



INTERNATIONAL JOURNAL OF RESEARCH IN SOCIAL SCIENCES & HUMANITIES

An International Open-Access Peer Reviewed Referred Journal

Impact Factor: 8.909

E-ISSN : 2249 – 4642

P-ISSN: 2454 - 4671

Organizational Socialization and Its Influence on Organizational Virtuousness by Intermediating Spiritual Capital

Safa Abbas Mohsen Oraibi, Prof. Dr. Hadeel Kazem Saeed

College of The Administration and Economics, Baghdad University, Iraq

DOI: <http://doi.org/10.37648/ijrssh.v11i04.001>

Paper Received:

04th August, 2021

Paper Accepted:

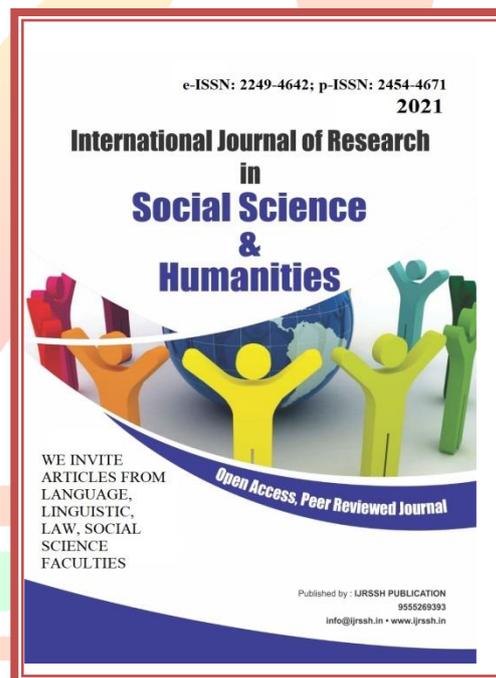
27th September, 2021

Paper Received After Correction:

27th September, 2021

Paper Published:

27th September, 2021



How to cite the article: Safa Abbas Mohsen Oraibi, Prof Dr Hadeel Kazem Saeed, Organizational Socialization and Its Influence on Organizational Virtuousness by Intermediating Spiritual Capital, October-December 2021 Vol 11, Issue 4; 1-20 DOI: <http://doi.org/10.37648/ijrssh.v11i04.001>

ABSTRACT

The aim of the current research is to test the relationship of organizational socialization influence as an influential variable in Organizational Virtuousness as an affected variable, through spiritual capital as an intermediate variable in the headquarters of the General Military Industries Company in all its departments and divisions , In view of the importance of the three variables to society, the company and its members, and based on the role that the variables (organizational socialization and spiritual capital) represent in raising the level of organizational Virtuousness of the company, and on the importance of the subject of research in public sector organizations, and its influential role in society , The researcher adopted the analytical descriptive method based on the survey of the sample's views in completing the research, by collecting data from the 119 research samples, based on the 48-paragraph resolution as the main tool for collecting data, and based on (Excel 2010, AMOS v.25, SPSS v.25) as well as the use of descriptive statistical methods ,The research concluded that the most prominent conclusion reached is the existence of organizational socialization influence in organizational Virtuousness, directly, indirectly through the intermediate variable, spiritual capital, and through partial mediation.

Keywords: *organizational socialization, organizational Virtuousness, spiritual capital*

IJRSSH

INTRODUCTION

At a time when industrial public sector organizations are making great efforts in the face of intense competition, especially competition of their products by imported foreign products after the great openness in the Iraqi market on the one hand, they on the other hand work in an ever-changing environment characterized by high certainty, which has burdened these organizations and their employees, and despite these efforts we hear from time to time about the spread of illegal behaviors issued from here and there from Some employees and managers, doubt, mistrust, indifference, conflicts, and failure to comply with work controls and instructions have become noticeable in some of them, This is what researchers in the field of organizational behavior refer to as an unseated situation in the level of organizational Virtuousness in these organizations, where Organizational Virtuousness leads to the development of manpower and the promotion of its exceptional performance through the positive organizational grant, the focus of research has been on the positive side of organizational processes and performance, rather than focusing on the negative side of them, so they defined their concept and importance, their characteristics and recipes, and the constraints they face, They

explained how they affect the work of individuals in organizations.

From this point of view, the researcher began to investigate the means by which the level of organizational Virtuousness can be raised sustainably, so the establishment of organizational socialization is one of these means and the most prominent of these means, socialization organizational is one of the most common human resources functions and of the most important and successful means and influence in the preservation of organizations and ensuring their continuation, as the researchers were interested in clarifying their concept, and how to apply them, they identified methods or tactics to implement them, and diagnosed their elements and stages, their task lies in Turning an individual into a social regulatory factor.

