

WHAT ARE THE SCIENTIFIC ITINERARIES ON ORGANIZATIONAL VIRTUES?

QUAIS SÃO OS ITINERÁRIOS DA PRODUÇÃO CIENTÍFICA
SOBRE VIRTUDES ORGANIZACIONAIS?

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ABSTRACT

The current organizational environment demands from researchers and managers the need for a better understanding of human behavior and social interactions in the work context. In the perspective of the movement of positive organizational studies, the organizational virtues gained relevance, which in the field of organizational behavior presents advances for both employees and organization, given the importance of increasingly healthy workplaces. In this sense, the aim of this study is to present a panorama of the scientific publications on organizational virtues, through a systematic review, with bibliometric analyzes, using the software *VOSviewer*. Essentially, the interest of the researchers in the subject was increased, given their strategic nature for the organizations, as well as the dominance of American, English and Irish production. In addition, the results were discussed and the gaps identified inspired the development of a research agenda for future investigations.

Keywords: organizational virtues, systematic review, research agenda

RESUMO

O ambiente organizacional atual demanda aos pesquisadores e gestores a necessidade de maior compreensão do comportamento humano e das interações sociais ocorridas no contexto laboral. Na perspectiva do movimento dos estudos organizacionais positivos, ganharam relevância as virtudes organizacionais, que no campo do comportamento organizacional apresenta avanços tanto para os colaboradores quanto para a organização, haja vista a importância de locais de trabalho cada vez mais saudáveis. Neste sentido, o objetivo do presente estudo é apresentar um panorama das publicações científicas sobre virtudes organizacionais, por meio de uma revisão sistemática, com análises bibliométricas, utilizando o software VOSviewer. Essencialmente, desvelou-se

o aumento do interesse dos pesquisadores no tema, haja vista seu caráter estratégico para as organizações, bem como o domínio da produção americana, inglesa e irlandesa. Ademais, os resultados foram discutidos e as lacunas identificadas inspiraram o desenvolvimento de uma agenda de pesquisa para futuras investigações.

Palavras-chave: *virtudes organizacionais, revisão sistemática, agenda de pesquisa*

1 INTRODUCTION

In face of an organizational environment in which trust has been wearing, researchers must expand their research into fields that represent meaningful purposes and ennobling qualities in the work context (Cameron, Bright, & Caza, 2004). In this context, the theoretical movement of positive organizational studies has emerged in the last decade as a current of research oriented to improve organizational results, using its internal forces (Cunha, Rego, & Lopes, 2013). In Positive Psychology, studies combine conceptual richness, methodological rigor, and practical ambition (Cameron & Spreitzer, 2012). Moreover, they do not intend to offer panaceas for the problems, but to provide frames of thought and empirical evidence with action potential for a positive performance, in order to exercise the development of the human virtues based on positive and realistic propositions (Cunha et al., 2013).

In addition, with the increase in the financial turmoil the world has experienced in recent decades (Rego, Ribeiro, Cunha, & Jesuino, 2011) and, consequently, a disorder in the work environment (Ahmed, Rehman, Ali, Ali, & Anwar, 2018), several researchers have valued investigations that contemplate the organizational virtuousness (McLeod, Moore, Payne, Sexton, & Evert, 2018; Moore & Beadle, 2006; Wright & Goodstein, 2007). The recent moral and ethical declines of various organizations have also contributed to this interest (Rego, Ribeiro, & Cunha, 2010). According to McLeod et al. (2018) it is also emphasize to that organizational virtues have had an effect on performance, whether at the individual or collective level.

Likewise, with growing distrust among members of the organization, Rego et al. (2010) suggest that the need for valorization of organizational virtues is strengthened, corroborating with the ideas of several scholars (Hamrahi, Najafbagy, Musakhani, Daneshfard, & Delavar, 2015; Singh, David, & Mikkilineni, 2018; Wright & Goodstein, 2007). However, many researches have focused on the individual's perspective (Bright, Cameron, & Caza, 2006; Comte-Sponville, 2009), as a creation of love and empathy (Ribeiro & Rego, 2010); health and resilience in the face of adversity (Myers, 2000); engagement at work and happiness (Singh et al., 2018); thus bringing a gap to the scientific literature of studies that explore the importance of the virtues in the organizational scope (Hamrahi et al., 2015; Wright & Goodstein, 2007). It should be emphasized that research results of this nature can offer contributions both to employees and to the organization (Cameron et al., 2004; Cameron, 2003; Singh et al., 2018).

