

The Impact of Virtuous Leadership in Organizational Excellence as Perceived by the Academic Staff at Mutah University

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Abstract

Organizations today are experiencing the challenges of uncertainty and accelerating change in the work environment, as managers of higher education institutions are obligated to adopt virtuous behavior to produce the desired institutional excellence. This study aimed to demonstrate the impact of virtuous leadership on institutional excellence, and the level of virtuous leadership elements as well as the existence of institutional excellence aspects at Mutah University. The study considered Optimism, forgiveness, trust, compassion, and integrity as the virtuous elements that predict organizational excellence as well it considered the dimensions of organizational excellence represented by leadership, partnership and resources, people management, policy and strategy, process management. This study was applied to a sample of 384 faculty members at Mutah University, to illustrate the effect of virtuous leadership on achieving organizational excellence in a higher education institution in Jordan. The importance of the study stems from the fact that few studies dealt with organizational excellence in institutions of higher education with regard to the concept of virtue. The study found that there is a statistically significant impact of the virtuous leadership on institutional excellence in general, and the faculty members at Mutah University perceive that the virtue is trust, compassion, and integrity among university leaders.

Keyword: Organizational Excellence, Virtuous, Leadership, Higher Education Institutions

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أثر القيادة الفاضلة في التميز المؤسسي كما يراه أعضاء هيئة التدريس بجامعة مؤتة

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ملخص

تعيش المنظمات في وقتنا الحاضر تحديات عدم التأكيد والتغير المتسارع في البيئة، حيث يجد مديرو المؤسسات التعليمية العليا ضرورة اتباع السلوك الفاضل لإنتاج التميز المؤسسي المرغوب فيه. لذا هدفت هذه الدراسة لبيان أثر القيادة الفاضلة في التميز المؤسسي، وما هو مستوى وجود عناصر القيادة الفاضلة وكذلك مدى وجود جوانب التميز المؤسسي في جامعة مؤتة. وقد استخدم التفاضل والتسامح والثقة والرحمة والنزاهة كعناصر فاضلة للتنبؤ بالتميز التنظيمي. أيضاً، تم دراسة عناصر القيادة الفاضلة للتنبؤ بكل بُعد من جوانب التميز المؤسسي مثل (القيادة والشراكة والموارد وإدارة الأفراد والسياسة والاستراتيجية وإدارة العمليات). طبقت هذه الدراسة على عينة مكونة من 384 عضو هيئة تدريس في جامعة مؤتة، لتوضيح تأثير القيادة الفاضلة في تحقيق التميز التنظيمي في إحدى مؤسسات التعليم العالي في الأردن. تبرز أهمية الدراسة من حقيقة أن قلة من الدراسات تناولت التميز التنظيمي في مؤسسات التعليم العالي فيما يتعلق بمفهوم الفضيلة. وقد توصلت الدراسة الى وجود أثر ذي دلالة احصائية للقيادة الفاضلة في التميز المؤسسي بشكل عام، كما يدرك أعضاء هيئة التدريس في جامعة مؤتة أن الفضيلة هي الثقة والرحمة والنزاهة لدى قادة الجامعة.

الكلمات الدالة: التميز المؤسسي، السلوك الفاضل، القيادة، مؤسسات التعليم العالي.

Introduction:

In an era characterized by competition, change, and knowledge explosion, organizations should pay more attention to organizational excellence in order to survive and to grow in such tough work environments. Higher education sector in Jordan is not an exception, but it requires more effort and concentration since it plays a key role in the process of comprehensive development of the country.

Higher education institutions in Jordan have become well-known due to its high quality educational system. These institutions draw the focus of attention and admiration in the region. This is clearly reflected in the number of international students studying at Jordanian universities, which approaches 28,000 students from different nationalities.

Every organization follows some sort of hierarchy that helps employees to work in a systematic manner to serve organizational excellence (Oakland, 2001). Achieving organizational excellence often requires a mind-set change to break down existing barriers, but it must start at the top where the serious commitment and leadership must be demonstrated. The top management must have the responsibility and the commitment to organizational excellence and change.

