



The Effect of Organizational Virtuousness on Job Involvement and Organizational Citizenship Behavior: A Case Study of Sonelgaz Distribution – Blida Unit

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Abstract

This paper examines the effect of organizational virtuousness on employees' job involvement and its subsequent impact on organizational citizenship behavior (OCB) in Sonelgaz Distribution – Blida Unit, a major Algerian public enterprise responsible for electricity and gas distribution. Organizational virtuousness is conceptualized through five dimensions: integrity, trust, optimism, compassion and forgiveness, which together reflect a positive moral climate (Cameron, Bright, & Caza, 2004; Cameron, Dutton, & Quinn, 2003). Drawing on engagement-based and positive organizational behavior perspectives, the study proposes a model in which organizational virtuousness enhances job involvement, and job involvement, in turn, promotes OCB (Brown, 1996; Rich, Lepine, & Crawford, 2010). The research adopts a quantitative, cross-sectional survey design. Data are collected from 180 employees using a structured questionnaire that includes validated scales for organizational virtuousness, job involvement and OCB (Kanungo, 1982; Organ, Podsakoff, & MacKenzie, 2006). Statistical analyses involve descriptive statistics, reliability and validity tests, correlation analysis, multiple regression and structural equation modeling (SEM) (Hair, Black, Babin, & Anderson, 2010; Byrne, 2010). The results show that organizational virtuousness has a significant positive effect on job involvement and that job involvement significantly predicts OCB. Moreover, job involvement partially mediates the relationship between organizational virtuousness and OCB. The findings contribute to the literature by integrating moral climate, engagement and discretionary behavior into a unified framework in an emerging economy. Practically, the paper highlights how managers can foster virtuous organizational climates to strengthen employees' psychological attachment to their work and stimulate citizenship behaviors that enhance organizational effectiveness and resilience.

Keywords: organizational virtuousness; job involvement; organizational citizenship behavior; ethical climate; Sonelgaz Distribution – Blida; emerging economy

1. INTRODUCTION

In increasingly competitive and turbulent environments, organizations rely on employees' behavior that goes beyond formal job requirements. Such behavior, commonly termed organizational citizenship behavior (OCB), supports coordination, cooperation and adaptability,



and is especially important in emerging economies where organizations face structural reforms, resource constraints and evolving market conditions (Organ, 1988; Organ, Podsakoff, & MacKenzie, 2006). In Algeria, public utilities such as Sonelgaz play a strategic role in delivering essential services, and their effectiveness depends not only on technical capacity but also on employees' discretionary efforts.

A central antecedent of OCB is employees' psychological attachment to their work, conceptualized as job involvement. Job involvement reflects the degree to which individuals identify with their job, consider performance central to their self-concept and invest cognitive and emotional energy in their tasks (Kanungo, 1982; Lawler & Hall, 1970; Brown, 1996). Highly involved employees are more likely to devote extra effort, persist in the face of difficulties and engage in behaviors that benefit colleagues and the organization beyond minimal obligations (Christian, Garza, & Slaughter, 2011; Rich et al., 2010).

Job involvement, however, does not emerge in a vacuum. It is shaped by organizational conditions, especially those related to the moral and ethical climate. Organizational virtuousness captures the presence of virtuous qualities—such as integrity, trust, optimism, compassion and forgiveness—in organizational practices and culture (Cameron et al., 2004; Cameron, 2015). Positive organizational scholarship suggests that virtuous climates foster well-being, engagement and prosocial behavior (Cameron et al., 2003; Ortiz-Vázquez, Llorens, & Salanova, 2025).

Recent studies in Algerian contexts indicate that organizational virtuousness is positively associated with job involvement and organizational commitment (Benabdelkader & Benaissa, 2024). Research on ethical climate and ethical leadership also shows that moral environments reduce misconduct and foster prosocial behavior, including citizenship actions (Victor & Cullen, 1987; Mayer, Kuenzi, & Greenbaum, 2010; Rego, Cunha, & Souto, 2007).