Hence the idea of research using organizational socialization for events that have a positive impact on the organizational Virtuousness in the Iraqi industrial sector represented by the General Military Industries Company, which is one of the newly established companies, which suffers from the problem of limited understanding of regulatory Virtuousness in it, and not realizing its importance, and in order to double that effect the researcher developed

an intermediate variable between the two main variables, namely spiritual capital, Global organizations are adopting a healthy ethical organizational culture capable of identifying and addressing ethical negatives through the organization's ownership and spiritual capital, combining its relentless pursuit of growth with its long-term results, thereby achieving compatibility between the behaviors of its employees and the ethical standards that have been identified.

FIRST RESEARCH: RESEARCH METHODOLOGY

First - The Problem of Searching:

For the current research two intellectual and field frameworks, where the problem of research began to suit those frameworks, and the intellectual framework is related to the scarcity of studies that combine these variables in one hypothetical model, and the scarcity of attempts to analyze the relationship between them, or determine the expected results of this relationship in research and studies, so the current research came as a simple attempt to bridge the knowledge gap in this area and to address a small part of the apparent lack of identification of the concepts of these variables, but the framework Field for the problem of research, the researcher may touch the problem of limited understanding of

Organizational Virtuosity in the general military industries company, And not realizing its importance and its important role in influencing performance, the Organizational Virtuosity will double the ability of the company to face difficult circumstances and with high flexibility, and for the purpose of addressing the problem on the ground the spiritual capital was mediated in the relationship between variables, because of its dimensions that can be employed to achieve the highest level of Organizational Virtuosity, and based on the above can clarify the main problem of the study in asking the question (can the company of general military industries employ the dimensions of organizational social upbringing to influence In Organizational Virtuosity, if the relationship with them is compromised by spiritual capital?).

Second - The Importance of Research:

The importance of the research can be determined by the following:

1. The importance of the variables dealt with in this study, as they are a diverse synthesis in the field of organizational behavior and human resources, which provides a cognitive contribution that seeks to accurately diagnose each of the variables and address the intellectual and philosophical contributions that are related to them to

come out with accuracy from consistent philosophical ideas and to contribute to blocking or reducing The gap in the aspects that were not covered in previous studies regarding the variable of organizational socialization, organizational Virtuousness and spiritual capital.

2. Enabling the officials in the General Military Industries Company to benefit from employing the dimensions of organizational socialization, which is reflected on their spiritual capital through their dealings with subordinates, and the role of this in enhancing organizational Virtuousness in the company.
3. Establishing an organizational culture among the research sample, with the importance of socialization and its active role in achieving organizational Virtuousness through spiritual capital.

Third - Research Objectives:

1. Clarify the intellectual contents of the research variables by addressing their origin, precise concepts, importance and characteristics that distinguish them, passing through their dimensions and reaching their development in light of convergent and different points of view.
2. Analysis and interpretation of the relationship and the effect of

organizational social upbringing on organizational Virtuousness. In addition to the link and influence of organizational socialization and spiritual capital on organizational Virtuousness, as well as the link and impact of organizational socialization on the mediating variable represented by spiritual capital to reach a cognitive and scientific framework based on the efforts of previous researchers and in a manner that enhances the benefit of the investigated variables on both the theoretical and practical levels and to give way In front of other researchers to research the subject and other aspects.

3. Diagnosing the role of organizational social upbringing in raising the level of organizational Virtuousness through the mediating role of spiritual capital.
4. Reaching a realistic model that links the research variables in line with the Iraqi field reality.

Fourth - The Hypothetical Scheme:

In order to achieve the purpose of the research and to reach its specific goal, the researcher designed a scheme that identifies the main assumptions with the influence degrees between them, as shown in Figure No. (1)

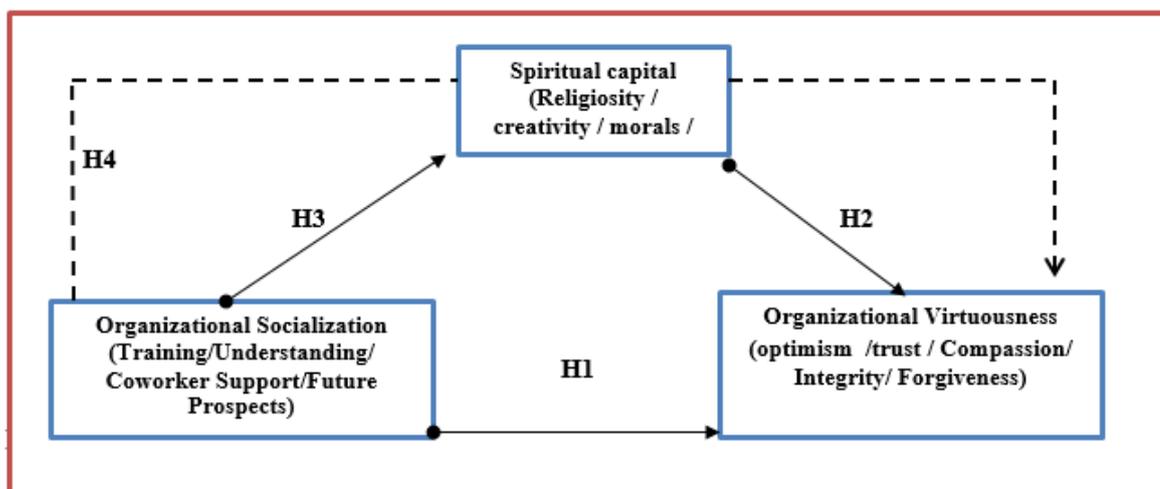


Figure (1) The hypothesis of the research

Fifth - Research Hypotheses:

The first main hypothesis: There is no statistically significant effect of the dimensions of organizational socialization combined in organizational Virtuousness and its dimensions.

