

# Examination of the Effect of Organizational Virtuousness on Work Engagement and Employee Performance

## Örgütsel Erdemliliğin İşe Adanmışlığa ve Çalışan Performansına Etkisinin İncelenmesi

Hatice MEŞE<sup>1</sup>   
Özlem ÖZER<sup>2\*</sup> 

<sup>1</sup>Republic of Türkiye Ministry of Health, Ankara, Türkiye.

<sup>2\*</sup> University of Health Sciences, Faculty of Gulhane Health Sciences, Department of Healthcare Management, Ankara, Türkiye.

\*Corresponding Author:  
[ozlem.ozler@sbu.edu.tr](mailto:ozlem.ozler@sbu.edu.tr)

Geliş/Received: 07.05.2025;  
Kabul/Accepted: 09.06.2025

Atf/Citation: Meşe, H., & Özer, Ö. (2025). Examination of the Effect of Organizational Virtuousness on Work Engagement and Employee Performance. *UMBD*, 8(2), 51-60.

### Abstract

The aim of this study is to examine the effect of organizational virtuousness on work engagement and employee performance. The population of the study consists of nurses and midwives working in a training and research hospital in Ankara. The sample was not selected in the study, and the questionnaire was applied face-to-face to a total of 270 people. As a result of the analyses conducted in the study, significant, positive, and moderate correlation were found between organizational virtuousness and work engagement and between organizational virtuousness and employee performance. As a result of the regression analysis conducted in the study, it was determined that organizational virtuousness positively affects work engagement and employee performance. Based on these results, it is considered important to increase virtuous behaviors such as honesty and optimism in organizations in order to improve the perception of work engagement and employee performance.

**Keywords:** Employee performance, Hospital, Organizational virtuousness, Work engagement

### Öz

Bu çalışmanın amacı örgütsel erdemliliğin, işe adanmışlığa ve çalışan performansına etkisini incelemektir. Çalışmanın evrenini Ankara'da bulunan bir eğitim ve araştırma hastanesinde çalışmakta olan hemşireler ve ebeler oluşturmaktadır. Çalışmada örneklem seçilmemiş ve toplamda 270 kişiye yüz yüze olarak anket uygulanmıştır. Çalışmada yapılan analizler sonucunda örgütsel erdemlilik ile işe adanmışlık ve örgütsel erdemlilik ile çalışan performansı arasında anlamlı, pozitif yönde ve orta düzeyde ilişkiler tespit edilmiştir. Çalışmada yürütülen regresyon analizi sonucunda örgütsel erdemliliğin işe adanmışlığı ve çalışan performansını olumlu yönde etkilediği belirlenmiştir. Bu sonuçlar bağlamında da işe adanmışlık ve çalışan performansına yönelik algının artırılabilmesi için örgütlerde dürüstlük ve iyimserlik gibi erdemli davranışların yaygınlaştırılmasının önemli olduğu düşünülmektedir.

**Anahtar Kelimeler:** Çalışan performansı, Hastane, İşe adanmışlık, Örgütsel erdemlilik

## 1. Introduction

The concept of organizational virtuousness, which traces its roots back to ancient Greek philosophical traditions and features unique characteristics, has emerged as a consequence of a series of positive studies on organizations (Pires & Nunes, 2018). It refers to organizational circumstances in which “good” habits, desires, and actions (e.g., humanity, honesty, and trust) are implemented, supported, nurtured, propagated, and sustained at both individual and collective levels (Rego et al., 2011). In other words, this concept refers to the goodness of organizations, their moral level, social and physiological development, and their ability to hold inter-organizational values such as tolerance, honesty, respect, and patience (Kahveci et al., 2019).

Organizational virtuousness is divided into two as virtue in organizations and virtue through organizations, and virtue in organizations is related to “the behaviors of people in organizational settings that help people develop as individuals”. Virtue through organizations, on the other hand, is related to “facilitators in organizations that promote and sustain virtue” (Bright et al., 2006; Magnier-Watanabe et al., 2020). In other words, virtue through organizations is the ability of an organization to support virtuous activities among its members through institutional features such as qualities, structures, systems, and processes that encourage staff to function optimally (Aubouin-Bonnaventure et al., 2021).