Despite the patent relevance of the theme to the organizations, anchored by the growing interest of the researchers, bibliometric reviews on the subject were not found, so that the present work has as its main objective to present a panorama of the scientific publications on organizational virtues. In addition, it is also intended to analyze the demographic profile of the papers; identify the journals and countries that have published the most about the construct; check the papers with greater bibliographic coupling; analyze the co-citations; to present the

lexicographic exposition of the keywords of the papers; and propose a research agenda for future investigations.

In order to achieve the proposed objective, in addition to this introduction, it will be presented, firstly, the theoretical foundation about organizational virtues and later will be exposed procedures and methods. Then, the results produced will be presented and discussed and a research agenda for future studies will be outlined.

2 ORGANIZATIONAL VIRTUES: CONCEPTS, FUNDAMENTALS, CONTEXTS AND MEASURES

The word virtue has its root in Latin "*virtus*", meaning strength or excellence (Cameron et al., 2003). Aristotle still conceptualized it as "internal values that characterize an individual" (Solomon, 1992, p. 300). Complementing the Aristotelian view, virtuousness is seen as desires and actions that produce the personal and social good, being acquired through practice and habit, not being innate (Cameron, Dutton, & Quinn, 2003; Gowri, 2007).

According to Gomide, Vieira, and Oliveira (2016, p. 301), virtues are emphasized as "an disposition or capacity of the individual to maintain in a morally valid sense in order to achieve the good, good life or excellence, being related to qualities that refer to the moral character of the subject". In the same perspective, Vásquez (1997) also associates virtue with the individual's ability to act morally in a positive way, intending the good and proposes that vice be the opposite, willingness to want the evil. Furthermore, Cameron et al. (2004) understand virtue as what individuals aspire to be in their best condition.

In addition, Morales-Sánchez and Cabello-Medina (2015) affirm that all virtues are habits in the character of the individual, but not all habits are virtues. In order to virtue to be considered a moral theme, firstly is evaluated whether its content has moral value in its objectives or in the target people, and, then, is analyzed if the virtues have moral value in the different ethical systems (La Taille, 2001; Vieira, 2014). In this line, Ferrell, Fraedrich, and Ferrell (2001) affirm that the virtues represent what individuals believe to be an ethical and moral conduct. Therefore, ethics, morals and virtues have become a recent object of discussion (Gomide et al., 2016; Manz, Anand, Joshi, & Manz, 2008) and, in the organizational context, it can be said that its attention has been growing since the end of the twentieth century (Ferrell et al., 2001).

Thus, in order to make decisions and solve problems, individuals resort to norms they deem to be most appropriate, formulate judgments, evaluate decisions, and sometimes seek certain arguments or reasons to justify the decision made or the steps taken (Vásquez, 1997). Consequently, it is assumed that a set of principles, rules, norms, goals and organizational values, when internalized by the individual, would constitute the basis of their moral commitment to the organization; therefore, moral virtues lie between these bases (Ribeiro & Rego, 2010).

Consequently, virtues can be practiced at both the individual and collective levels (Cameron et al., 2004; Cunha & Rego, 2015; Schudt, 2000). At the collective level, virtues can have two forms: virtues in organizations and virtues through organizations (Bright et al., 2006). Virtues in organizations relate to the behavior of individuals in the organization (Fowers & Tjeltveit,

2003). In turn, virtues through organizations refer to facilitators who promote and stimulate virtues in their members (Bright et al., 2006). Cunha, Rego e Cunha (2005) emphasize, however, that organizational virtues are inseparable from individual virtues.

