

## Organizational Virtuousness and Burnout among Call Center Employees: Moderating Role of Affective Commitment

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### Abstract

**Objective.** The present research was conducted to examine the role of organizational virtuousness in affective commitment and burnout among call center employees. It was also intended to determine the moderating function of affective commitment in predicting burnout from organizational virtuousness. In addition, group differences were also investigated across personal (gender) and organizational (job experience) demographics in relation to study variables.

**Method.** A purposive sample ( $N = 450$ ) comprised of night shift call center employees (men = 203 and women = 247) with age range 22 to 38 years located in Islamabad and Rawalpindi. Measures of Organizational Virtuousness Scale (Cameron et al., 2004), Affective Commitment Scale (Meyer & Allen, 1997), and Burnout Scale (Erickson & Ritter, 2001) were employed to assess organizational virtuousness, affective commitment, and job-related burnout, respectively.

**Results.** Findings showed that organizational virtuousness positively predicted affective commitment and negatively predicted burnout while, affective commitment was negatively linked with burnout. Findings further indicated that affective commitment buffered the relationship between organizational virtuousness and burnout. Group differences revealed that men and employees with lesser work experience exhibited better perceptions of organizational virtuousness with higher level of affective commitment and lesser burnout as compared to their counterparts.

**Conclusion.** Inferences based on the findings of this study would bear both managerial and practical implications for HR practitioners in enhancing organizational virtuousness and affective commitment thereby minimizing the impact of negative work-related outcomes such as job burnout.

**Keywords.** *Organizational virtuousness, affective commitment, burnout, employees.*



## **Introduction**

Organizations of the modern world are facing many challenges to sustain a competitive edge in the emerging market trends. During the last decade, a parallel stream of research (Abedi & Eslami, 2014; Sun & Yoon, 2020; Williams et al., 2015) in administrative and organizational sciences has been emerged focusing on the fundamental structures and practices of the organizations which play pivotal role in shaping the behaviors of employees and subsequently determining the organizational output. In this regard, the construct of organizational virtuousness gained attention initially coined by Cameron et al. (2004). Organizational virtuousness is considered as the quest of the highest form that the human goodness can attain within organizational context where virtues such as kindness, honesty, mercy and faith are experienced at both individual and collective levels. Focus of these virtues is on excellence or strength and are those events due to which both social and personal good is produced, consequently once there is an increase in organizational virtuousness thereby leading to enhanced positivism. There are six levels across which organizational virtuousness is categorized such as courage, wisdom, justice, temperance, transcendence humanity which allowed a five-factor model comprising of organizational optimism, trust, forgiveness, integrity, and compassion (Rego et al., 2011; Yousof et al., 2020).

Affective commitment has been considered in the present study as an outcome of organizational virtuousness. Affective commitment is generally described as identification of the employee with sensitive attachment and participation in the organization (Asif et al., 2019). Meyer and Allen (2001) described the theorization of organizational commitment which primarily consisted of three components, that is, affective commitment (emotional attachment to identify and to be involved in organization) continuance commitment (responsiveness of the cost linked with exiting the organization) and normative commitment (sense of responsibility to continue employment). However, later set of studies (Abedi & Eslami, 2014; Maxwell & Steele, 2003; McGuire & McLaren, 2009) asserted that it is the component of affective commitment which pertains to the psychological and emotional bonding with one's organization, therefore, plays a vital role in manipulating considerable job-related behaviors.

Likewise, Ribeiro et al. (2018) deliberated that affective commitment can be considered as an exclusive factor to correspond in principal core construct of organizational commitment as it bears the emotional and internalized underpinnings of connection and attachment.

Another outcome of organizational virtuousness considered in the current study is job related burnout. Primarily, Maslach (2001) defined job-related burnout as propensity of doing continuous work under constant pressure that is not handled proficiently, and mainly consist of three dimensions, that is, depersonalization, overwhelming emotional exhaustion, and feelings of cynicism. Schaufeli and Bakker (2004) explained burnout as a lingering reaction to persistent interpersonal and stressors of emotions on the job often paired with associated feelings of fatigue, pessimism, and absence of efficacy.

