational immune system scale: the responding variable of the Organizational system immune. It included (12) items, which were divided into (3) Dimensions, namely (organizational learning, organizational memory, and organizational DNA). Depending on (Assayah, **2020).**

Research sample: The intentional sample was used, as the total human community reached (220) individuals who meet the required specifications for those occupying the position of general director, assistant general manager, department director, and division official in the Ministry of Planning, and when the questionnaire was distributed and received, it was found that the correct retriever of the questionnaire He is (**172**) from the total community.

4. Data Discussion and Analysis

Consistency test: *Cronbach's Alpha Coefficient* was utilized to measure the internal consistency of the scale paragraphs, dimensions and variables, and the scale as a whole. Table (1) shows the values of the reliability coefficient of validity ranged between (0.713 - 0.943) for the variables and dimensions, which is greater than (0.70), and this indicates However, the variables and dimensions have an appropriate internal consistency, and the internal consistency coefficient (Cronbach's Alpha for the scale in total) was (0.967), as it enjoyed a high evaluation and these results indicate that the current research scale (the resolution) has a good level of stability.

Table 1 - Consistency Results between Components of the Scale

The Scale	Cronbach Alpha coefficient
Organizational Optimism	0.713
Organizational Trust	0.772
Organizational compassion	0.782
Integrity	0.782
Organizational forgiveness	0.855
Organizational Virtuousness	0.922
Organizational learning	0.780
organizational memory	0.825
organization DNA	0.816
Organizational immune system	0.894
Questionnaire in General	0.967

5. Results Discussion

To test the hypothesis (H1): It is evident from Table (2) that the value of the correlation coefficient between Organizational Virtuousness and the Organizational immune system,

The correlation coefficient between organizational Virtuousness and organizational immunity was (0.775**) at the significance level (0.000) which is less than the significance level (0.05), which means accepting the hypothesis which states (there is a statistically significant correlation between Organizational Virtuousness and the Organizational immune system). This indicates that there is a significant correlation between Organizational Virtuousness with the Organizational immune system. In other words, the researched Ministry of Planning, when it works to take care of the variable of organizational Virtuousness in terms of its interest in morale, tolerance, integrity and a correct view of society, this will have a positive impact with the achievement of the organizational immune system.

As shown in Table (2), there is a correlation between the dimensions of organizational Virtuousness with the organizational immunity system, which indicates the interdependence of the variables.

Table 2 - Correlation Values between the Organizational Virtuousness Dimensions and the Organizational Immune System

	Dimensions of Organizational Virtuousness	Correlation Value and Significance Level		Relationship Strong
Organizational immune system	Organizational Optimism	Correlation Value	0.581**	Medium
		Sig	0.000	
	Organizational Trust	Correlation Value	0.571**	Medium
		Sig	0.000	
	Organizational compassion	Correlation Value	0.696**	Medium
		Sig	0.000	
	Integrity	Correlation Value	0.675**	Medium
		Sig	0.000	
	Organizational forgiveness	Correlation Value	0.634**	Medium
		Sig	0.000	
	Organizational Virtuousness	Correlation Value	0.775**	Strong
		Sig	0.000	
Number of accepted hypotheses= 6				
%=100%				

To test the hypothesis (H2): Table (3) shows the effect of Organizational Virtuousness and its dimensions on the Organizational immune system. The value of (F) computed between the Organizational Virtuousness in the Organizational immune system was recorded (256.056). It is greater than the tabular (F) value of (3.89) at a level of significance (0.05), which means that there is a statistically significant effect between the servant leadership in the Organizational immune system, at a level of significance (5%), that is, with a degree of confidence (95%), which indicates However, servant leadership has an effective and powerful influence on the regulatory immune system. And through the value of the coefficient of determination (R^2) of (0.601), it becomes clear that the Organizational Virtuousness explains (60%) of the variables that occur on the Organizational immune system, while the remaining percentage 40%) is due to other variables not included in the research

model.It is clear through the value of the marginal propensity coefficient (β) of (0.748) that increasing the Organizational Virtuousness by one unit will lead to an increase in the Organizational immune system by (75%) in addition to the significance of the marginal propensity coefficient, as the value of (t) reached (16.002) at the level of Significant (0.05). And the value of the constant (α) was recorded in the equation (1.039), meaning when the Organizational Virtuousness is equal to zero, the Organizational immune system will not be less than this value.

Also, Table (3) showed that there is a high impact of Organizational Virtuousness dimensions (Organizational Optimism, Organizational Trust, Organizational compassion, Integrity, Organizational forgiveness) on the organization immune system, as it is found that the value of (F) computed among all dimensions Organizational Virtuousness and the Organizational immune system are greater than their tabular values and at the level of significance (0.05). This means that all dimensions of Organizational Virtuousness have a significant effect on the Organizational immune system in the Ministry of Planning.