For Bright et al. (2006), when it occurs in organizations, groups act in ways that demonstrate virtues that include actions that would be more difficult to accomplish individually. In addition, the effect of collective virtues can support a condition in which the impulse to seek excellence becomes part of the organization's culture (Cameron et al., 2004). The authors add that at the aggregate level, virtues have been associated with organizations, communities and cultures, by justifying that the prosperity of an economy and the longevity of a society depend on the virtues, since its existence implies the internalization of moral standards necessary for stability and social harmony.

Moreover, the combination of personal effort, organizational culture and virtuous work design a propitiating triangle of virtuous organizations, thus, qualifying the virtues as the behavioral expression of values practiced in everyday (Cunha & Rego, 2015). When individuals perceive the organization as virtuous, they develop a strong sense of community, feeling that they can satisfy their social needs, tending to act reciprocally with positive attitudes towards the organization (Rhoades & Eisenberger, 2002).

It should be noted that virtuousness does not refer to a condition of all or nothing, since neither individuals nor organizations are completely virtuous or non-virtuous, nor are they virtuous all the time (Cameron et al., 2004). For the authors, there are three key attributes of virtues in organizational studies, namely: human impact, in which the virtues are associated with the individual and moral progress of human beings (Cameron et al., 2004; Ryff & Singer, 1998); moral goodness, because it represents what is good, right and worth cultivating (McCullough & Snyder, 2000); and social improvement, which extends beyond the personal benefits of the person concerned (Cameron, 2003; Cameron et al., 2004).

Thus, the construct of perception of organizational virtues refers to the actions of individuals, collective activities, and cultural processes or attributes that practice, support, disseminate, and perpetuate virtuousness in organizations (Cameron et al., 2004). Organizational virtues can have damping effects in the face of organizational traumas because they prevent negative behaviors and effects and allow organizations to tackle difficulties and crises more effectively (Cunha et al., 2013). Nevertheless, for managers, it is a challenge to conjugate the usually hostile discourse of managerial language with humanistic practices and with emphasis on the virtues (Rego, Cunha, & Clegg, 2012).

On the other hand, when organizations go through situations of change, market ambiguity and uncertainty, virtues can play a role in guiding the organization towards better performance (Baker & Dutton, 2007; Bright et al., 2006; Caza, Barker, & Cameron, 2004; Cameron, Mora, Leutscher, & Calarco, 2011; Dawson, 2018). For researchers, this can be accomplished by two quality attributes, the first being the amplifier, which favors or reinforces behaviors, attitudes, positive contexts, and the second, the buffer, in order to protect the institution from negative consequences, creating resilience and making the organization recover faster from trauma (Caza et al., 2004; Gittel & Cameron, 2002).

It is also worth mentioning that virtuous behaviors among employees such as loyalty, care and sharing generate improvements in commitment, collaboration, participation and trust among individuals, which, in turn, also contribute to a better organizational effectiveness (Bright et al., 2006; Koys, 2001). For Rego et al. (2010) and Singht et al. (2018), in addition to the mentioned benefits, employees who perceive organizational virtues go beyond performance behavior. Researchers emphasize that extra-role behaviors will emerge, increasing long-term individual and organizational well-being, citizenship behaviors, and engagement at work.

3 METHOD

Thus, in order to achieve the objective of this study, a survey of the scientific publications on organizational virtues was carried out in the *Web of Science*, for being considered one of the most robust and main bases of high impact international journals (Chadegani et al., 2013). To develop this systematic Literature review, we followed the protocol proposed by Cronin, Ryan, and Coughlan (2008), composed by four stages: (i) formulation of the research question, (ii) setting inclusion and exclusion criteria; (iii) evaluation of article relevance, and (iv) evaluation of eligibility. The first stage (i) concerns the research question that was proposed in the introduction sector of the paper: how to describe the panorama of scientific publication on organizational virtues in order to draw the itineraries of scientific production and unveil new research possibilities?

