

# **The Moderating Role of Perceived leader wisdom in the Relationship between Organizational Virtuousness and employees Psychological Safety: An Empirical Study**

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## ABSTRACT

This research examines the direct impact of Organizational Virtuosity (OV) on employees psychological safety and examines the moderating role of perceived leader wisdom in the relationship between organizational virtuosity and psychological safety ,a field study was then conducted using a sample of 239 employees working at Tanta University Main Center and usable questionnaires were 217 with response rate of 90.7 , Results revealed that all dimensions of OV have a statistically significant positive direct impact on employees psychological safety at Tanta University Main Center .

Moreover, results revealed that perceived leader wisdom has statistically significant direct impact on employees psychological safety Finally, findings showed that perceived leader wisdom plays moderating role in the relationship between OV and employees psychological safety at Tanta University Main Center.

**Keywords:** Organizational Virtuosity, Perceived leader Wisdom, Psychological Safety.

## مستخلص البحث

يهدف هذا البحث إلى اختبار الأثر المباشر لأبعاد الاستقامة التنظيمية على الأمان النفسي للعاملين، كما تسعى الدراسة إلى الكشف عن ما إذا كانت حكمة القائد المدركة تلعب دوراً معدلاً في العلاقة بين الاستقامة التنظيمية والأمان النفسي للعاملين وقد تم إجراء دراسة ميدانية باستخدام عينة قوامها ٢٣٩ مفردة من العاملين في الإدارات المتواجدة في المركز الرئيسي لجامعة طنطا وبلغت عدد الإستمارات المستوفاة ٢١٧ إستمارة بنسبة ٩٠,٧%

وقد أوضحت النتائج أن جميع أبعاد الاستقامة التنظيمية لها تأثير معنوي إيجابي مباشر على الأمان النفسي للعاملين. كما كشفت النتائج ان حكمة القائد المدركة تؤثر تأثيراً معنوياً مباشراً على الأمان النفسي للتابعين. وأخيراً اتضح أن حكمة المدركة للقائد تعدل العلاقة بين الاستقامة التنظيمية والأمان النفسي للتابعين.

الكلمات المفتاحية: الاستقامة التنظيمية، حكمة القائد المدركة، الأمان النفسي.

## 1 – INTRODUCTION

Since the concept of employee safety in contemporary organizations is socially and psychologically important for the organization and the individual, employee psychological safety (P S) has become an important research topic, in recent years, more and more research shows that people are an important asset and that employees are as important internal customers ,in recent years, significant changes have occurred in the structure of society, and in ways of doing business. Such changes affect the safety of employees who spend their daily lives at work.

On the other hand, researchers conducting research on the safety of employees in the workplace concluded that virtuous behavior is the most important factor influencing employees safety. Experiencing this behavior in the organizations helps people in difficult situations, and makes them feel physically and mentally healthy. Moreover, OV has two characteristics. **First**, it has a positive effect on people by increasing positive emotions and regulating their relationships. The **second** is a cumulative effect that prevents negative emotions and depression (Cameron et al. 2004).

A growing body of research, both at the individual and group levels, examines the impact of leadership behavior on P S. At the individual level, empirical research indicates that leadership behavior has a significant impact on employees' perceptions of PS, which in turn affects employee productivity, voice behavior, work engagement, job performance, and commitment (Newman, et al., 2017). Considering leadership, wisdom is another determinant affecting PS , it is not just a general concept, but a source of life used every day to improve people's lives (Weststrate et al., 2016).

Wisdom is essential for the people and society to effectively manage many competing interests and overcome life's uncertainties and irrational behavior. For centuries, philosophers have argued that wisdom is the key to a good life. Therefore, all leaders should understand, develop and cultivate wisdom. Moreover, wisdom is related to values and morality, which shows that wisdom is a useful for the common good, not for the individual” (Baltes & Staudinger, 2000).

Wisdom promotes human development. It is about improving the quality of **life** and boosting the well-being of others (Thomas et al., 2017). Given that wisdom is beneficial to society as a whole in dealing with the challenges facing our world today, wisdom is also important for preparing and educating future leaders who will be not only wise and intelligent but also wise and moral and concerned about mental security. among all people, regardless of race, gender, culture or religion. Excellent leadership requires wisdom to meet the challenges of leadership. Leaders must find the tools needed to learn, and to apply wisdom (Shoup et al., 2021).

Although there is a lot of research on wisdom, there is still much to learn how to develop wisdom,. Schwartz and Sharpe (2010) argue that law and inducements are not enough to resolve the problems of our world; we need wise leaders to guide us. scholars have recently suggested that personal wisdom can predict leadership behavior and enhance the quality of management relationships.

While the connotation of wisdom has been a subject of discussion throughout history, there has been a substantial growth in the examination of wisdom across various fields in the last three decades. However, limited knowledge exists regarding the development of wisdom among effective leaders within the business environment.

Hence, the **present research** aims to investigate the moderating role of perceived leader wisdom in the relationship between organizational virtuosity and employees psychological safety at Tanta University Main Center.

## 2 – THEORETICAL BACKGROUND

This section provides a theoretical review of the study's three main concepts which are: organizational virtuosity, perceived leader wisdom and psychological safety.

