

Group Dynamics
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Lecture No 29
Positive Organizational Scholarship_ Part II

Hello friends welcome back, let us continue with the discussion of positive organizational scholarship. We started with a discussion about some correlates of POS and we discussed about organizational resilience. Today I will talk about organizational virtuousness.

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Organizational Virtuousness

A key component of positive organizational scholarship is the concept of virtuousness, as displayed in and through organizations. Rooted in the Latin word *"virtus,"* meaning *"strength or excellence,"*

Plato and Aristotle described virtuousness as the desires and actions that produce personal and social good

More recently, virtuousness has been described as the best of the human condition, the most ennobling behaviors and outcomes, the excellence and essence of humankind, and the highest aspirations of human beings

Virtuousness in and through organizations can be manifest as an individual's activities or as collective action, and characteristics of an organization's culture or processes that may enable or disable virtuous deeds

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Organizational virtuousness is actually a strength and excellence in its own way in terms of understanding what is right and wrong what is good and bad. And organizations need to focus not only gaining more profits from the business but actually doing good to its employees and how employees also reciprocate while doing good to the organizations. So, organizational virtuousness is a component of positive organizational scholarship which is rooted in Latin word *vertis* meaning strength or excellence in terms of doing good, to the employees and employees in return also do good but there is no self-interest.

So, Plato and Aristotle describe virtuousness as a desires and actions that produce personal and social good that means it is based completely on what an individual feels what if one has done good to us then how we can do good to the other person. So, more recently virtuousness has

been described as the best of the human condition and the most enabling behaviours or honorable behaviours and outcomes.

And is the Excellence and essence of humankind and the highest aspiration of human beings that what exactly a person wants to be in his life irrespective of his designation irrespective of his status in the organization. So, this is the most enabling behaviours that highlights at workplace. So, organizational virtuousness in and through organizations can be manifest as an individual's activities or as collective actions.

And characteristics of an organization's culture or process that may enable or disable virtuous deeds your virtuous deed means good deeds. That how human interactions at workplace can foster good actions which are beneficial for the community and the society. Now if we talk about organization virtues then many organizations also consider corporate social responsibility or citizenship behaviours or renewable systems as a part of virtuousness because they are contributing to the society.

But actually how it contributes to an individual's mind in terms of actions they take to do good to the others this is a thin line difference between virtues and the other policies in terms of CSR or OCBs.

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The three key definitional attributes of organizational virtuousness

Attributes of Organizational Virtuousness

Human Impact Moral Goodness Social Betterment

✓ **Human Impact:** The structure of an organization is inherently neither virtuous nor non-virtuous since it does not necessarily have intrinsic positive or negative human impact
But if the structure is designed specifically to perpetuate flourishing interpersonal relationships, meaningful work, enhanced learning, and personal development among employees. The intended positive human effects of this unique structure can be illustrated based on one key aspect of virtuousness in organizations—positive human impact
Virtuousness is associated with human beings, with flourishing and moral character, self-control, resilience, meaningful purpose and transcendent principles

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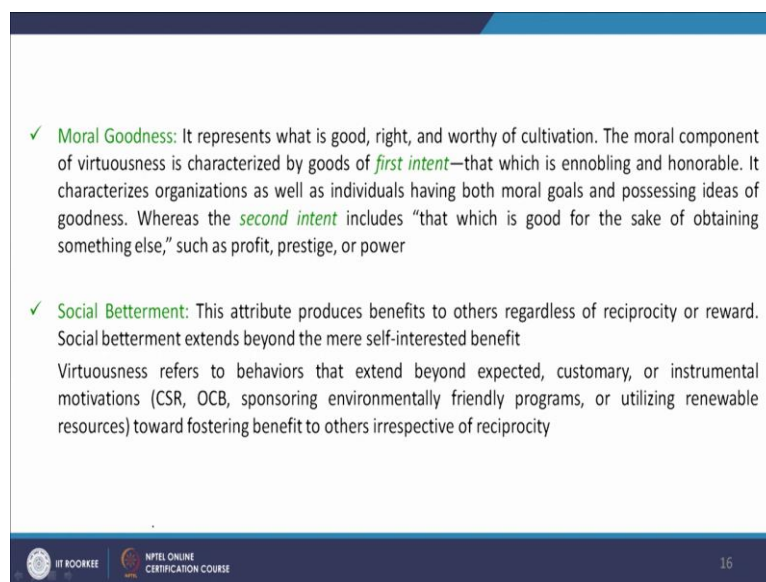
So, there are three key definitional attributes of organizational virtuousness. That means it has three aspects to discuss that in what manner organizational virtuousness can be perceived in organizations. The first is the human impact the moral goodness and social betterment human

