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Article

The Effective Contribution of the Enlightened Leadership's Role in Realizing Organizational Virtuousness: An Analytical Study of the Feedback from Sampled Teaching Staff Members in a Number of Public Schools in Al-Diwaniyah City Center

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Abstract: This research examines the role of enlightened leadership as an independent variable with its dimensions: *role model, developer, servant, change-maker, visionary, and communicator*; in achieving organizational virtuousness as a dependent variable with five dimensions: *organizational optimism, organizational trust, organizational compassion, organizational integrity, and organizational tolerance*. The research relied on the analytical approach to the data collected from the responses of a sample consisting of 326 questionnaires from five public schools: Maysaloun Intermediate School, Al-Hawra Intermediate School, Damascus Second Intermediate School, Al-Surur Intermediate School, and Al-Diwaniyah Intermediate School. Those responses were collected from the teaching staff in the aforementioned schools, and the simple correlation coefficient, multiple regression analysis, and a group of other appropriate statistical methods were used to test the hypotheses using the SPSS.v24 program. Results confirmed the validity of the proposed hypotheses, in light of which, the researchers gained conclusions, the most noticeable of which is: the ability of enlightened leadership dimensions to achieve organizational virtuousness. A number of recommendations were formulated, the most notably of which is organizations should promote a culture of mutual respect and effective communication.

Keywords: Enlightened Leadership, Social Loafing, Organizational Integrity

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1. Introduction

In today's world, as organizations increasingly influence the lives of individuals and communities, positive manager behavior plays a greater role in fostering a resilient, harmonious, and peaceful social structure. Thusly, managers are expected to show proper conduct, as everyone working within the organization is affected thusly.

Managers' leadership behavior plays a significant role in the healthy organizational performance [1]. This depends on leadership style, which requires the adoption of new approaches, including enlightened leadership, characterized by a vivid vision, sound planning, seriousness in implementing and follow-up, and encouraging employees to excel in performance to by means of creative work, creating a stable, and harmonious environment in the organization [P.1570, 2].

In this context, the researchers chose enlightened leadership as the independent variable and organizational virtuousness as the dependent variable to determine the extent to which the former can achieve the latter. Virtue is the pursuit of the highest goals in human life, as, in the organizational context, it refers to the behavior of individuals

within the organization, which has been the subject of an abundant literature in the psychology discipline. The manifestations and fruits of virtuousness such as hope, gratitude, wisdom, forgiveness, compassion, resilience, etc. have gained significant attention in such literature [P.46 , 3].

2. Materials and Methods

In today's world, as organizations increasingly influence the lives of individuals and communities, positive manager behavior plays a greater role in fostering a resilient, harmonious, and peaceful social structure. Thusly, managers are expected to show proper conduct, as everyone working within the organization is affected thusly.

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3. Results and Discussion

1.3 Enlightened Leadership

Enlightened leadership as a term appeared first in the 1990s in the healthcare area, specifically among veterans in the USA [4]. At the same time, Krug & Oakley (1994) mentioned that what organizations need is leaders who have a vision and the ability to make organizational members adopt of that vision as their own, and thus develop long-term commitment to it [5].

An enlightened leader views the human element as a viable part of organizational future success by acknowledging the challenges faced by the organizational members. Such a leader utilizes the results of positive psychological movement along with the modern methods to motivate employees to carry out action plans. *Value-enlightened leaders* realize that in order to develop and maintain consistently thriving, high-performing organizations and workplaces, they must empower employees to reach their full potential, engage, be dedicated, and thrive to achieve happiness in the workplace [6].

An enlightened leader knows that the key to making the most of an organization is to release the energy and creativity of its people. An effective leader does more than simply oversee operations; they actively seek out and include followers in shaping the future of the group. While maintaining the highest standards of professionalism and ethics at all times, a wise leader encourages open dialogue, new ideas, and self-determination [7].

The leader nurtures organizational members, encourages them to be creative, open-minded, innovative, and finds out the cost to achieve common goals [8]. Thus, an enlightened leader is someone who combines the elements of vision, enlightenment, devotion, and action. Through vision and enlightenment, the leader is able to anticipate radical and profound changes. Through devotion and action, the leader can effectively navigate a range of changing situations, including crises and adversity. By combining these four elements, the leader develops the organizational strategy to improve its competitiveness.

Essentially, the enlightened leader is guided by a positive management approach in their proactive actions. Therefore, to develop high-performance organization through the members, enlightened leadership is a necessity of our time [9].

