

# Organizational virtuousness and work engagement: mediated by employee well-being in China

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## Abstract

The movement of happiness has led to an increased attention in organizational virtuousness and work engagement. Though the author wants to research on the relationship between organizational virtuousness, work engagement, and employee well-being in China. A Questionnaire survey was carried out 436 samples from China. This paper used SPSS23.0 and AMOS 21.0 to analyze the data and draw a conclusion. The findings of the study showed that the organizational virtuousness predicts Work Engagement not only directly but also indirectly through Employee Well-being. Considering the findings of the study, Enterprise can think about employee well-being, then managers should make the best use of their human capital by fostering positive psychological states, such as work engagement, then can nurture organizational virtuousness to enhance employee Well-being and promote a more engaged workforce.

**Key Words:** organizational virtuousness, work engagement, employee well-being.

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## INTRODUCTION

This paper studies the relations of Organizational Virtuousness, Work Engagement, and employee Well-being in China. Employee Well-being, organizational virtuousness, and Work engagement have proved to produce desired organizational outcomes like performance. Improving employee happiness is an important way to improve employee performance in an organization.

The unethical behavior of the organization is undermining the happiness of employees. In order to improve employee Well-being, researchers are interested in organizational virtues again. Research established the

impact of organizational virtuousness on both employees and organizations [1]. Organizational virtuousness can be defined as individual and collective actions, desires, and processes that enable the dissemination and perpetuation of virtuousness in an organization [2].

Work engagement is an important way of individual self-realization in the workplace, which refers to the state in which individuals actively integrate into their work [3]. Work engagement is one of the important factors affecting psychological well-being [4]. However, there is no consistent conclusion on the relationship between job involvement and psychological well-being. Some studies have found that work engagement plays a positive role in improving employees' psychological well-being [5]. Employees who invest more in their work will have more energy, have a stronger sense of participation in their activities, and they think themselves are an important part of their work tasks [6]. Absorbed in work activities, Work engagement can positively predict psychological well-being [7]. However, some scholars believe that Work engagement will have a negative impact. Work Engagement will exacerbate individual work family conflict, lead to individual physical and mental fatigue and weaken individual psychological well-being experience [8].

So, this study examines the impact of the Organizational Virtuousness on Work Engagement directly and indirectly through Employee Well-being.

## LITERATURE REVIEW

Virtues are the habits, desires, and actions that generate individual and social good [9]. Suggested, "An organizational virtuousness refers to the pursuit of the highest aspirations in the human condition". Virtuousness is identical with the internalization of moral rules that produce social harmony. Organizational virtuousness

can be explained, for example, developed and validated an instrument for measuring the perceptions of Organizational Virtuosity (OV) [10].

In China, there are many researchers have studied on organizational virtuosity. Several people think that organizational virtuosity is necessary. While organizational virtuosity climate may impact on employee's action, language, and performance. Also, it would promote the satisfaction of organization and personal. Others discussed about organizational virtuosity with information, leadership, and management. In this article, we defined Organizational Virtuosity from, this scale includes five factors: organizational optimism, organizational forgiveness, organizational trust, organization compassion, organizational integrity.

Positive emotions comprise joy, satisfaction, contentment, enthusiasm, and interest. Positive emotions can prompt employee work better. A happy employee can be defined as a person who frequently has positive emotions. Chinese scholars' research on workplace well-being believes that employee well-being experience not only has a positive impact on job engagement and job performance, but also promotes employees' organizational commitment and organizational citizenship behavior and reduces turnover intention. Therefore, how to improve employee well-being and achieve win-win between organizations and individuals has become a key issue [11].

From all kinds of journals, there are several expressions of engagement. For instance, work engagement, employee engagement, job engagement and engagement. In this article, work engagement will be used. First, it is defined in many ways. Examined the link between work engagement and innovative work behavior and found that work engagement is positively and significantly related to innovative work behavior. examined the impact of work engagement on turnover intentions and found a negative relationship between work engagement and turnover intentions. Several other engagement studies in the Indian context highlight the importance of understanding the antecedents and consequences of engagement at work because of the ongoing developments in the Indian economy [12].