impact the structure of an organization is inherently neither virtuous nor non-virtuous. Since it does not necessarily have intrinsic positive or negative human impact we just focus on maximizing the profits.

How much virtuous we are no organization is concerned about it but at this point of discussion. Now organizations have started thinking to make a human impact on every employee and the society. So, if the structure is designed specifically to perpetuate flourishing interpersonal relationships meaningful work and enhanced learning and personal development among employees then that work has a human impact on the employees. So, this is organizational virtuousness.

So, the intended positive human effect of this unique structure can be illustrated based on one key aspect of virtuousness in organizations that is positive human impact. In what Manner all the policies are having a positive human impact on an individual. So, virtuousness is associated with human beings with flourishing and moral character self-control resilience meaningful purpose and transcendent principles. So, these this is how any organization can have a human impact on an employee.

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✓ **Moral Goodness:** It represents what is good, right, and worthy of cultivation. The moral component of virtuousness is characterized by goods of *first intent*—that which is ennobling and honorable. It characterizes organizations as well as individuals having both moral goals and possessing ideas of goodness. Whereas the *second intent* includes “that which is good for the sake of obtaining something else,” such as profit, prestige, or power

✓ **Social Betterment:** This attribute produces benefits to others regardless of reciprocity or reward. Social betterment extends beyond the mere self-interested benefit

Virtuousness refers to behaviors that extend beyond expected, customary, or instrumental motivations (CSR, OCB, sponsoring environmentally friendly programs, or utilizing renewable resources) toward fostering benefit to others irrespective of reciprocity

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The other is moral goodness it is about good right and worthy of cultivation that whether such particular behaviour should be fostered encouraged and reciprocated. So, the moral development of virtuousness is characterized by Goods of first intent that is enabling and honorable. It characterizes organizations as well individuals having both moral goals and possessing ideas of goodness in terms of Integrity taking the right decision.

So, that the decision has a very good impact or moral impact on the organization and it is being followed in suit and whereas the second intent includes that which is good for the sake of obtaining something else such as profit prestige or power. So, ultimately OB professionals are going Beyond first world and focusing on a new world where morality is very dominant factor in making or calling any organization to be very successful rather than focusing on profit power and prestige.

The other is social betterment the attribute produces benefits to others regardless of reciprocity or reward social betterment extends beyond the mere self-interested benefit. That means the that employees and the organizations are helping the co-workers not with an intention that something will be returned to them because that becomes an exchange but if anything that good has been done the person as an employee does not expect anything in return.

So, this is social betterment otherwise it becomes that action becomes an exchange. So, virtue says refers to behaviours that extend beyond expected customary or instrumental motivation such as Corporate social responsibility OCB or sponsoring environmentally friendly programs or utilizing renewable sources. Because ultimately when we are talking about Corporate social responsibility or OCBs the aim is that productivity should increase.

More customers should be attracted to the company based on their CSR policies and citizenship patterns of behaviour. But we are talking about virtuousness then actually it is beyond that we are not expecting anything in return and benefit to others irrespective of reciprocity. So, this is about the three definitional attributes of virtuousness that is human impact moral goodness and social betterment.

