

The Mediating Roles of Transformational Leadership and Workplace Gossip on The Relationship Between Organizational Justice and Organizational Virtuousness

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Abstract

The purpose of this study is to examine direct and indirect effects of organisational justice on morale and virtuousness through transformational leadership and workplace gossip. An online questionnaire was used to purposively sample 385 participants from the pharmaceutical manufacturing industry in India for this study. Important predictors of organisational virtue were identified, including workplace gossip, transformational leadership, and organisational justice. The results of the study showed a strong correlation between virtue and organisational justice. Three significant additions are revealed: Firstly, managers who possess transformational leadership skills in addition to a grasp of organisational virtuousness can foster growth in both the company and its employees. 2) Promoting office gossips that are in line with moral principles creates a happy work atmosphere and improves employee output. 3) A greater understanding of organizational justice and virtuousness enhances wellbeing, which leads to improved productivity at work. There is a considerable correlation in the Indian pharmaceutical sector between workplace gossip, virtuousness, transformational leadership, and organisational justice. The latter two serve as mediators between virtuousness and justice. Business and workforce growth are facilitated by transformational leadership that cultivates organisational virtuousness. Creating an ethically sound and equitable workplace improves wellbeing and increases output. By identifying workplace gossip and transformational leadership as mediators between organisational justice and virtuousness in India's pharmaceutical manufacturing sector, this study enhances the applicability across industries and contributes to the management literature.

Keywords: Organisational justice, organisational virtuousness, transformational leadership, workplace gossip, pharmaceutical sector.

Introduction

As a natural result of consumption, organizations today use diminishing and nonrenewing resources more effectively and efficiently, thereby creating a balance and demand-oriented production. Employers want employees to adopt this policy in order to maintain productivity in a competitive environment. The development of social, economic, and cultural systems around the world is largely dependent on increasing productivity at the workplace (1). Organisations usually look for employees who are knowledgeable about the work environment, capable of solving problems, committed to the organization's goals, and capable of achieving them on their own. However, not all employees can meet these requirements. People who achieve this type of expectation are said to have "virtuosity.". It is derived from the Latin word

"virtus", which means "power" or "virtue". In organisations, virtuous individuals help to foster benevolence by highlighting the values and integrating them into the work culture (2). A concept of organisational virtue can be explained by attributes such as organisational goodness, social development, tolerance, honesty, and moral integrity, and it is one of those aspects of organisational behaviour that deserves further research and development because it adds value to business by developing organisational culture and communications, and it leads to successful operations (3). By developing a sense of equality and justice, employees become more productive. Therefore, virtuous employees are essential for organisations. A set of actions, collective actions, cultural attributes, or processes that propagate and maintain virtuous behaviours within an

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organisation is called organisational virtuousness (4). In difficult environments, organisations need positive organisational behaviour, such as virtuousness and optimism. Those who are highly virtuous and passionate about doing good without considering the consequences will lead prosocial movements. Positive behaviour and a sincere desire to succeed are common traits among these employees (5). A virtue protects a company from negative behaviour through strong ties, attitudes, and behaviours, increasing efficiency, collaboration, and flexibility attitudes, and behaviours (6, 7).

The justification for investigating workplace gossip and the purpose of transformative leadership as go-betweens in the relationship between organisational virtue and justice is based on an extensive comprehension of organisational dynamics that is obtained from a variety of empirical investigations. All this research show how organisational justice, virtue, and different organisational outcomes are intricately related to one another. For instance, A study (8) shows that organisational virtue, distributive justice, procedural justice, and performance are positively correlated in the banking industry. In the sports and youth departments, another study (9) highlights the mediation effect of organisational citizenship behaviour in bridging organisational justice and virtue. This investigation into the relationship between organisational virtue and productivity at work is continued in another study (10), where organisational justice serves as a partial mediator. The research another study (11) demonstrate the wider consequences on the quality of working life by establishing a connection between justice dimensions and general well-being, job satisfaction, and working conditions. Another published report (4) provides more evidence for the value of virtue by showing a strong correlation between it and both objective and perceived indicators of organisational effectiveness. The findings of another study (10), which involved high school educators, emphasise the beneficial relationship that exists between virtue, justice, and organisational health. Together, these studies demonstrate the complexity of organisational relationships and the role that moral, transformational, and just leadership plays in creating productive work environments. Furthermore, the transformative leadership

perspective is highlighted in many studies (10, 12-16). These studies examine how this perspective can be used to moderate workplace dynamics, lessen bullying, promote human integration in mergers and acquisitions, curb deviant behaviour, and impact ethical behaviour. The combination of these studies offers a strong basis for examining the potential intersections between organisational virtue, justice, and transformative leadership and rumours as commonplace phenomena. This helps to provide a more complex understanding of workplace dynamics and leadership interventions. This thorough investigation provides insightful information for professionals, highlighting the necessity for leaders to address corporate justice and virtue in order to promote healthy workplace environments and reduce negative behaviours.

