Organizational Virtuousness, Perceived Organizational Support and Organizational Citizenship Behavior: A Mediation Framework

*Sania Zahra Malik, PhD and Ramsha Naeem

Institute of Business Administration, University of the Punjab, Lahore, Pakistan

An increasing emphasis on morality and ethics in the business environment has called for an enhanced focus on virtue-based phenomenon in organizational research. This study explores a recently conceptualized phenomenon of organizational virtuousness and tests its relationship with organizational citizenship behavior (OCB) directly and through mediating role of perceived organizational support (POS). An empirical study was conducted on a sample of 250 employees in four banks of Pakistan to test the relationship between these constructs through Hierarchical Multiple Regression. Organizational virtuousness has significant positive relationship with organizational citizenship behavior. Further, perceived organizational support is a partial mediator of organizational virtuousness and organizational citizenship behavior. The findings make an important contribution to positivity literature and suggest that organizations should adopt practices and procedures which help in building the climate of virtuousness in organizations.

Keywords. Organizational virtuousness, organizational citizenship behavior, perceived organizational support, positive psychology, mediation