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The amplifying and buffering attributes of virtuousness

The two key attributes of virtuousness help explain these results:

- *its amplifying qualities(which can foster escalating positive consequences)*: Virtuousness provides an amplifying effect because of its association with three outcomes: **positive emotions, social capital, and prosocial behaviour**

Virtuous behaviors produce **positive emotions** in individuals, which, in turn, lead to a replication of virtuousness and an elevation in positive well-being. That is, positive emotions(compassion, optimism, joy) lead to positive activities in organizations(helping behaviors, truth-telling, altruism), which, in turn, create upward spirals of positive feelings. When organization members observe compassion, experience love, or witness forgiveness, they increase their pride in the organization, enjoyment of the work, and satisfaction with the job, and thereby they experience love, empathy, verve, zest, and enthusiasm

"..... the sine qua non of managerial success and organizational excellence"

This amplifying quality of virtuousness and positive affect is similar to the *"heliotropic effect,"* manifested as a tendency toward that which is positive and away from that which is negative. And so experiencing virtuousness produces a self-reinforcing effect

Next comes the amplifying and buffering attributes of virtuousness. So, here amplify means that what it adds on what it fosters what it how it escalates right and what it buffers is to what extent it reduces the negativity of the environment. So, when we are talking about the tool key attributes of virtuousness we can help in terms of two types of results that are the obvious results of virtuousness the first is its amplifying qualities which can foster escalating positive consequences it is always when we are doing good then the outcome is also good.

So, we can provide an amplifying effect because of its association with three outcomes that is positive emotions social capital and pro-social behaviour. That means virtuousness actually amplifies positive emotions social capital and pro-social behaviour doing good Fosters good only. So, virtuous behaviour produces positive emotions such as compassion optimism joy and there is replication of virtuousness and an elevation in positive well-being there is positive spiral.

So, this leads to create upward spirals of positive feelings and when organization members observe compassion love or witness forgiveness they increase their pride in the organization enjoyment at work and satisfaction with the job and thereby the experience empathy work zest and enthusiasm this is something that we feel intrinsically it is something which is not explicit but when it is done to us in form of good behaviours.

We emulate we execute these positive feelings and we try to capitalize on these feelings in terms of good behaviour that is beyond the shiny quantum of managerial success and organizational

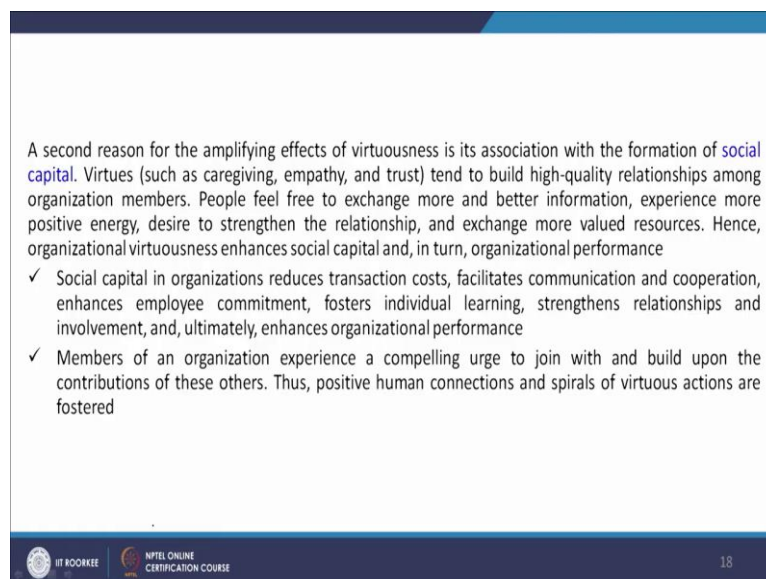
excellence it not leads to organizational success it actually leads to personal Excellence. Thus amplifying quality of virtuousness and positive effect is similar to the heliotropic effect.