### 2–1. Organizational virtuosity

- **The Definition of Organizational Virtuosity**

. OV is defined as ethics and ethical behaviors exhibited by members of an organization, including human actions, collective actions, or their behaviors (Cameron et al., 2004). the concept of O V behavior is a

concept that adds value to the organization by improving organizational communication and culture and has the potential to achieve operational success. OV can be defined by three main traits : moral virtue ,human impact and social development (Cameron et al., 2004).these features are summarized as follows:

- **Moral virtue:** it is defined as moral excellence, encompassing good, and right, and it is one of the fundamental traits of good morality (Cameron, 2003). In addition, the components of moral behavior primarily emphasize the importance of goals and products for individuals and organizations (Park and Peterson, 2003).
- **Human impact:** *that suggests that virtue affects individual and social systems and includes aspects such as virtue, practical purpose and, personal control, it emphasizes that if there is no human influence on human behavior, this behavior is not good (Bright et al., 2006).*
- **Social development:** *Benefit is taken into account regardless of its amount or reward and social values regarding individual benefit . Virtue is characterized by social progress that transcends individual interests and provides social value, distinguishing virtue from organizational citizenship behavior (Bright et al., 2006).*

#### ***Dimensions of Organizational Virtuousness***

To explain the concept of virtues, Cameron, et al (2004) presented five-dimensions model of virtues in the context of organization. These dimensions can be described below:-

- **Optimism:** *This dimension expresses the belief of the organization's members that they can do good things and be successful despite problems. optimism ingrains them with a belief of overcoming the hitches and become **winning**. A deep sense of purpose also drives them (Rego, Ribeiro, Cunha, & Jesuino, 2011).*
- \* **Trust:** *It shows respect, and courtesy to both the institution and individuals , trust refers to the trust a person or group has in each other. .*

\* **Compassion:** It means that employees are caring, kind , friendly and are exhibiting joint loyal behavior (Hamrahi et al., 2015). Compassion is caring for others (Rego et al., 2010).

\* **Integrity:** It is defined as the goodwill of employees regarding the transparency of policies and activities in the institution. . In other words, it is defined as preserving justice in all situations (Cameron et al., 2004). integrity is related with honesty, self-esteem, and positive outcomes (Cameron, 2003).

**Forgiveness:** it treats the mistake not as a painful problem but as something that benefits from the mistake. so mistakes can be seen as opportunities. the key is to turn mistakes into benefits (Ziapour, Bistoni, & Afsari, 2015). Forgiveness means mercy when mistakes occur and is seen as an opportunity to learn something new and is quickly forgiven.

## **2-2 Perceived leader wisdom**

### **– Leader wisdom definition**

Leader Wisdom is the competence , and application of life experiences to facilitate the optimal development of self and others Ardelt (2004) defined personal wisdom as a distinct trait that has three components( cognitive, affective and reflective) , Webster, (2007) defined wisdom, as a balance of intrapersonal, interpersonal, and extra personal life experiences, Bassett (2011) states, Wisdom pertains to the advancement of individuals. It involves possessing adequate insight in diverse circumstances and environments to act in a manner that promotes our collective humanity.

Academics have identified wisdom as a contributing factor to human development (Baltes & Smith 2008), and psychologists have argued that wisdom is a dynamic force (Schwartz & Sharpe 2010). other researchers believe that personal wisdom is a distinct human trait that involves the experiential, and emotional development that results in a better quality of life for oneself and others ( Jeste et al., 2010 ) Ludden (2013) explains that Wisdom is a powerful way for a leader to use good habits and to control his actions .

Many researchers view the practical aspect of wisdom that is generally considered the end of understanding human nature (Baltes & Staudinger 2000),. In this context, Practical wisdom indicates the ability to understand

important aspects of a problem with certainty and apply knowledge, and values so that one can choose the best thing to do based on experience and learning (Campbell 2015; Riggio et al., 2010; Roca 2008).

Practical wisdom explains what to do in critical situations, thus helping the leader to perform well in a certain situation. Therefore, practical wisdom includes activities such as doing your best to find all the information needed to make good decisions, considering different perspectives, reasoning, and determining the best course of action at the moment (Sison 2008). Kane and Patapan (2006 ) defined practical wisdom as the ability to make right decisions under complex situations”

Due to the great impact and the more visibility of the practical aspect of perceived leader wisdom., the researcher examines this aspect as expressed by leaders and perceived by their employees.

### **Importance of Leader wisdom**

The need for wisdom in leadership is acknowledged, Recently many organizations (e.g., World Com, Parmalat, and Enron) have gone bankrupt due to stupid choices of their managers (Rooney and McKenna, 2007). Other organizations (e.g. Johnson and Johnson) have succeeded in times of crisis because of the wisdom of their leaders, (Vaill (2007) said this is something that requires real wisdom in all planned activities. Weick (2007) indicated that good organizing depends on wise leaders Kupers (2007) complained that inadequate management behavior leads to bigger problems.

As the need for technology increases, the need for wisdom also increases, and it would not be an exaggeration to say that people are in a competition between wisdom and danger (Walsh, 2015), the world needs wise leaders. Therefore, the manifestation of wisdom in the business world are important and cardinal. By promoting wisdom in business, leaders can contribute to management and employee well-being . In addition to increasing wisdom in the organization, it is also possible to have positive results in terms of the leader's effect (Bangen et al., 2013).

Callahan (2009) calls wisdom one of the best qualities a leader can have. Küpers (2007) stated that wisdom is becoming important in coping with the challenges in the business world..Küpers (2007) also argued that irrational business decisions lead to inappropriate actions and ultimately excessive

business risks. Provis (2010) linked wisdom with the ability to make ethical decisions in business life.

Schwartz and Sharpe (2010) pointed out that practical wisdom is an antidote to the bad behavior of leaders and ultimately the bad behavior of people. Practical wisdom may be essential to human happiness.