The second main hypothesis: There is no statistically significant effect of the dimensions of spiritual capital combined on organizational Virtuousness and its dimensions.

The third main hypothesis: There is no statistically significant effect of the dimensions of organizational socialization combined on spiritual capital and its dimensions.

The fourth main hypothesis: The effect of organizational socialization on organizational Virtuousness does not increase by mediating spiritual capital.

Sixth - Research Community and Sample:

The research community represents all the individuals, things or elements who constitute the research problem, which the researcher seeks to generalize the results of his study to. It is supposed to preserve the characteristics of the original community in order to be representative of that community. The researcher (the departments and divisions of the headquarters of the General Military Industries Company) chose a community for research because of their importance in making strategic decisions for the company. The method of comprehensive enumeration of the population studied in the study was adopted, because of the accuracy of this method in the results and giving the most accurate details about the studied community, which helps to generalize the results extracted from the

sample. (119), because the occupants of these positions fulfill the requirements of the crisis to achieve the purpose of the study from the researcher's point of view.

Seventh - The Search Measurement Tool:

Some previous studies dealing with research variables and their dimensions were relied upon, as the current research scale depends on the main and sub-variables as shown in the table below.

Table No. (1) The main variables, their sub-dimensions, and the measures adopted for its measurement.

variable	Dimensions	paragraphs	the scale
Organizational socialization	training	(5)	Robert .J.Taormina ,2004
	understanding	(5)	
	Support co-workers	(5)	
	future prospects	(5)	
Spiritual capital	religiosity	(4)	Mas-Machuca & Marimon,2019
	creative	(4)	
	Moral	(3)	
	health	(2)	
Organizational Virtuousness	optimism	(3)	Kim s. Cameron ,2004
	trust	(3)	
	Compassion	(3)	
	Integrity	(3)	
	Forgiveness	(3)	

To ensure the fulfillment of the research requirements, the researcher proceeded to distribute (119) questionnaires to the selected sample, which represented the opinions of a sample of employees in the General Military Industries Company, from which (97) valid for statistical analysis were retrieved, as shown in Table (2).

Table (2) Response rate

Status	the number	percentage
The number of resolutions distributed	119	%100
Number of questionnaires not returned	22	%18.49
The number of resolutions valid for analysis	97	%81.51

THE SECOND TOPIC: THE THEORETICAL SIDE

First - Organizational Socialization:

1- The concept of organizational socialization:

He was the first (1979: Van Maanen & Schein) to provide a definition of organizational socialization referring to it as "the process by which new employees acquire the attitudes, behaviors, and knowledge they need to participate as members of the organization", but this definition does not specify the content, especially the content related job, as indicated by (Fang, et at, 2010:127), it is

the individual's ability to understand values and abilities And the expected social behaviors that qualify him to take on an organizational role through his membership in the organization (Louis, 1980: 229), and the process by which a person acquires functional skills related to a functional level of organizational understanding and achieves supportive social interactions with co-workers that make him accept the procedures and methods in force. for a particular organization (Taormina, 1997:29).

While (Lee, 2016: 382) describes it as the process of individuals acquiring knowledge, skills and behaviors, which makes them more capable of

organizational work. Providing its employees with the required knowledge and information, obtaining organizational understanding, and developing their abilities to interact within the work team, in a way that contributes to improving their job skills, adapting and improving their performance.

2- Dimensions of organizational socialization:

Training: Training prepares and designs a program for employees for the purpose of promoting adaptation and integration with work and the organization. Employees are subjected to training to acquire high skills, and thus they will have more effectiveness at work and achieve success and job satisfaction (Bigliardi, et al., 2005:427). Therefore, training is a designed and planned process. It is predetermined by the organization's management, to provide workers with information, provide them with skills, upgrade their capabilities, and enable them to perform their jobs better.

Understanding: Understanding refers to “the extent to which an employee fully understands and can apply knowledge about his or her job, the organization, its employees, and its culture (Taormina, 2009:654), The researcher believes that understanding is a psychological process that reflects the nature of the individual's awareness and understanding of the nature of his job, the type of tasks assigned to

him, the tasks of the work group to which he belongs, and how the organization and its employees work.