Heliotropic effect means here that any organization where the environment is life-giving where there is more positive energy members or employees are also attracted towards the same energy and reflect the same life-giving energy to the organization. I gave a very simple example in a previous discussion about sunflower that how a sunflower directs towards sunlight receives positive light or life-giving energy from the sunlight and sunflower also gives the same energy to the environment.

So, this is how there is a positive spiral. So, it is a helotropic effect life giving energy to each other and this is beneficial tendency towards that which are positive and away from that which is negative. And so, experiencing virtuousness produces a self reinforcing effect doing it and feeling good and then doing good. So, it is a self reinforcing effect that we are away from the negative and we are way towards the positive.

So, this is the positive emotion element when we are talking about the amplifying qualities of organizational virtuousness.

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A second reason for the amplifying effects of virtuousness is its association with the formation of **social capital**. Virtues (such as caregiving, empathy, and trust) tend to build high-quality relationships among organization members. People feel free to exchange more and better information, experience more positive energy, desire to strengthen the relationship, and exchange more valued resources. Hence, organizational virtuousness enhances social capital and, in turn, organizational performance

- ✓ Social capital in organizations reduces transaction costs, facilitates communication and cooperation, enhances employee commitment, fosters individual learning, strengthens relationships and involvement, and, ultimately, enhances organizational performance
- ✓ Members of an organization experience a compelling urge to join with and build upon the contributions of these others. Thus, positive human connections and spirals of virtuous actions are fostered

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The second is the social capital here Social Capital means not only about interpersonal relationships what we feel as an employee out of those interrelationship in terms of care giving in terms of trust in terms of empathy. We have good relationship with every employee but what we feel what we get out of that interpersonal relationship that is the social capital. In terms of

care giving in terms of respect in terms of empathy in terms of trust and that builds high quality relationship among organization members.

So, there is more freedom to exchange ideas and opinions there is more flow in the communication of information the experiences are positive full of positive energy and there is a desire to strengthen the relationship because there is a fear for not losing any good relationship and exchange more valued resources. So, here the valued resources are empathy care giving respect and trust.

Hence organization virtuousness enhances social capital and in turn organizational performance initially it was policies and procedures to organizational performance. Now it is that what a person feels intrinsically at workplace and how it enhances performance. So, this POS is a mediating factor in certain situations. So, social capital in organizations reduces transaction cost facilitates communication.

And cooperation enhances commitment fosters individual learning strength and relationship and involvement and ultimately enhances organizational performance. And members of the organization experience a compelling urge to join with and build upon the contributions of these others in other words it is that when they feel good the members also try to reciprocate while doing good to the others by not expecting anything in return.

So, there is a human connection and a spiral virtuous actions that are being fostered at the workplace.

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Third, virtuousness fosters **prosocial behavior**. Prosocial behavior occurs when individuals behave in ways that benefit other people

Usually, it is explained as being motivated by an exchange relationship, reciprocity, or equity in which individuals attempt to reciprocate to those who benefit them

In the case of virtuousness, however, several authors have pointed out that individuals engage in prosocial behavior because of internal definitions of goodness and intrinsic motivation toward helping others, among other factors

Evidence on impulse helping suggests that . . . individuals may be genetically disposed to engage in impulsive acts of helping. Behaving virtuously toward others (e.g., being generous, forgiving, benevolent, loving) regardless of personal reward and aside from establishing a condition of equitable exchange appears to be innate

Observing and experiencing virtuousness helps unlock the human predisposition toward behaving in ways that benefit others. Studies support the idea that when people observe exemplary or moral behavior, their inclination is to follow suit. Hence, positive spirals of prosocial behavior, and following spirals of positive affect tend to flow from virtuous behavior

Pro-social behaviour virtuous fosters virtuousness fosters pro-social behaviour. That means to benefit other people. People have some genetic impulse to help others they will not think that what will be the outcome of helping them but genetically they become so, impulsive to help the other person that is actually a pro-social behaviour they will not expect anything from the other person. So, this is pro-social behaviour.