The virtuousness of the top management could influence the excellence of an organization. As stated by Dobson (2007) a 'true professional' good manager strives to achieve a certain specific type of morally inclusive excellence. This study aims to identify potential antecedents of virtuous leadership and to identify the impact of leadership virtuousness in organizational excellence in higher education institutions applied to Mutah University.

Leadership Virtuousness:

Rego et al., (2010) has indicated that the origin of the virtuousness in Latin is "virtus" which means "strength" or "excellence". Virtues are habits, desires, and actions that produce personal and social good. Peterson and Seligman (2004) has defined it as "core characteristics valued by moral philosophers and religious thinkers." These include six broad categories: wisdom, courage, humanity, justice, temperance, and transcendence (Peterson & Seligman, 2004). Bright et al. (2006) suggested, "An organizational spirit of virtuousness refers to the pursuit of the highest aspirations in the human condition" (p. 249). Virtuousness is identical with

the internalization of moral rules that produce social harmony. Cameron (2011, p. 27) emphasized that “virtuousness possesses an affirmative bias and focuses on elevating, flourishing, and enriching outcomes”.

Virtuous leaders are ethical stewards who seek to optimize the creation of wealth and value for all parties by creating organizational relationships and systems that build high trust and that earn the commitment of others (Caldwell, et al., 2015). Pearce et al. (2008) define virtuous leadership as distinguishing right from wrong in one’s leadership role, taking steps to ensure justice and honesty, influencing and enabling others to pursue righteous and moral goals for themselves and their organizations and helping others to connect to a higher purpose. Hackett and Wang (2012) emphasized that virtuous leader achieves effectiveness by increasing his/her referent power and the proper exercise of that power; Enhancing idealized influence on followers; and enhancing follower’s inspirational motivation.

Leadership virtuousness could be the key pertaining to the supportive and faithful workforce even during financial crisis periods, since organizational virtuousness could help organizations to recover from shocks e.g., by decreasing its volumes. Monitoring virtuousness could create positive emotions with building relationships with ideal principles on the long term and allow individuals to perform in a way that is beneficial to others. Moreover, leadership contributes to comprehending the importance of difficulties and actions that face managers and have the ability to absorb the negative reactions of the workers resulting from some organizational procedures. Moreover, leadership may be considered as another factor that may influence the internalization of the EFQM model, in addition to being a fundamental predictor of business results in the context of the EFQM model, as previous research has found (e.g. Escrig-Tena et al., 2019; Raharjo & Eriksson, 2017).

Dimensions of leadership virtuousness:

There are several models for organizational virtuousness, but the one developed and validated by Cameron et al. (2004) is considered the most popular one. The model is a five-factor model comprising the following:

- a) Organizational optimism means that the organizational members believe that they can succeed even when facing major challenges;
- b) Organizational forgiveness means that (honest) mistakes are received with forgiveness and considered as opportunities for learning;
- c) Organizational trust means that courtesy, consideration, and respect rule the organization and that people rely on others, together with leaders;
- d) Organizational compassion means that people care about each other and that acts of sympathy and concern are common; and
- e) Organizational integrity means that honesty, trustworthiness, and honor pervade the organization.

Organizational Excellence:

The Oxford dictionary stated that the word excellence is derived from Latin word “excellentia” that means the usual of being exceptional or high-quality. For a minimum three decades, the business excellence as a concept has been within the center of management theory and practices, and there are many models and frameworks may designate it. Based on the recent work of Talwar's (2009), there are a minimum of ninety-four business excellence models or frameworks being projected, published and employed in 77 different countries around the world. One in all the foremost widely used business excellence frameworks is the EFQM excellence Model. It was created in 1988 with the aid of 14 CEOs joined forces to broaden a management tool that might increase the competitiveness of European organizations. It is the foremost authoritative and most generally implemented excellence version in Europe and is extremely regarded around the world. Through 2010, the model has been applied in over 30,000 organizations worldwide (Laurett & Mendes, 2019; Sternad et al., 2019; Esfijani, 2018).