Co-worker support: the assistance that is provided on the basis of mutual understanding, mutual respect and empowerment among employees (Repper, 2013:4), according to the researcher, it is: the emotional, moral, instrumental, and informational support between members of the work team, in an effort to integrate and adapt and reduce fears and anxiety without obtaining Financial compensation for this, and the main basis for the success of the process of organizational socialization.

Future prospects: It is represented in individuals' perceptions of obtaining a rewarding job and how it will be located within the organization after a period of time, as well as their perceptions about rewards. Usually, future expectations determine the employee's fate in continuing to work or withdrawing when comparing these expectations with the reality in the organization with what is called (the shock of reality), so it is considered (Qing, et al., 2013:1397).

Second: Spiritual Capital:

1- The concept of spiritual capital:

Spiritual capital includes factors and capabilities of a diverse nature (Al-Husayni, 2019: 188), and it is common enough to be applied to all traditional

religions as well as new religions. It is a diverse group of non-religious activities characterized by virtue or reform (Mas-Machuca & Marimon, 2019:2) They described it as wealth, power and influence gained through work, and is best expressed through a life devoted to service (Zohar, 2010,2), as well as an individual ability generated by emphasizing the intrinsic values of spirituality (Palmer & Wong, 2013), It is generated through the individual's spiritual relationship with his Creator, according to what he sees (Holt, et al., 2011), and the researcher describes it as the individual's spiritual assets, which were generated by him as a result of a correct social upbringing, which diagnosed him with a higher goal in life, and made him insight into the non-material aspects of work. And the greater his sense of belonging to the community.

3- Dimensions of spiritual capital:

Religiosity: Religiosity is a term used primarily in sociology to denote many aspects of the influence of religion on the behavior, mentality, and self-control of an individual, and involves belief in a higher being that directs individuals to follow the path established by it and dictated by religious belief (Kashif, et al, 2017: 430), and the ability to The individual has to establish a personal relationship and get to know it with God (Mas-Machuca & Marimon, 2019:8), and the researcher

believes that it is the degree of faith in God Almighty and the ability to adhere to the knowledge of religious rulings and teachings.

Creativity: the emergence of a generation of new ideas, that is, thinking outside the box, and coming up with the novel through complex and diamond-minded ideas. On the contrary, innovation includes refining the ideas that were born from creativity and then transforming them into useful solutions (Handzic & Chaimungkalanont, 2017:59).

Moral: it is the ability to establish moral judgment and control behavior.” It includes correct knowledge, good judgment, consistent behavior (Mas-Machuca & Marimon, 2019:9), and it is the ability to adopt consistent good behaviors that have been identified and established by society, religion or conscience profile.

Health: (Mas-Machuca & Marimon, 2019:11) indicates that spiritual capital stabilizes and activates health dynamics personally and socially, so it is important to consider the nature of human spirituality as one area of health and well-being, while the concept of health seeker is the individual's ability to achieve integration Between his physical and mental safety and in a way that achieves a positive mental state that enables him to perform his role in life in a better manner.

Third - Organizational Virtuosity:**1- Concept of Organizational Virtuosity:**

The roots of virtue go back to the Latin word “virtus” which means “strength” or “distinctiveness.” They are desires and actions that produce personal and social good, as described by Plato and Aristotle (Bright, et al, 2006:251),(Cameron, et al., 2004: 768) Organizational virtuosity means individual actions, group activities, cultural traits, or processes that enable the dissemination and perpetuation of virtue in the organization, They are contextual excellent traits, such as empathy, integrity, tolerance and trust, according to the opinion of (Gukiina, et al., 2019:106), and the researcher believes that it is a system of virtues that works to generate, protect and reinforce positive habits, activities and behaviors that have an impact on organizational life with the aim of elevating and transcendent behavior Members of the organization and transforming it into a culture that spreads at the level of the organization’s departments and activities, enabling its members to face challenges through their adherence to optimism, trust, sympathy, integrity and forgiveness.

2- Dimensions of Organizational Virtuosity:

Organizational optimism: Optimism is defined as the constant desire to expect or

achieve positive results, 2016: 497 (Ravaji, and it is one of the basic structures of the positive psychology movement (Seligman, 2002: 6), it is a unique ability to deal with work pressures generated by workers. As a result of positive thinking, belief in the goal, and belief in obtaining better results in the future, which generates unlimited possibilities for them to deal with problems and successfully and to form better social relations with others.

Organizational trust: a key factor in determining the effectiveness of building personal relationships and honestly freedom of expression, as its lack leads to the deterioration of personal relationships and hardening in human attitudes, and inefficiency and effectiveness in organization (Sherwyn et al., 2015:32), and the researcher believes that it represents a valuable group of The feelings, beliefs and expectations that the worker has regarding the credibility and reliability of the practices and behaviors followed by the administration to which he belongs, as well as by his colleagues at work.