Organizational virtuousness is considered in five dimensions: integrity, forgiveness, optimism, trust, and compassion (Cameron et al., 2004). Accordingly, organizational integrity refers to the ability of the organization to always act in good faith and the dominance of honor, truthfulness, and honesty in the organization (Magnier-Watanabe et al., 2020). Organizational forgiveness means that mistakes are quickly forgiven and utilized as learning opportunities in an environment characterized by high-performance standards. Organizational optimism means that organizational members develop a belief that they will succeed in doing well, even when faced with great challenges. Organizational trust means that kindness, consideration, and respect govern the organization and show that people trust each other and their managers (Rego et al., 2010). Finally, organizational compassion refers to the collective recognition and feeling of organizational challenges and response to them (Atkins & Parker, 2012).

Work engagement-another concept addressed in the study-is related to a satisfactory motivational state about work (Wood et al., 2020). This concept is defined as the synchronized reflection of personal energy in work experience or performance (Christian et al., 2011). Kahn (1990) conceptualizes work engagement as “the adaptation of organizational members to their work roles” and argues that engagement involves “the physical, cognitive, and emotional expression of people during their role performance” (Kahn, 1990). Maslach et al. (2001) states that work engagement is characterized by energy, commitment, and effectiveness, considered as the opposite of the three dimensions of burnout, fatigue, depersonalization, and low personal accomplishment (Maslach et al., 2001).

Work engagement is an emotional state that reflects employees’ “personal satisfaction and a sense of inspiration and approval of work and of being part of the organization” (Schaufeli & Bakker, 2010). In other words, this concept is defined as the intensification of the emotional and intellectual bond that an employee establishes with their work, organization, manager, or colleagues, and the influence of this bond on employees to make voluntary efforts in addition to their work (Gupta & Sharma, 2016).

Work engagement consists of three dimensions: vigor, dedication, and absorption. Accordingly, vigor is a person’s high level of energy and mental endurance while working, willingness to put effort into his work, and determination even in the face of difficulties (Schaufeli et al., 2002). In other words, vigor refers to individuals’ feelings that they have physical strength, emotional energy, and cognitive vitality and reflects a series of interrelated active states experienced at work (Shirom, 2010). Dedication is characterized by a sense of importance, enthusiasm, inspiration, pride, and challenge (Schaufeli et al., 2002). Dedication is defined as a person’s emotionally stable and positive attitude toward his work to achieve personally important outcomes (occupational demands and identity). In other words, it refers to a person’s disciplined behaviors in the workplace, which includes following rules, working hard, having flexibility when performing tasks, and taking initiative when solving problems. Absorption is one of the dimensions of work engagement, referring to a

person's more pervasive and enduring state of mind (Jaya & Ariyanto, 2021). This dimension is characterized by a person's complete concentration and immersion in his work, whereby time passes quickly and the person has difficulty in leaving his job (Schaufeli et al., 2002).

High-performing individuals are needed for organizations to achieve their goals, offer their goods and services in specialized areas, and gain a competitive advantage (Sonnetag & Frese, 2005). Employee performance is one of the most fundamental factors in improving organizational performance (Ratnasari et al., 2019) and has a vital importance in achieving organizational goals (Krijgsheld et al., 2022). This concept refers to the behaviors that employees exhibit in the workplace, meaning the achievement of the results desired by the organization from the perspective of work quality, work quantity, and work duration (Na-Nan et al., 2018). Performance in health services is the delivery of health services to patients in a timely, complete, accurate, and reliable manner, using the latest professional knowledge and skills and the most appropriate materials (Tengilimoğlu et al., 2012). On the other hand, Al-Hamayan et al., (2013) define job performance in hospitals as the effectiveness of employees in fulfilling their duties and responsibilities related to patient care (Al-Hamayan et al., 2013). On the other hand, it is stated that nurse performance is related to a condition that focuses on the quality of care, which can be assessed by achieving patient outcomes and organizational goals (Brady Germain & Cummings, 2010).

It is suggested that most of the performance problems in healthcare institutions stem from the defense mechanisms of healthcare workers working in a negative environment (Lindelov et al., 2005). However, it is estimated that the level of task and contextual performance will increase as a result of improving the characteristics of the work environment (Akca & Yurtçu, 2017). For this reason, it can be stated that it is very important for employers to provide working conditions that will support the performance of their employees (Ousman & Hailu, 2023).