As such, the present study was aimed at connecting three domains namely transformational leadership, organisational justice, and workplace gossip. It also aimed at discovering then effect on organisational virtuousness, which determines an organisation's righteousness and productivity.

Theory and Hypotheses

Organizational Virtuousness and Organizational Justice

In order to follow the path of virtue, an organisation must have certain characteristics such as trust, positivity, honesty, cohesion, empathy and remission (4). Any organisation can achieve the state of virtuousness only if it thrives for the development of its employees and society at large (17). In the present study organisational virtuousness focusses upon comprising or developing strong motivating leadership style, promoting positive gossip which is constructive in nature and supporting financial and other fair practices to building up relational reserves (positive human relationships), honest towards employee wellbeing and creating an etiquette business model.

According to the theory of attrition, if employees of an organisation aren't treated well, the output of the organisation automatically drops, signalling a natural reaction to the unfair treatment (18). It is most likely that employees feel satisfied and committed when they believe that their wages are commensurate with their work and are more productive towards the organisation when their

wages are proportionate to their work (19). In accordance with the present study, an effective definition of organisation justice could be stated as follows: "Organisation justice encompasses all the particulars and characteristics related to a work environment. The synergy, processes, and results of the organisation are impartial and candid in nature and execution, and thus contribute to its character.

Transformational Leadership and Workplace Gossip

There are different types of leadership, but they all focus on noble intentions to be a leader for the employees, the organisation, and society in general. It values ethical structure and fairness (20). The concept of transformational leadership refers to the type of leadership that builds the self-esteem of the subordinates and develops their skills to achieve better results (21). Transformational Leadership is that style of leadership in which the leader encourages, motivates, works effectively with the team, and becomes a part of the team in order to achieve objectives and inspire employees by doing it effectively in a real work situation.

Generally, gossip at the workplace occurs when individuals develop a relationship and a comfort zone develops around them. As a result, socializing occurs, which ultimately leads to gossip (22). Workplace gossip is a phenomenon which should be promoted in organisations as it helps to build close associations, affiliations and relationships among employees (23). It is human nature to gossip, which can be transformed into better communication all around. In the workplace, gossip is a common spectacle, but very little attention is paid to its impact on the workforce. This study intends to approach the concept of workplace gossip in a constructive and pragmatic way. It thus serves as a helpful tool for employers because it shows the path to follow and makes it easier to find swindling employees.

Organisational virtuousness: the dependent variable

A state of organisational virtuousness isn't an all or nothing state. There are no entirely virtuous or non-virtuous individuals or organisations. A person's actions or collective accomplishment can manifest virtuousness in an organisation, and the organisation's culture or processes can enable or

disable virtuous behaviour. Organisational virtuousness has three significant definitional characteristics: human impact, moral goodness, and social betterment (24). Virtuousness is associated with desirable individual outcomes, so it is rational to assume that, when it occurs in organisations, an optimistic association may also result in positive organisational outcomes. (25-28). It is important for employees to perceive their organisation as virtuous, to develop positive images about the organisation and to develop a sense of attraction toward the virtuous actors, helping observers to form quality connections with one another (29). As a result, employees are able to meet their social and security needs, resulting in higher performance levels (30-33). Working for a virtuous organisation leads to positive emotions that broaden employee thought action repositories and inspire them to solve problems creatively (34). Employee well-being is enhanced when there is an openness to problem-solving and a reduction in the difficulties associated with work-related duties. In the past, the relationship between organisational justice, leadership style, workplace gossip and virtuousness have been remote. Organisational behaviour does not place leadership style and virtuousness in the same domain (4). The present study, however, aims to link these discrete domains viz. transformational leadership, organisational justice and workplace gossip and to find out the impact of them on organisational virtuousness which decides an organisation's probity (Figure 1). Thus, it is hypothesised that:

Hypothesis 1: Transformational leadership is a positive significant predictor of organisational virtuousness.

Hypothesis 2: Organisational justice is a significant determinant of organisational virtuousness.

Hypothesis 3: Workplace gossip significantly affects organisational virtuousness.

Hypothesis 4: Transformational leadership has significant mediation effect between organisational justice and organisational virtuousness in the Indian pharmaceutical sector.