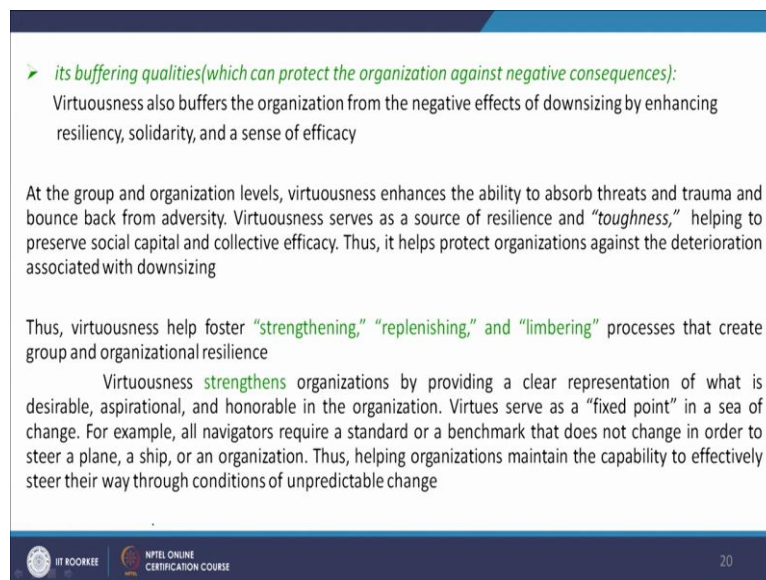
It is explained as being motivated by an exchange relationship reciprocity or equity in which individuals attempt to reciprocate to those who benefit from them that is an exchange altruism that you are helping and you will get something in return. But when it comes to pro-social behaviour then it is about internal definitions of goodness and intrinsic motivation towards helping others among other factors.

Among other factors means no matter what factors will influence exchange or not exchange but actually factors that genetically influence or makes the other person impulsive to be more helpful towards the other person. So, evidence on impulse helping suggest that individuals may be genetically disposed to engage in impulsive apps of helping and behaving virtuously towards others.

That means while being highly benevolent extremely forgiving and generous regardless of personal reward and aside from establishing a condition of equitable exchange appears to be innate. Such experiencing virtuousness helps unlock human predisposition towards behaving in ways that benefit others and the following spirals of positive effect tend to flow from virtuous behaviour.

That means people follow suit that one person is doing good then I should also do the good this way it expands to the every section of the organization and there are more positive impact more social more human and more moralistic impact on people which tend to identify any organization as a virtuous organization. And there are instances when employees experience such or exhibit such kind of virtuousness that they have high commitment to stay connected to that organization.

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➤ *its buffering qualities(which can protect the organization against negative consequences):*
Virtuousness also buffers the organization from the negative effects of downsizing by enhancing resiliency, solidarity, and a sense of efficacy

At the group and organization levels, virtuousness enhances the ability to absorb threats and trauma and bounce back from adversity. Virtuousness serves as a source of resilience and “*toughness*,” helping to preserve social capital and collective efficacy. Thus, it helps protect organizations against the deterioration associated with downsizing

Thus, virtuousness help foster “*strengthening*,” “*replenishing*,” and “*limbering*” processes that create group and organizational resilience

Virtuousness *strengthens* organizations by providing a clear representation of what is desirable, aspirational, and honorable in the organization. Virtues serve as a “fixed point” in a sea of change. For example, all navigators require a standard or a benchmark that does not change in order to steer a plane, a ship, or an organization. Thus, helping organizations maintain the capability to effectively steer their way through conditions of unpredictable change

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The other is the buffering qualities of organizational virtuations that is protecting the organization against the negative consequences negativity will be there adversity will be there we can reduce the chances that adversity should not occur. So, these are the buffering qualities of organizational virtuousness that is to escape from the negative effects of downsizing by enhancing resiliency solidarity and sense of efficacy.