Nine criteria form the EFQM Excellence Model as a non-prescriptive framework, as displayed in Figure (1). Five of these criteria are called “Enablers” and the remaining four called the “Results”. The “Enabler” criteria includes what a corporation will, while the “Results” are caused by the “Enablers“. The model acknowledges there are several approaches to achieve property excellence all told aspects of performance. Wonderful results with relation to Performance, Customers, People, and Society are

achieved through Leadership driving Policy and Strategy, People, Partnerships and Resources, and Processes. The model is typically given during a diagrammatic type (Calvo-Mora et al., 2006):

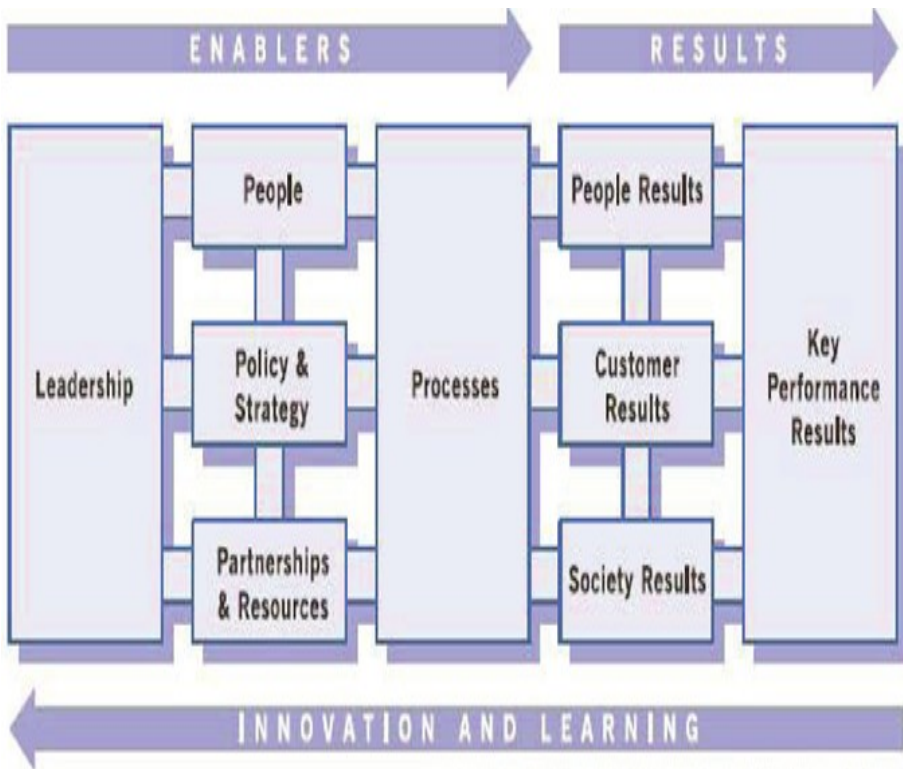


Figure 1: The EFQM business excellence model

Source: 1999-2003 EFQM

The nine boxes within the Model symbolize the nine criteria against which association can survey their advancement towards excellence. Every criterion incorporates a definition that clarifies the sophisticated importance of that criterion. They are additionally upheld by various sub-criteria that

cause queries that ought to be thought-about within the course of associate degree assessment pose questions that should be considered in the course of an assessment. Alongside the model, EFQM additionally built up a strong scoring framework that institutionalized the evaluation forms. Officially, a large number of prepared and authorized assessors and operators have been helping associations around the globe to execute the EFQM Model (Dobrovič et al., 2019; Escrig-Tena et al., 2019; Laurett, & Mendes, 2019; Sternad et al., 2019; Esfijani, 2018; Metaxas, & Koulouriotis, 2017; Suárez et al., 2017; Anastasiadou et al., 2014).