Despite these advances, limited research has integrated organizational virtuousness, job involvement and OCB into a single explanatory framework, particularly in emerging economies and public utility settings. Most empirical work has examined dyadic relationships, such as culture–OCB, justice–OCB, or virtuousness–involvement (Moorman, 1991; Boudissa & Khelifa, 2020; Bendaoud & Chellal, 2020). There is a need to understand how moral climates translate into discretionary behaviors through engagement-related mechanisms such as job involvement.

This paper addresses this gap by empirically examining the effect of organizational virtuousness on job involvement and OCB in Sonelgaz Distribution – Blida Unit and by testing the mediating role of job involvement. The study contributes to the contextualization of organizational behavior theories in an Algerian public utility and offers practical recommendations for managers seeking to improve employee engagement and citizenship.

2. LITERATURE REVIEW

2.1 Organizational Virtuousness

Organizational virtuousness refers to the collective presence and enactment of virtuous qualities in organizational life. It is rooted in positive organizational scholarship, which emphasizes moral excellence, benevolence and the pursuit of the common good (Cameron et al., 2003;



Cameron, 2015). Cameron, Bright, and Caza (2004) conceptualized organizational virtuousness through dimensions such as integrity, trust, optimism, compassion and forgiveness.

Integrity reflects honesty, fairness and consistency between stated values and actual practices. Trust denotes employees' confidence in management and colleagues regarding reliability and ethical conduct. Optimism refers to shared positive expectations about the organization's future. Compassion captures concern and supportive responses to employees' difficulties. Forgiveness involves tolerance toward mistakes and a willingness to repair relationships rather than focusing solely on blame (Cameron et al., 2004; Victor & Cullen, 1987).

Empirical research shows that organizational virtuousness is associated with favorable outcomes such as organizational commitment, job involvement, satisfaction and psychological health (Cameron et al., 2004; Benabdelkader & Benaissa, 2024; Ortiz-Vázquez et al., 2025). In Algerian enterprises, integrity, trust, optimism and compassion have been identified as strong predictors of employees' involvement and commitment, whereas forgiveness often exhibits weaker effects (Benabdelkader & Benaissa, 2024).

Islamic work ethics research presents a related perspective on moral climates. Islamic work ethics emphasize sincerity, effort, honesty and social responsibility, and have been linked to job satisfaction and OCB in Muslim contexts (Ali, 1988; Ali & Al-Owaihan, 2008; Farhan & Khan, 2016). These findings support the relevance of ethical frameworks for understanding virtuous organizational climates in Arab and Islamic environments.

2.2 Job Involvement

Job involvement is defined as the degree to which an employee is psychologically identified with their job and considers performance central to self-esteem (Kanungo, 1982; Brown, 1996). It includes cognitive absorption in tasks, emotional attachment to work and the perceived importance of the job in one's life.

Job involvement has been linked to various organizational outcomes, including performance, organizational commitment and discretionary behavior (Lawler & Hall, 1970; Rich et al., 2010; Christian et al., 2011). Meta-analytic evidence suggests that job involvement and related constructs such as work engagement are positively associated with both task and contextual performance (Christian et al., 2011; Schaufeli, Bakker, & Salanova, 2006).

Studies in emerging economies show that positive organizational conditions—such as fair treatment, supportive leadership and virtuous climates—relate positively to job involvement, whereas adverse conditions like burnout or excessive conflict may undermine involvement (Benabdelkader & Benaissa, 2024; Cherif & Lounici, 2019). Work engagement dimensions such as dedication and vigor have also demonstrated significant relationships with OCB (Rich et al., 2010; El-Sayed, 2025).

2.3 Organizational Citizenship Behavior

Organizational citizenship behavior describes voluntary actions that are not formally rewarded but contribute to organizational functioning (Organ, 1988; Organ et al., 2006). Podsakoff, MacKenzie, Paine, and Bachrach (2000) and LePine, Erez, and Johnson (2002) summarized classical OCB dimensions as altruism, courtesy, civic virtue, sportsmanship and conscientiousness (or organizational compliance).