## **Organizational Virtuousness, Affective Commitment and Job Burnout**

### **Empirical Evidences**

Several empirical investigations have been undertaken to provide direct and indirect evidence for the relationship among organizational virtuousness, affective commitment and job burnout. For instance, Armenio (2004) suggests that nurturing organizational virtuousness (e.g., through truthfulness, interpersonal respect, and kindness combination of elevated standards of performance and tradition of mercy and learning from mistakes) helps employees to improve emotional wellbeing and encourage feelings of dedication and commitment. Ahmed et al. (2018) asserts that positive exchanges in organizations in regard to work environment and positive emotions as experienced by people who are honored virtuous. Moshabaki and Rezai (2014) demonstrated that organizational virtuousness generates positive influence on enhancing work engagement, prosocial behavior, and affective commitment among employees. Emmons (2003) found that sense of gratefulness and gratitude in employees triggered positive perception of affective commitment. Fernet et al. (2012) also asserted that the physical and psychological atmosphere of organization affect the commitment level of the employees to their organization among call center employees.

Based on meta-analysis, Rasheed et al. (2020) inferred that perceived compensation fairness, job design, employee motivation and reasonable organizational practices are the strong correlates of affective commitment reflected in terms of motivational commitment, lowered stress, occupational job involvement, and occupational commitment. Rego et al. (2010) demonstrated that tendency to experience work-based burnout is reduced by the practices of virtuousness at workplace and moral goodness of the organization assist the employees to lessen the impact of negative outcome such as emotional exhaustion and intention to leave the organization. Similarly, additional set of studies (Ribeiro et al., 2018; Semedo et al., 2019) also affirmed that authentic leadership enhances the virtuosity of the organization which helps the employees to manage harmful repercussions of emotional and physical exhaustion and lead to greater work happiness. Further, Shepherd et al. (2011) proposed major determinants of burnout at work are the poor supervisory support, lack of humane considerations by the managers, and absence of objectivity in decisions. Sun and Yoon (2020) suggested that there is a growing anticipation from employees that organizations will take an active role in sustaining their well-being by developing organizational virtuousness which, in turn, facilitate augmented perceptions of work engagement and organizational citizenship behavior.

### **Moderating Role of Affective Commitment**

A notable set of studies have investigated the moderating role of affective commitment in predicting various individual and collective work-related outcomes. For instance, Nielsen et al. (2011) argued that employees are shielded by affective commitment from negative outcomes that they experience at work such as mental fatigue, attention and cognitive failures, and absenteeism. Tan and Akhtar (1998) found that organizational commitment act as a cushion to prevent the negative effects of apprehensions and work-related strain. Additional evidence (Usman & Raja, 2013; Williams et al., 2015) asserted that affective commitment being a strong indicator of emotional attachment and bonding works as an internal force to protect the employees from experiencing drastic effects that they might encounter while performing their occupational obligations.

Model of Job Demands-Resources (Bakker & Demerouti, 2007) offered plausible explanation for the buffering role of affective commitment in terms of psychological resource which when accompanied by positive organizational determinants such as person-oriented leadership, compassionate managerial supervision coupled with mutual trust and honesty serve as an accelerating force to diminish the drastic impact of many undesirable work-related behaviors. Additionally, it has been rigorously found that affective commitment tend to enhance (as a moderator) job related wellbeing (Van Driel & Berry, 2012); work engagement, psychological ownership (Yogamalar & Samuel, 2019) as well as minimizing the impact of employee exhaustion (Yücel et al., 2020) and emotional labor (Hakanen et al., 2018).

Diverse group differences across gender and job experience in relation to study variables have been highlighted in empirical literature. For instance, it has been found that men managers in vehicle manufacturing firms expressed augmented perceptions of supervisor support, procedural justice and lower inclinations of burnout as compared to their women managers (Ashill & Rod, 2011; Kurian, 2018; Semedo & Coelho, 2019)). Similarly, Quing (2019) demonstrated that positive perceptions of organizational support, job-related wellbeing, and job commitment with lesser inclinations of work-based emotional exhaustion have been endorsed more by male telecommunication employees than female workers. However, indigenous studies (Abbas et al., 2022; Ahmed et al., 2018) reported nonsignificant gender differences in terms of organizational virtuousness, person-oriented leadership, and turnover intentions. On the parameter of job experience, set of mixed findings has been documented, such as, Yogamalar and Samuel (2019) and Halliden and Monks (2005) declared that work experience may act as a facilitating factor in overcoming task-related hurdles but restrain coping with organizational stressors. Similarly, Moshabeki and Rezaei (2014) asserted that as time passes by in the same organization, employees may face the performance plateau and encounter problems in moving forward with respect to their professional growth. Additional set of studies (Falatah & Conway, 2019; Iqbal et al., 2022) highlighted a consensus in establishing a linear relationship between elevated favorable perceptions of organizational commitment, departmental support, and intrinsic motivation to flourish among newly inducted employees; while team-based problem solving is better among experienced employees.

