



# Humanity as Character Strength makes you gel with your organization: Mediating role of temperance

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## // Abstract

The present study examines the association between humanity, temperance, and person-organization fit. Humans need association with groups, and based on self-categorization theory, different levels of categorization may affect one another through different processes. We have taken the idea as the core of the study, where the superordinate level of identity (humanity) is associated with a group-level self-category (person-organization fit) temperance. Both humanity and temperance are virtues of character strength of a person. We support the core with Virtue theory, which reflects on the significance of virtues in building ethics among individuals, organizations, and society in general. It is a cross-sectional study where self-reported questionnaires were used to collect data by sending e-mails to respondents to fill over their responses on a google form. A sample of 185 employees working in India's manufacturing and service sector was collected through convenience sampling. Structural Equation Modeling (SEM) and Hayes' PROCESS macro were used to analyze the association among constructs. SEM showed that Humanity was positively associated with temperance and person-organization fit, temperance was positively associated with the person-organization fit, and temperance mediated the positive association between humanity and person-organization fit. The results were also assured using Hayes' PROCESS macro. The present study highlights temperance's mediating role as an underlying mechanism between humanity and person-organization fit. The theoretical and practical implications, the limitations and the future scope of the current research are also discussed.

*Keywords:* Humanity, Temperance, Person-organization fit, Self-Categorisation theory, Virtue Theory

## Introduction

Humans are social animals by nature, and it is a human tendency to find themselves associated with others and be social. No human can be entirely self-sufficient; thus, they need to socialize (Aristotle, 1855; Ebenstein & Ebenstein, 2002). People want to be associated with different groups. An Individual can simultaneously relate to various



intermingled groups (Turner & Reynolds, 2012). Earlier work has implied that sometimes individuals realize that they lack humanity, and at those times, they might perceive stimulation to connect with others (McFarland et al., 2012). They portray prosocial actions, attempt to rewire themselves to society, and rebuild their ethical reputation (Albarello & Rubini, 2015).

In the organizational context, employees also feel the need to be connected with others at their workplace (King et al., 2010); that is, they feel the requirement to fit in their organization. Thus, the present necessity is to emphasize the constructive ideologies that could aid employees in blending with others and have a sense of shared identity with other employees in a manner that is a good fit with the organization.

This research emphasizes humanity as connecting with others. Thus, having a feeling of humanity could enable an employee to acknowledge resemblance with other employees instead of being competitive. Although humanity has been recognized to have interpersonal effects, its role in organizational behaviour has not been extensively studied. Specifically, a gap exists in reviewing humanity's impact on employees' person-organization fit. Also, it is essential to explore the underlying mechanism between humanity and person-organization fit, and this study suggests temperance as a mediating mechanism between these variables. With a sense of temperance, individuals feel self-control in their life (Sosik et al., 2019). Thus, this study expects to promote temperant behaviour among employees by fostering humanity, which could improve their fit in organizations.

The study's scope mainly focuses on the organizational context regarding employees' fit and their humanity & temperance virtue. However, the findings can be generalized in a psychological context. Moreover, we have looked at the findings from the perspective of the new digital era. Findings can be used to promote the virtue of humanity among any individual to have temperance and fit their community. Furthermore, since human beings are entangled in technology, it is hard to be unconcerned about it (Kiepas, 2021). The study's implications discussed the role of technological advancements in promoting humanity and its positive outcomes.

The objectives of the study are: -

1. To investigate the relationship between humanity, temperance, and person-organization fit
2. To examine if temperance is a mediating between humanity and person-organization fit.

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3. To test whether other controlled variables influence the constructs, i.e., humanity, temperance, and person-organization fit or the relationships among them.

## Literature Review

### Theoretical Framework

This study is based on the underpinning of two theories- Self-Categorization Theory and Virtue Theory

#### *Self-Categorization Theory*

Turner (1985, 1987) proposed the Self-Categorization Theory (SCT), which recognizes that a person can act as both an individual and group member and also explains how and when people would describe themselves as individual or group member

Willer et al. (1989) proposed three self-categorization levels in self-categorization theory. On the superordinate level, the self is described as a part of humanity compared to other creatures. On the intergroup level, the self is described as part of a group compared to a related outgroup). On the interpersonal level, the self is described as an exclusive individual compared to others (Turner & Reynolds, 2012; Willer et al., 1989). Turner et al. (2006) propose that higher and lower-order self-categories interplay with one another to form another. (Turner & Reynolds, 2012)