Hypothesis 5: Workplace gossip has significant mediation effect between organisational Justice and organisational virtuousness in the Indian pharma sector.

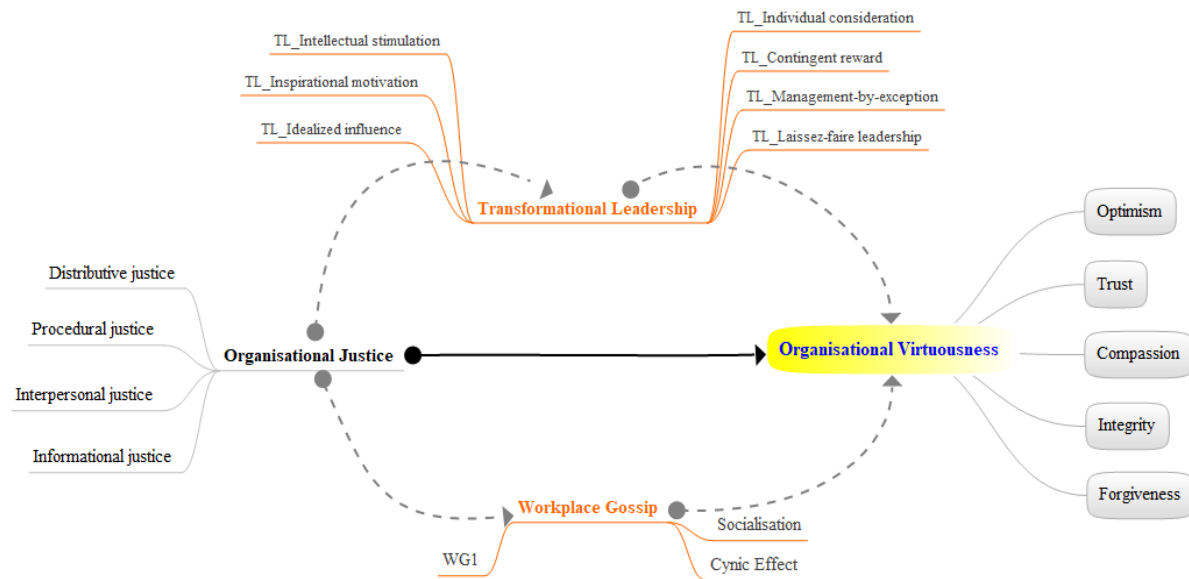


Figure 1: Depicting the overall conceptual framework of the present study

Methodology

Survey Method

There were two ways in which the survey was conducted- by way of a web-based survey and through a questionnaire given out in paper form. Despite the difference in administration methods, the web-based and paper-based questionnaires were identical. There was a basic demographic profile for each questionnaire starting off with questions about age, gender, years of work experience at a specific organisation in terms of total work experience, work experience in the current organisation, as well as cumulative work experience in total. In addition, the questionnaires contained instruments to measure Transformational Leadership, perceived Organizational Justice, Workplace Gossip, and Organizational Virtuousness. The questionnaires were distributed to both web-based and paper-based respondents through the Human Resources division of the organisation. The questionnaires also ensured anonymity since they did not ask for the names of respondents or the details of their employment anywhere in the questionnaire.

Study area

The study focused only on the drug manufacturing companies within the state of Himachal Pradesh because the state has become a hub and also a new focus for drug manufacturing in India (35). In Himachal Pradesh, there are three kinds of pharmaceutical companies, namely large, medium, and small-scale (36). Whether a

company is located in Himachal Pradesh or elsewhere in the country, it is mandatory to manufacture drugs only and under the Drugs and Cosmetics Act 1940 and the Rules made thereunder (36-38).

Sample Design

Sampling techniques can be classified into two major categories: probability and non-probability sampling. When elements of the population are not expected to have a predetermined chance of being selected to be part of a survey, non-probability sampling is used to select those individuals (39). When the probability of selecting a certain element in the population is known, probability sampling is used instead (40). In this current work, data were gathered by means of purposive sampling, a nonprobability sampling method (41).