Without practical wisdom, a manager's ability to make decisions is incomplete. According to Bachman et al. (2018), practical wisdom is therefore essential to being a good leader. These authors found that leaders who build practical wisdom are more in tune with the culture, involve positive thinking, and these leaders are better able to provide guidance to other stakeholders in the organization, especially their subordinates (Bachman et al., 2004).. Practical wisdom helps choose what to do and allows people to perform well in certain ways, especially in difficult situations (McKenna et al., 2009).

#### - Dimension of perceived leader wisdom

The 3D-WS-model serves as a summary of the 3D-WM metric utilized for the definition and application of wisdom as an amalgamation of cognitive , affective, and reflective dimensions of leader personal wisdom., the first dimension is the **cognitive** dimension, is defined by Ardel (2003) as an individual's ability to understand life, that is, to understand the importance of events, related to intrapersonal and interpersonal matters , the cognitive aspect of personal wisdom encompasses profound knowledge, comprehension, and acknowledgment of existence and human behavior, alongside a persistent aspiration to grasp the significance of events within oneself and with others.;

The **affective** dimension. refers to an ability of leader to be emotionally regulated (Ardelt, 2004), wise leaders are positively motivated toward understanding others and so avoid emotional misunderstanding that would prevent them from being able to share their wisdom with others, this component catches an individual's consideration and empathic love for others, the **reflective** dimension of personal wisdom refers to the abilities for self-insight, and to perceive events from diverse perspectives.

On the other hand Meyer & Rego (2019) evaluated practical wisdom in leaders based on its behavioral manifestation (i.e., practical wisdom



expressed by leaders - reflecting the perception of practical wisdom by followers) by examining three dimensions:

**Firstly, to see** (i.e., to scrutinize and contemplate the intricate reality within decision-making process), **secondly, to judge** (i.e., to comprehend, and evaluate, the appropriate approach to address that reality), and **thirdly, to act** (i.e., to act appropriately based on one's thoughtful decision). these dimensions will be used in our study to measure perceived leader wisdom.

### **2-3 Psychological safety (P S)**

Kahn (1990) defined P S as an ability of person to show self without fear of negative impacts to self-image, or career. Psychological safety involves the subjective perception that one is safe, either personally or socially from peers within the organization ( Simpson, 2008).

Leaders bear the responsibility of nurturing a non-threatening corporate culture that fosters psychological safety for employees to articulate their views (Ashauer & Macan, 2013). A psychologically secure environment is defined as a space where individuals feel at ease taking risk without the fear of criticism or reprisal , Psychological safety involves establishing shared social standards within an organization to cultivate trust and interpersonal connections.

A good psychological environment has a great trust among employees; this allows for open communication and exchange of ideas without fear of injustice or suffering (Ashauer and Macan, 2013; Nienaber et al., 2015). (Choi et al., 2015). Employees who experience safety in their workplaces can adapt to other appropriate changes and create new solutions that will move the organization forward. (Ashauer and Macan, 2013; Nienaber et al., 2015).

Psychological safety has been shown to influence organizational performance

( Wietrak&Gifford,2024) because it creates the environment necessary for quality improvement ,encourages innovation and learning behavior, and is positively associated with goal achievement , especially in situations of uncertainty and during the performance of complex tasks that require collaboration. and creativity (Edmondson and Lei, 2014).Psychological safety in teams also encourages employees to report problems and errors,

which can help prevent dangerous and costly mistakes in organizations (Edmondson, 2019; Ferrere et al., 2022).

Creating PS provides an environment where people feel comfortable at work and helps them be successful in their jobs (Sjoberg et al., 2022). Edmondson (1999) stated that employees are more likely to take risks when they feel psychologically safe. In addition, when employees feel psychologically safe, they trust their colleagues and feel mutual respect among them.

### **3 – PREVIOUS STUDIES**

This study is dealing with three recent interesting topics in today's world, These topics are organizational virtuosity, leader wisdom, psychological safety and Some of the previous studies that dealt with these topics were presented in this section.

#### **3.1 Studies show the relationship between organizational virtuosity (O V) other variables**

Asad et al. (2017) examined the relationship between OV and job satisfaction and ethical climate as mediating variable. These relationships were tested using data from 271 teachers working at four universities in Pakistan. The results indicate that moral behavior partially mediates the effect of O V on job satisfaction. This article suggests to senior management in education how OV and moral climate can increase student engagement.

Singh et al (2018) investigated the relationship between employees' perceptions of OV and work engagement among knowledge workers from different sectors in India. The findings showed that 'perceptions of OV predict job engagement not directly but indirectly through happiness.

Nassem et al (2020) examined the mediating role of organizational support between OV and spirituality. Data was collected through a survey from 250 employees in the field of communication in Pakistan. The results asserted the partial mediating role of support between OV and spirituality.

Magnier-Watanabe et al (2020) investigated the relationship between OV, well-being and performance among French and Japanese employees. They found that Japanese and French had different perceptions of OV; Quality of life is relatively important in Japan ;while in France, only OV is considered a source of performance. The research found that national

culture is a new factor that explains differences in how employees perceive OV.

The study by Zaheer et al (2022) investigated the role of OV and psychological capital in predicting job satisfaction among visually impaired employees (N=160) in Pakistan. A strong positive relationship was observed between the variables. results also showed that psychological capital mediates the relationship between OV and job satisfaction.

Arshad et al (2023) test a model that examine how the wellbeing of employees during COVID-19 pandemic influenced by OV. data was collected from 416 employees in Pakistani banks. The results showed that quality of life resulted from OV .

### **3.2 Studies show relationship between leader wisdom and other variables.**

A study by Najoli (2012) revealed the relationship between wisdom and organizational citizenship behavior (OCB). Participants (n = 193) were recruited from a group of online family leaders in the United States. The results showed a strong relationship between OCB and leader wisdom.