## Rationale

Primary motives in designing the present study are based on multiple reasons. Foremost, the construct of organizational virtuousness has been adequately examined in the context of organizational settings as an outcome of leadership styles and managerial support. However, there is dearth of research on the predictive role of organizational virtuousness in manipulating various organizational outcomes. Therefore, the present study attempted to investigate the possible influence of organizational virtuousness on employees' level of commitment and experiences of job burnout. Moreover, affective commitment and burnout have been focused in prior studies as personal factors which would function in relation to personal dispositions. Nonetheless, literature is relatively silent about the possible outcome role of these personal factors which carry long term repercussions for both job performance and task efficiency. Hence, the current study strives to address this gap by considering the constructs of affective commitment and burnout at workplace in crucial response to organizational virtuousness. In the present study, night shift employees of call centers have been specifically focused. Mainly call centers are characterized as places of work having devoted telephone employee positions, in which the staff use technologies of computer and telephone at the same time as interacting with customers and clients (Benner, 2006). According to Hauptfleisch and Uys (2006), job requirements of the call centers are diverse, yet, equally demanding in nature to maintain a pressurizing balance across inbound-outbound calls, innovative information system and virtually relating with clients. Most recently, native set of studies (Abbas et al., 2022; Iqbal et al., 2022; Naseem et al., 2022) further added that employment in private sector (inclusive of call centers) is usually exemplified by casual and part time with low wages and lack of proper training. Therefore, focusing on employees of call centers for the present study owing to its uniqueness from other regular organizations in terms of repetitive nature of work, lesser flexibility in job hours, and intensely demanding nature of occupational precision. In addition, night shift call center workers had to bear additional strain of odd timings of duty with fewer support from familial and organizational domains.

Hence the present study intended to investigate the relationship between organizational virtuousness, affective commitment, and burnout among call center employees. It also attempted to determine the role of personal (gender) and organizational (job experience) factors in relation to organizational virtuousness, affective commitment, and burnout among call center employees.

## Hypotheses

To achieve the above-mentioned objectives, the following hypotheses were phrased:

- 1(a). Organizational virtuousness will positively predict affective commitment and negatively predict job burnout.
- 1(b). Affective commitment will negatively predict job burnout.
2. Affective commitment will moderate the relationship between organizational virtuousness and job burnout.
3. Male employees would reflect better perceptions of organizational virtuousness and affective commitment and lesser burnout as compared to female employees.
4. Employees with minimal work experience would reflect favorable perceptions of organizational virtuousness and affective commitment and lesser burnout as compared to their counterparts.

## Method

### Sample

A sample ( $N = 450$ ) constituted employees of night shift call centers located in Rawalpindi and Islamabad were selected by purposive sampling. Respondents included both men ( $n = 203$ ) and women ( $n = 247$ ), with age ranged from 22 to 38 years ( $M = 28.17$   $SD = 6.05$ ). Education level of the respondents was intermediate ( $n = 212$ ) and graduates ( $n = 238$ ). Job designation of the participants included customer support representatives ( $n = 227$ ), operational managers ( $n = 135$ ), and team leaders ( $n = 88$ ). Additional criteria were to take only those employees with minimum job duration of at least one year in the present organization and two years of overall work experience.

### Instruments

The following measures were used:

**Organizational Virtuousness Scale (OVS).** To assess, perceptions of organizational virtuousness, the scale developed by Cameron et al. (2004) was used. It consisted of 29 items and responses were to be rated on 5-point Likert scale, ranging from *Strongly Agree* (5) to *Strongly Disagree* (1). Possible score range that could be attained on OVS was 29-145 where high scores were indicative of better perceptions of organizational virtuousness. The Cronbach alpha for the total scale was reported as .89 (Cameron et al., 2004) although, in the present study alpha coefficient of .84 was achieved for the total OVS, while the coefficient of internal consistency ranged from .71 to .77 of subscales of OVS.