Table 3 - Analysis of the impact of Organizational Virtuousness Variable in Organizational Immune System

Independent Variable	Dependent Variable	Value (a)	Value (β)	Coefficient (R2)	Calculated (F) value	Calculated Value (t)	Sig
Organizational Optimism	Organizational immune system	1.926	0.500	0.338	86.729	9.313	0.000
Organizational Trust		2.194	0.441	0.326	82.139	9.063	0.000
Organizational compassion		1.786	0.555	0.484	159.354	12.624	0.000
Integrity		1.880	0.498	0.456	142.305	11.929	0.000
Organizational forgiveness		1.940	0.494	0.402	114.445	10.698	0.000
Organizational Virtuousness		1.039	0.748	0.601	256.056	16.002	0.000

6. Conclusions

As for the most prominent results of the research, there is a clear impact of organizational Virtuousness on the organizational immunity system directly and at the level of dimensions, and that the relationship between organizational Virtuousness and the organizational immune system is a strong relationship, and the Ministry of Planning is concerned with optimism and integrity for all its members (leaders and subordinates) through activating courses Training and workshops, spreading knowledge among everyone, working effectively and creating an organizational climate that reflects harmony and cooperation, improving welfare and strengthening the organization's immunity, which

indicates the interdependence and integration between organizational Virtuousness and the organizational immune system..

7. Recommendations

The research also reached several points, the most prominent of which is the need to hold intensive courses for officials of the Ministry of Planning on the concept of Organizational Virtuousness and the organizational immune system in order to enhance these concepts in the Ministry of Planning, and there should be an ethical organizational climate in the Ministry of Planning, The need to enhance trust between individuals through sound work procedures (such as the existence of a grievance department if the employee feels that he has been wronged, rewards according to merit and efforts, transparency and integrity in work procedures)

References

Abedi, Sedighe Haji, & Hoseyn Eslami & Nahid Amrolahi, 2014, The Role of Organizational Virtuousness on the Organizational Commitment of Employees (Case Study: Islamic Azad University) Interdisciplinary Journal Of Contemporary Research In Business Copy Right © 2014 Institute Of Interdisciplinary Business Research 118 February 2014 Vol 5, No 10

Al-Abbasi, Zaid Miteb, Al-Jubouri, Ali Aboudi, 2019, The role of organizational empathy behavior in reducing the employee behavior gap, an applied study in Al-Fayhaa Hospital, *Journal of Economic and Financial Research, Volume 6, Issue 2 El Bouaghi University Hjhhh*

Al-Anazi, Saad Ali, Ibrahim, Ibrahim Khalil, 2012, Positive psychological capital: an intellectual perspective on the essential components and foundations for construction and development, *Journal of Economic and Administrative Sciences, Volume 18, Issue 65Ggg*

Alshawabkeha, Ziad Ali, 2021, The impact of governance on strengthening organizational immunity in greater Madaba municipality: A Case Study, *Management Science Letters, 11*(2021) 1881–1892 homepage: www.GrowingScience.com/msl

Al-Tamimi, Amal Kazem, 2015, *The impact of spiritual leadership on organizational integrity to build a higher value for employees: A case study at the al-Abbas's (p) holy shrine,* unpublished master's thesis, University of Kufa - College of Administration and Economics.

Amina, Moulay & Mimoun Kafi, 2017, organizational DNA and entrepreneurship, (a case study of mobile phone operators in Algeria). *Journal of Economic and Financial Research,* Vol. 4, No. 1 Algeria

Assayah, Abed Alsttar Mustafa, 2020, Organizational Immunity and its Effect on Strategic Technological Change Options A Field Study at Jordanian Industrial Companies Listed in Amman Stock Exchange, *Academy of Strategic Management Journal,* Volume 19, Issue 5,

Birkinshaw, Julian, Jonas Ridderstråle,1999, Fighting the corporate immune system: a process study of subsidiary initiatives in multinational corporations, International Business Review, Elsevier Science Ltd. All rights reserved. PII: S0969-5931(98)00043-2,

Bright, David S. & Kim S. Cameron and Arran Caza 2006, The Amplifying and Buffering Effects of Virtuousness in Downsized Organizations, Journal of Business Ethics (2006) 64: 249–269

Cameron, K, Bright, D. & Caza, A. (2004). "Exploring the Relationships Between Organizational Virtuousness and Performance" *American Behavioral scientist,* Vol. 47 No. 6, pp.1-24.