Oden, Ardelt, and Ruppel's (2015) quantitative approach examined the relationship between wisdom and ethical behavior. A sample of 329 non-faculty staff from three universities in the southeastern United States completed a survey to generate hypotheses to examine the research question. The results showed that high levels of wisdom lead to good behavior in organizations.

Haddod and El-Baz (2017) developed a comprehensive model that demonstrates the relationship between leadership style and employee satisfaction of team through leaders wisdom. Using data from 505 travel agencies in Egypt, They show that leadership style had indirect positive effect on employee satisfaction through the development of leader wisdom.

Rego et al (2020) conducted three field studies in United States and Brazil using practical wisdom as a primary construct encompassing three

behavioral indicators. . These findings may help managers better understand how the age-old virtues of practical wisdom can help them to work better.

Keikha (2021) at Zabol University in Iran examined the mediating role of LMX and organizational identification in the relationship between leadership wisdom and the motivation of government employees, the results showed a strong relationship between wisdom and government employee motivation. ,but the mediating role of LMX was negative; while the mediating role of identification was crucial.

The purpose of Green's (2022) study was to investigate whether and how relationships between personal wisdom and LMX and emotional intelligence exist among leaders from one region in the Southeast and two regions in the Midwest: 'Christian Church' in America. He found a significant correlation between wisdom and LMX, and between emotional intelligence and LMX

Fielder (2023) examined the relationship between follower perceptions of Wise leader ( phronetic leader ,the leader who incorporates practical wisdom into leadership process) and follower engagement within USA Naval Intelligence ,the results showed a relationship between phronetic and work engagement.

### **3-3. Studies that show relationship between psychological safety and other variables**

The purpose of Dicks' (2016) study was to examine the relationship between work engagement, ,psychological well-being and psychological safety among 587 employees in South Africa . The results confirmed a positive relationship between these three variables

Albritton et al (2019). found that P S plays a positive mediating role between team quality and learning behavior in Ghana .the study indicated that PS and learning behavior are key for team success .

Manzano (2020) examined the effect of PS on the relationship between authentic leadership and readiness to change. The results of 107 employees who participated in the study showed that psychological well-

being had a partial relationship between authentic leadership and willingness to change. In other words, the more employees perceive their leaders as authentic, the more likely they are to feel safe at work, thus increasing employees' willingness to change.

The purpose of Kalisha's (2022) study was to determine if there was a relationship between safety and performance among full-time students in the Western region of the United States., the results show no link between safety and performance among students.

Nakashima (2022) conducted a survey including 92 construction teams (400 participants from nine companies, three industries, and four U.S. regions) ,he found a positive relationship between management training and P S. A significant positive relationship was found between safety and learning behavior. A negative relationship was observed between team safety and team knowledge. .

Felice (2023) examined the different effects of diversity and power distance to determine whether these variables play a role in the construct of PS. The results showed a significant relationship between diversity and P S, but the relationship between P S and power distance was not significant. This research reveals the need to raise PS and at the same time increase overall diversity.

### **Comments on Previous Studies**

**According to what has been mentioned before in the previous studies, it has been noted that:**

- The studies highlighted the importance of organizational virtuousness that can influence the organizational and employee behaviors such as job Satisfaction, job engagement, workplace spirituality, and psychological well-being.
- The studies showed that how leader wisdom can act as an independent variable affecting individual and organizational outcomes such as organizational citizenship behavior, staff motivation ,ethical attitudes, psychological safety and employee speaking up, and. but no studies investigated how leader wisdom can be affected by OV . so perceived leader wisdom can be considered as a moderating variable in this study.

- To my best, no previous studies examined the proposed relationship between the three variables included in this study (organizational virtuousness, perceived leader wisdom and employees psychological safety).
- It has been difficult to find studies that investigated the impact of organizational virtuousness on employees psychological safety in educational Sector in Egypt.
- The present study is very important in the current era due to the increase in unethical behaviors, so all organizations are in dire need for practicing all dimensions of organizational virtuousness, and showing high levels of leaders wisdom to maintain high levels of employees psychological safety , this study can be considered as a pioneer in this field and can add a cardinal contribution to the literature.

#### **4 – RESEARCH PROBLEM**

According to a pilot study conducted in some administrations at Tanta University Main Center including 27 employees at these administrations, the study findings showed that:

- A - Employees assert the importance of practicing organizational virtuousness dimensions in their workplace which can in turn increase their feeling of psychological safety, In other words, virtuous activities in their workplace contribute to psychological safety.
- B - Employees rank the perceived leader wisdom at high ranking among the factors that shape their behaviors and increasing their level of PS.
- C - The study manifested that the feeling of employees psychological safety is above average.

Depending upon what mentioned in the pilot study and in the light of the research gap that was uncovered in previous studies, research problem can be formulated in the following questions:

- What is the impact of organizational virtuousness dimensions on employees psychological safety in Tanta University main center ?.
- Does the perceived leader wisdom plays a moderating role in the relationship between organizational virtuousness and employees psychological safety?.

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## 5 – RESEARCH OBJECTIVES

This research aimed at:

- a. Investigating the impact of organizational virtuousness dimensions on employees psychological safety at Tanta University main center and determining the most important dimensions affecting psychological safety.
- b. Investigating the impact of leader wisdom on employees psychological safety at Tanta University main center.
- c. Clarifying whether the leader wisdom plays a moderating role in the relationship between O V and psychological safety.
- d. Come up with results and recommendations that convince managers that practicing the dimensions of organizational virtuousness and showing high level of leaders wisdom -when coping with their subordinates - can increase levels of psychological safety at Tanta University main center.