In this research, the “Enablers” is the dependent variable, as they will in the long run influence the key performance results. The “Enablers” might be clarified as pursues:

- Leadership: excellent leaders create and encourage the accomplishment of the mission and vision. They create hierarchical qualities and frameworks required for supportable achievement and execute these by means of their activities and practices.
- Policy and strategy: excellent associations execute their mission and vision by building up a stakeholder-focused strategy that assesses the market and sector wherein it works. Policies, plans, objectives, and processes are created and conveyed to convey the strategy.
- People management: excellent organizations oversee, create, and discharge the maximum capacity of their employees at an individual, group based, and organizational dimension. They promote justice and equality, and include and enable their people. They care for, communicate, reward, and perceive in a way that stimulates staff and assembles responsibility to utilizing their skills and knowledge for the benefit of the organization.
- Partnerships and resources: excellent organizations can manage external partnerships, suppliers and plan internal resources to support its strategy and operation of processes successfully. The organization considered the present and future needs of society and the environment in their strategic planning of partnerships and resources.
- Process management: excellent organizations can generate value and satisfy its customers and stakeholders by designing, managing and improving the process.

These activities are not independent or separated; they should be actualized together and in an organized manner (Balbastre-Benavent & Canet-Giner, 2011).

The Relationship between virtuousness and organizational excellence:

Organizational research has approved the importance of a leadership philosophy that treats employees as valued assets instead of merely “as labor costs to be reduced or eliminated” (Pfeffer, 1998, p. xix). The organization strategy considers people as one of its core competences if they manage well and effectively communicate which will guide the organization toward fulfilling its vision (Beckett, 2006: p. 148). Virtuous leadership who believes in doing the right thing in their decisions, values the set of core values in the organization and commits to these values in their collective action can establish the virtuous organization. In addition, virtuous leadership recognizes the role of the social and spiritual capitals and commits to develop them besides the financial capital. Then, the virtuous leadership is the founder of a virtuous organization (Hein & Wilkinson, 2015).

Goleman (2006) justified that successful leaders affected those whom they drove just as on the organizations that they coordinated. As well, Cameron et al., 2004 concluded that enhancing the organization performance resulted from treating peoples with pride, respect, and a guarantee to others' best advantages. Leadership practices that "support the heart" have expanded employee responsibility and initiative ideas (Kouzes & Posner, 2003b: pp. 3– 4). A few administration researchers have proposed that when leaders display love, forgiveness, and trust throughout the organization, the commitment and loyalty increased as a reaction from their employees (Covey, 2004; Cameron et al., 2003; Pfeffer, 1998). A virtuous leader will accomplish effectiveness by expanding the referent power and the best possible exercise of that power; improving idealized impact on followers; and upgrading follower’s inspirational motivation (Hackett & Wang, 2012).

In organizations encountering downsize, many studies such as Cameron and Caza (2002) and Cameron et al. (2004) reported a statistical significant positive relationship between virtues measured by compassion, integrity, forgiveness, trust, and optimism) and increased productivity, quality, employee commitment, and profit. The study shows that virtuousness may go about as a cradle against downsizing, helping organizations to perform well in spite of misfortunes (Cameron & Caza, 2002; Cameron et al., 2004). Similar results found in financial organizations that adopt virtuous practice within the business culture to support the organization's strategy, virtuousness predict desirable financial results (Gittell et al., 2006). For organizations that confront the social, environmental, and enterprise challenges, rapid, highly-innovative, and highly-productive collaboration is needed. A key precondition for such collaboration is trust, with higher trust levels leading to higher levels of cyclical virtuous or positive reciprocal behavior (Edgeman et al., 2018).

Even within the healthcare system, business units with higher measures of virtuousness over time outperformed business units that did not interact in improving measures of virtuousness. Research positively demonstrates that aggregate virtuousness incorporates a statistically significant relationship with organizational success across a spread of areas of business. However, there is still abundant find out regarding this relationship (Cameron et al., 2011).

The problem and the questions of the study

Although the Higher Education sector in Jordan achieves a very high degree of reputation and excellence, there are still many challenges facing it. These challenges represented a large influx of Syrian refugees; inability to absorb the growing numbers in terms of either facilities or faculty, rely on governmental funding, weakness in applied research and scientific research in general, and the financial and moral corruption of some officials (Al-Adwan et al., 2013).