In the second stage of the protocol (ii), we mapped the scientific publication on organizational virtues, in June 2019, on the Web of Science (WoS) database, using the keywords "organizational virtue", "organizational virtuousness", as well as the respective plural terms, "organizational virtues" and "organizational virtuousness", also with variation in British English "*organisational*" for both terms, making use of the boolean operator "OR". We highlight that there was not a delimitation of temporal range, considering our goal of covering all studies, from the seminal to the most recent ones, portraying the state of the art of the construct. In addition, there was no filter by area of knowledge because it is a multidisciplinary topic. As a result, we found 62 articles. Following the inclusion and exclusion criteria (ii), we performed the search for the above mentioned descriptors on the papers' titles, abstracts, and keywords. All the articles were kept. Next, considering the type of the article, as Cronin et al. (2008) indicates (ii), we kept 52 articles.

In the following, we analyzed the pertinence of the articles, as recommended in the third stage of the protocol (iii), verifying if the title, abstract, and keywords were in accordance to the organizational virtues context. These stage resulted 46 articles. Finally, we performed an eligibility (iv) and all the 46 articles were fully read. In this stage, 16 articles were excluded. Therefore, the final corpus of this systematic review is formed by 30 articles.

In order to present the collected results, we used figures generated by the *VOSviewer* 1.6.10 software, as well as the table generated by Microsoft Excel software. With the use of *VOSviewer* it was possible to group the articles into clusters. The purpose of this grouping in correlated classes is based on the principle that terms are distributed in groups of articles with similar research focuses, within the theme, so that one word does not compose distinct classes (Kron-

berger & Wagner, 2002). Moreover, the techniques of data analysis were also complemented by the assumptions of Bardin (1977) when, from the perspective of content analysis, it brings the discussion about the association or the analysis of the relations, not only looking at the frequency with which the words appear in the textual corpus, but also the relation between these elements.

In addition, the software *Iramuteq 0.7 alpha 2* tools were used in the construction of the word cloud based on the keywords of the papers, aiming to show the frequency with which they appear in the text through the lexicographic visualization of the words contained in the examined textual *corpus*.