Nowadays, organizational virtuousness has become a fundamental concept that is associated with many factors, such as job performance (Magnier-Watanabe et al., 2020), and work engagement (Alp & Kaymaz, 2024). This study aims to examine the effect of organizational virtuousness on work engagement and employee performance. In the literature, there are studies examining the relationships between organizational virtuousness and work engagement or employee performance in various samples. However, there is no study that examines these three variables together in the sample of nurses and midwives. For this reason, it is thought that this study is original and will fill this gap in the literature.

## **2. Methods**

### **2.1. Type of the Study**

This is a cross-sectional and explanatory study.

### **2.2. Hypotheses of the Study**

The hypotheses of the study are as follows:

H<sub>1</sub>: Participants' perceptions of organizational virtuousness have a statistically significant effect on their perceptions of work engagement.

H<sub>2</sub>: Participants' perceptions of organizational virtuousness have a statistically significant effect on their perceptions of employee performance.

### **2.3. Population and Sample**

The population consisted of nurses (N=246) and midwives (N=78) who worked in the Yenimahalle Training and Research Hospital of Ankara Yıldırım Beyazıt University. Sample selection was not used and the data collection tool used in the study was distributed to all participants who agreed to participate in the study. In this context, 270 people participated in the study and the participation rate was determined as 83.33%.

## 2.4. Data Collection

The data were collected face-to-face between 29 April and 31 May 2024. The scale, developed by Cameron, Bright, and Caza (2004) and tested for validity and reliability in Turkish by Erkmen and Esen (2012), to assess the participants' perceptions of organizational virtuousness was used in the study. The scale consists of three subscales (integrity and forgiveness, trust and compassion, and optimism) and 15 items. Items are rated on a 6-point Likert format ranging from "Strongly disagree (1) to Strongly agree (6)". In the study, the reliability value of the scale was found to be 0.955. The "Work Engagement Scale," which was developed by Schaufeli and Bakker (2004) and whose Turkish reliability and validity study was conducted by Özkalp and Meydan (2015), was used to assess the participants' level of work engagement. The scale consists of three subscales (vigor, dedication, and absorption) and 9 items. The agreement levels for the items are scored on a 7-point Likert format ranging from "Never=1" to "Always=7". In the study, the reliability value of the scale was found to be 0.875. The "Employee Performance Scale," was conducted to assess the participants' perceptions of employee performance. It consists of 6 items and a single dimension, and its Turkish reliability and validity was conducted by Tayfun and Çatır (2013). The agreement levels for the items on the scale are scored on a 5-point Likert format ranging from "1=Strongly Disagree" to "5=Strongly Agree." In the study, the reliability value of the scale was found to be 0.798.

## 2.5. Data Analysis

The analyses in the study were carried out using IBM SPSS 22.0 software. Descriptive statistical methods were used to analyze the data and correlation analysis, simple regression analysis and reliability analysis were performed.

## 2.6. Ethical Considerations

Ethical approval was obtained from Ostim Technical University Social and Human Sciences Ethics Committee (Date: 05.04.2024). Participants were informed that participation was voluntary and that the data would only be used for scientific purposes.

## 3. Results

When the socio-demographic characteristics of the participants were analyzed, it was observed that 58.1% of the participants were aged 36 years and older, 95.2% were female, 74.1% were married, and 80.7% graduated from a four-year college/faculty. While 76.3% of the participants were nurses, 23.7% were midwives. While 64.8% of the participants worked in the healthcare sector for 12 years or more, 49.6% worked in the present hospital for 4-9 years (Table 1).