**Affective Commitment Questionnaire (ACQ).** Originally derived from the Organizational Commitment Questionnaire (Myer & Allen, 1997), ACQ consisting of 7 items was employed to assess affective commitment of the employees. Responses were on 5-point Likert scale, ranging from *Strongly Agree* (5) to *Strongly Disagree* (1) with possible score range of 7-35 where high score on this scale indicated higher level of affective commitment. The Cronbach alpha for the ACQ was reported as .84 (Myer & Allen, 1997) by original authors whereas, adequate reliability index (.81) was developed for this scale in the current study.

**Job Burnout Scale (JBS).** To assess subjective perceptions of work-related burnout, JBS (Erickson & Ritter, 2001) was employed.

The unidimensional scale consisted of 7 items to be responded on 5-point Likert scale, ranging from *Never felt this way while at work* (1) to *Felt this everyday* (6). Possible score range on Job Burnout Scale was 7-35 and high score on this scale showed elevated level of work-based burnout. Satisfactory reliability indices were reported for JBS (.89 Erickson & Ritter, 2001) whereas, alpha coefficient of .85 was obtained in the present study.

### Procedure

Appointments were obtained before visiting every call center. Official permission from Admin/HR heads of the respective organizations (Call Centers) were also sought. Informed consent was taken from every participant and was assured about the confidentiality of any personal information shared by respondents during data collection. Participants were also briefed about their right to quit at any time if they feel uncomfortable. Afterwards, respondents were graciously thanked for their time and support towards the study.

### Results

Multiple linear regression was computed to determine the predictive role of organizational virtuousness and affective commitment in job burnout. In addition, hierarchical multiple regression was tabulated to establish the moderating role of affective commitment in predicting job burnout. Finally, independent sample t-test and one-way ANOVA was done to examine the group differences along gender and job experience.

**Table 1**  
*Multiple Linear Regression Analysis Predicting Job Related Burnout (N = 450)*

<i>Predictors</i>	<b>Job Burnout</b>					
	<i>B</i>	<i>SE</i>	$\beta$	<i>p</i>	<i>R</i> <sup>2</sup>	$\Delta R$ <sup>2</sup>
Constant	49.62	4.43				
Age	.13	.08	.10	.27		
Education	.07	.15	.03	.31		
Organizational Virtuousness	-.84	.05	-.41	.00	.34	.32
Affective Commitment	-.58	.12	-.36	.00	.27	.24

*Note.* Age and education are entered as controlled variables

Results presented in Table 1 showed that organizational virtuousness and affective commitment are significant negative predictors of job-related burnout. It has been found that organizational virtuousness explained 34% variance while affective commitment accounted for 27% variance in job related burnout thereby providing substantial support for H1a and H1b.

**Table 2***Moderation of Affective Commitment for Organizational Virtuousness in Predicting Job Related Burnout (N = 450)*

Predictors	Job Related Burnout			
	B	t	95% CI	
			LL	UL
Constant	123.13**	11.03**	101.16	145.10
Organizational Virtuousness	-1.34**	-5.53**	-1.81	-0.86
Affective Commitment	-11.20*	-3.65*	-17.23	-5.17
Org. Virtuousness x Affective Commitment	.15*	2.76*	0.12	2.38
	R <sup>2</sup> = .19	ΔR <sup>2</sup> = .04	F = 23.58**	

Note: Org. = Organizational

\*  $p < .01$ , \*\*  $p < .00$ .

Figure 1. Moderating Role of Affective Commitment in Predicting Job-related Burnout From Organizational Virtuousness