Sample and Sampling Procedures

According to Krejcie and Morgan (42) method and formula, sample size was determined in the present study. Three hundred and eighty-five participants from the pharmaceutical manufacturing sector of India were selected through a purposive sampling method. Participants are chosen from a section of the larger population that was easily accessible to the researcher (41). In addition, some participants were approached by the researchers' personal acquaintances. Minimum 1 year of tenure with the organisation was the eligibility criterion for the participants. A well cited study (7) suggested 6 months' time as sufficient time for an individual to

perceive about organizational virtuousness. All responses were kept private and anonymous. A total of 77.9% of the sample was male and 62.1% was married. Of the respondents, 42.1 percent had finished their postgraduate studies, 57.6 percent had worked for up to five years, and 10.5 percent had worked for more than sixteen years. In all, 37.1% of the respondents reported that their salary is more than Rs. 500,000 per annum.

Data collection

In accordance with the study's objectives, data was gathered from primary and secondary sources. Secondary information was obtained from a variety of sources, including journals, websites, published theses, books and magazines, guidelines for the industry, and other research guides. Specifically, the primary data was gathered through the use of a survey questionnaire tool. Through the interaction between respondents of pharmaceutical companies via Google forms and via the Survey Questionnaire, as well as via emails and phone calls, and via printed questionnaires, primary data were gathered. According to the modified Likert scale, the statements were evaluated on a five-point Likert scale.

Organizational virtuousness

This study used the Dubey, Ruparel, and Choubisa, 2020 (43) assessment scale to assess the perceptions of organisational virtuousness. The measurement has 15 items grouped under 5 sub-dimensions with 5-point Likert-type scale ranging from 0 (Not at all) to 4 (Frequently).

Organizational Justice

The study measured the perceptions of organizational justice using the measurement scale proposed by Enoksen, 2015 (44). The measurement has 20 items grouped under 4 sub-dimensions (Distributive Justice, Procedural Justice, Interpersonal Justice and Informational Justice) with 5-point Likert-type scale ranging from 0 (Not at all) to 4 (Frequently).

Transformational Leadership

The study measured the Transformational leadership using the measurement scale proposed by Boamah and Tremblay, 2019 (45). The measurement has 21 items grouped under 7 factors with 5-point Likert-type scale ranging from 0 (Not at all) to 4 (Frequently).

Workplace Gossip

The study measured the Workplace gossip using the measurement scale proposed by Brady, Brown, and Liang, 2017 (46). The measurement has 24 items grouped under 3 sub-dimensions with 5-point Likert-type scale ranging from 0 (Not at all) to 4 (Frequently).

Data analysis tools and Statistical techniques

An analysis of data is a process of reasoning through the data that has been collected via a questionnaire (40). Therefore, numerous apparatuses have been utilised in this study to analyse the dataset and see the anticipated purposes. Depending on the type of analysis to perform, the level of measurement, the nature of the variables and the assumptions to be met will determine the kind of analysis. Analytic techniques were employed using SPSS version 22 (Statistical Package for Social Science) and IBM SPSS AMOS 24. The techniques used for the study included Reliability testing using Cronbach's Alpha, Descriptive statistics, Confirmatory Factor Analysis and Structure Equation Modelling and analysis. To understand if the scales were reliable, Cronbach's alpha was used. Using descriptive statistics, including mean and standard deviation, the first level of data analysis was carried out. An analysis of correlation is used to determine whether two or more constructs are related in strength and direction. In this study, Pearson correlation technique was used to study the positive or negative relationship between the key constructs of the research model. In this technique, Pearson correlation co-efficient was applied to interpret the strength of the relationship. Validation and efficiency of the model were determined using confirmatory factor analysis. Evaluation of the model was performed using structural equation modelling. This was used to predict the value of dependent variable from the independent variables, using regression equation, R^2 variance values and β coefficients. Regression analysis also made it possible to test the associations that are indirect (mediating) and direct. The mediation study was completed using the bootstrapping approach, which produced upper and lower-level confidence intervals (ULCI and LLCI).

The present study applied the following criteria to assess model fit (47, 48): (a) chi-square/degrees of freedom ratio (values < 3 are acceptable), (b)

goodness of fit index (GFI), Adjusted Goodness of Fit Index (AGFI), Comparative fit index (CFI), Normal fit index (NFI), Relative Fit Index (RFI) (values ≥ 0.90 are acceptable), (c) Root Mean Square Error of Approximation (RMSEA; values ≤ 0.05 are acceptable). The findings demonstrated that the model fit indices were satisfactory (Table 1). In order to obtain a composite score for all variables under investigation, the study first calculated the composite average for each subscale by averaging the items for each subscale; then, it calculated the averages for each related subscale. A Cronbach's alpha value of .90 has been set.