Many researchers have defined enlightened leadership as a style of leadership that fosters adaptability and consciousness among employees, thereby realizing prosperity, happiness, and professional success. It is also value-based leadership, aims at continuous development and maintaining the continued success and high organizational performance. Additionally, it is a collection of responsibilities and actions that motivate and inspire people to offer innovative services by demonstrating commitment, wisdom, and a willingness to help others [10].

According to Zair and Ibrahim [P.1571 , 2], it's a way for a company to advance rapidly without negatively impacting its workers. Because ongoing development and change happen when employees develop consciousness and feel their contributions matter, this is accomplished by picturing the future to guarantee ongoing success and advancement.

2.3. Dimensions

Some studies indicate that enlightened leadership includes the following six dimensions:

1. *Role model*: An individual whose conducts, style, and characteristics are emulated by others. A role model may be a symbol, an inspiring and/or motivating character, or a person from whom one can aspire and model proper conducts. It may also be "a cognitive construct based on the personal traits in social roles that one perceives to be somewhat resemble themselves and wishes to reinforce this perceived similarity by emulating those traits" [11].
2. *Developer*: A leader who works to strengthen the organization through leadership decisions that can begin with streamlining procedures, improving work processes, and organizational agility to overcome obstacles and issues while improving quality. This enables members to transcend the limitations of their roles and transition between operational and strategic patterns within the context of the environmental and organizational culture. It is also defined as an integrated and communicative process aiming at enhancing organizational performance. It includes planning and coordination by senior management to streamline managerial and organizational processes, as well as integrating creative solutions to address the organizational challenges and increase its capacity for innovation and change [12].
3. *Servant*: Servant leadership is an understanding and practice that places the interests of organizational members above the leader's own self-interest. It fosters the appreciation and development of people, community building, authenticity, and the sharing of power and status for the benefit of each individual [13].
4. *Change-maker*: Successful change management is a function of effective leadership. Leaders are essential to encourage experimentation and risk-taking; to obtain information about the external and internal environment from multiple sources and present it to all stakeholders; and to maintain a focus on achievement. The leader must act in the front to show the way to change and encourage growth. They must realize change and its motivational requirements to implement it. The requirements of an effective leader in change situations become even more critical because change, by definition, requires the creation of a new system and the institutionalization of new methods required to achieve organizational goals [2].
5. *Visionary*: This relies on effective communication of the vision. When a visionary leader communicates their vision, their eye contact, facial expressions, gestures, and posture can significantly enhance their leadership of subordinates. They are able to express emotion when communicating their vision and to make others feel

their enthusiasm and belief in the vision. They also have the ability to have a clear picture of the organization's future. [14]

6. *Communicator*: A leader can influence others with their knowledge, talents, intelligence, self-confidence, eloquence, broad perspective, vision, and communication skills. A strong leader has excellent communication skills, including those of a speaker and listener. Leadership that takes the time to hear people out and try to comprehend them is more likely to help society progress and improve. Leaders have a significant impact on the organization's communication process and employee behavior via their leadership skills. Both the organization's productivity and its personnel benefit from this position. A leader can assess issues, understand employee sentiments, and direct them in the process of successful organizational communication management if he or she communicates with employees and evaluates facts and events via them. That way, higher-ups in the company can make better judgment calls [15].

3.3 Organizational Virtuousness

Virtue in organizations as a concept is relatively recent, and to date, few research attempts has been conducted about it [16]. The word "virtue" comes from the Latin origin "virtus," meaning "strength" or "excellence." Aristotle and Plato both agreed that virtues are actions and aspirations that lead to greater social and individual justice.

In more modern times, virtue has been defined as the pinnacle of human flourishing, the most admirable actions and results, the core of what it means to be human, and the goal toward which all people should strive. [P.48 , 3]. It can be defined as essential traits valued by moral philosophers and religious scholars. It includes six categories: *wisdom, courage, humanity, justice, moderation, and transcendence*.

Organizational virtuousness is defined as the creation, expansion, advocacy, and training of high-value behaviors, habits, actions, and tendencies at the personal and group levels within an organization . Virtue enables an organization to avoid misbehavior, provides happiness and confidence to its members, and thus increases members' opportunities to pursue higher-level personal and social benefits and motivates them to engage in behaviors that transcend their personal interests [17].

Virtue means the ideal state of excellence in personal or organizational character. Organizational virtuousness is viewed as possessing the three attributes of human impact, moral goodness, and unconditional societal improvement [16].