Khandwalla (2009) suggested five keys to be the most productive organizational excellence and demonstrated that leadership plays an important and a critical role in achieving it. Cameron (2011) mentioned that virtuousness could serve as a fixed point to guide leadership in times of ambiguity, turbulence, and high velocity change. Moreover, the virtuousness of leadership could be the key to retain faithful human

resources that support the organization and help it to recover from organizational problems and to create positive attitudes to build respectful relationships that lead to organizational excellence.

Universities as higher education institutions suffer from different problems especially financial problems, which affect the performance of these universities. Organizational excellence in universities could be the solution for such problems. The organizational excellence could neither be sustained nor be achieved without virtuous leadership. Therefore, this study proposed virtuous leadership to achieve and sustain organizational excellence. In order to clarify the impact of virtuous leadership in achieving organizational excellence in higher education institutions in Jordan, this study applied to Mutah University. The importance of the study also emerges from the fact that organizational excellence in higher education institutions in Jordan is poorly discussed related with the concept of virtuousness. So, the problem of the study could be summarized by the following questions:

1. Does Leadership Virtuousness have an impact on Organizational Excellence in Higher Education institutions (Mutah University as an example)?
2. What is the level of virtuousness of leadership adoption in Mutah University as perceived by the academic staff at Mutah University?
3. To what extent, has Mutah University achieved organizational excellence as perceived by the academic staff?

The objectives of the study:

This study attempts to investigate the elements of virtuous leadership and the organizational excellence dimensions in order to achieve the following objectives:

1. Identify the impact of virtuous leadership on organizational excellence from academic staff's point of view at Mutah University.
2. To identify the level of availability of leadership virtuousness (Optimism, forgiveness, trust, compassion, integrity) from academic staff's point of view at Mutah University.

3. To identify the level of availability of organizational excellence (leadership, partnership and resources, people management, policy and strategy, process management) from academic staff's point of view at Mutah University.

The importance of the study:

This study conducted to explain the importance of virtuous leadership and to identify which characteristics are necessary for the modern leader to be effective in an increasingly challenging and competitive world market? Higher education sector, to which the population of the study belongs, is currently considered one of the vital sectors in all over the world and especially in Jordan. Performing such a research will help Mutah University to locate weakness points so as to increase its rank among similar universities in World Universities ranking and to build and to develop the university. Moreover, virtuous leadership is a very important topic that is poorly studied in Arab countries context, so this study could add another block in the building theoretical framework. As well as, the results of this study could help the decision makers in Jordan to seek the advance efforts towards more excellence in various educational services provided.

Study Hypotheses:

The study has two main hypotheses:

H01: Virtuous leadership has no impact in the organizational excellence of Mutah University as perceived by the academic staff in the university.

This main hypothesis is divided into five-sub hypotheses according to the dimensions of the virtuous leadership dimensions: Optimism, forgiveness, trust, compassion, and integrity.

H01_1: Optimism has no impact in the organizational excellence of Mutah University as perceived by the academic staff in the university.

H01_2: Forgiveness has no impact in the organizational excellence of Mutah University as perceived by the academic staff in the university.

H01_3: Trust has no impact in the organizational excellence of Mutah University as perceived by the academic staff in the university.

H01_4: Compassion has no impact in the organizational excellence of Mutah University as perceived by the academic staff in the university.

H01_5: Integrity has no impact in the organizational excellence of Mutah University as perceived by the academic staff in the university.

H02: Virtuous leadership has no impact on the organizational excellence (Leadership, Policy and Strategy, People Management, Partnership and Resources, Process Management) of Mutah University as perceived by the academic staff in the university.

Study model:

Based on theoretical framework and the variables of the study and in light of the problem of the study and its objectives, the researchers have developed the following model that represents the logical relationship between dependent and independent variables of the study.