Results

Mean, standard deviation and correlation matrix for organisational Justice, transformational Leadership, workplace gossip and organisational virtuousness were presented in Table 1. As evident from the correlation matrix from table 1, significant correlation was observed to be existed between organisational justice, transformational leadership, workplace gossip and organisational virtuousness. Table 2 displays the data for mean, standard deviation, zero-order correlation, and Cronbach's alpha. As anticipated, there was a strong positive correlation between workplace gossip, transformational leadership, organisational justice, and organisational virtuousness. All the Cronbach's alpha are greater than .60 which shows good internal consistency (49). To test the hypotheses, regression analysis was used (50). Testing of the direct and indirect (mediating) correlations was made possible via regression analysis. The confidence intervals for the top and lower levels (ULCI and LLCI) are provided by the bootstrapping method. The relationship is significant if the range between these two does not encompass zero. Testing the mediation analysis has been shown to be better accomplished with regression analysis. The outcomes of the mediation study were presented in Table 3. However, the current study's substantial link between the independent and dependent variables suggests that partial mediation may be possible. Partial mediation was possible because of the relationship's declining size. Figure 2 displays a thorough explanation of each path along with its beta coefficients.

In the presence of the mediating construct transformational leadership, Table 3

demonstrated the direct and indirect effects of organisational justice on organisational virtuousness. A significance threshold of 0.05 has been used. Using a sample size of 2,000, the bootstrap estimates verified the mediation. Results of the Table 3 showed that transformational leadership mediated between the organisational justice and organizational virtuousness. The total (direct) effect organisational justice on organizational virtuousness was observed significant ($\beta = .938$, $SE = 0.076$, $CR = 12.342$, $p = .001$). and organizational justice has a considerable direct impact on transformational leadership, although a diminished one ($\beta = 0.507$, $SE = 0.054$, $CR = 9.225$, $p = .001$). In the presence of a mediating construct termed as workplace gossip, Table 4 demonstrated the direct and indirect effects of organisational justice on organisational virtuousness. A significance threshold of 0.05 was used. Using a sample size of 2,000, the bootstrap estimates verified the mediation. Results of the table 4 exhibits that workplace gossip mediates between the organisational justice and organizational virtuousness. The total (direct) effect organizational justice on organizational virtuousness was observed significant ($\beta = .941$, $SE = 0.067$, $CR = 14.045$, $p = .001$) and the direct effect of organizational justice on workplace gossip was significant with diminished effect ($\beta = 0.062$, $SE = 0.007$, $CR = 8.857$, $p = .001$). Therefore, obtained the pattern consistent with mediation the difference between the total (direct) effect of organizational justice on organizational virtuousness and direct effect organizational justice on organizational virtuousness which was the indirect (mediated) effect of organizational justice on organizational virtuousness, with a point estimate of $\beta = 0.066$, $SE = 0.015$, $CR = 4.547$, $p = .001$ was significant and 95% BC, bootstrap CI of 0.034 to 0.097 did not contain zero value and p -value was significantly less than .05 Hence, Workplace gossip partially mediated between organizational justice on organizational virtuousness. Therefore, the results obtained the pattern consistent with mediation the difference between the total effect (direct) of organizational justice on organizational virtuousness and direct effect organizational justice on organizational virtuousness which was the indirect (mediated) effect of organizational justice on organizational