It has also been defined as encompassing the actions of individuals, institutional initiatives, cultural characteristics, or processes that enhance the distribution and perpetuation of virtue within an organization. When we talk about virtue in organizations, we mean excellence and the improvement of the behavior of organizational members [18].

Cameron et al. [19]believes that virtue relates to a meaningful life purpose, human nobility, personal prosperity that lead to health, happiness, transcendence, and resilience when challenged. Virtue produces "moral muscle," or willpower, or the ability to endure challenges at the macro level.

Virtue also means the pursuit of the highest aspirations in the human nature. Recent corporate scandals led to increased interest in this subject as an organizational advantage in business and academia [21], because it is linked to what people and organizations aspire to be when they are at their best.

States of virtue are unique human traits and represent conditions of flourishing, nobility, and vitality [19]. An organization with a higher level of virtue is more successful and can better cope with problems, because organizational virtuousness relates to qualities such as organizational health, social development, tolerance, honesty, and moral well-being, and contributes to improved organizational culture and communication.

Employees of virtuous organizations operate in an environment of honesty, understanding, and tolerance, which makes them feel more respected. The virtuous

behaviors that managers adopt toward employees enhance their performance, motivate them to generate new ideas, and contribute to better use of their skills to achieve organizational goals. Therefore, it can be said that virtuous employee behaviors make them more capable of achieving organizational goals [22].

Being virtuous entails establishing a bond with one's community and becoming an integral part of it. An individual's virtues stand in for their societal advantages and necessities [23]. Accordingly, a group's ideal is for its members to act virtuously both individually and collectively.

Organizational virtuousness necessitates that organizational members be interested in all types of organizational events, assume responsibility, and attend all activities. This has a positive effect on individual performance. Therefore, it can be believed that organizational virtuousness contributes to the formation of many positive organizational characteristics [22].

The concept of virtue is often mentioned alongside concepts like trust, grace, respect, honesty, and tolerance. Organizational virtuousness encompasses the collective actions of individuals that allow for the dissemination and perpetuation of virtuous behavior and cultural processes. Virtuous quality can only be achieved in organizations by ensuring the presence and support of virtue among organizational members. Therefore, virtue is fostered when employees are encouraged or supported in the organization, which promotes achievement and success. When an organization promotes virtues, collectively or personally with the help of its managers or employees, organizational success and quality are enhanced, rendering a healthy organizational climate.As managers are essentially responsible for promoting a healthy environment, the leadership conduct they display influences the viable values people individuals hold toward their organization, such as commitment, dignity, trust, tolerance, and respect. The strong connections among these elements and the leadership style managers display facilitate goal achievement and contribute to the occurrence of a healthy organizational culture [1].

4.3 Dimensions

Cameron et.al [20] measures organizational virtuousness by measuring the levels of organizational optimism, trust, compassion, integrity, and tolerance:

1. *Organizational optimism*: This reflects the deep sense of purpose of the organization and its members, which guides their actions even in difficult circumstances [16], i.e., employees believe that they are capable of success whenever challenged [17].
2. *Organizational trust*: It is a necessary precursor to collaboration and leads to constructive and collaborative behavior within long-term relationships. Trust is vital to creative work within and among organizations and is defined as "one party's expectations of another party's competence, goodwill, and behavior" [24].
3. *Organizational compassion*: It is people's concern for one another, where empathy prevails [17]. Compassion in the workplace reduces anxiety, enhances personal commitment to the organization, and spreads value among the members, making them feel valued. The more a person consistently empathizes with others, the more empathy flows, over time and unconsciously, in the opposite direction, leading to enhanced feelings of pride and improved behavior within the organization, and encourages better behavior for the best organizational interests [25].
4. *Organizational integrity*: It is the individual and collective ability of an organization to exercise self-loyalty. This means that its activities are based on internally established principles that reflect the observation of its rules and standards [26]. In other words, honesty, trust, and honor are prevalent within the organization [17].
5. *Organizational forgiveness*: It is the abandonment of anger, resentment, and the desire for revenge against a person who caused harm, and the enhancement of positive feelings and thoughts towards them [27].

4. Statistics

1. 4 Research Community and Sample

Five secondary schools in the city center of Diwaniyah Governorate were selected for research community, and faculty teachers were selected from the teaching staff as a research sample. A questionnaire was handed out to them (Table 1), then re-collected and the invalid questionnaires were isolated, so that the valid sample for analysis became 194 responses.