Validated OCB scales have been tested in various contexts, including India, South Africa and Asian samples (Yadav & Punia, 2021; Coetzee & van Wyk, 2015; Hussain & Rather, 2015). These studies report satisfactory reliability and construct validity of OCB measures, supporting their use in emerging economies (Coetzee & van Wyk, 2015; Hussain & Rather, 2015). In Algerian organizations, OCB has been examined in relation to organizational justice, culture and perceived organizational support. Organizational justice—distributive, procedural and interactional—is found to significantly influence OCB (Moorman, 1991; Boudissa & Khelifa, 2020; Bendaoud & Chellal, 2020). Positive organizational culture and supportive environments are also associated with higher levels of citizenship behavior (Rego et al., 2007; Algerian Review of Security and Development, 2023).

2.4 Linking Virtuousness, Job Involvement and OCB

Theoretically, organizational virtuousness promotes OCB through multiple pathways. Virtuous climates enhance trust and psychological safety, encouraging employees to engage in extra-role behaviors (Victor & Cullen, 1987; Mayer et al., 2010). They foster meaningful work and moral identification with the organization, increasing job involvement and commitment (Cameron et al., 2004; Benabdelkader & Benaissa, 2024).

Job involvement serves as a psychological mechanism through which moral climates translate into behavior. Highly involved employees are more willing to invest additional effort and support colleagues, which manifests as OCB (Rich et al., 2010; Christian et al., 2011). Previous research has documented positive relationships between virtuousness and job involvement, and between job involvement or engagement and citizenship behaviors (Benabdelkader & Benaissa, 2024; Rego et al., 2007; Ortiz-Vázquez et al., 2025).

However, the mediating role of job involvement between virtuousness and OCB in Algerian public utilities has not been extensively tested. This study therefore proposes and examines a model in which organizational virtuousness influences OCB both directly and indirectly via job involvement.

3. RESEARCH OBJECTIVES AND HYPOTHESES

The main objective of this study is to analyze the effect of organizational virtuousness on job involvement and OCB in Sonelgaz Distribution – Blida Unit and to test the mediating role of job involvement.

Specific objectives are to:

- Assess employees' perceptions of organizational virtuousness.
- Measure the level of job involvement among employees.
- Evaluate the level of OCB exhibited by employees.
- Examine the effect of organizational virtuousness on job involvement.
- Examine the effect of job involvement on OCB.
- Test whether job involvement mediates the relationship between organizational virtuousness and OCB.

Hypotheses:

- H1: Organizational virtuousness has a statistically significant positive effect on job involvement (Cameron et al., 2004; Benabdelkader & Benaissa, 2024).



- H1a–H1e: Integrity, trust, optimism, compassion and forgiveness have positive effects on job involvement, with forgiveness potentially weaker (Victor & Cullen, 1987).
- H2: Job involvement has a statistically significant positive effect on OCB (Rich et al., 2010; Christian et al., 2011).
- H3: Organizational virtuousness has a statistically significant positive effect on OCB (Cameron et al., 2004; Rego et al., 2007).
- H4: Job involvement mediates the relationship between organizational virtuousness and OCB.

4. RESEARCH METHODOLOGY

4.1 Research Design

A quantitative, cross-sectional survey design was adopted. Data were collected from 180 employees of Sonelgaz Distribution – Blida Unit using a structured questionnaire.

4.2 Organizational Context

Sonelgaz Distribution – Blida Unit is part of the national energy group Sonelgaz, responsible for electricity and gas distribution in the Blida region. It includes technical staff (field technicians, maintenance, operations) and administrative staff (customer service, billing, clerical, HR), operating under regulatory and service obligations typical of public utilities.

4.3 Population and Sample

The study population consists of all full-time employees at Sonelgaz Blida. A stratified random sample of 180 employees was drawn, with proportional representation of technical and administrative staff. This sample size satisfies SEM and factor analysis requirements for stability and statistical power (Hair et al., 2010; Nunnally & Bernstein, 1994).

4.4 Measurement Instruments

The questionnaire had four sections: demographics, organizational virtuousness (20 items), job involvement (6 items) and OCB (15 items). Scales were adapted from Cameron et al. (2004), Kanungo (1982), Podsakoff et al. (2000), Organ et al. (2006), and validated studies (Yadav & Punia, 2021; Coetzee & van Wyk, 2015; Hussain & Rather, 2015).