## 6 – RESEARCH IMPORTANCE

This research derives its importance from its contributions at both the scientific and practical level.

- This research helps to fill the gap in previous studies by examining the indirect impact of organizational virtuousness on employees psychological safety through leader wisdom. as a moderating variable.
- This research is dealing with three recent topics , which are organizational virtuousness, leader wisdom and psychological safety, this study will contribute to fine-tuning of these topics.
- This research contributes to development of academic research through its measurements and variables that can be used to study the relationship between O V and psychological safety.
- The researcher is seeking to identify the most important dimensions of organizational virtuousness that may impact employees psychological safety through leader wisdom.
- Studying the direct and indirect impact of organizational virtuousness on employees psychological safety will help the management of Tanta University main center to improve its efficiency.
- The management at Tanta University main center should grasp the importance of practicing the dimensions organizational virtuousness .

So it is essential for leaders to know the dimensions that should be maximized .

- Enhancing employees psychological safety in the current era represents the main interest of any organization to increase its positive impacts on organizational performance.

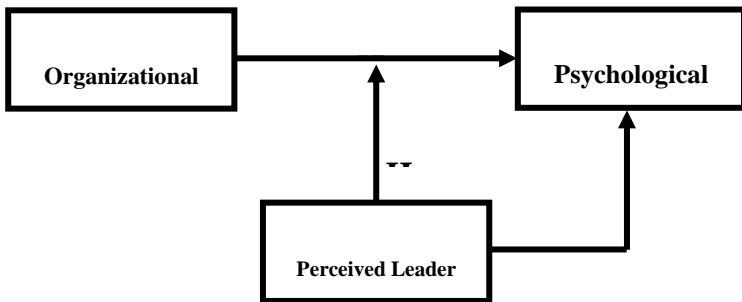
## 7. Research Methodology

### 7- 1 Research Hypotheses

According to what has been mentioned before in the previous studies and in an attempt to reach the research goals, hypotheses will be formulated as follows:

- \*H1: OV dimensions (optimism, trust, compassion, integrity and forgiveness) have significant positive direct impact on employees psychological safety.
- :\*H2: Perceived leader wisdom has a significant positive direct impact on employees psychological safety.
- \*H3: perceived leader wisdom as moderating variable has positive impact in the relationship between organizational virtuousness and employees psychological safety..

The following figure illustrates the proposed relationships



**Figure (1) Research variables and proposed relationships**



7-2. Research Variables and Measures

Table (1) Research Variables and Measures

Independent Variable	
Organizational Virtuousness	items related to:. Organizational optimism, trust, compassion integrity and forgiveness adopted from (Camron et al., 2004).
Moderating Variable	
Perceived Leader Wisdom	Items adopted from (Meyer & Rego, 2020)
Dependent Variable	
Employees psychological Safety	Items adopted from (Edmodson,1999& Manzona,2020)

7–3. Questionnaire Design

The questionnaire has been designed to be used for collecting the study primary data, prior to designing the questionnaire, an intensive study of relevant literature was undertaken in order to identify the existing measures of related constructs, The measurements items of this study were developed by adopting measures that has been utilized in the previous studies and modifying them to be matched with the Egyptian environment.

An effort was made to ensure that questionnaire items were relevant and easily understood, Therefore those items were tested by pilot study in two ways.

- 1 – Firstly, to verify the questionnaire's content validity, the initial copy of the questionnaire was directed to a number of professors and associate professors who are specialized in human resources management , they reshaped some items to make them understandable to the potential respondents.
- 2 – Secondly, the questionnaire was pilot tested among some employees working at Tanta University main center in different administrations, Participants were instructed to respond to the inquiries and meticulously evaluate all items from a critical standpoint to identify issues like vagueness or duplication. The outcomes of the pre-test indicated minimal necessity for modifications, and none of the pre-test respondents reported any challenges in comprehending the presented items.

The researcher used items to measure the study variables, 15 items were used to measure organizational virtuousness dimensions, (3) were used to measure optimism dimension,(3) were used to measure trust, (3) were used to measure compassion,(3) were used to measure integrity, and (3) were used to measure forgiveness as a fifth dimension of organizational virtuousness

concerning the perceived leader wisdom (11) items were utilized to measure this moderating variable, with respect to psychological safety (7) items were used to measure this dependent variable. A Likert five Scale ranging from 1 to 5 were used to measure the respondents views in which (1) = "strongly disagree" and (5) =" strongly agree"

**7-4 -Research Population and Sample Selection**

According to the data obtained from Tanta university main center the total number of employees in administrations with 40 employee and more is 633 employees, not including Security administration, the following table shows the total number of employees distributed on the administrations included in the current study.

**Table (2) Total number of employees selected for this study**

The administration	Number of employees
• Student affairs	55
• Postgraduate studies & research	42
• Accounts and budgeting	54
• Administrative affairs	77
• Personnel affairs	88
• Legal affairs	41
• Engineering affairs	160
• Cultural affairs	40
• Youth welfare	76
<b>Total</b>	<b>633</b>

In the light of the population size(633),the sample size is 239 at 95% as confidence level with margin error and 50% as population proportion As mentioned above 239 questionnaires were directed to the respondents, the researcher collected 217 usable questionnaire with a response rate of 90.7%, that were distrusted with proportionally for each administration.