Table 1. Handed out, retrieved and sorted questionnaires

	Sampled schools	Forms		
		Handed out	invalid	Valid
1	Maysaloon Prep.	75	7	68
2	Al-Hawraa Prep.	54	6	48
3	Damascus Prep.2	66	5	61
4	Al-Suroor Prep.	74	9	62
5	Ad-Diwaniyah Prep.	92	5	87
	Total	361	32	326

2.4 Measurement Tool

The researchers relied on the questionnaire as a source for collecting data, consisting of two parts. The first was for personal information (Table 2).

Table 2: Research sample characteristics

No.	Variables	Target groups	Frequency	Percentage
1	Gender	Males	51	16%
		Females	275	84%
		Total	326	100%
2	Age	-30	20	6%
		31-40	60	18%
		41-50	205	63%
		51-	41	13%
		Total	326	100%
3	Number of years of service	- 10	19	6%
		11 – 20	52	16%
		21 - 30	199	61%
		31 -	56	17%
		Total	326	100

By statistically analyzing the demographic information in the table above, it appears that females in the selected sample were more than males due to the selection of four schools for girls and one school for boys (84%). The age group most present in the schools was 41-50 years, representing 63%. The service category was for those with 21-30 years of actual service, representing 61%.

The other part of the questionnaire included the research variables, the first of which was the independent variable. Al-Obeidi et al. (2018) model was adopted with its six dimensions (*role model, developer, servant, change-maker, visionary, communicator*), with four items for each dimension.

As for the dependent variable (organizational virtuousness), Cameron et al. [20] model was adopted and had 15 items, three items for each dimension, for five dimensions (*organizational optimism, organizational trust, organizational compassion, organizational integrity, and organizational tolerance*). The five-point Likert scale was adopted to measure the questionnaire form, and the validity and reliability of the scale were verified by conducting the Cronbach's alpha test (Table 3).

Table 3: Cronbach's alpha Values

Variables	Cronbach's alpha	Dimensions	Cronbach's alpha
Enlightened leadership	0.831	Role model	0.790
		Developer	0.787
		Servant	0.833
		Change-maker	0.891
		Visionary	0.799
		Communicator	0.848
Organizational virtuousness	0.845	optimism	0.893
		trust	0.876
		compassion	0.866
		integrity	0.872
		forgiveness	0.881

Results in the table show the reliability and validity of all research variables, ranging between 0.787 and 0.893, which is an acceptable value as it is greater than 0.75 (Nunnaly & Bernstein, 1994).

3. 4 Descriptive Analysis

Statistical elaboration is found in the table below:

Table 4: Means and SDs

Variables	Mean	SD	Response level	Significance
1. Enlightened leadership (independent)				
Role model	3.400	1.253	Moderate	Fifth
Developer	3.425	1.196	High	Fourth
Servant	3.520	1.121	High	First
Change-maker	3.441	1.259	High	Third
Visionary	3.342	1.196	Moderate	Sixth
Communicator	3.472	1.189	High	Second
Average	3.433	1.102	High	
2. Organizational virtuousness (dependent)				
Optimism	3.581	1.237	High	First
Trust	3.272	1.027	Moderate	Fifth
Compassion	3.301	1.230	Moderate	Fourth
Integrity	3.434	1.130	High	Second
Forgiveness	3.426	1.244	High	third
Average	3.402	1.113	Moderate	

Looking at the means of the responses (Table 4) regarding the enlightened leadership variable, the third dimension (servant) came first with a “high” response level with the highest mean of 3.520 and a standard deviation of 1.121. This indicates the consistency of the responses towards this dimension. Visionary came was the lowest within a “moderate” response level with a mean of 3.34 and a standard deviation of 1.196 due to the consistency sample.

As for organizational virtuousness and by looking at the response means (Table 4), organizational optimism came first with a “high” response level, the highest mean of 3.581 and a standard deviation of 1.237. This indicates the consistency of the responses to this dimension. Organizational trust was the lowest within a “moderate” response level, with a mean of 3.272 and a standard deviation of 1.027, indicating the consistency of the responses.

4.4 Testing the Hypotheses

a. Hypothesis One

Table 5 shows the correlation matrix using Pearson's coefficient.

Table 5: correlation matrix

Variables	Enlightened leadership	Role model	Developer	Servant	Change-maker	Visionary	Communicator
Organizational virtuousness	0.582*	0.412**	0.591*	0.552*	0.511**	0.487**	0.587*
Optimism	0.545*	0.386**	0.401*	0.567*	0.387*	0.552*	0.462**
Trust	0.592*	0.458*	0.455**	0.441**	0.551*	0.488*	0.322*
Compassion	0.484**	0.582*	0.572**	0.371*	0.582*	0.587*	0.402**
Integrity	0.564*	0.322*	0.387*	0.592*	0.464**	0.514**	0.494**
Forgiveness	0.412**	0.484**	0.511*	0.591*	0.494**	0.534**	0.416**

* Correlation is significant at the 0.05 level.