Now here downsizing is in terms of diminished Social Capital diminished commitment diminished relational capital. So, at the group and organization levels virtuousness enhances the ability to absorb threats and trauma and bounce back from adversity. That means they become more adaptive which were already used this term the adaptive aspect and serves as a source of resilience and toughness helping to preserve social capital and collective efficacy.

Here the idea is that when we are talking about organizational virtuousness and in the times of adversity how individual and group members tend to preserve social capital and collective efficacy of the group and the organization while becoming more highly resilient. Because any

extraneous stimuli or any situation can hamper the composition or the structure of the group or the organization to protect the groups from these kinds of adversities group members become more cohesive to protect the collective efficacy and the social capital of the organization while becoming more resilient.

So, while being more resiliency we can reduce or buffer the negative impact of any adverse situation thus, virtuousness help foster strengthening replenishing and limbering processes that create group and organizational resilience. Now here the trending means to become more robust replenishing means to renew the process to avoid or reduce the effect or buffer the effect of negativity and limbering that warming up the organization at different levels or prepare them to face the challenges.

So, virtuousness strengthens organizations by providing a clear representation of what is desirable, aspirational and honorable in the organization for example while protecting the image of the organ Organization for not being tarnished. So, doing good and receiving good will help to maintain the strength of the organization these these become later on in long run as if working standards of the organization while straining the members.

This virtues serve as a fixed point in a sea of change for instance fixed point of that we have to maintain a fixed level of fixed point that we will not fall below that point. They create a benchmark they have a mark that where they have to maintain that kind of enabled behaviour to receive that respect or maintain the respect of the organization for instance all Navigators require a standard or a benchmark that does not change in order to steer a plane a ship or an organization.

There has to be a standard which has to be maintained to overcome the adversity and at the same time to maintain the quality of the performance of the employees and at the same time the social and relational capital. So, thus helping organizations maintain the capability to effectively steer their way through conditions of unpredictable changes.

That is no matter how much adversity any organization would experience but they will function at a particular level or raise their bars beyond that bench marking.

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Virtuousness helps **replenish or renew organizations** through its association with positive affect, social capital, and prosocial activity. Observing or experiencing virtuousness fosters positive energy and, hence, replenishes the human capital needed to capably absorb or recover from damage

Virtuousness also helps **limber** the organization—or increase its capacity to respond adaptively to unanticipated and potentially damaging situations—by enhancing relational coordination

Organizations reinforce these buffering elements through a variety of processes and structures, including open communication channels, empowered and cohesive work groups, conducive reward and recognition systems, clear statements of values and vision, and opportunities for interpersonal interaction. These processes and structures help facilitate the development of virtuousness and hence, the capacity to overcome the deleterious effects of downsizing, namely, the destruction of relationships, trust, loyalty, information sharing, and teamwork, and the escalation of deception, rigidity, conflict, and vindictiveness

The other is that it helps replenish or renew organizations through association with positive effect social capital and pro-social activity. It is a matter of being highly cohesive while being. So, reciprocal in the nature that even if they observe and experience positive energy then they also reciprocate in the same way. They are renewed in their behavioural patterns and it enhances the human capital needed to capably absorb or recover from damage.

That means the psychological support that members receive from each other during the adversity during the times of adversity that renews the organization's association with positive effect. Already members are connected to each other they are highly cohesive but during adversity at the time of adversity they execute more positive effect. So, that members become more resilient and adaptable to new changes.