In China, Work Engagement applies in kinds of people. From the different perspectives, there are concluded into three types: independent, dependent, and moderating variable. Taking Work engagement as a independent Variable, they think it could impact on employers' attitude, action, and performance. If it's a dependent variable, it would cause be changed by something. Of course, many researchers regard it as a mediating variable to study elements in work [13].

So, given that no previous studies have dealt with the relationship between organizational virtuosity and work engagement both directly and through Teachers Well-being among the university teachers in China, the present study is intended to study the foregoing relationships [14].

## THEORY AND HYPOTHESES

### Organizational Virtuosity and Employee Well-being

If the staffs perceive that their organization is virtuous, they develop positive images about the organization and make a sense of good attitude toward the virtuous actions, helping observers to form quality connections with other employees. These social bonds help the employees to satisfy their social and security needs, leading to higher happiness. Working in a virtuous organization produces positive emotions which broaden the thought action repositories of employees and help them to think creatively in solving the problems. This openness toward problem-solving reduces the frustrations in handling the daily hassles of work life and promotes the happiness of teachers in China. Thus, it is hypothesized that:

**Hypothesis 1:** Organizational virtuosity is positively related to Employee Well-being. Employee Well-being and Work Engagement Unluckily, there are very few researchers till date to improve work engagement. In the individual level, people are targeting to increase Employee Well-being in general rather than engagement at work. More frequently experiencing positive affect of Employee Well-being partially overlaps with the definition of work engagement but the major difference between Employee Well-being and work engagement is that Employee Well-being refers to context-free

and general psychological state whereas work engagement is specific and work related. People in good moods tend to engage in behavior that supports their mood. For example, people feeling happy may choose to engage in work behavior that is more satisfying. Thus, it is hypothesized that:

**Hypothesis 2:** Employee Well-being is positively related to Work Engagement.

**Organizational Virtuousness and Work Engagement.**

Besides the concept, organizational virtuousness has not been studied by organizational practitioners and academicians. The recent terrible global financial breakdown and high level of mistrust among various organizational employers have strengthened the need for organizations to begin to renew and redirect their energy toward the value of organization's virtue. Virtuousness refers to the state of excellence in human or organizational character [15-21]. It helps organizations avoid misconduct, and also builds confidence in employees and enhances the likelihood that they will pursue higher levels of individual and societal benefits as well. Noted that various constructs of positive psychology like engagement, hope, happiness, and gained large-scale research attention whereas virtuousness is relatively less explored. Empirical studies on organizational virtuousness mainly focused on job performance and more recently on organizational citizenship behavior as an indicator of motivation, which has conceptual resemblance with work engagement. One is therefore astonished why no researcher attempted to examine the relationship between perceptions of virtuousness in organizations and work engagement. It is therefore hypothesized that:

**Hypothesis 3:** Organizational virtuousness is positively related to work engagement.

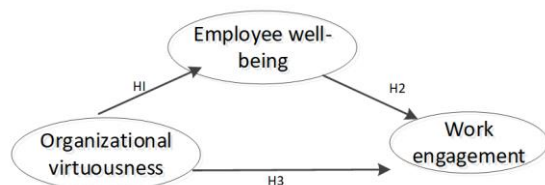


Fig.1. Hypothesized model

**Hypothesis 4:** Employee Well-being has a mediating effect on organization virtuousness and work engagement.

## METHOD

### Sample and Sampling Procedures

Sampling method was used to collect data from network and friends in all kinds of enterprise in China, rejected incomplete answer, serious lack of basic information and other invalid questionnaires, then, used Spss23.0 to analyze the data. There were 436 valid questionnaires. A total of 51% of the sample was female, 77.8% were married, and 77.3% were elder than 40. Their education was master degree and 43.4% of them reported their income just have reached and over 120,000 yuan per annum [22-26].

### Measures instruments

Based on the literature review, we selected the scale suitable for this study to measure the variables. All variables were measured with likert-7 point scale, from 1 completely disagree to 7 completely agree.

**Organizational Virtuousness:** The study measured the perceptions of OV using the measurement scale proposed by. this scale includes organizational optimism, organizational forgiveness, organizational trust, organization compassion, organizational integrity, with a total of 15 items.

**Employee Well-being:** Conducted a survey of all front-line employees (199 people) in a manufacturing company in northern China. It mainly includes employees' life happiness, work happiness and psychological well-being, with a total of 18 items.