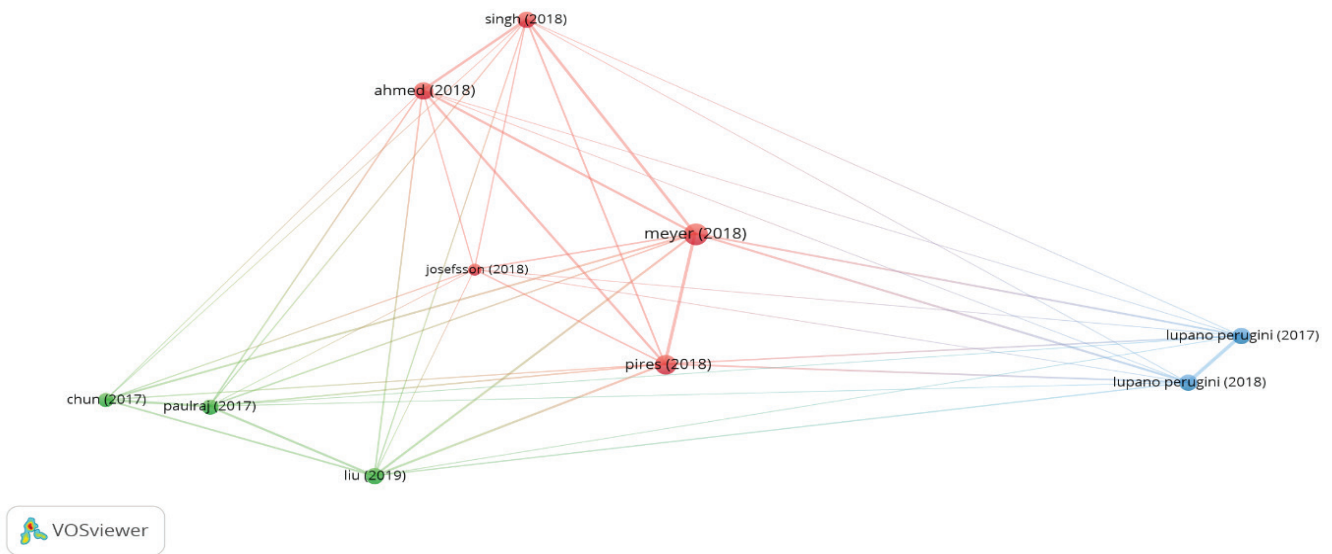
4 ANALYSIS AND DISCUSSION OF RESULTS

In order to analyze the demographic profile of the scientific production on the theme, with regard to the most published journals on the subject, the most noteworthy are the *Journal of Business Ethics*, with 6 publications, and the *European Management Journal*, with 4 publications. In addition, countries that published about the construct are, respectively, the United States, England and Ireland. Also, concerning the authors who published the most, they are highlighted: Mario Fernando, from University of Wollongong (Australia); Margaret L. Kern, from University of Melbourne (Australia); Lea Waters, from University de Melbourne (Australia); and Paige Williams, also linked to the University of Melbourne (Australia). As for the articles that received the most quotations, the data are presented in descending order: Rego, Ribeiro and Cunha (2010), with 78 citations; Rego, Ribeiro, Cunha and Jesuino (2011), with 33; Bright, Winn and Kanov (2014), with 30; and Fernando (2010), with 23 citations collected in the report generated by the *Web of Science*.

In order to analyze the 30 verified articles, we used *VOSviewer* software, which improves the bibliographic mapping by identifying groups of associated publications (Eck & Waltman, 2017). Thus, in order to investigate how the subject in question is found in the literature, a bibliographic coupling study was conducted, to measure the relationship between two articles on the basis of the number of common references cited by the two articles (Grácio, 2016). According to Egghe and Rosseau (2002), if there is a common reference item between two articles, they are bibliographically coupled, thus presenting theoretical and / or methodological proximity (Kessler, 1965). In this sense, the intensity of the coupling of two articles depends on the amount of references they have in common and the larger the number of references in common, the greater will be the binding force between them (Egghe & Rousseau, 2002).

In this perspective, Figure 1 presents the 10 documents with the greatest total binding force between them, subdivided into 3 clusters. It is noteworthy that Meyer (2018), Pires and Nunes (2018) and Ahmed, Rehman, Ali, Ali and Anwar (2018) have higher bibliographic coupling intensity.

Figure 1. Bibliographic coupling.



Source: elaborated by the authors with *VOSviewer*, 2019.

The red cluster is associated with studies that focus essentially on employees, their engagement and what Positive Psychology advocates: healthy work environments. As is the case in the study by Areskoug Josefsson, Avby, Andersson Back, and Kjellstrom (2018), in suggesting that useful approaches to healthy work environments could come from investing in issues of organizational virtuousness, employee commitment, and joy at work. Happiness and involvement in work, including, is discussed in the study of Singh, David, and Mikkilineni (2018). Similarly, Ahmed, Rehman, Ali, Ali, and Anwar (2018) studied the relationship between organizational virtues, affective well-being and job involvement. In turn, Pires and Nunes (2018) explored the role of organizational virtuousness as a mechanism through which human resources practices lead to higher levels of organizational citizenship behaviors and affective commitment. Finally, Meyer (2018) proposes potential ideas on how to further develop the concept of positive organizational virtuousness.

The green cluster, in turn, is related to the ethics of virtues and corporate social responsibility. For Liu, Wang, and Chen (2019), corporate social responsibility includes relational liability by contractual stakeholders and also public accountability throughout society. Thus, for the authors, in order to improve the enthusiasm of companies to assume social responsibility, different management measures should be taken according to the orientation of the identity of organizations, as well as the cultivation of virtue in organizations. Chun (2017) warns global companies to focus on creating a differentiated image, based on social responsibility and the ethics of virtues in organizations and, similarly, the Paulraj, Chen, and Blome (2017) study suggests that moral and virtuous motives lie behind a company's engagement in sustainability management practices.

Finally, the blue cluster is composed of studies that relate the virtues to other variables of organizational behavior. This cluster is represented by the Lupano Perugini (2017) and Lupano Perugini and Castro Solano (2018) studies. The study of 2017 sought to find differences in the organizational virtues, according to personal variables (such as position) and organizational

variables (for example, company size and type). In the same perspective, the 2018 research sought to find associations between organizational virtues and positive characteristics perceived in work organizations, as well as the differences in such virtues according to organizational variables (e.g. size, type of company and type of predominant activity). In both studies, the organizational virtues were related to measures of performance and job satisfaction.