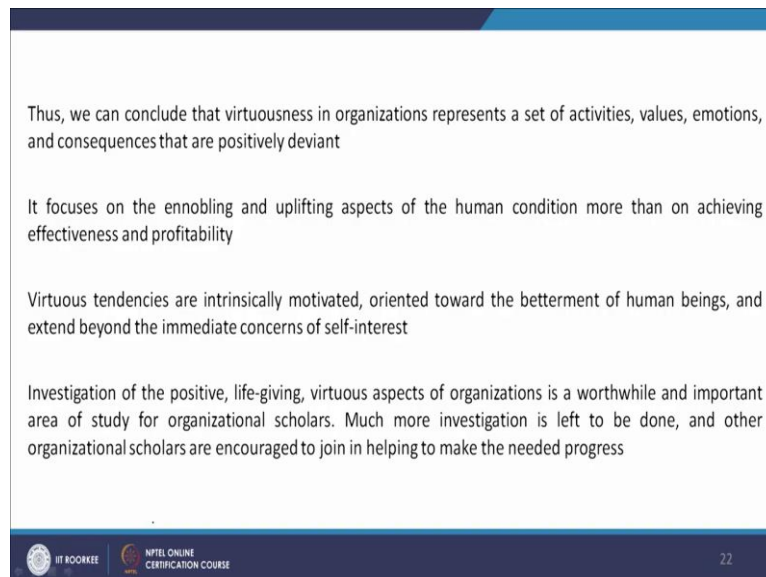
And Virtuousness also helps limber the organization by increasing the capacity to respond adaptively to unanticipated and potentially damaging situations by enhancing relational coordination. When the more relational and social capital is being generated then there is another kind of process that initiates with the within the organization that they warm up the members in a way or they it is a retreat for a member based on the positive experiences they receive from the organization during crisis.

And how they renew their psychological forces to over overcome that adversity? So, organization reinforce these buffering elements through a variety of process and structures including open communication empowered and cohesive groups conducive reward and recognition clear statements of value and vision and opportunities for interpersonal interaction.

Now that means these positive effects can only be experienced when the process is very much reinforced in a way that buffers negative effect and fosters positive effect through proper or positive structural process. So, this process and structures help facilitate the development of virtuousness and hence the capacity to overcome the deleterious effects of downsizing namely the destruction of the relationship trusts loyalty information sharing teamwork.

And escalation of deception rigidity conflict and vindictiveness here in organizational versus point of view here downsizing does not refers to any downsizing in terms of financial losses or turnover increase in turnover intentions it is about social relational and human capital downsizing of social relational and human capital.

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Thus, we can conclude that virtuousness in organizations represents a set of activities, values, emotions, and consequences that are positively deviant

It focuses on the ennobling and uplifting aspects of the human condition more than on achieving effectiveness and profitability

Virtuous tendencies are intrinsically motivated, oriented toward the betterment of human beings, and extend beyond the immediate concerns of self-interest

Investigation of the positive, life-giving, virtuous aspects of organizations is a worthwhile and important area of study for organizational scholars. Much more investigation is left to be done, and other organizational scholars are encouraged to join in helping to make the needed progress

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So, we can conclude that virtuousness in organizations represents a set of activities values emotions and consequences that are positively deviant. It focuses on enabling and uplifting aspects of the human condition more than achieving effectiveness and profitability that is not the focus of organizational virtuousness or POS that the focus is on effectiveness and profitability it is more focused on human social and relational capital or aspect of organizations.

Virtuousness is intrinsically motivated and it is oriented towards betterment of human beings who are employees at one point and extend beyond the immediate concerns of self interest. That means organizational virtuousness under the umbrella term that is POS then it actually thinks about beyond going the self-interest and most importantly focusing on its impact on humans. It

investigates the positive life-giving virtuous aspects of organizations and important area of study which is an important area of study for organizational Scholars.

And requires more researchers to identify that what behaviours can be enabled at workplace which makes employees first of all as human. And organizations also contribute to the betterment of employees in transforming them or transcending them as real humans. So, we are through with this discussion I will continue the same module in the next session, thank you.