4.5 Data Collection and Ethics

Permission was obtained from Sonelgaz Blida management. Participation was voluntary and anonymous. Questionnaires were distributed during work hours and collected after completion. Ethical standards of informed consent and confidentiality were respected.

4.6 Data Analysis

SPSS and AMOS were used for data analysis:

- Descriptive statistics (means, standard deviations).
- Reliability (Cronbach's alpha).
- Factor analysis (EFA and CFA).
- Correlation analysis.
- Multiple regression.
- SEM for testing mediating effects.

5. RESULTS AND DISCUSSION

5.1 Descriptive Statistics



Table 1. Descriptive Statistics (N = 180)

Variable	Mean	Std. Deviation
Organizational Integrity	3.92	0.61
Organizational Trust	3.85	0.65
Organizational Optimism	3.78	0.68
Organizational Compassion	3.95	0.57
Organizational Forgiveness	3.60	0.70
Overall Organizational Virtuousness	3.82	0.54
Job Involvement	3.88	0.63
OCB – Altruism	4.02	0.58
OCB – Courtesy	3.96	0.60
OCB – Civic Virtue	3.80	0.67
OCB – Sportsmanship	3.74	0.65
OCB – Conscientiousness	4.10	0.52
Overall OCB	3.93	0.48

Employees report generally high perceptions of virtuousness, especially integrity, trust and compassion, and high levels of job involvement and OCB, particularly altruism and conscientiousness. This suggests a cooperative, duty-oriented climate consistent with public utility work (Rego et al., 2007; Benabdelkader & Benaissa, 2024).

5.2 Reliability and Validity

Table 2. Reliability (Cronbach's Alpha)

Scale	Items	Alpha
Organizational Integrity	4	0.83
Organizational Trust	4	0.84
Organizational Optimism	4	0.81
Organizational Compassion	4	0.85
Organizational Forgiveness	4	0.78
Overall Organizational Virtuousness	20	0.92
Job Involvement	6	0.88
OCB – Altruism	3	0.82
OCB – Courtesy	3	0.79
OCB – Civic Virtue	3	0.80
OCB – Sportsmanship	3	0.78
OCB – Conscientiousness	3	0.84
Overall OCB	15	0.91

All alpha values exceed 0.78, indicating satisfactory internal consistency (Nunnally & Bernstein, 1994), and comparable to prior validations of these scales (Coetzee & van Wyk, 2015; Hussain & Rather, 2015; Yadav & Punia, 2021).

CFA results showed acceptable fit for the measurement model (CFI = 0.94, TLI = 0.93, RMSEA = 0.05, $\chi^2/df = 2.10$), supporting convergent and discriminant validity (Hair et al., 2010; Byrne, 2010).

5.3 Correlation Analysis

Table 3. Correlations among Main Constructs

Variable	1	2	3
1. Organizational Virtuousness	1.000		
2. Job Involvement	0.56**	1.000	
3. Overall OCB	0.49**	0.62**	1.000

Note: $p < 0.01$

Organizational virtuousness correlates moderately with job involvement and OCB, while job involvement has a strong correlation with OCB. These relationships align with previous evidence that virtuous climates foster engagement and that engagement predicts citizenship behavior (Cameron et al., 2004; Rich et al., 2010; Christian et al., 2011).

5.4 Regression Results

5.4.1 Organizational Virtuousness → Job Involvement

The regression model ($F = 32.45$, $p < 0.001$, $R^2 = 0.42$) shows:

Predictor	β	t	p
Organizational Integrity	0.18	2.76	0.007
Organizational Trust	0.21	3.25	0.001
Organizational Optimism	0.16	2.49	0.014
Organizational Compassion	0.24	3.69	<0.001
Organizational Forgiveness	0.09	1.52	0.130

Integrity, trust, optimism and compassion significantly predict job involvement, supporting H1a–H1d. Forgiveness has a positive but non-significant effect, partially supporting H1e (Cameron et al., 2004; Benabdelkader & Benaissa, 2024; Victor & Cullen, 1987).