7-5. Research Variables Coding and questionnaire items

Table (3) shows research variables coding and its items as follows:

Table (3)

Research Variables Coding and its related items

Research Variables	Codes	Questionnaire Items
Independent Variables		
Organizational virtuousness	X	1 →15
→ Optimism	X <sub>1</sub>	1 → 3
→ Trust	X <sub>2</sub>	4 → 6
→ Compassion	X <sub>3</sub>	7 →9
→ Integrity	X <sub>4</sub>	10 →12
→ Forgiveness	X <sub>5</sub>	13 →15
Moderating Variable		
Perceived Leader wisdom	M	16 →26
Dependent Variable		
Employees psychological safety	Y	27 → 33

8. DATA ANALYSIS

8.1 RELIABILITY AND VALIDITY TEST FOR THE SCALES OF THE RESERCH

The validity of the measures of research (organizational virtuousness, perceived leader wisdom,& psychological safety) was confirmed by using the confirmatory factor analysis (CFA) using (AmosV.21). According to this, the quality of conformity (model fit) is evaluated by set of indicators for model fit through which the model is accepted or rejected. The following table 4 shows the indicators of the model fit as follows:

Table. 4. Indicators of CFA Test

Indicators of model fit	Obtained	Suggested
CMIN /DF	3.241	CMIN/DF ≤ 5
NFI ( Normed of Fit Index)	0.934	NFI ≥ 0.9
IFI ( Incremental Fit Index)	0.947	IFI ≥ 0.9
TLI (Tucker- Lewis Index)	0.925	TLI ≥ 0.9
CFI (Compare Fit Index)	0.968	CFI ≥ 0.9
RMSEA (Root Mean Square Error Approximation)	0.073	0.8 ≥ RMSEA ≥ 0.05

Based on the previous table, the previous indices confirmed that the overall fit of the data model was good. but which related to Convergent Validity, which means that the items of the scale that measure one concept have a strong positive correlation, where (Anderson & Gerbing, 1988) indicated that it is possible to verify this through four criteria, the **first** of which is the Factor Loading FL (the value of coefficient Weighted standard regression) for each of the variables measured  $\geq 0.7$  at a significance level  $\leq 0.5$ , the **second** is that the average variance extracted AVE for the variables  $\geq 0.5$ , the **third** is Construct Reliability  $\geq 0.5$  and **finally** FL (weighted standard regression coefficient for each of the measurement elements) should be more than twice the standard error (S.E) corresponding to this element, Table (5) shows the results that were used to evaluate those standards.

Table. 5. The results of Convergent Validity

Variables	FL	S.E	C.R	Error	Value of Estimated error
X <sub>1</sub> → Optimism	0.790	-----	----	e1	0.359
X <sub>2</sub> → Trust	0.758	0.048	11.256	e2	0.356
X <sub>3</sub> → Compassion	0.732	0.061	13.114	e3	0334
X <sub>4</sub> → Integrity	0.718	0.021	5.730	e4	0.286
X <sub>5</sub> → Forgiveness	0.745	0.058	6.651	e5	0.312
M <sub>1</sub> → Seeing wisely	0.966	----	----	e6	0.343
M <sub>2</sub> → Judging wisely	0.808	0.029	20.322	e7	0.307
M <sub>3</sub> → Acting wisely	0.745	0.038	16.081	e8	0.284
Y1 → Not holding mistakes	0.807	-----	-----	e9	0.306
Y2 → Others help	0.941	0.058	17.936	e10	0361
Y3 → People support	0.769	0.089	9.214	e11	0.354
Y4 → No problems & tough issues	0.840	0.057	14.314	e12	0.356
Y5 → Accepting different people	0.749	0.101	8.698	e13	0.213
Y6 → Safe to take risk	0.755	0.102	11.635	e14	0.210
Y7 → Valuing employees skills	0.895	0.069	16.253	e15	0.362

Using the data mentioned in the previous table, the AVE value was calculated as well as the C.R value for each variable according to their calculation equations. Table (6) shows these values:

Table .6 . Calculation of AVE and C.R.

Research variables	AVE	C.R
Organizational virtuousness	0.750	0.906
Perceived leader wisdom	0.839	0.871
Psychological safety	0.822.	0.938

Table No. (5) showed that the FL (weighted standard regression coefficient) for all variables is greater than 0.70 and at a level of significance less than 0.05, and the values of the loading coefficient FL for each of the measurement elements is greater than twice S.E, in Table No. (6), the results indicated the AVE and C.R values for all variables are greater than 0.50, which means that the four criteria are identical with the values previously clarified, which reflects the convergent validity of the research variables.

But which related to the Discriminant Validity that indicates that the scale items that measure a particular theoretical concept differ from the scale items that measure another theoretical concept, (Croweley & Fan,

1997) showed that this can be verified through **two criteria**, the **first** of which is that the Cronbach's alpha coefficient for each variable should be higher than the coefficients of the correlation of this variable compared with other variables, and the **second** is the squared root of the average variance extracted (AVE) for the variable is also greater than the coefficients of the correlation of this variable with other variables, and the following table No. (7) showed the results used to evaluate these criteria:

**Table .7. Results of Discriminant Validity**

Variables	Cronbach's Alpha	AVE	Psychological virtuousness	Leader wisdom	Psychologic al safety
Organizational Virtuosity	0.810	0.750	1		
Perceived Leader wisdom	0.876	0.839	0.699	1	
Psychological Safety	0.883.	0.822	0.743	0.801	1

It is noted from the previous table that Cronbach's alpha coefficient for each variable as well as the AVE values for each variable are higher than the correlation coefficients of each variable with the other variables, which reflects the discriminatory validity of the variables measures. As a recap, according to the aforementioned tests, the scales used to measure the research variables are characterized by content validity (model fit), Convergent Validity, and Discriminant Validity .