Following the analysis through the *VOSviewer*, the analysis of co-citation measures the relation between two articles based on the number of publications in which they appear quoted concomitantly. To verify the co-citation force between two documents, the degree of association between pairs of documents is highlighted, as the understanding of the community of citing authors (Grácio, 2016). The co-citation analysis, therefore, is based on the identification of basilar, influential and/or impacting articles in the scientific community. As a result, the works of Bright, Cameron, and Caza (2006), Cameron, Bright, and Caza (2004) and Rego, Ribeiro, and Cunha (2010) were identified as the documents with the greatest co-citation force.

In addition, we analyzed the most frequent keywords in the 30 documents found, through the word cloud, presented in Figure 2 and elaborated using *Iramuteq* software. In this way, some thoughts may be suggested. Of the 111 keywords found, 17 of them were “organizational virtuousness”, which was already expected, since it deals with the theme of the present analysis. The word “virtue” appeared 4 times, even as “happiness”, which may inspire organizations to manage their employees in ways that promote happiness at work through the creation of virtuous organizational climates (Rego, Ribeiro, Cunha, & Jesuino, 2011). The other words exposed in Figure 2 were mentioned 3 times.

Figure 2. Word cloud.



Source: elaborated by the authors with *Iramuteq*, 2019.

In order to broaden the discussion about the documents found in the thematic of organizational virtues, but not intending to exhaust this question, in addition to the data already presented, an annual sequential web on the subject will briefly present objectives/results of the articles studied in the present research. In this sense, it is verified that the first publication about organizational virtues happened in 2009, following the parameters of the search presented in the Method. In addition, it is observed that almost 50% of the documents found have been published in the last 2.5 years (2017, 2018 and 2019 – until the June), which demonstrates the increasing interest of researchers in this subject, possibly derived from the urgent need to rethink the organizational performance from the involvement of areas that represent the highest human potential, such as the virtues (Bright et al., 2006; Cameron et al., 2004; Peterson & Park, 2006).

Starting from the 2009 publication, Beale and Fernando (2009) examined the influence of the short term on the genuineness of corporate environmental initiatives. For the authors, virtuousness is necessary for genuineness in corporate philanthropy. In the end, the researchers presented a model for analyzing the short-term view and the genuineness.

In the year 2010, two papers were found. Rego, Ribeiro, and Cunha (2010) investigated whether the perception of organizational virtues predicts behaviors of organizational citizenship mediated by affective well-being. Fernando (2010), in turn, examined the influences of the passage of time on three attributes of organizational virtuousness, namely: human impact, moral goodness and unconditional social benefit. In 2011, two papers were also highlighted. Rego, Ribeiro, Cunha and Jesuino (2011) investigated how perceptions of organizational virtues predict affective well-being and affective commitment of employees. In addition, the study by Fernando and Sim (2011) examined the role of strategic ambiguity in the extended responsibility of leaders beyond maximizing profit.

In the years 2012, 2013 and 2014, there was a publication of a paper in each year, being of the following authors, respectively: Fernando and Almeida (2012); Sadler-Smith (2013) and Bright, Winn and Kanov (2014). The first paper examines the organizational virtuousness of strategic corporate social responsibility initiatives in the post-tsunami period in Asia. The second combines the theories of environmental virtue ethics and organizational virtuousness by proposing the idea of "organizational environmental virtuousness" and reports that, in common with organizational virtuousness, organizational environmental virtuousness is associated with moral goodness, human impact, and enhancement unconditional social. The third one, being a theoretical paper, aimed to describe the differences between two perspectives, philosophical tradition and positive social science on the idea of virtue as a theoretical foundation for positive organizational ethics.