Cameron, Kim (2003) " Organizational Virtuousness and Performance ", CH. 4, 48-65. Cameron, K.S., Dutton, J.E., and Quinn, R.E. Positive Organizational, Scholarship. San Francisco: Berrett-Koehler

Campbell, A. (2017). "Forgiveness and Reconciliation as an Organizational Leadership Competency within Restorative Transitional Justice Instruments", *International Journal of Servant Leadership,* 1-40

Chadha, N., Jain, G., & Krishnan, V. R., (2013). The Effect of Optimism and Belief in the Law of Karma on Transformational Leadership. *International Journal on Vedic Foundations of Management,* Vol 1, No 1

Dutton, Workman & Hardin (2014) " Compassion at Work " *Annu. Rev. Organ. Psychol. Organ. Behav.* 1, 277–304.

Gabruch, Danya, 2014, *Compassionate Leadership: A Model for Organizational Well-Being in the Workplace,* Degree of Master of Arts – Integrated Studies- Athabasca, University.

Gilaninia, S., Rankouh, A. and Gildeh, M. (2013). Overview on the importance of organizational learning and learning organization. Journal of Research and Development, 1(2), 44–50.

Gukiina, Joshua, Waswa Balunywa, Joseph Mpeera Ntayi, Augustine Ahiauzu, 2017. Organizational *Virtuousness: The Customers' Perspective:* http://www.publishingindia.com Volume 10, Number 1

Hassan, Mehmood & Dzakiria, Hisham, 2020, *Investigating English Teachers' Organizational Integrity and Obligation in Pakistani Universities,* School of languages, civilization and Philosophy, Universiti Utara Malaysia, Hamdard Islamicus, 43(1).

Kamel, Seif Ali, 2019, *The mediating role of strategic intuition in enhancing the impact of spiritual leadership on organizational health: analytical research,* unpublished master's thesis, College of Administration and Economics - University of Baghdad.

Lee, J., Ghaffari, M., & Elmeligy, S. (2011). Self-maintenance and engineering immune systems: Towards smarter machines and manufacturing systems. *Annual Reviews in Control,* 35(1), 111-122

Marzouk, Abdel-Aziz Ali, Al-Sindoni, Mona Mohamed, Al-Omari, and Bushra Farouk 2019, The impact of organizational integrity on job absorption, an applied study on the nursing staff in government hospitals in Kafr El-Sheikh Governorate, *Journal of Contemporary Business Studies,* Issue 6,

Metwally, Sherif Saeed, Al-Banawi, Maha Mohamed, 2020, *Measuring the effect of organizational immune systems on the relationship between the perception of organizational rumors and adaptive performance: a field study on workers in pharmaceutical companies in the Tenth of Ramadan City,* Alexandria University Journal, for Administrative Sciences, Volume 57, No. 1 Alexandria University - Faculty of Commerce

Naseem, Rabia & Rafia Faiz, 2017, Mediating effect of Ethical Climate between Organizational Virtuousness and Job Satisfaction,

Pires, Maria Leonor & Nunes, Francisco, 2018, The Mediating Role of Virtuousness in Human Resource Management and Job Outcomes, *Journal of Business Management.* Http://Dx.Doi.Org/10.1590/S0034-759020180404

Pulay, G., (2014). Preventing Corruption by Strengthening Organizational Integrity. Public Finance Quarterly.

Ravaji, Marjan 2016. The Effect of Organizational Virtuousness and Psychological Capital Role on Employees' Creativity in Tehran Water and Wastewater Company: *International Journal of Scientific Management and Development,* 4(12), 496-506.

Rendtorff. J. (2011). Corporate Citizenship as Organizational Integrity. *Jurnal Spring, Studies In Economic Ethics And Philosophy,* 40, 59-90.

Robbins, S. & Judge, T. (2007). *Organizational behavior,* 12th ed., Saddle River, NJ: Prentice Hall.

Shekari, H., Mohamad A. & Said, M. (2011). Developing values in organization: a reflection on organizational virtuousness approach. *International journal of research in commerce & management*, volume no: 2, issue no. 5, pp. 11-15.

Sherwyn P. Morreale & Pamela S. Shockley-Zalabak (2015). Organizational Trust in Cultures with a History of Distrust: A Qualitative Study of Polish and Russian Leaders' Perspectives and Experiences. *Journal of Intercultural Communication Research,* 44(1), 27-43.

Vallian, Andrés Salas, 2020, Towards a Sustainable Leader-Follower Relationship: Constructive Dissensus, Organizational Virtuousness and Happiness at Work (HAW), *Sustainability article,* www.mdpi.com/journal/sustainability, University of Valencia.