Organizational Compassion: It helps individuals to feel the suffering of others and their consolation, and this is part of the social system and the human experience. In order for these processes to be collective, they must be legitimized, disseminated and empowered through

values, practices and policies within the organization (Kanov et al., 2004:808), and the researcher sees it as an attribute of Human qualities, which are represented in the individual's awareness and understanding of the suffering of others, responding to them and interacting with them, and what generates between them common positive feelings.

Organizational Integrity: The concept of organizational integrity is linked to ethical values, and the process of blending values and integrity has given strength to organizations that pursue this philosophy (Polowczyk, 2017:2). Thus, we generally understand integrity as organizational measures that conform to moral or socially acceptable values and demonstrate a consistent response to the values of their external environment (Fiorito & Ehrenhard, 2019).

Organizational Forgiveness: Forgiveness represents the willingness to relinquish the right to resentment, negative judgment, and indifferent behavior towards those who have unjustly harmed us while enhancing the traits of empathy and love towards them (Campbell, 2017:3). It is considered part of the process of reducing errors in organizations (Saunders, 2011: 132), and the researcher believes that it is an emotional, intentional and voluntary process that the individual enjoys when he has the ability (to forgive the mistakes of

others) and trust in them (not to repeat mistakes in the future) and in a way that develops cooperative relationships at work. .

THE THIRD TOPIC: TESTING THE RESEARCH HYPOTHESES

First: Testing and analyzing the main research hypothesis (first), which states

(there is no statistically significant effect between the dimensions of organizational socialization combined in organizational virtuousness and its dimensions).

The calculated (F) value of the model was recorded (37.356), which is greater than the tabular (F) value, which is (2.46) at the level (0.05), and as a result, the alternative hypothesis will be accepted, which is (there is a statistically significant effect between the dimensions of organizational socialization together in virtuousness organizational) at the level of significance (%5) at the level of confidence (%95), and this indicates that the dimensions of organizational socialization together have an effective and clear impact on organizational virtuousness, that is, whenever the senior management of the company in question seeks to pay attention in general and to all dimensions together, it has An effective and clear effect on achieving organizational virtuousness, and it appears through the value of the

coefficient of determination (R^2) which is (0.619) that the dimensions of organizational socialization together are able to explain (%62) of the changes that occur in (organizational virtuousness),

while the remaining percentage is (%38), it is dependent on other variables that are not included in the research model, and as shown in Figure (2).

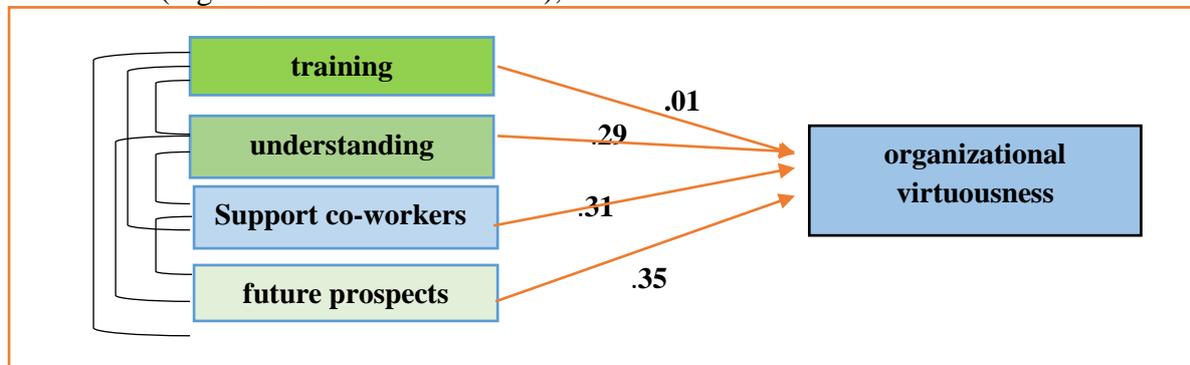


Figure (2) The effect of the dimensions of organizational socialization on organizational virtuousness.

Second: Testing and analyzing the main research hypothesis (second), which states (there is no statistically significant effect of the dimensions of spiritual capital combined on organizational virtuousness and its dimensions).

The estimated value of (F) for the model was recorded (43.376). It is greater than the tabular (F) value, which is (2.46) at the level of significance (0.05), and as a result, the alternative hypothesis will be accepted, which means (there is a statistically significant effect between the dimensions of spiritual capital together in organizational virtuousness) at the level of significance (%5) That is, at a confidence level (%95), which indicates that the dimensions of the spiritual capital together

have an effective and essential effect in influencing organizational virtuousness. That is, when attention is paid to all dimensions of spiritual capital in a large and equal way for all dimensions, this will have a positive impact on organizational virtuousness, through the value of the coefficient of determination (R^2) which is (0.653). It is clear that the dimensions of spiritual capital are able to explain its percentage (%65) of the changes that occur on (organizational virtuousness), while the remaining percentage (%35) is dependent on other variables not included in the research model, and as shown in Figure (3)