**8.2 Testing Research Hypotheses**

There are three main hypotheses representing the proposed relationships among research variables. these hypotheses were tested as follows:

**\*Organizational Virtuosity and psychological safety**

The **first main hypothesis (H<sub>1</sub>)** investigated the direct impact of dimensions of Organizational virtuosity on employees psychological safety at Tanta university main center; it has been formulated as follows:

**H<sub>1</sub> : Organizational virtuosity dimensions have a significant positive direct impact on psychological safety.**

**Table .8.The impact of Organizational virtuousness on Psychological safety**

Independent variable	B	Std. Error	t	Sig t	Rank
Optimism (X <sub>1</sub> )	.180	.045	4.004	.000	4
Trust (X <sub>2</sub> )	.152	.044	3.437	.001	5
Compassion (X <sub>3</sub> )	.206	.031	5.198	.000	3
Integrity (X <sub>4</sub> )	.294	.044	6.657	.000	1
Forgiveness (X <sub>5</sub> )	.254	.049	6.590	.000	2

Analysis results shown in table (9) revealed that:

Optimism has a statistically significant positive direct impact on psychological safety ( $T = 4.004$ ,  $\beta = +.180$  with  $p < 0.001$ ). With respect to trust, it has a statistically significant positive direct impact on psychological safety ( $T = 3.437$ ,  $\beta = +.152$  with  $p < 0.001$ ).

Compassion (X<sub>3</sub>) and integrity (X<sub>4</sub>), have also a statistically significant positive direct impact on employees psychological safety at Tanta University main center ( $T = 5.198$ ,  $6.657$ ,  $\beta = +0.206$ ,  $+0.294$  with  $p < 0.001$ ) respectively ,Finally ,forgiveness has a statistically significant positive direct impact on employees psychological safety ( $T = 6.590$ ,  $\beta = +.254$  with  $p < 0.001$ ). Results also revealed that integrity comes in the first place in terms of its effect on employees psychological safety at Tanta University main center, followed by forgiveness then compassion, optimism and finally comes trust.

So in the light of the statistical findings, it can be said that increasing or more practicing of OV five dimensions can in turn increase employees psychological safety ,this simply because within the climate of organizational integrity, forgiveness, compassion, optimism and trust, employees feel that they are highly psychologically safe and secured.

But concerning results of the first main hypothesis (H<sub>1</sub>) that examines the positive direct impact of OV dimensions as a whole on employees psychological safety in Tanta University Main Center. These results are shown by table (9) as follows:-

**Table (9) Results Related to the impact of OV as a whole on Psychological safety**

Independent Variable	R2	R	B	Std. Error	t	Sig	Dependent Variable
Organizational virtuousness	.552	.743	.351	.021	16.714	.000	Psychological safety

As can be seen by table (9), the OV has positive direct impact on employees psychological safety (R=.743 T = 16.714, B = .351) with P < 0.001), taking into account this findings it can be said that OV which characterized by five dimensions, when these dimensions are combined and totally studied it has been found to be positively related to psychological safety, As a stand-alone variable OV has a strong effect on employees psychological safety explaining 55.2% of the variance. this because in virtuous organizations and healthier work environment, employees bask in more psychological safety. therefore the first main hypotheses is strongly supported.

. \* **Perceived leader wisdom and employees psychological safety**

**The second main hypothesis (H2)** investigated the direct impact of perceived leader wisdom on employees psychological safety at Tanta University main center ; it has been formulated as follows:

**H2 : Perceived leader wisdom has a significant positive direct impact on Employees psychological safety.**

**Table.10. results Related to the impact of Perceived leader wisdom on Psychological safety.**

Independent variable	B	St-Error	t	Sig.t	Dependent variable
Perceived leader wisdom	.381	.023	16.580	.000	Psychological safety

Analysis results shown in table (10) revealed that:

Perceived leader wisdom has a statistically significant direct impact on employees psychological safety at Tanta University main center, where (T = 16.580,  $\beta = ^+.381$  with p < 0.001). therefore, the second main hypothesis H2 is highly strongly supported which means that perceived leader wisdom increases the felling of psychological safety among the followers, this



because leaders Who are showing high levels of wisdom (seeing ,judging and acting wisely) build a good work climate in which employees feel that they are psychologically safe. This result is logical to large extent because coping or dealing with wise leader prevents and contains risks.

**\*The moderating impact of Perceived leader wisdom in the relationship between organizational virtuousness and Psychological safety**

The last main hypothesis (H3) examined the moderating role that perceived leader wisdom plays in the relationship between organizational virtuousness and employees psychological safety at Tanta University main center; it has been formulated as follows: -

**H3: Perceived Leader Wisdom as a moderating variable has significant positive impact in the relationship between Organizational virtuousness and employees psychological safety.**

**Table.11. Results Related to the moderating role of Perceived leader Wisdom**

Variables	Model (1)			Model (2)			Model (3)		
	B	t	Sig	B	t	Sig	B	t	Sig
(x)	,351	16.714	000	,423	10.846	000	,416	10.635	000
M				,396	10.412	000	,395	10.214	000
X × M							,449	11.534	000
R	.743			.851			.889		
R <sup>2</sup>	.552			.724			.790		
AR <sup>2</sup>	-			%17.2			%6.6		
F	69.693			128,728			161.080		
Sig F	000			0000			000		

As shown in table (11), and after applying the hierarchical regression analysis the results of study reveal the following:-

- By the first stage or model one the researcher measured the impact of organizational virtuousness (V S) as a whole and it has been found that there is a positive relationship between O V and employees psychological safety in Tanta University main center (R=.743) also R2 has reached (55.2) as we explained before .the significant results were supported from the value of F (69.693 with sig. level= (.001 ).
- At second stage( model two) the researcher examined the impact of both OV and perceived leader wisdom on employees psychological safety ,as Shown in model (2) the value of R increased reaching (.851) and R2 also

increased reaching (.724) which means that 72.4 of the change in psychological safety is due to the impact of O V and leader wisdom, results were also were supported by F value (128.728)with Sig . level (.001).