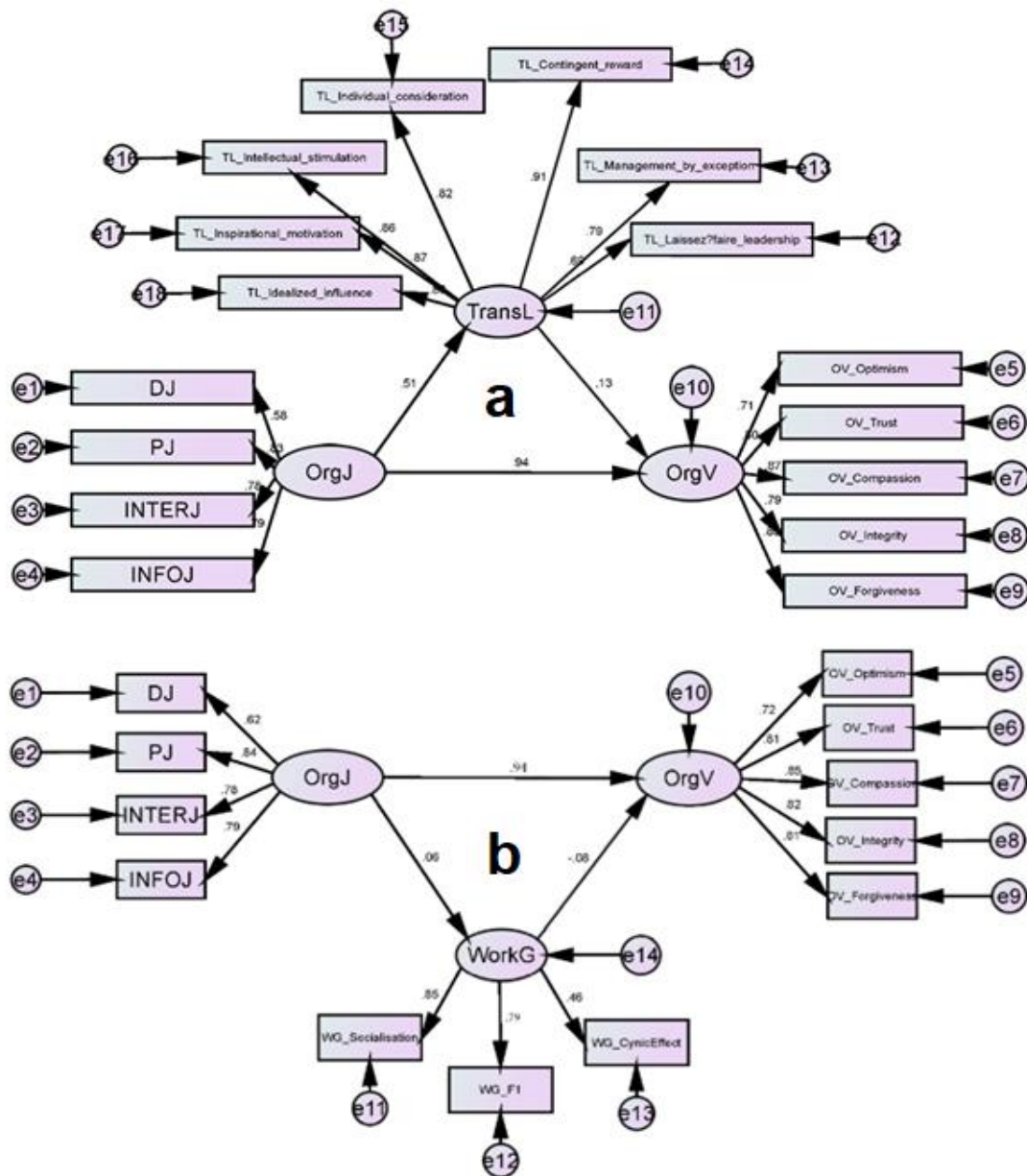


Figure 2: Hypothesized model with beta coefficients. a) SEM for mediation effect of transformational leadership (TL) between Organisational Justice and Organisational Virtuousness, b) SEM for mediation effect of Workplace Gossip between Organisational Justice and Organisational Virtuousness.

virtuousness, with an estimate of $\beta = 0.026$, $SE = 0.011$, $CR = 2.363$, $p = .001$ was significant and 95% BC, bootstrap CI of 0.005 to 0.047 did not contain zero value and p-value was significantly less than .05. Hence, transformational leadership and workplace gossip partially mediated between organizational justice and organizational virtuousness.

Discussion

The purpose of this study was to investigate the relationship between organisational justice and

organisational virtuousness, both directly and indirectly (via workplace gossip and transformative leadership). The outcomes validated each of the theories as hypothesized earlier. As hypothesized, organisational justice, transformational leadership and workplace gossip were positive significant predictors of organisational virtuousness. It was shown that there was a strong positive correlation between organisational virtuousness and organisational justice. Employee performance is higher among those who believe their firm is morally upright.

The results were consistent with other findings (51, 28), that employees with positive perceptions of the environment in which they were working report greater positive cognitive evaluations of their jobs. With perception of organizational justice and organizational virtuousness, attraction and attachment toward the organization occurred; also, Employees may work more assiduously, passionately, and enthusiastically at their tasks if they are proud to be affiliated with their virtuous company or organization. Thun and Kelloway, 2011 found that leadership constructs like empathy, wisdom, and tolerance had a set of consequences with potential positive impacts on organisational performance, including the enhancement of commitment to an organisation. As such, based on the findings, this present work can conclude that 'idealised influence', 'inspirational motivation', and 'individual consideration' along with other constructs indicating transformational leadership, were significant positive indicators for organisational virtuousness (52). In addition, the informal networks in which gossip were spread and served a number of purposes that might be useful in any organisational environment when properly managed. Therefore, gossip was categorised as positive and negative in the literature. Gossip was mostly thought to be harmful for the functioning of the organisation. Managers perceive gossip as behaviours that must be reduced or destroyed within the organisation. The present study indicated workplace gossip as a significant