**Table 1.** Socio-Demographic Characteristics of Participants

Variables	N	%
<b><i>Age (year)</i></b>		
≤ 35	113	41.9
≥ 36	157	58.1
<b><i>Gender</i></b>		
Female	257	95.2
Male	13	4.8
<b><i>Marital status</i></b>		
Married	200	74.1
Single	70	25.9
<b><i>Educational level</i></b>		
Associate and below	27	10.0
Four-year college/faculty	218	80.7
Master's or PhD	25	9.3
<b><i>Duty in hospital</i></b>		
Nurse	206	76.3

Midwife	64	23.7
<b>Total working time in the healthcare sector (year)</b>		
≤5	43	15.9
6-11	52	19.3
≥ 12	175	64.8
<b>Total working time in the present hospital (year)</b>		
≤ 3	65	24.1
4-9	134	49.6
≥ 10	71	26.3
<b>Total</b>	<b>270</b>	<b>100.0</b>

Table 2 presents the results of Pearson correlation analysis to examine the correlation between the variables. According to Alpar (2012), if the correlation coefficient ( $r$ ) is 0.40-0.69, there is a moderate level relationship. Accordingly, significant, positive, and moderate correlations were found between organizational virtuousness and work engagement ( $r=.575$ ;  $p<0.01$ ), organizational virtuousness and employee performance ( $r=.560$ ;  $p<0.01$ ), and work engagement and employee performance ( $r=.496$ ;  $p<0.01$ ).

**Table 2.** Descriptive Statistics and Correlation Values Regarding Research Variables

<i>Variables</i>	Mean	SD	Organizational Virtuousness	Work Engagement	Employee Performance
Organizational Virtuousness	4.09	0.90	1		
Work Engagement	4.84	0.92	.575*	1	
Employee Performance	4.41	0.53	.560*	.496*	1

\* $p<0.01$ , SD= Standard deviation

Table 3 shows regression analysis made to examine the effect of organizational virtuousness on work engagement. Statistical estimates for the regression model indicated that the model was significant ( $F=132.042$ ;  $p<0.001$ ). According to the results of the analysis  $R^2$  value of 0.330, the perception of organizational virtuousness accounted for 33% of the total variance in work engagement. When the t-test results for the significance of the regression coefficient in the model were analyzed, the higher perception of the organizational virtuousness of the participants statistically improved their perception of work engagement ( $\beta=.575$ ;  $t=11.491$ ;  $p<0.001$ ). Hypothesis  $H_1$  is confirmed.

**Table 3.** Regression Analysis on the Effect of Organizational Virtuousness on Work Engagement

<i>Variable</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>p</i>
	<i>B</i>	<i>Std. Error</i>	<i>β</i>		
(Constant)	2.430	.214		11.331	<0.001
Organizational Virtuousness	.588	.051	.575	11.491	<0.001
	$R = .575$	$R^2 = .330$	$F = 132.042$	$p < 0.001$	

**Criterion:** Work Engagement

Table 4 shows regression analysis made to examine the effect of organizational virtuousness on employee performance. Statistical estimates for the regression model indicated that the model was significant ( $F=122.201$ ;  $p<0.001$ ). According to the results of the analysis  $R^2$  value of 0.313, the perception of organizational virtuousness accounted for 31.3% of the total variance in employee performance. When the t-test results for the significance of the regression coefficient in the model were analyzed, the higher perception of the organizational virtuousness of the participants statistically improved their perception of employee performance ( $\beta=.560$ ;  $t=11.054$ ;  $p<0.001$ ). Hypothesis  $H_2$  is confirmed.

**Table 4.** Regression Analysis on the Effect of Organizational Virtuousness on Employee Performance

<i>Variable</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>p</i>
	<i>B</i>	<i>Std. Error</i>	<i>β</i>		
(Constant)	3.057	.125		24.431	<0.001
Organizational Virtuousness	.330	.030	.560	11.054	<0.001
	<i>R = .560</i>	<i>R<sup>2</sup> = .313</i>	<i>F = 122.201</i>	<i>p &lt; 0.001</i>	