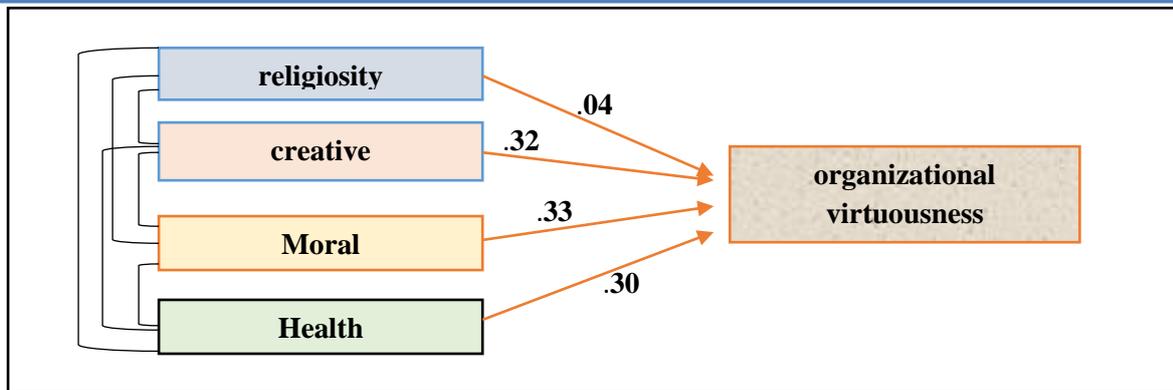


Figure (3) The effect of the dimensions of spiritual capital on organizational virtuousness

Third: Testing and analyzing the main research hypothesis (third), which states (there is no statistically significant effect of the dimensions of Organizational Socialization combined on spiritual capital and its dimensions).

The calculated (F) value of the model was recorded (27.407), which is greater than the tabular (F) value, which is (2.46) at the (0.05) level, and as a result, the alternative hypothesis will be accepted, and this means (there is a statistically significant effect of the dimensions of organizational socialization together in the head of Spiritual money) at the level of significance (%5) at the level of confidence (%95), This indicates that the

dimensions of Organizational Socialization together have an effective and clear impact on the spiritual capital, that is, whenever the senior management of the company in question seeks to pay attention in a general way to all dimensions of Organizational Socialization together, it has an effective impact on the achievement of the spiritual capital, It appears through the value of the coefficient of determination (R^2), which is (0.544), that the dimensions of organizational socialization together are able to explain (%54) of the changes that occur in (spiritual capital), while the remaining percentage (%46) is dependent on other variables. Not included in the search form. As shown in figure (4)

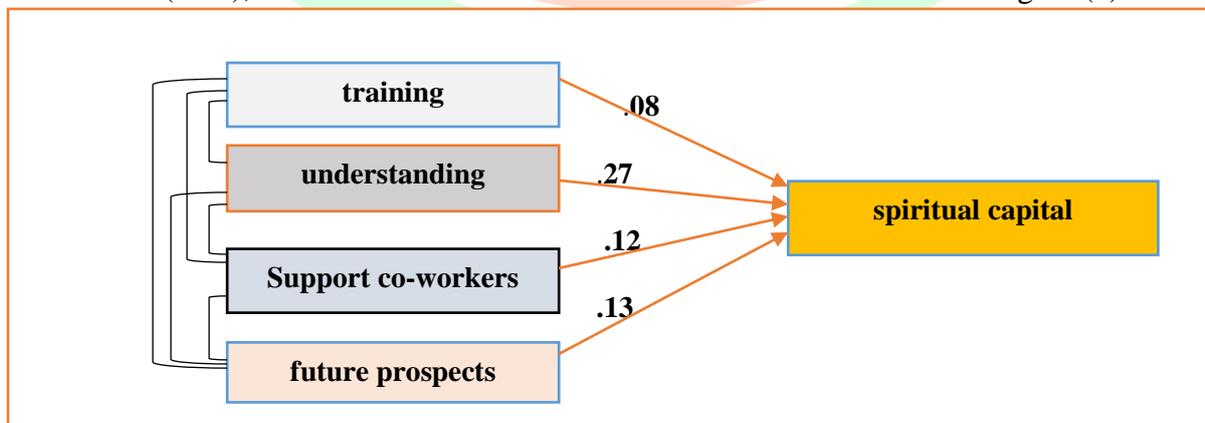


Figure (4) The effect of the dimensions of organizational socialization on spiritual capital

Fourth - Testing and analyzing the fourth main hypothesis: which states (the effect of organizational socialization on organizational virtuousness does not increase by mediating spiritual capital).

A- Testing the multiple correlation hypothesis: In order to test the multiple correlation hypothesis (7-1), which states the following (there is no statistically significant correlation between organizational socialization, spiritual capital and organizational virtuousness), the value of the correlation coefficient between social upbringing has reached Organizational, spiritual capital, and organizational virtuousness (0.817) at significance level (0.000) , It is less than the significance level (0.05), and this indicates (the existence of a statistically significant correlation between organizational socialization, spiritual capital, and organizational virtuousness), meaning that there is a relationship between the variables represented by an effective positive direct relationship.