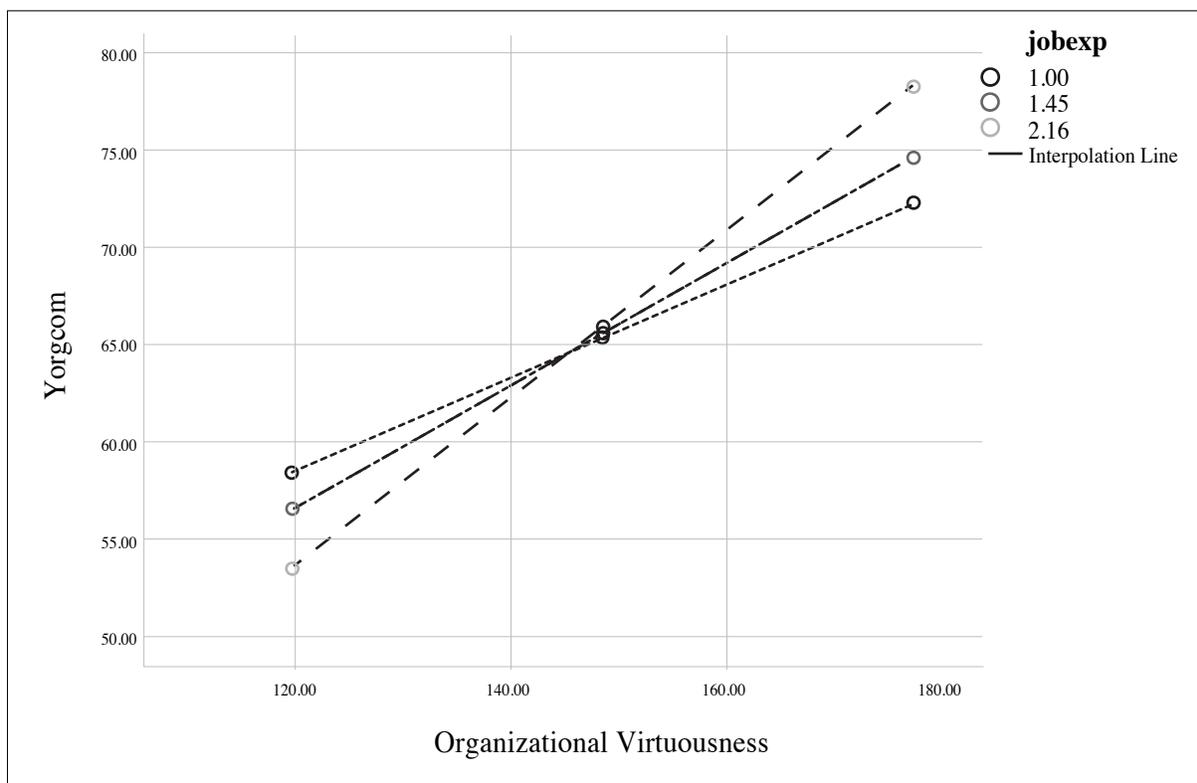


Table 2 and Figure 1 shows the moderating role of affective commitment for organizational virtuousness in predicting job related burn out among employees. The main effect of organizational virtuousness is significantly negative in predicting of job-related burn out, while affective commitment is also predicting job related burn out negatively. Upon addition of 4% variance, the interaction effect is significant indicating that perceived affective commitment is moderating the relationship between organizational virtuousness and job-related burn out. Moderation of affective commitment for organizational virtuousness in leading to job related burn out revealed that high level of organizational virtuousness sharply decreased job-related burn out with increase in affective commitment. This shows that affective commitment acts as a buffer in reducing feelings of job-related burn out and help employees to sustain on their job. These results offer reasonable support for H2.

**Table 3***Gender Differences on Study Variables (N = 450)*

Variables	Men		Women		<i>t</i>	<i>p</i>	95% CI		Cohen's <i>d</i>
	(n = 203)		(n = 247)				LL	UL	
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>					
Org. virtuousness	116.20	10.24	112.07	10.93	2.42	.02	1.59	5.63	.36
Aff. commitment	23.96	5.43	19.42	4.32	3.37	.01	0.74	6.65	.41
Job burnout	18.56	6.81	22.36	5.22	4.54	.00	1.4	3.82	.48

Note: Org. = Organizational Aff. = Affective

Table 3 indicate significant gender differences revealing that male employees exhibited better perceptions of organizational virtuousness and high levels of affective commitment with reduced experiences of job-related burn out. These results offer substantial support for H3.

**Table 4***Group Differences on Job Experience Along All Study Variables (N = 450)*

Variables	1 - 3 Years		3.1-6 Years		<i>t</i>	<i>p</i>	95% CI		Cohen's <i>d</i>
	(n = 289)		(n = 161)				LL	UL	
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>					
Org. virtuousness	82.47	10.61	76.22	9.81	6.43	.00	-7.08	-1.01	.71
Aff. commitment	23.91	5.03	20.00	5.43	4.05	.01	-3.52	-0.44	.43
Job burnout	19.94	4.79	24.65	5.11	5.32	.00	-5.13	-1.68	.67

Note: Org. = Organizational Aff. = Affective

Table 4 shows significant differences along overall job experience. Job experience tenure is divided into two groups with respect to work experience ranging from 1 – 3 years and the other group with 3.1 – 6 years. It has been found that employees having lesser work experience reflected better perceptions of organizational virtuousness, elevated levels of affective commitment and lesser experiences of job-related burnout. These findings provide grounds for the support of H4.