**Criterion:** Employee Performance

#### 4. Discussion

In this study, the effect of organizational virtuousness on work engagement and employee performance among nurses and midwives was examined. As a result of the analyses conducted in the study, a positive and moderate correlation between organizational virtuousness and work engagement was found, and the perception of organizational virtuousness accounted for 33% of the total variance in work engagement, and a higher perception of organizational virtuousness statistically improved work engagement. The study conducted by Alp and Kaymaz (2024) on healthcare workers also found that organizational virtuousness accounted for 12% of the change in work engagement behavior, and a higher perception of organizational virtuousness improved work engagement. The study conducted by Özdil Demirel (2022) on healthcare workers also revealed a statistically moderate and positively significant correlation between work engagement and organizational virtuousness. Also, the study conducted by Güzel and Aslan (2021) on healthcare professionals reported a positive correlation between organizational virtuousness and work engagement. The study conducted by Muhammad Fachru (2023) on rescuers demonstrated that perceived organizational virtuousness had a positive and significant effect on work engagement. In their studies, Liang and Wong (2023), Younes et al. (2024), and Sun and Yoon (2022) also showed that organizational virtuousness was positively correlated with work engagement. Similar results regarding the positive relationship between organizational virtuousness and work engagement were found in studies conducted by Ugwu (2012), Singh et al. (2018), Sya and Hidayat (2018), Çelik and Esen (2017), Ahmed et al. (2018), Al Mahlawy (2022), Esfahani and Rezaee (2014) and Gupta and Misra (2018). Based on these results, it could be inferred that when nurses and midwives hold higher perceptions of organizational virtuousness, they are more likely to exhibit more work engagement behaviors.

The study revealed that there was a positive and moderate correlation between organizational virtuousness and employee performance, perception of organizational virtuousness accounted for 31.3% on employee performance and the higher perception of organizational virtuousness statistically improved employee performance. The study conducted by Elmansi (2022) in hospitals and medical centers reported that organizational virtuousness was an important determinant of job performance. The study conducted by Eşkin Bacaksız (2016) on nurses also indicated positive and significant correlations between organizational virtuousness and employee performance. Also, the study conducted by Magnier-Watanabe et al. (2020) on Japanese and French employees showed that organizational virtuousness was positively correlated with job performance. The study by Gogia et al. (2024) also proved that organizational virtuousness had a statistically significant and positive correlation with job performance. The study conducted by David et al. (2024) in India reported that there was a positive correlation between organizational virtuousness and task performance. Likewise, the study conducted by Setyoko et al. (2022) in non-profit organizations showed that organizational virtuousness had a positive and significant effect on performance. Similar results regarding the positive relationship between organizational virtuousness and performance were obtained in the studies of Boroujerdi et al. (2020), Ahmed et al. (2018), Al Mahlawy (2022), Delam et al. (2019), Kiani et al. (2019), Manikandan and Anipriya (2014). In the context of these results, it appears that the existence of virtuous behaviors such as honesty, trust, and optimism in organizations is very important in terms of increasing employee performance.

## 5. Conclusion

There are very few studies in the literature that examine the effect of organizational virtuousness on work engagement or employee performance in the health sector. This study adds value to the existing literature as it may be the first study to examine these three variables together in a sample of nurses and midwives. As a result of the analyses conducted in the study, significant, positive, and moderate correlation were found between organizational virtuousness and work engagement and between organizational virtuousness and employee performance. The results of the study showed that as the participants' perceptions of organizational virtuousness improved, so did their perceptions of work engagement and employee performance. These results suggest that virtuous behaviors should be supported, and virtuous behaviors such as optimism and kindness should be promoted in organizations in order to improve work engagement and employee performance. In this context, it is recommended that a virtuous organizational culture be established first, that a more respectful, reliable and tolerant environment be created in organizations, and that behaviors such as honesty and integrity be rewarded. It is also suggested that to increase work engagement of employees, an energetic/happy work environment should be provided, and employees should be given the right to take initiative in their decisions. This study was conducted on nurses and midwives working in a training and research hospital. Therefore, it is recommended to conduct studies with larger and different samples to increase the generalizability of the results. Furthermore, it is recommended to conduct future research on the correlation of organizational virtuousness with various variables (such as psychological empowerment, ethical leadership, etc.) on people who work in the health sector. In future research, the relationships between organizational virtuousness and work engagement or organizational virtuousness and employee performance can be examined longitudinally to address the development of the issue over time.

## Note

This article is part of the first author's master thesis.