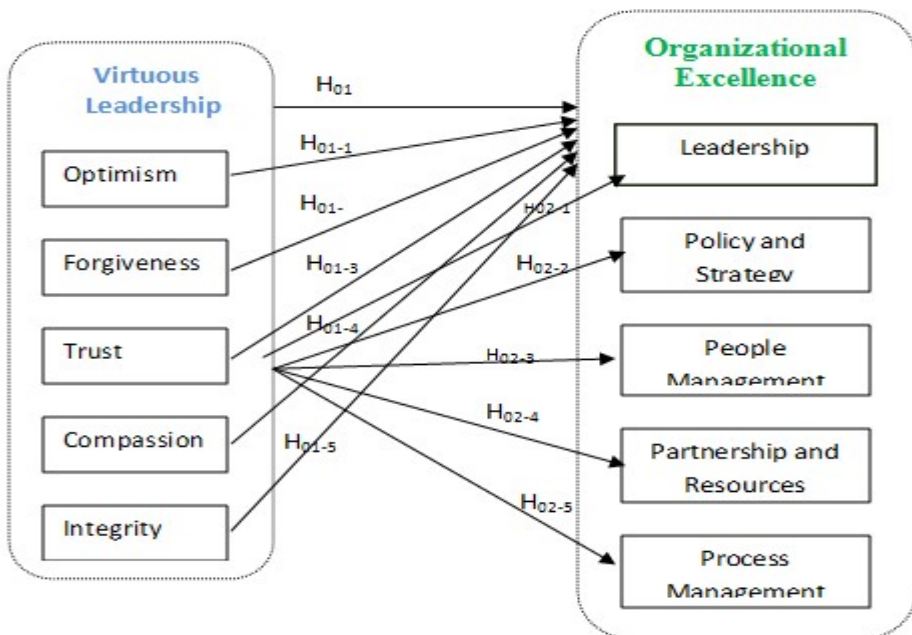


Figure 2: The Study Model

Instruments of the Study:

This study selects the questionnaire as the main instrument for collecting the data. The questionnaire consists of two parts. The first part is related to the independent variable that is leadership virtuousness as measured in the study of Cameron, Bright, and Caza (2004). The second part is related to dependent variable that is organizational excellence, which is measured using the study of European Association for Quality Management 2003, and Abu Basheer (2015) based on EFQM model for organizational excellence (Dobrovič et al., 2019; Escrig-Tena et al., 2019; Laurett, & Mendes, 2019; Sternad et al., 2019; Esfijani, 2018; Metaxas, & Koulouriotis, 2017; Suárez et al., 2017; Anastasiadou et al., 2014). Both parts are measured using a five-point Likert scale.

The population of the study and its sample:

The population of the study comprised the academic staff at Mutah University during the first semester for the academic year (2018/2019), which reached 617 instructors. Fifty-nine instructors were excluded for unpaid leave and scientific sabbatical reasons, which represented 35 and 24 respectively. According to Gill and Johnson (2010), a random stratified sample was used to ensure that the study population was well represented. The number of responses on the questionnaire is 384, which represent approximately 68.8% of the size of the study population presented in Table (1) for a confidence level of 95% and a margin of error equals three.

Table (1) Statistics of the research sample (n=384)

College	Academic rank			Total
	Professor s	Associate Professors	Assistant Professors	
Humanities	66	52	71	189
Sciences	69	54	72	195
Total	135	106	143	384

Methodology:

The questionnaire appeared in the appendix is a based on a five-point Likert scale and consists of two parts: the first part includes the questions that measure the dimensions of leadership virtuousness while the second part measures the enablers of organizational excellence.

The relationship between the dependent variable (organizational excellence) and the independent variable (Leadership virtuousness) investigated by applying the stepwise linear regression analysis. Total of 384 questionnaires were distributed of which 342 useable one were returned. To estimate the reliability of the study's tool, Cronbach's alpha was used. It calculated using SPSS software, which was .938. In addition, through descriptive statistics - mean and standard deviation- were obtained as Table (2) for all variables in this study as reference.