positive predictor for organisational virtuousness and getting information, socialisation and cynic effect were found to be equally predictive and important. Transformational leadership results in organisational virtuousness as the leader's virtues (such as justice, integrity, honesty) facilitate positive organisational culture, welfare, trust, and cooperation enhancing an individual's sense of loyalty and duty to act accordingly. Employees with sense of justice and virtuousness tend to interact more with other employees in the organization and might form strong social bonds which made the work more meaningful and satisfying; positive emotions induced the employees to find flow in their work (31, 53), which had a conceptual resemblance with workplace gossip and work engagement. However, the connection between organisational virtuousness and organisational justice was only partially being mediated by workplace gossip and transformational leadership. Perceiving positive images about their organization produces positive emotions which help in forming high-quality connections (31, 54, 55). Positive interactions with other employees in the organization enable employees to create positive spirals of meaning at work (53) and cultivate work engagement and productivity trends.

Theoretical Contributions

The relationship between workplace gossip, transformational leadership, organisational justice, and organisational virtuousness has not been directly studied. This study may be the first

Table 1: Presenting the values for the Model Fit Indices

The various indices of Model fitting	Organizational virtuousness	Organizational Justice	Transformational Leadership	Workplace Gossip
Chi-square/degrees of freedom (χ^2/df)	2.853	2.793	2.824	2.923
Goodness of Fit Index (GFI)	0.957	0.913	0.922	0.934
Adjusted Goodness of Fit Index (AGFI)	0.964	0.932	0.932	0.942
Root Mean Square Error of Approximation (RMSEA)	0.029	0.033	0.041	0.046
Comparative fit index (CFI)	0.951	0.911	0.901	0.915
Normal fit index (NFI)	0.907	0.936	0.926	0.952
Relative Fit Index (RFI)	0.972	0.977	0.968	0.957

Table 2: Mean, Standard Deviation, Zero-Order Correlation, and Cronbach’s Alpha Statistics

N=380	Mean	SD	1	2	3	4
Organizational justice (1)	3.036	.693	(.951)			
Organizational virtuousness (2)	3.018	.674	.868**	(.875)		
Transformational leadership (3)	3.214	.560	.429**	.571**	(.839)	
Workplace gossip (4)	2.053	.841	.110*	.062	.055	(.741)

Note: Diagonal parentheses show Cronbach’s alpha.
 *. Correlation is significant at the 0.05 level (2-tailed), **. Correlation is significant at the 0.01 level (2-tailed).

Table 3: The direct and indirect effect of organisational justice on organizational virtuousness in the presence of mediating construct Transformational leadership

	β	SE	CR	Bootstrapping			Results
				BC 95 % CI			
Bootstrap results for Direct and Total Effect				Lower	Upper	p	
The Total Effect of OJ on OV	.938	.076	12.342	.917	.959	.001	Supported
The Direct Effect of OJ on TL	.507	.054	9.225	.418	.585	.001	Supported
The Direct Effect of TL on OV	.130	.031	4.149	.060	.204	.001	Supported
The Direct Effect of OJ on OV	0.872	.082	10.634	.902	.974	.001	Supported
Bootstrap result for indirect effect	Effect	SE	CR	Lower	Upper	p	
The Indirect effect of OJ on OV	.066	.015	4.547	.034	.097	.001	Supported

The significance level was set at 0.05. Bootstrap estimates on 2,000 sample size.

Table 4: The direct and indirect effect of organisational justice on organizational virtuousness in the presence of mediating construct workplace gossip

	β	SE	CR	Bootstrapping			Results
				BC 95 % CI			
Bootstrap results for Direct and Total Effect				Lower	Upper	p	
The Total Effect of OJ on OV	.941	.067	14.045	.919	.963	.001	Supported
The Direct Effect of OJ on WG	.062	.007	8.857	-.079	.210	.001	Supported
The Direct Effect of WG on OV	-.084	.013	6.462	-.142	-.037	.001	Supported
The Direct Effect of OJ on OV	.915	.083	11.024	.891	.939	.001	Supported
Bootstrap result indirect effect	Effect	SE	CR	Lower	Upper	p	
The Indirect effect of OJ on OV	0.026	.011	2.363	.005	.047	.001	Supported

The significance level was set at 0.05. Bootstrap estimates on 2,000 sample size.

in India's pharmaceutical manufacturing industry to look at the direct and indirect relationships between organisational justice and virtuousness, as well as the mediating roles played by workplace gossip and transformational leadership. This research, which examines the aforementioned relations in the context of the Indian pharmaceutical sector, undoubtedly adds value to the body of current work.