## References

- Ahmed, I., Rehman, W.U., Ali, F., Ali, G., & Anwar, F. (2018). Predicting employee performance through organizational virtuousness: Mediation by affective well-being and work engagement. *Journal of Management Development*, 37(6), 493-502.
- Akca, M., & Yurtçu, B.G. (2017). Çalışma ortamı özelliklerinin hekimlerin görev ve bağlamsal performansına etkisi. *International Journal of Academic Value Studies (Javstudies)*, 3(15), 197-207.
- Al Mahlawy, A.S. (2022). The mediating role of work engagement relationship between organizational virtuousness and job performance: A field study on the mobile phone companies in the Arab Republic of Egypt. Access link: [https://jsst.journals.ekb.eg/article\\_267898.html](https://jsst.journals.ekb.eg/article_267898.html)
- Al-Hamayan, A.M., Shamsudin, F.M., Subramanian C., & Islam, R. (2013). Impact of job performance level on nurses in public sector hospitals. *American Journal of Applied Sciences*, 10(9), 1115-1123.
- Alp, S., & Kaymaz, Ö. (2024). Örgütsel erdemliliğin işe angaje olma üzerindeki etkisinde benlik saygısının aracı rolü: Sağlık çalışanlarına yönelik bir araştırma. *Anadolu Üniversitesi Sosyal Bilimler Dergisi*, 24(1), 1-22.
- Alpar, R. (2012). *Uygulamalı istatistik ve geçerlik-güvenirlik*. Ankara: Detay Yayıncılık, s.338.
- Atkins, P.W.B., & Parker, S.K. (2012). Understanding individual compassion in organizations: The role of appraisals and psychological flexibility. *Academy of Management Review*, 37(4), 524-546.
- Aubouin-Bonnaventure, J., Fouquereau, E., Coillot, H., Lahiani, F.J., & Chevalier, S. (2021). Virtuous organizational practices: A new construct and a new inventory. *Frontiers in Psychology*, 12, 724956.

- Boroujerdi, R., Siadat, S., Azizi, M., & Khalighipour, S. (2020). A study of the effect of authentic leadership style on staff job performance with mediation of organizational virtuousness in Isfahan University of Medical Sciences. *Journal of Executive Management*, 11(22), 35.
- Brady Germain, P., & Cummings, G.G. (2010). The influence of nursing leadership on nurse performance: A systematic literature review. *Journal of Nursing Management*, 18(4), 425-439.
- Bright, D., Cameron, K., & Caza, A. (2006). The amplifying and buffering effects of virtuousness in downsized organizations. *Journal of Business Ethics*, 64, 249-269.
- Cameron, K.S., Bright, D., & Caza, A. (2004). Exploring the relationships between organizational virtuousness and performance. *American Behavioral Scientist*, 47(6), 766-790.
- Christian, M.S., Garza, A.S., & Slaughter J.E. (2011). Work engagement: A quantitative review and test of its relations with task and contextual performance. *Personnel Psychology*, 64(1), 89-136.
- Çelik, A., & Esen, E. (2017). The moderating role of psychological wellbeing: Organizational virtuousness and work engagement. *The Journal of International Social Research*, 10(50), 668-674.
- David, R., Singh, S., Mikkiline, S., & Ribeiro, N. (2024). A positive psychological approach for improving the well-being and performance of employees. *International Journal of Productivity and Performance Management*, 73(9), 2883-2900.
- Delam, H., Ghasemi, F., Kavi, E., Masmouei, B., Jokar, M., & Bazrafshan, M.R. (2019). The relationship between spiritual well-being and organizational virtuousness with performance of secondary school teachers in Bandar Lengeh City, 2017. *International Journal of School Health*, 6(4), 34-40.
- Elmansi, M.A. (2022). The relationship between organizational virtuousness and job performance: The moderating role of psychological well-being, an empirical study on the hospitals and medical centers at Mansoura University in Egypt. *Arab Journal of Administration*, 42(4), 139-162.
- Erkmen, T., & Esen, E. (2012). Örgütsel erdemlilik ölçeğinin uyarlanması: Geçerlik ve güvenilirlik çalışması. *Business and Economics Research Journal*, 3(4), 107-121.
- Esfahani, A.M., & Razaee, Z. (2014). The study of organizational virtuousness and work engagement effects on organizational commitment. *Management Studies in Development and Evolution*, 23(73), 1-23.
- Eşkin Bacaksız, F. (2016). *Örgütsel erdemliliğin hemşirelerin örgütle özdeşleşme düzeylerine ve performanslarına etkisi: Algılanan örgütsel desteğin aracı rolü* (Doktora tezi). İstanbul Üniversitesi Sağlık Bilimleri Enstitüsü, İstanbul.
- Gogia, E.H., Shao, Z., Khan, K., Rehman, M.Z., Haddad, H., & Al-Ramahi, N.M. (2024). "Exploring the relationship of organizational virtuousness, citizenship behavior, job performance, and combatting ostracism" through structural equation modeling. *BMC Psychology*, 12, 384.
- Gupta, K., & Misra, N. (2018). Effect of perceived organizational justice and organizational virtuousness on work engagement. *International Journal of Management & Business Studies*, 8(1), 41-46.
- Gupta, N., & Sharma, V. (2016). Exploring employee engagement-A way to better business performance. *Global Business Review*, 17(3 suppl), 45-63.
- Güzel, Ş., & Aslan, Ş. (2021). Sağlık çalışanlarının iş becerikliliği ile çalışmaya tutkunluk ilişkisinde örgütsel erdemliliğin, öz-yeterliğin ve duygusal zekanın aracılık rolü. *Yönetim Bilimleri Dergisi*, 19(41), 631-664.
- Jaya, L.H.S., & Ariyanto, E. (2021). The effect of vigor, dedication and absorption on the employee performance of PT Garuda Indonesia Cargo. *European Journal of Business and Management Research*, 6(4), 311-316.
- Kahn, W.A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724.
- Kahveci, G., Kotbaş, S., & Bayram, S. (2019). Öğretmenlerin örgütsel erdemlilik düzeyleri ile iş doyumları arasındaki ilişkinin incelenmesi. *Kuramsal Eğitimbilim Dergisi*, 12(1), 205-226.
- Kiani, M., Shabani Bahar, G.R., Erfani, N., & Moemeni Piri, S. (2019). Development of job performance model based on organizational virtuousness among the staff of Ministry of Sport and Youth in Iran. *Strategic Studies on Youth and Sports*, 17(42), 53-72.