Table (2) Summary statistics

Variable	n	Mean	Std. deviation
Excellence	342	3.014	0.626
Leader Virtuousness	342	2.306	0.511
Optimism	342	2.972	1.005
Forgiveness	342	2.839	1.009
Trust	342	3.363	0.835
Compassion	342	3.165	0.916
Integrity	342	3.037	0.938

The analysis and results:

The simple linear regression was used to test the main hypothesis, which is Virtuous leadership has no impact in the organizational excellence of Mutah University as perceived by the academic staff in the university. A moderate correlation coefficient (0.675) found between the two variables. The Table (3) bellow shows the simple linear regression model summary and overall fit statistics. The adjusted R square is 0.455 with R² equals 0.456, which means that the model of linear regression interpret 45.6% of the variance in the data. The Durbin-Watson d = 1.514, which is between the two critical values of 1.5 < d < 2.5. Therefore, there is no first order linear auto-correlation in multiple linear regression data of this study.

Table (3) Simple linear regression model summary

Model	R Square	Adjusted R Square	Durbin-Watson	F	Sig.
1	0.456	0.455	1.514	285.134	0.0001

The F value in linear regression is the result of a test wherethe null hypothesis is that all regression coefficients are equal zero (R² = 0) implying that the model has no predictive capability. When study adds coefficients, and these coefficients improve the model fit (significant result), whatever coefficients included in the model. Therefore, the F-test is highly significant, F=285.134 with sig. = 0.000, here one can assume that the model explains a significant amount of the variance in organizational excellence.

The next table shows the simple linear regression estimates including the intercept and the significance levels. We find a highly significant intercept and highly significant leader virtuousness coefficient, which we can interpret as: for every 1-unit increase in leader virtuousness, one will get 0.827 additional excellences in the organization. The model equation will be:

$$\text{Excellence} = 1.10654 + 0.82698 * \text{Leader virtuousness.}$$

Table (4) Model parameters

Source	Value	Standard error	t	Sig.
Intercept	1.107	0.116	9.566	0.0001
Leader Virtuousness	0.827	0.049	16.886	0.0001

Before testing the sub-hypotheses, multicollinearity checked for each independent variable. Table (5) indicates that all independent variables are within the accepted range (i.e. tolerance > 0.1 or VIF < 10).

Table (5) Multicollinearity statistics

Statistic	Optimism	Forgiveness	Trust	Compassion	Integrity
Tolerance	0.578	0.554	0.690	0.420	0.406
VIF	1.731	1.806	1.448	2.378	2.464

The Multiple linear regression was used to test the five sub hypotheses, as follows:

H01_1: Optimism has no impact in the organizational excellence of Mutah University as perceived by the academic staff in the university.

The optimism has a weak correlation $R= 0.238$ (sig.= 0.000) with the organization excellence. The results show that there is no impact of variable optimism on organization excellence with $t= -0.033$, sig.= 0.974. Then the collected data failed to reject the null hypothesis. The second hypotheses is

H01_2: Forgiveness has no impact in the organizational excellence of Mutah University as perceived by the academic staff in the university.

The forgiveness has a moderate correlation $R = 0.348$ (sig. = 0.000) with the organization excellence. The results show that there is no impact of variable forgiveness on organization excellence with $t = 1.48$, sig. = 0.140. Then the collected data failed to reject the null hypothesis.

To test the last three variables, a significant moderate correlation found between trust, compassion, and the organization excellence with $R = 0.534$, 0.662 (sig. = 0.000) respectively, while the integrity variable has a significant strong correlation with organization excellence as $R = 0.701$, (sig. = 0.000). The Table (6) below shows the multiple linear regression model summary and overall fit statistics. The adjusted R square is 0.565 with R^2 equals 0.569, which means that the model of linear regression interprets 56.9% of the variance in the data. The Durbin-Watson $d = 1.873$, which is between the two critical values of $1.5 < d < 2.5$. Therefore, there is no first order linear auto-correlation in multiple linear regression data of this study. The F-test is highly significant, $F = 148.889$ with sig. = 0.000, therefore one can assume that the model which includes integrity, compassion, and trust explains a significant amount of the variance in organizational excellence.