Practical Implications

Being an ethical organisation provides several advantages for both the staff and the company. Employees who believe that their company is virtuous will become more devoted to it and act in ways that go above and beyond what is expected of them in their roles. Examples of these behaviours include organisational citizenship behaviour toward individuals (OCBI) and organisational citizenship behaviour toward the

organisation (OCBO). The workers' extracurricular activities will contribute to the smooth operation of the company. A key study (56) suggested that valuing the virtues in an organization will enhance both individual and organizational well-being in the long run.

Limitations and Future Research Directions

Organizational justice and organisational virtuousness are domain-specific, however in this study, workplace gossip and transformational leadership are judged as context-free, or as such, in general. One possible explanation for the partial mediation of workplace gossip and transformational leadership between organisational virtuousness and organisational justice rather than full mediation could be that workplace gossip and transformational leadership were not assessed as domain-specific modalities. The researchers of this study use the rumour scale that is currently accessible to measure workplace gossip because there are no well-established multidimensional measures available in the Indian setting. Validating fresh measuring scales for all the studied variables in Indian pharmaceutical manufacturing industry context, was outside the purview of this investigation.

Since the relationships between workplace gossip and its work-related antecedents are stronger, future research may concentrate on measuring workplace gossip as a multidimensional construct particularly measured at the workplace rather than as gossip in general. The sampling strategy employed in this investigation is another drawback. Purposive sampling is a strategy that produces bias and low external validity, yet it was justified in this study since it aimed to investigate the emerging relationships between several positive psychology categories. The limitations included non-random selection of participants, that was to say the researcher was subjective and biased in choosing the subjects of the study. This impeded the researcher's ability to draw inferences about a population.

For reduced sample bias and greater generalisation, researchers might examine the strength of the association in a different setting and using a more robust sampling approach. Moreover, all four constructions' data were gathered at one particular point of time. As a result, our research did not allow us to determine

the causative direction. However, the association between organisational virtuousness and organisational justice was explained by the mediation effect of workplace gossip and transformational leadership, which was consistent with the suggested causal relations.

Conclusion

In spite of the abovementioned criticism, the current study adds three significant points to the growing body of knowledge: First, supervisors or managers can progress the performance of employees as well as growth of the company by improving their perception of organizational virtuousness and also by cultivating transformational leadership qualities; second, the managers can improve employees' performance and work engagement by encouraging workplace gossip by enlightening their discernment of organizational virtuousness; and last, insight of organization virtuousness and sense of organizational justice improves employees' well-being leading better work place performance. Our finding supports several previous (27, 57, 58) argument that by observing the virtuous action in the organization, employees experience more well-being, exhibit extra-role behaviour, and help the organization in the construction of healthy and virtuous environment. Thus, it may be viewed as a continuous process that will raise productivity both inside and outside of organisations. In a nutshell, there was observed significant correlation among organizational justice, organizational virtuousness, transformational leadership and workplace gossip in pharmaceutical manufacturing sector in India. Organizational justice, transformational leadership and workplace gossip were observed to be positive significant predictors of organisational virtuousness. Transformational leadership and workplace gossip were observed to be partially mediating the impact of organizational justice upon organizational Virtuousness in Indian pharmaceutical segment.

Abbreviation

SPSS: Statistical Package for the Social Sciences
 AMOS: Analysis of Moment Structures
 ULCI: Upper-Level Confidence Interval
 LLCI: Lower-Level Confidence Interval
 GFI: Goodness of Fit Index

AGFI: Adjusted Goodness of Fit Index
 RMSEA: Root Mean Square Error of Approximation
 CFI: Comparative Fit Index
 NFI: Normal Fit Index
 RFI: Relative Fit Index
 CR: Comparative Fit Index
 df: Degrees of Freedom
 OCBI: Organizational Citizenship Behaviour toward Individuals
 OCBO: Organizational Citizenship Behaviour toward the Organization

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Author Contributions

Dr. Nidhi Malhotra and Dr. Rashmi Aggarwal contributed equally to the conception and design of the study. Dr. Nidhi Malhotra conducted data collection and analysis, while Dr. Rashmi Aggarwal contributed to the interpretation of results. The final version of the work was approved by both authors, who also contributed significantly to its preparation and critical revision.

Conflict of Interest

Regarding the research, writing, and/or publishing of this article, the author(s) have stated that they have no potential conflicts of interest.

Ethics Approval

Not applicable

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