- Krijgsheld, M., Tummers, L.G., & Scheepers, F.E. (2022). Job performance in healthcare: A systematic review. *BMC Health Services Research*, 22, 149.
- Liang, X., & Wong, W.M. (2023). Organizational virtuousness and work engagement: Mediated by employee well-being in China. *Oncology and Radiotherapy*, 17(2), 954-959.
- Lindelow, M., Serneels, P., & Lemma, T. (2005). The performance of health workers in Ethiopia. *Results From Qualitative Research*, 6, 1-22.
- Magnier-Watanabe, R., Uchida, T., Orsini, P., & Benton, C. (2020). Organizational virtuousness, subjective well-being, and job performance: Comparing employees in France and Japan. *Asia-Pacific Journal of Business Administration*, 12(2), 115-138.
- Manikandan, K., & Anipriya, S. (2014). Organizational justice, organizational virtuousness and performance among bank employees. *SAARJ Journal on Banking & Insurance Research*, 3(2), 49-62.
- Maslach, C., Schaufeli, W.B., & Leiter, M.P. (2001). Job burnout. *Annual Review of Psychology*, 52, 397-422.
- Muhammad Fachru, R. (2023). *The influence of perceived organizational virtuousness on work engagement with perceived organizational support as a moderator variable among rescue workers in Kota Medan* (Master thesis). Universitas Sumatera Utara/ Indonesia.
- Na-Nan, K., Chairasit, K., & Pukkeeree, P. (2018). Factor analysis-validated comprehensive employee job performance scale. *International Journal of Quality & Reliability Management*, 35(10), 2436-2449.
- Ousman, Y.A., & Hailu, B.W. (2023). Job performance and associated factors among health workers working in public hospitals of west Hararghe Zone, Oromia Region, Eastern Ethiopia. *International Journal of Science, Technology and Society*, 11(6), 245-254.
- Özdil Demirel, E. (2022). *İşe tutkunluğun örgüt sağlığına etkisinde örgütsel erdemnin rolü* (Doktora tezi). İnönü Üniversitesi Sosyal Bilimler Enstitüsü, Malatya.
- Özkalp, E., & Meydan, B. (2015). Schaufeli ve Bakker tarafından geliştirilmiş olan işe angaje olma ölçeğinin Türkçe'de güvenilirlik ve geçerliliğinin analizi. *İş, Güç Endüstri İlişkileri ve İnsan Kaynakları Dergisi*, 17(3), 4-19.
- Pires, M.L., & Nunes, F. (2018). The mediating role of virtuousness in human resource management and job outcomes. *Revista de Administração de Empresas (Journal of Business Management)*, 58(4), 380-392.
- Ratnasari, S.L., Sutjahjo, G., & Adam (2019). The employee performance: Career development, work motivation, and job satisfaction. *Advances in Economics, Business and Management Research*, 100, 583-589.
- Rego, A., Ribeiro, N., & Cunha, M.P. (2010). Perception of organizational virtuousness and happiness as predictors of organizational citizenship behaviors. *Journal of Business Ethics*, 93, 215-235.
- Rego, A., Riberio, N., e Cunha, M.P., & Jesuino, J.C. (2011). How happiness mediates the organizational virtuousness and affective commitment relationship. *Journal of Business Research*, 64(5), 524-532.
- Schaufeli, W., & Bakker, A. (2004). UWES utrecht work engagement scale. Access link: [https://www.wilmarschaufeli.nl/publications/Schaufeli/Test%20Manuals/Test\\_manual\\_UWES\\_English.pdf](https://www.wilmarschaufeli.nl/publications/Schaufeli/Test%20Manuals/Test_manual_UWES_English.pdf), Access date: 13.03.2025.
- Schaufeli, W.B., & Bakker, A.B. (2010). Defining and measuring work engagement: Bringing clarity to the concept. In: A.B. Bakker and M.P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research*. New York: Psychology Press.
- Schaufeli, W.B., Salanova, M., Gonzalez-Roma, V., & Bakker, A.B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71-92.
- Setyoko, P., Wahyuningrat, & Kurniasih, D. (2022). The role of perceived organizational support (POS), organizational virtuousness (OV) on performance and employee well-being (EWB) of non-profit organizations in the post-pandemic period. *Journal of Pharmaceutical Negative Results*, 13(8), 1940-1944.
- Shirom, A. (2010). Feeling energetic at work: On vigor's antecedents. In: A.B. Bakker & M.P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research* (pp. 69-84). Psychology Press.