## Discussion

The present study attempted to examine the role of organizational virtuousness and affective commitment in job related burnout among call center employees. Findings of the study indicated that organizational virtuousness positively predicted affective commitment and negatively predicted job burnout. These findings can be best explained within the context of job demands-resources model (Bakker & Demerouti, 2007) advocating that cultured organizational factors such as fair practices in distribution of work and rewards play pivotal role in encouraging desirable work behaviors such as organizational commitment, job satisfaction and improved work performance.

This model further asserts that feelings of trust and faith inculcated by seasoned organizational practices often lead to reduced counterproductive work behaviors such as turnover intentions, job related stress and cognitive failures. Armenio et al. (2004) also deliberated that fostering organizational virtuousness (e.g., through honesty, interpersonal respect, and compassion combining high standards of performance with a culture of forgiveness and learning from mistakes) is likely to promote a more committed workforce. In addition, organizational support in terms of good managerial practices and compassionate leadership styles enhances positive and desirable work-related behaviors such as job performance (Schwartz, 2002), job optimism (Ugwu, 2012), and institutional affiliation (Halbesleben & Wheeler, 2008).

Results further showed that affective commitment negatively predicted job-related burnout. Falatah and Conway (2019) proposed reasonable explanation in support of these findings. They argued that affective commitment bears the emotional and psychological sense of belongingness to one's occupational place which serve as a catalyst to conserve motivation and impulse to adhere to the organization thereby reducing intentions of turnover and also overcoming the feelings of emotional exhaustion and depersonalization. Sohrab et al. (2011) found that burnout is a negative experience which is usually triggered by the lack of optimal personal (lack of association with one's organization) and organizational (poor supervisory support) factors. Additionally, Usman and Raja (2013) found that ability to cope up with tasks of the job and the loyalty to the organization is a strong precursor of employee's experiences of job insecurity, burnout, and job related wellbeing. Fernet et al. (2012) concluded that dedication and commitment with the industrial place or institute serve as an inspiring factor for the employees to reduce the impact of many devastating personal (job related mental fatigue, attention, and task execution errors) and organizational (absenteeism, lateness, and accidental loss) outcomes.

Findings of the study also revealed that affective commitment act as a moderator in the relationship between organizational virtuousness and job-related burnout. The buffering effect of affective commitment has been extensively highlighted in numerous studies (e.g., Emmons, 2003; Moshabeki & Rezaei, 2014; Rasheed et al., 2020; Rego et al., 2011) asserting that affective commitment is primarily an internalized concept of connectedness and emotional attachment to one's workplace which serve as a cushion to protect the employees from various adverse personal and organizational behaviors. In addition, Meyer, and Allen (2001) emphasized that among three types of organizational commitment (i.e., continuance, affective, and normative), only affective commitment has the strong potential to safeguard the employees from experiencing unfavorable repercussions in occupational health and performance strains. Later, Maxwell and Steele (2003) reported protective impact of affective commitment against job stress and counterproductive work behaviors among employees of hospitality management.

Recently, Sun and Yoon (2020) also found that affective commitment buffers the relationship between authentic leadership and turnover intentions.

Findings further indicated that male employees reflect better perceptions of organizational virtuousness and affective commitment and lesser burnout as compared to women employees. A rational justification is inferred from the evidence (Asif et al., 2019) declaring that men are more likely than women to hold jobs with commitment-enhancing features on the basis of their improved work engagement and creativity. Numerous studies (Ahmed & Anwar, 2018; Nielsen et al., 2011; Rasheed et al., 2020) conclusively found that female employees tend to report unfavorable perceptions of supervisory support, uneven opportunities of managerial promotions, and fewer prospects of attaining the highest level of executive leadership owing to glass ceiling effect. Likewise, several evidences (Ashill & Rod, 2011; Kurian, 2018; Semedo & Coelho, 2019) deliberated that women worker are inclined to be more emotionally exhausted and accounted elevated levels of job-related stress, burnout, psychological distress, and intentions to quit the job. Bakker and Demerouti (2007) explained this discrepancy in terms of social roles that many female workforces have to encounter due to multiple societal tasks that they have to comply both at work and family front. This, in turn, is likely to elevate the poor equation between demands and available resources thereby causing an additional strain for the female workers. On the other hand, Quing (2019) suggested that promoting women's integration in non-work-related interactions in the department (e.g., eating out together, sharing leisure activities, having conversations about personal matters) may be a useful strategy in making them more likely to want to stay at the institution and become more committed.