Table (6) Multiple linear regression model summary

Model	R ²	Adjusted R ²	Durbin-Watson	F	Sig.
Integrity	0.492	0.490			
Integrity/Trust	0.540	0.537			
Integrity/Trust/Compassion	0.569	0.565	1.873	148.889	0.0001

The next table shows the multiple linear regression estimates including the intercept and the significance levels. We find a highly significant intercept and highly significant integrity, compassion, and trust of leader virtuousness coefficients, which we can interpret as: for every 1-unit increase in significant integrity, compassion, and trust of leader virtuousness, one will get 0.267, 0.179, and 0.161 additional excellences in the organization. The model equation will be:

$$\text{Excellence} = 1.094 + 0.267 * \text{Integrity} + 0.179 * \text{Compassion} + 0.161 * \text{Trust}$$

Table (7) Model parameters

Source	Value	Standard error	t	Sig.
Intercept	1.094	0.101	10.817	0.0001
Integrity	0.267	0.037	7.237	0.0001
Compassion	0.179	0.037	4.820	0.0001
Trust	0.161	0.031	5.184	0.0001

To identify the level of availability of organizational excellence (leadership, partnership and resources, people management, policy and strategy, process management) from academic staff’s point of view in Mutah University, a simple linear regression was conducted. As Table (8) shows that four dimensions of organizational excellence that are leadership, partnership and resources, people management, policy, and strategy are available. The leadership virtuousness can predict 46.1% of the policy and strategy, 36.9% of people management, 35.3% of leadership and only 14.1% of partnership and resources.

Table (8) Aggregated parameters

Leadership		Partnership and Resources	People management	Policy and Strategy	Process management
R ²	0.353	0.141	0.369	0.461	0.004
F	185.453	55.785	198.477	291.077	1.453
Pr > F	0.0001	0.0001	0.0001	0.0001	0.229
t	13.618	7.469	14.088	17.061	1.205
Sig.	0.000	0.000	0.000	0.000	0.229

Findings discussion and Conclusion:

This study attempted to shed light on the concept of virtuous leadership in the high educational institutions. Based on the research data, the academic staff at Mutah University perceives virtuousness as trust, compassion, and integrity of the university leaders. The organizational excellence was available on the level of policy and strategy, people management, leadership and low level of partnership and resources. In general, this study found a statistical significant impact of virtuous leadership in organizational excellence. The findings of this study agree with Covey (2004), Cameron et al. (2003), and Pfeffer (1998) that displaying love and trust throughout the organization affects the organization excellence as a reaction from their employees. In addition, it agrees with Edgeman et al., (2018) that trust is the precondition for collaboration to overcome the organizational challenges, with higher trust levels leading to higher levels of cyclical virtuous or positive reciprocal behavior. At the same time, these results could not predict the forgiveness of leadership virtuousness. In addition, the findings of this study agree with Cameron and Caza (2002), Cameron et al. (2004) and Talwar (2009), that there is a statistically significant relationship between leadership virtues (integrity, compassion, trust, forgiveness, and optimism) and increased employee commitment. Meanwhile, our findings are compatible with Hackett and Wang (2012) that a virtuous leader achieves effectiveness of organization excellence through enhancing the leadership power and influencing people in performing their jobs. Then, as Hein and Wilkinson (2015) reported, the virtuous leadership is the founder of a virtuous organization.

Research Implications

As organization demonstrates a high level of integrity, compassion is a common act, employees are trusting each other, trusting the leadership, and people are treated with courtesy, consideration, and respect in this organization. The finding of this study has each a theoretical and a practical implication. First, it provides new problems regarding ethical and moral elements of leadership. Second, it proposes that managers in the work environment should pay a proper attention to the moral mechanism concerned in their capability of influencing employees. Especially directing its employees to learn from their mistakes as a forgiving organization and

The Impact of Virtuous Leadership in Organizational Excellence Rula H. AlHalaseh

As Perceived by the Academic Staff at Muthah University Waleed E. Al-Rawadyeh

inspire them of profound purpose that is associated with what they do in the organization.

Future Research:

The researchers recommend that future research will determine which activities are most useful in increasing virtue in work settings, developing an identical measure to gauge virtue and its elements, expanding EFQM business excellence model and studying the possible direct moderating impact of virtuousness on organizational outcomes.

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