In addition, the year 2015 is marked by five publications. The objective of the work of Sison and Ferrero (2015) was to explain the differences between neo-Aristotelian virtue and positive organizational virtuousness, from the perspective of the ethics of virtue. Chatterjee, Moody, Lowry, Chakraborty, and Hardin (2015), on the other hand, were based on the notion that the fundamental capacities of organizational information technology influence the development of organizational virtues, which in turn influence organizational improvisation capacities and innovation. Williams, Kern, and Waters (2015) explored the association between psychological capital, organizational virtues, and happiness at work. Nikandrou and Tsachouridi (2015) investigated the dampening effects of organizational virtues, particularly employee reactions (job satisfaction, intention to give up, and willingness to support the organization) to perceptions of organizational virtuousness, both under conditions of financial crisis. Finally, the study by Gotsis and Grimani (2015) was designed to provide a functional structure encompassing contributions to the debate about virtue as a critical dimension of contemporary organizations. As results, the research presents a distinction between managerial virtues, the attitudes of leaders and collaborators, on the one hand, and virtuous management and leadership development, as well as virtuous employee training, on the other.

Starting with the 2016 publications, Tsachouridi and Nikandrou (2016) examined the direct and indirect effect of the perception of organizational virtues on organizational spontaneity, being that the indirect effect of the relationship was investigated through the mediating role of organiza-

tional identity, pride and respect. In addition, the study by Williams, Kern and Waters (2016) examines selective exposure and confirmation bias as potential processes underlying the associations of happiness at work, the psychological capital of employees and perceptions of organizational virtue. In the research by Kooshki and Zeinabadi (2016), the objective was to test the direct and indirect effect of organizational virtuousness on organizational citizenship behaviors.

In 2017, the largest number of publications was recorded, totaling seven papers on the subject. The investigations of Chun (2017), Paulraj, Chen, and Blome (2017) and Lupano Perugini (2017) were exposed in the presentation of the clusters. Karakas, Sarigollu, and Uygur (2017) aimed to introduce a multidimensional structure based on the concept of moral imagination to analyze and capture diverse virtues in contemporary organizations. Magnier-Watanabe, Uchida, Orsini, and Benton (2017) examined the effect of subjective well-being, often referred to as happiness, on the relationship between organizational virtuousness and job performance. In addition, Hur, Shin, Rhee, and Kim (2017) sought to examine the relationship between employee perceptions regarding organizational virtuousness and task development, as well as to test the mediating roles of organizational identification and engagement at work in that relationship. Finally, Williams, Kern, and Waters (2017) examined the iterative reprocessing of explicit and implicit attitudes as a process underlying the associations between positive attitudes of employees, perception of positive organizational culture (organizational virtuousness), and happiness at work.

In the year 2018, six papers were marked, all already presented in the red and blue clusters. These are: Meyer (2018), Pires and Nunes (2018), Lupano Perugini and Castro Solano (2018), Singh, David, and Mikkilineni (2018), Areskoug Josefsson, Avby, Andersson Back, and Kjellstrom (2018) and Ahmed, Rehman, Ali, Ali, and Anwar (2018). At last, in the current year, the publication of Liu, Wang and Chen (2019), already detailed in the green cluster, was identified.

5 RESEARCH AGENDA

Among the studies surveyed, it was found that Rego, Ribeiro, and Cunha (2010) and Rego, Ribeiro, Cunha and Jesuino (2011) investigations received the most quotations, consequently concentrating the authorship of the publications by the fact that three researchers are the same in the two papers.

In relation to the bibliographic coupling, three papers from the year 2018 were also highlighted, which also belong to the same cluster, associated with studies that focus essentially on collaborators, on their engagement and on what Positive Psychology advocates. This grouping deserves to be highlighted because it presents the organizational virtues related to the well-being of the employee and, according to the authors, this would be indicative of the healthy functioning of the organizations. Within this perspective, it is worth noting the authors' recommendations when their research agendas point to the association of the organizational virtues with other variables of organizational behavior, as well as for studies on samples and institutions with profiles not yet contemplated.

On the other hand, the analysis of co-citation demonstrated three papers that stood out as influential in the literature. Nevertheless, of these three, two papers were not part of the documents rescued in the present bibliometric (Bright, Cameron, & Caza, 2006; Cameron, Bright, & Caza, 2004) for not being highlighted as articles in the database used. However, their impact as seminal studies on organizational virtues must be recognized.

With regard to the word cloud, one fact that has drawn attention is the fact that the term organizational virtuousness has appeared seventeen times in counterpoint to the term organizational virtue, with three apparitions. In this sense, it is inferred that, in the scientific literature, studies have referred more to the first term when dealing with the subject.