B- Testing the impact hypothesis: To test hypothesis (7-2), which states the following (there is no statistically significant effect between organizational socialization and spiritual capital together in organizational virtuousness) The value of (F) calculated for the model (94.531), which is greater than the tabular value (F) of (3.09) at the level of significance (0.05),

and accordingly we accept the alternative hypothesis, and this means (there is a statistically significant effect between organizational socialization and capital Spiritual in organizational virtuousness) at the level of significance (5%), that is, with a degree of confidence (95%). That is, organizational socialization and spiritual capital have both an effective and powerful influence on organizational virtuousness. Through the previous results, it is clear that there is a role for the mediating variable (spiritual capital) in influencing the relationship between (organizational socialization in organizational virtuousness). Organizational virtuousness of (0.311), which is smaller than the value of the direct effect between (organizational socialization in organizational virtuousness) of (0.508), and this means that the effect of the mediating variable (spiritual capital) between the two variables (organizational socialization in organizational virtuousness) is partial effect.

Table (3) The direct and indirect influence between organizational socialization and organizational virtuousness by mediating spiritual capital

Mediation type	indication for direct effect	sig for an indirect effect	sig for direct effect	C.R.	S.E.	direct effect	indirect effect	search variables		
-----	incorporeal	-----	0.000	10.364	0.061	0.632	---	OS	→	SC
partial mediation	incorporeal	0.002	0.000	5.574	0.091	0.508	0.311	OS	→	OV
-----	incorporeal	-----	0.000	4.694	0.105	0.492	---	SC	→	OV

FOURTH TOPIC: CONCLUSIONS AND RECOMMENDATIONS

First, The Conclusions:

1. The influential role of the direct manager in the organizational socialization process becomes clear when assisting and directing subordinates to complete the tasks assigned to them, especially since they possess good knowledge of the mechanisms used to accomplish tasks, despite their need for effective and advanced training programs.
2. There is ambiguity that prevents employees from knowing the nature of the organizational goals that the company seeks to achieve, despite their full understanding of the nature of their job duties.
3. It is clear that the factor of religiosity has a special place in the research community, but it did not go beyond being a personal matter, which caused him to lose his influential role in achieving organizational virtuousness.
4. The Military Industries Company also believes that their future behavior is determined by management decisions regarding their current behavior, with the need for more clarification regarding ethical standards as a guide and guide for organizational behavior.
5. It is noted that the keenness to perform the work well is what distinguishes the research community, despite the concern about the limitations of their capabilities in the face of future challenges.
6. It is noted that mercy and forgiveness with employees regarding unintentional mistakes is a work approach followed by the company's

leaders, except in other cases that cause harm, they are excluded from that.

Second - Recommendations:

1. The necessity of providing effective and advanced training programs in line with the knowledge that the company desires to attain.
2. The company's management should clarify to its employees the organizational goals it seeks to achieve at all levels, because of its role in helping them direct their activities towards achieving those goals.
3. Investing in the prestigious position of religiosity among employees, by reminding and calling for the adoption of the qualities urged by the Islamic religion at work (care for work and mastery in it, honesty, good treatment of others, avoidance of neglect, and justice with subordinates), and in a manner that contributes to maximizing the role Influential religiosity in achieving organizational virtuousness.
4. Enhancing work ethics within the company, through written and public codes available to all individuals, to be guidelines for proper work, and granting privileges to those who comply with them as an encouragement to them, and making them role models for their other peers.
5. Investing in the state of optimism enjoyed by the company's employees, and enhancing it with scientific and technical capabilities, in order to enable them to face various environmental threats.
6. Taking advantage of organizational forgiveness in mitigating the negative effects and benefiting from the mistakes of others to move forward in a positive way.

The logo for the International Journal of Research in Social Sciences and Humanities (IJRSSH) is displayed in a stylized, bold, orange font. The letters are slightly slanted and have a modern, sans-serif appearance. The logo is centered at the bottom of the page, below the main text area.