- Singh, S., David, R., & Mikkilineni, S. (2018). Organizational virtuousness and work engagement: Mediating role of happiness in India. *Advances in Developing Human Resources*, 20(1), 88-102.
- Sonnentag, S., & Frese, M. (2005). Performance concepts and performance theory. In: S. Sonnentag (Ed.), *Psychological Management of Individual Performance* (pp. 1-25). John Wiley & Sons, Ltd.
- Sun, H.J., & Yoon, H.H. (2022). Linking organizational virtuousness, engagement, and organizational citizenship behavior: The moderating role of individual and organizational factors. *Journal of Hospitality & Tourism Research*, 46(5), 879-904.
- Sya, I.S., & Hidayat, A.E. (2018). A virtuous company makes me engage! The mediation role of organizational identification in the workplace. *Advances in Social Science, Education and Humanities Research*, 229, 870-878.
- Tayfun, A., & Çatır, O. (2013). Örgütsel sessizlik ve çalışanların performansları arasındaki ilişki üzerine bir araştırma. *İşletme Araştırmaları Dergisi*, 5(3), 114-134.
- Tengilimoğlu, D., Işık, O., & Akbolat, M. (2012). *Sağlık işletmeleri yönetimi* (4. basım). Ankara: Nobel Akademik Yayıncılık. s.387.
- Ugwu, F. (2012). Are good morals often reciprocated? Perceptions of organizational virtuousness and optimism as predictors of work engagement. *Asian Journal of Social Sciences & Humanities*, 1(3), 1-11.
- Wood, J., Oh, J., Park, J., & Kim, W. (2020). The relationship between work engagement and work-life balance in organizations: A review of the empirical research. *Human Resource Development Review*, 19(3), 240-262.
- Younes, M.H., Elsawalhy, H., Elzek, Y., & Al-Saied, M. (2024). The impact of organizational virtuousness on job burnout and work engagement in the tourism and hospitality industry: The moderating role of organizational support. *Journal of the Faculty of Tourism and Hotels*, 8(1), 239-259.