Regarding the limitations of this review, it may be pointed out that, in some studies, organizational virtue was not the main variable, which brings a reflection on the construction of the field in the scientific literature, considering also the incipient amount of articles, proving that this is a promising and growing issue in the field of organizational behavior. Also, the focus of this review was on scientific papers published in first-line journals, so that production on the topic in outlets such as congress articles, handbooks, theses and dissertations was not exhausted.

Furthermore, we conjecture as a research agenda the development of multi-method studies, in order to provide a better understanding of the phenomenon. A similar opinion is expressed by Meyer (2018), when the scholar states that qualitative studies would draw an image of the organization's internal qualities and such an approach could be reinforced through the additional use of quantitative methods. Thus, the much-needed methodological triangulation would bring important advantages in terms of validity and reliability in research by combining the description and the explanation of phenomena with the light cast by qualitative strategies on their specificities.

Advancing to the research agenda, from the identified gaps in the production routes traced, despite the notoriety of the organizational virtues for the collaborators, also for the organizations, research on the subject is scarce in the scientific literature (Dawson, 2018; Hamrahi et al., 2015), which was confirmed by the results of this review. In view of this, it becomes imminent the need for more studies that relate organizational virtues to other variables of organizational behavior, such as culture, organizational justice, leadership, resilience, organizational support, human resource practices, organizational values and organizational citizenship behaviors, advancing, in particular, to the testing of more complex models including mediation and moderation. This way, the virtues could be aggregated to the models of managerial decision making and promoted in all areas of the organization, as a way to leverage not only organizational results, but also and primarily, the affective, social and sustainable well-being of employees. Hence, future research should explore different combinations of variables from positive psychology and human resources management, indicating the focus on people well-being and on the promotion of healthier and more productive workplaces, which should be a priority in any organization.

Add to this agenda future research in organizations in which virtues seem to play a more relevant role, such as in non-profit organizations, health services and community assistance (Pires & Nunes, 2018). When an organization experiences situations of change and uncertainty, the virtues can guide it toward better performance (Baker & Dutton, 2007; Bright et al., 2006; Caza et al., 2004; Cameron et al., 2011; Dawson, 2018). Thus, longitudinal studies that reach crisis situations are welcome, such as the post-tsunami research in Asia developed by Fernando and Almeida (2012). It is evidenced that the accomplishment of studies in this tonic can offer

contributory results both for the employees, at the individual level, as for groups and the organization as a whole, which raises the importance of conducting studies with multilevel approach.

Still calling attention to the dampening power of virtues in organizations (Cunha et al., 2013), further studies are needed that analyze the impact of organizational virtues on improving and satisfying the relationship between employees and customers, because there is evidence that a greater number of positive emotions can lead employees to be more helpful and to act in favor of the company (Ribeiro & Rego, 2010; Singh et al., 2018). At last, the refinement of the construct measures are crucial for the development of new relational studies that strengthen the blue cluster searches, for example, as well as for the production of organizational diagnoses that inspire managers to return to the promotion of employee well-being, which is preconized by positive psychology.

6 CONCLUSION

The present paper has mapped, in an unprecedented way and with innovative techniques of analysis, inspired on the protocol of Cronin et al. (2008), the state of the art of the scientific productions relative to the virtues in the organizational field, and is where the main contribution of this work lies, since other revisions on the subject were not identified in the literature that would allow us to make comparisons.

Therefore, it is concluded that, by portraying the scenario of scientific production regarding the organizational virtues, gathering gaps in the literature that supported the proposition of an agenda for further studies, the advancement of the theme could contribute to the improvement of organizations in terms of both effectiveness and organizational performance.

Especially considering the context of deterioration of trust in organizations, as well as the calls of Positive Psychology to motivate managers to advocate the well-being and satisfaction of employees, the constant practice of organizational virtues has proven to be a relevant predictor of desirable attitudes and behaviors at work, as well as the promotion of healthier environments, in which the ethical and moral standards so needed today can come out of theory and inspire new leaders.

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