- By Model (3) at third stage, when the reaction formula has been entered between O V and wisdom (X x M) the value of R2 increased to reach (.790) recording an increase =23.8 comparing with model (1), in addition these results were supported by F value (161.08) with Sig. level (.001) recorded an increase in F value = (91.387) comparing with model (1) .In model (3) the regression coefficient increased to reach (.449)with Sig. level= (.001). which asserted importance of significant moderating role played by perceived leader wisdom in the relationship between OV and psychological safety which means that any increase in leader wisdom will in turn increase the importance of O V in explaining the variance or change in employees psychological safety in Tanta University main center.

## 9. Implications OF RESEARCH AND FUTURE RESEARCH

### 9.1 Theoretical implications

The fundamental and significant contribution of this study is to develop and provide body of further theoretical knowledge on organizational virtuousness, leader wisdom and psychological safety, by assessing relationships among these concepts that have not been investigated in the previous studies. This contribution is represented through studying the moderating effect of Perceived leader wisdom in the relationship between OV and PS.The main theoretical implications of this study can be shown in the following:-

- **First**, this study suggests that that organizational virtuousness dimensions have significant positive direct impact on employees psychological safety. this study indicates that organizational virtuousness make employees psychologically safe where employees at all levels bask in safety under the climate of OV .this study asserts the human impact of OV that it has been associated with high level of employees P S so the study added to the literature in this area.

- **Second**, this study additionally asserted that perceived leader wisdom has a significant positive direct effect on enhancing employees P S. this study added to the literature in this regard and indicating that coping or dealing with wise leaders –who are seeing, judging & acting wisely- prevents risks and increasing employees psychological safety. This study-to the researcher best- is the first study in Egypt that examined practical leader wisdom as perceived by employees .other studies measured wisdom by focusing on the three dimension of personal wisdom (cognitive, affective, reflective)
- **Third**, this study also contributes to psychological safety literature by investigating the moderating effect of perceived leader wisdom in the relationship between OV and employees PS. This study -to my best-is the first study that examined the relationship between these three variables.

### **9-2, Practical Implications**

The study has practical implications for organizations, considering results suggest that OV affects employees psychological safety, which means that employees at Tanta university main center are more psychological safe when they perceived high level of OV, employees react to the good climate of OV that its foundation is built on optimism, trust, compassion, integrity and forgiveness and they are likely to be more safe at work.

OV has been suggested as an approach that positively influencing employees' psychological safety, the present study now provides empirical evidence to suggest that OV does, by influencing psychological safety among employees at Tanta University main center

The present study suggests that a perceived leader wisdom in terms of its three practical dimensions (seeing, judging & acting wisely) has significant positive impact on employees psychological safety. coping with wise leaders in Tanta University main center, can lead to a decreased fear repercussions at the workplace among employees. As indicated by the findings of the current study, by doing so, it is anticipated that employees at the Main Center of Tanta University will report heightened levels of PS. By

feeling more psychologically secure, it can be inferred that employees will also experience increased satisfaction and productivity.

- Based on the field study results, the management at Tanta University Main center should focus more on well practicing the O V dimensions and try to enhancing these dimensions among different managerial levels which in turn increase employees psychological safety, more especially, It is necessary for all leaders at Tanta University main center to improve actually the five dimensions of O V, determining which dimensions needed to be given more attention from managers at Tanta University main center
- Due to importance of perceived leader wisdom and its effect on followers' psychological safety, top management at Tanta University main Center should improve selection process, so It is recommended that top management should follow some strategies to choose wise leader (seeing wisely, judging wisely & acting wisely) whose their perceived practical wisdom increasing the level of psychological safety among their employees .
- Human resource department at Tanta university main center can use the perceived leader wisdom instrument to signal which leaders may need to take ethics training, this may benefit the followers as well as the main center as a whole.

**Finally**, related to psychological safety, because this study highlights the effect of OV and leader wisdom on increasing the followers PS at Tanta University Main Center, managers at all leadership positions should take the following steps:

- Managers should create and develop the O V climate that emphasizes ethical behaviors, this climate is the key factor that impacts the psychological safety, so managers should periodically monitor the OV climate in order to take the needed actions to handle unethical conducts.
- Managers should practice high level of wisdom, they must be a good examples that should be followed by them.

### 9-3. FUTURE RESEARCH

Based upon the study's conclusions, the following recommendations for future research are suggested:

- 1 – Investigating the impact of OV on improving organizational citizenship behaviors through leader member exchange at industrial firms.
- 2 – Examining the impact of O V on employees tendency to social loafing through organizational commitment as a mediating variable at service sector.
- 3 – Conducting a comparative study among different hospitals in Egypt (governmental - private) to study the impact of OV on its diverse stakeholders
- 4 – Examining the moderating role of attuned leadership in the relationship between OV and followers Psychological well being
- 5- Studying the impact of perceived leader wisdom on employee voice through PS as a mediating variable.
- 6 – Investigating the mediating role of job satisfaction between OV and group cohesion.
- 7 – Studying the impact of OV on counterproductive work behaviors, the moderating role of perceived leader wisdom.

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