**Work Engagement:** the study measured work engagement of the employees with the shortened version of Utrecht Work Engagement Scale (UWES) of 9-items, 7-point Likert-type scale proposed by [27-32].

## RESULTS

Reliability and Validity Mean, standard deviation, Cronbach's alpha, and so on, these statistics are presented in (Table 1). As expected, a significant positive relationship was found among Organizational Virtuousness, Work Engagement, and Employee Well-being.

Tab.1. The Date for the measurement model

construct	Mean	Std. Dev	Cronbach's Alpha	Convergence Validity	Discriminant Validity		
				AVE	OV	EWB	WE
OV	4.34	1.16	0.89	0.53	0.72		
EWB	5.13	0.85	0.9	0.74	.555**	0.86	
WE	5.02	1.12	0.94	0.77	.427**	.454**	0.88

Note: The items on the diagonal represent the square roots of the Average of Variance Extracted (AVE); off-diagonal elements are the Pearson correlation estimates [33].

\*Correlation is significant at the .05 level(two-tailed). \*\* Correlation is significant at the .01 level(two-tailed).

OV: Organizational Virtuousness; EWB: Employee Well-being; WE: Work Engagement [34].

From the table 1, We can know all values of the coefficient Alpha were over 0.80, all three constructs were satisfactory reliabilit. AVE is shown in table 1, those values are over 0.50. The diagonal elements in the matrix are the square roots of the AVE, the square roots of the AVE are higher than the values of its corresponding rows and columns. All constructs of convergence validity and discriminant validity appeared satisfactory validity[35-40].

Test the hypotheses

This article uses Amos 21.0 to test the hypotheses and the mediation analysis. The results showed in the (figure 2 and table 2).

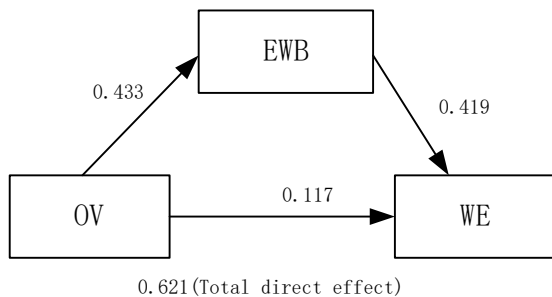


Fig.2. Hypothesized model with correlation coefficient

Tab.2. The Date for the measurement model

	Estimate	S. E.	C. R.	P	Bias-corrected percentile	
					95%Lower Bounds	95%Upper Bounds
Total effects	0.298	0.036	11.951	*	0.127	0.494
Indirect	0.181	0.0	5.9	*	0.207	0.671

effects		7	78	*	*	*
Direct effects	0.117	0.043	2.729	*	*	0.271
				*	*	0.787

We can see from the table 2 and figure 2, these can prove whether the hypothesis could stand, then list following:

Tab.3. Hypothesis and result ratio

Hypothesis	result
Hypothesis1	TRUE
Hypothesis2	TRUE
Hypothesis3	TRUE
Hypothesis4	TRUE

Organizational virtuousness is positively related to Employee Well-being; Organizational virtuousness is positively related to work engagement; Employee Well-being is positively related to Work Engagement; Employee Well-being has a mediating effect on organization virtuousness and work engagement. Four hypotheses are all true [41].

CONTRIBUTIONS

Most of the researchers now believe that a well-being worker is a productive worker and a well-being workforce leads to so many positive outcomes both at an individual and organizational level.

There are many studies in Work Engagement in China, but very few article explored Organizational Virtuousness and the relation with Work Engagement; this could probably be a new study in China to find the relation with organizational virtuousness and work engagement.

So, there would be promoting Employee Well-being in Chinese enterprises. This study maybe bring a contribution to the existing literature by exploring the above-mentioned relationships in the China context [42-51].

CONCLUSION

The present study advances the literature in three important aspects: First, managers can improve their work engagement by improving their perception of organizational virtuousness; second, the managers can improve employee well-being by improving their perception of organizational virtuousness; and last, perception of organization virtuousness improves

employees' happiness and both the variables together lead to increase in work engagement. So, it can be considered as an ongoing process which will improve individual and organizational effectiveness.

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