** Correlation is significant at the 0.01 level.

Results in Table 5 show that the occurrence of enlightened leadership in the workplace contributes strongly to achieving organizational virtuousness (0.582) as a highly positive direct correlation. As for the relevant sub-hypotheses, the following was resulted:

1. "There is a positive and significant correlation between" the role model dimension and organizational virtuousness, with a value of 0.412, confirming the validity of the first sub-hypothesis.
2. "There is a positive and significant correlation between" the developer dimension and organizational virtuousness, with a value of 0.591*, confirming the validity of the second sub-hypothesis.
3. "There is a positive and significant correlation between" the servant dimension and organizational virtuousness, with a value of 0.552*, confirming the validity of the third sub-hypothesis.
4. "There is a positive and significant correlation between" the change-maker dimension and organizational virtuousness, with a value of 0.511**, confirming the validity of the fourth sub-hypothesis.
5. "There is a positive and significant correlation between" the visionary dimension and organizational virtuousness, with a value of 0.487**, confirming the validity of the fifth sub-hypothesis.
6. "There is a positive and significant correlation between" the communicator dimension and organizational virtuousness, with a value of 0.587*, confirming the validity of the sixth sub-hypothesis.

On this basis, the first hypothesis can be accepted: the more a workplace is characterized by the presence of a leader who can be modeled for desired behaviors, a leader who finds creative solutions to address organizational challenges, who puts the interests of others above their own, who encourages change, accepts change initiatives, improves organizational performance, has the ability to obtain a clear picture of the organization's future, and has the ability to influence others in a way that benefits the business; the more organizational virtuousness is achieved.

b. Hypothesis Two

To test this hypothesis, multiple regression analysis was used to determine the effect of the independent variable on the dependent variable.

Table 6: Effect of enlightened leadership on organizational virtuousness (N=194)

Enlightened leadership	F	Sig.	T	Sig.	R^2
Role model	7.848	0.002	11.986	0.01	%67
Developer			16.726	0.00	
Servant			11.021	0.01	
Change-maker			19.723	0.01	
Visionary			17.561	0.00	
Communicator			8.1121	0.02	

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

Results in Table 6 indicate that there is an effect between enlightened leadership and organizational virtuousness, and that enlightened leadership contributes to explaining the change in organizational virtuousness among the teaching staff in the surveyed schools by 67%. The remaining 33% is due to the intervention of other factors not included in the statistical model. The value of F = 7.848, P < 0.01 confirms the importance of enlightened leadership in explaining organizational virtuousness.

In light of the above, this result supports the hypothesis and accepts its sub-hypotheses. This explains that the effect of enlightened leadership and the positive results it generates play a significant role in achieving organizational virtuousness.

4. Conclusion

It is clear from the research sample responses that:

1. Schools adopt a level of enlightened leadership based on an assessment of each of its dimensions, which will be reflected in organizational virtuousness as a result of the level of awareness of the sampled teaching staff.
2. There is a significant and positive relationship between enlightened leadership in its dimensions and organizational virtuousness.
3. "There is a significant effect" of enlightened leadership on the organizational virtuousness of the teaching staff in the sampled research community.
4. Enlightened leadership is an influential force in achieving and consolidating ethical values and building a positive cultural environment.
5. Individuals who possess an ethical vision can communicate effectively and foster mutual respect among individuals, which in turn achieves organizational virtuousness.
6. Empowering individuals appropriately will motivate them to assume responsibility, which strengthens their commitment to the organization.
7. Organizational virtuousness cannot be achieved without ethical leadership that promotes ethical behaviors.

Recommendations

1. Ethical values should be promoted by holding workshops and seminars that target behaviors of integrity and transparency.
2. Individuals should be empowered by giving them appropriate authority to make decisions that serve the organizational interests.
3. Individuals should be encouraged to adhere to ethical values and behaviors by including them in the annual evaluation and utilizing moral and financial rewards.
4. Experienced leaders who have the ability to help individuals understand and implement ethical behaviors should be selected.
5. A culture of respect should be promoted by encouraging open dialogue and cooperation among individuals to create a healthy climate of ethical virtue.

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