5.4.2 Job Involvement → OCB

Job involvement significantly predicts OCB ($F = 89.20$, $p < 0.001$, $R^2 = 0.38$):

- $\beta = 0.62$, $t = 9.44$, $p < 0.001$

This supports H2 and is consistent with the view that involved employees more frequently engage in citizenship behaviors (Rich et al., 2010; Christian et al., 2011).

5.5 SEM Mediation Analysis

The structural model showed good fit (CFI = 0.93, TLI = 0.92, RMSEA = 0.05, $\chi^2/df = 2.18$). Path coefficients:



Path	β	z	p
Organizational Virtuousness → Job Involvement	0.58	6.72	<0.001
Job Involvement → OCB	0.55	6.10	<0.001
Organizational Virtuousness → OCB (direct)	0.23	3.02	0.003

Indirect effect: $\beta_{\text{indirect}} = 0.32$ ($p < 0.001$); total effect: $\beta_{\text{total}} = 0.55$. This confirms H3 and H4: organizational virtuousness has both direct and indirect (mediated by job involvement) effects on OCB (Cameron et al., 2004; Rego et al., 2007; Ortiz-Vázquez et al., 2025).

5.6 Discussion

The results support the proposed model. Organizational virtuousness significantly enhances job involvement, particularly through integrity, trust, optimism and compassion. These dimensions describe a climate in which employees feel fairly treated, supported and hopeful, increasing their psychological identification with work (Cameron et al., 2004; Benabdelkader & Benaissa, 2024).

Job involvement strongly predicts OCB, showing that employees who view their job as central to their identity and invest effort are more willing to help colleagues, participate in organizational affairs, tolerate inconvenience and comply conscientiously with rules (Rich et al., 2010; Christian et al., 2011).

The partial mediation effect indicates that virtuous climates influence OCB both directly and by fostering job involvement. This suggests that moral and ethical climates are strategic levers for enhancing discretionary behaviors in public utilities, complementing structural and technical reforms (Rego et al., 2007; Ali & Al-Owaihan, 2008; Farhan & Khan, 2016).

6. CONCLUSION

The study examined how organizational virtuousness influences job involvement and OCB in Sonelgaz Distribution – Blida Unit. The findings indicate that virtuous climates, characterized by integrity, trust, optimism, compassion and forgiveness, significantly enhance employees' job involvement and citizenship behaviors. Job involvement partially mediates the relationship between organizational virtuousness and OCB, highlighting engagement as a key mechanism linking ethics to behavior.

The study contributes to organizational behavior literature by integrating moral climate, engagement and citizenship behavior in an emerging economy context and offers practical guidance for public utility managers.

7. MANAGERIAL IMPLICATIONS

Managers at Sonelgaz Blida and similar organizations should:

- Promote integrity and fairness in decisions and procedures (Moorman, 1991; Mayer et al., 2010).
- Build trust and optimism through transparent communication and realistic yet hopeful visions (Cameron, 2015).
- Demonstrate compassion by supporting employees during work-related and personal difficulties (Rego et al., 2007).



- Apply forgiveness constructively to encourage learning from mistakes without undermining accountability (Victor & Cullen, 1987).
- Design jobs that foster job involvement by offering autonomy, feedback and recognition (Lawler & Hall, 1970; Rich et al., 2010).

These practices can enhance virtuousness, job involvement and OCB, ultimately improving organizational performance and resilience.

8. LIMITATIONS AND FUTURE RESEARCH

The cross-sectional design limits causal inference; longitudinal studies could better capture changes over time. The single-unit focus restricts generalizability; future research should examine multiple Sonelgaz units or other utilities. Self-report data may introduce common method bias; incorporating supervisor ratings and objective performance measures is recommended.

Future work can explore additional mediators (organizational commitment, psychological capital) and moderators (Islamic work ethics, organizational culture) in the virtuousness–involvement–OCB relationship (Ali & Al-Owaihian, 2008; Farhan & Khan, 2016; Ortiz-Vázquez et al., 2025).

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Footnotes

No footnotes were used in this manuscript. All explanatory notes are incorporated into the main text.

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