Results also revealed that employees with lesser work experience expressed favorable perceptions of organizational virtuousness, enhanced magnitude of affective commitment, and minimal experiences of job-related burnout. These findings can be convincingly justified in the context of organizational virtuousness theory (Cameron et al., 2004) proposing that employees joining the new organization tend to focus on the major strengths of their workplace which subsequently helps them in making adjustment and developing emotional attachment with the organization.

This notion is further endorsed in later studies (Fernet et al., 2012; Hakanen et al., 2006; Halbesleben & Wheeler, 2008; Sohrab & Khurram, 2011) inferring that interpersonal conflict and poor administrative supervision is less likely to be noticed and reported by freshly inducted employees and new employees have a propensity to report more engagement and organizational embeddedness in predicting their job performance. Conversely, Maslach and Leiter (2005) illustrated that employees with extended work experience and occupancy in the current organization described elevated levels of job-related strain, work overload and burnout. McGuire and McLaren (2009) demonstrated that workers of call centers with lesser job period in the current organization scored higher on the indicators of employee loyalty and wellbeing. Relatively recent study (Hwang, 2019) also endorsed that new employee believed that loyalty and performance at work are the major parameters to assure their stay in the office with the supportive role of organizational culture in which employee settles, develop recognition of job essentials and expect rewards in return of their good work.

### **Limitations and Suggestions**

The present study bears few potential limitations which should be kept in consideration while inferring the results and contributions. Firstly, with restrictive capability of the present study by using correlation design may not offer causal interpretations in relation to study variables. Hence, longitudinal design could be undertaken in upcoming studies which would provide more insight regarding the changes over a period of time. Secondly, measures used in this study were based on self-report perceptions and quantitative nature of instruments thereby, limiting the in-depth and diverse objectivity of the information. Hence, the use of qualitative techniques such as interviews and focus group discussions on the future investigations may offer more response variability and diverse angles of the constructs to be captured. Thirdly, sample was taken from only Islamabad and Rawalpindi call centers which may represents a selected geographical area. Hence, results may be inferred with caution with respect to generalizability of the findings. Finally, inclusion of single occupational group would not be able to provide more detailed interplay of the study constructs. Therefore, it is recommended that inclusion of diverse organizational setups could be considered in future endeavors so as to offer more in-depth understanding of the phenomenon.

Lastly, other related constructs such as supervisor support, distributive and procedural justice could be investigated in the context of organizational virtuousness which would provide a better comprehensive understanding of the occupational strengths of the organizations.

### **Implications**

Findings of the present study would offer numerous pragmatic applications. Firstly, results inferred from the current study would be beneficial for the leaders working at middle level management to optimize the functioning of the employees by enhancing perceptions about the organization. This, in turn, would expand positive psychological and behavioral outcomes such as organizational commitment, citizenship behavior, and overall job performance. Secondly, keeping in view the findings of the study, HR practitioners may develop outline of the job design in a manner that can foster employees' behaviors based on transparency, authentic, and unconditional moral goodness towards others. This would bring healthy consequences in regard to both individual (e.g., organizational commitment, job satisfaction) and managerial (e.g., organizational efficiency, productivity) outcomes. Thirdly, counselors of industrial sciences may develop training modules for executive leadership in promoting policies for highlighting the organizational strengths on humane and existential terms. It would not only supplement the trusted repute of the organizations but also boost the morale of their employees thereby augmenting the loyalty and commitment with their occupational settings and reduces the dark side of burnout and turnover intentions.

### **Conclusion**

This study attempted to determine the relationship among organizational virtuousness, affective commitment and burnout. Findings showed that organizational virtuousness positively predicted affective commitment and negatively predicted job burnout while affective commitment is negatively related with job related burnout. In addition, affective commitment has been found to moderate the relationship between organizational virtuousness and burnout by acting as a buffer against the burnout. Significant group differences are found on gender and job experience.

## Declaration

**Consent for publication.** Consent approved by the authors

**Availability of data and materials.** Not Applicable

**Competing Interests.** The authors are well informed and declared no competing interests.

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