REFERENCES

1. Al-Hussaini, Kamal Kazem, (2019) "Spiritual Capital: A Contemporary Perspective to Awakening the Behavior of Organizational Citizenship through the Mediating Role of Psychological Ownership", *Al-Muthanna Journal for Administrative and Economic Sciences*, Vol. (9) No. (4) – 2019, 184-205
2. Bigliardi, B., Petroni, A., & Ivo Dormio, A. (2005). Organizational socialization, career aspirations and turnover intentions among design engineers. *Leadership & Organization Development Journal*, 26(6), 424-441
3. Cameron, K , Bright, D. & Caza, A, (2004)" Exploring the Relationships Between Organizational Virtuosity and Performance", *American Behavioral Scientist*, Vol. 47 No. 6, pp.1-24
4. Campbell,A, (2017)" Forgiveness and Reconciliation as an Organizational Leadership Competency within Restorative Transitional Justice Instruments", *International Journal of Servant Leadership*,pp.1-40
5. Cheryl L. Holt, Emily Schulz , Beverly R. Williams,Eddie M. Clark & Min QI Wang,(2011) "Social, Religious and Spiritual Capital and Physical/Emotional Functioning in a National Sample of African Americans",*Journal of Community & Applied Social Psychology*J. Community Appl. Soc. Psychol. (2011) Published online in Wiley Online Library
6. Danah Zohar,(2010) "Exploring Spiritual Capital: An Interview with Danah Zohar", *Spirituality in Higher Education Newsletter* AUGUST 2010 Volume 5, Issue 5 Page 1
7. David A. Palmer& Michele Wong, (2013) "Clarifying the Concept of Spiritual Capital" , Prepared for the Conference on the Social Scientific Study of Religion The Chinese University of Hong Kong, 10-13 July 2013
8. herwyn P. Morreale & Pamela S. Shockley-Zalabak, (2015)" Organizational Trust in Cultures with a History of Distrust: A Qualitative Study of Polish and Russian Leaders,Perspectives and Experiences", *Journal of Intercultural Communication Research*, Vol.44,No.1,pp. 27-43
9. Joshua - Gukiina Mr, Joseph M. Ntayi, Waswa Balunywa, Augustine Ahiauzu,(2019)" Organizational Virtuosity: The Customers Perspective", *African Social Science Review* Volume 10, Number 1, Spring 2019
10. Kanov, Maitlis, Worline , Dutton, Frost & Lilius, (2004) "Compassion in Organizational Life", *Amr., Beh. , Sci. ,* Vol. 47 No. 6 , pp 808 – 827

11. Lee, J., Oh, S., & Burnett, G, (2016) "Organizational Socialization of Academic Librarians in the United States", *The Journal of Academic Librarianship*, 42(4), 382-389
12. Louis, M.R, (1980) "Surprise and sense making: what newcomers experience in entering unfamiliar organizational settings" *Administrative Science Quarterly*, Vol. 25 No. 2, pp. 226-51
13. Marjan Ravaji,(2016)" The Effect of Organizational Virtuousness and Psychological Capital Role on Employees' Creativity In Tehran Water and Wastewater Company", *International Journal of Scientific Management and Development* ISSN:2345-3974, December 2016, Vol.4, No.12 pp:496-506
14. Mas-Machuca, M., & Marimon, F, (2019)" Holistic spiritual capital: definition and its measurement", *International Journal of Organization Theory & Behavior*
15. Meliha Handzic & Mark Chaimungkalanont ,(2017) "Enhancing Organisational Creativity Through Socialisation", *The Electronic Journal of Knowledge anagement* Volume 2 Issue 1, pp 57-64, available online at www.ejkm.com
16. Muhammad Kashif, Anna Zarkada & Ramayah Thurasamy, (2017) "The moderating effect of religiosity on ethical behavioural intentions : An application of the extended theory of planned behaviour to Pakistani bank employees", *Personnel Review*, Vol. 46 Issue: 2, pp.429-448, <https://doi.org/10.1108/PR-10-2015-0256>
17. Ping-qing, L., Wei-zheng, L., & Li-xing, D, (2013) "Study on the influence of organizational socialization on work performance of new employees—With person-organization fit as mediating variable". In *Management Science and Engineering (ICMSE), 2013 International Conference on* (pp. 1391-1399). IEEE
18. Polowczyk Pł, (2017) "Organizational Ethical Integrity: Good And Bad Illusions" ,Palgrave Communications, www.nature.com/palcomms
19. Repper, J., Aldridge, B., Gilfoyle, S., Gillard, S., Perkins, R., & Rennison, J. (2013) "Peer support workers: Theory and practice". London, UK: Centre for Mental Health and Mental Health Network, NHS Confederation
20. Robert J. Taormina ,(2004) "Convergent validation of two measures of organizational socialization Int", *J. of Human Resource Management* 15:1 February ,pp 76–94
21. Ruolian Fang, Michelle K. Duffy and Jason D. Shaw ,(2010). "The Organizational Socialization Process: Review and Development of a Social Capital Model", *Journal of Management* 2011 37: 127 originally published online 13 October 2010
22. Saunders, R, (2011)" Questionable associations: The role of forgiveness in transitional justice", *The International Journal of Transitional Justice* , 5, 119-141

23. Seligman, M, (2002) "Positive psychology, positive prevention, and positive therapy", Handbook of positive psychology. New York: Oxford
24. Timo L.Fiorito & Michel L.Ehrenhard,(2019)" Understanding Organizational Integrity from an Institutional Perspective ", Academy of Management, Published Online:1 Aug 2019 <https://doi.org/10.5465/AMBPP.2019.28>
25. Van Maanen, J., & Schein, E. H ,(1979) "Toward a theory of organizational socialization" Research in Organizational Behavior, 1: 209-264