Hogg & Terry (2000) worked on the organizational context of self-categorization theory and revealed various prepositions to be worked upon based on the idea underlying the self-categorization theory. Hogg & Terry (2000) advise that identity-related constructs and processes can update our knowledge of organizational behaviour. More importantly, admitting the significance of “work-related identities to people’s sense of self, a social identity perspective adds to the understanding of organizational attitudes and behaviour by drawing on the critical link between such identities and the person’s sense of self.” (Hogg & Terry, 2000)

#### *Virtue Theory*

According to Virtue Theory, the core of ethics stays in evolving positive character features as a virtue (Arjoon, 2000; Ross & Urmson, 1984). The emphasis is to shape an ethical organization to grow employees’ character. The notion backed by the two theories is that humanity and temperance must be cultivated as virtues in employees’ character so that the employees’ values grow consistent with the values of an ethical organization.



Thus, our study is focused on identifying oneself as a human being by having humanity as a virtue so that one sees other employees as also human beings and then smearing temperance (self-regulation) to bring into line one's identity with self and organization, which in turn would foster person-organization fit.

### **Humanity and Temperance**

The earliest notable occurrence of humanity as a construct in modern literature is the Adlerian personality theory; its core idea was "gemeinschaftsgefühl," whose literal meaning is "social interest" in the German language, but contextual meaning in Adler's theory is a sense of "oneness with humanity" (Adler, 1927). Bastian et al. (2013) refer that an individual's virtue of humanity relies on others' humanity. As discussed, when individuals sense they lack humanity, they might become involved with others pro-socially, rewiring themselves with society and restoring their ethical reputation (McFarland et al., 2012). Hamer et al. (2019) proposed that those who sturdily classify themselves with all humanity believe they are near humans across the globe, care for them, and observe all of them as part of the same group.

Peterson & Seligman (2004) defined humanity as a virtue for character strengths and said it is essential for interpersonal behaviour, including tending to and being friends with others. It also symbolizes human love, compassion, and being socially intelligent. Among the other six virtues of character strength, Peterson & Seligman (2004) included temperance, which they defined as the character strength that protects one against excess.

In its most simplistic forms, temperance represents controlling enjoyable urges such as overeating, consuming alcohol, smoking, or wishing for sex (Horder, 1988). However, psychologically, temperance is inclined to self-regulation, the practised ability to monitor and regulate one's feelings, inspiration, and actions even without any other aid (Bandura, 1977). Failure to do so leads to personal and social issues (Eisenberg et al., 2000).

Since both are virtues of character strength, humanity and temperance are related (Sanz & Fontrodona, 2019). More importantly, temperance (self-restraint) has been identified as an underlying consequence of identifying with other human beings (Bastian et al., 2013). Another essential factor Aristotle (2019) defined in the *Nicomachean Ethics* is that the essential quality of humanity is to lead a life with a "golden mean" by picking up the course of actions between extremes, i.e., the idea behind temperance. Ultimately, having a kind, caring, and loving character would foster self-control to limit oneself from pleasurable urges. Thus, we formulate our first hypothesis, which states that:

H1: Humanity is positively associated with temperance

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### **Humanity and Person-Organisation Fit**

As described in the study's theoretical background, connecting humanity and person-organization fit is drawn from self-categorization theory, where there are different levels at which individuals can classify themselves, namely, interpersonal, intergroup, and superordinate level (Turner & Reynolds, 2012). The higher levels can affect the lower level and vice versa (Turner et al., 2006; Turner & Reynolds, 2012)

Recent studies emphasized that elementary values might draw mutual opinions between individuals and organizations (Dhir & Dutta, 2020). Similar values like morality advanced to link humanity and person-organization fit. (Yam et al., 2021). Moreover, a study by Ünal & Turgut (2015) factorized the observed variables for person-organization fit developed by Cable & Judge (1997) into three dimensions, namely, "humanity fit," "responsibility & innovation fit," and "assertiveness fit." Thus, based on these arguments, we ascertain our second hypothesis, which is:

H2: Humanity is positively associated with person-organization fit

### **Temperance and Person-Organization fit**

The person-organization fit has been defined as the perceived compatibility of an employee with the organization. (Mitchell et al., 2001). Most of the work on P-O fit is based on Schneider's (1987) attraction-selection-attrition (ASA) framework. It emphasizes establishing congruence between the values of individuals and the organization (Edwards & Cable, 2009).

Literature has two significant reasons for incongruence among the values of individuals and organizations, i.e., the reasons for person-organization misfit. First is the negative emotional state of the individuals, such as tension, stress, frustration, and so (Edwards, 1996). The second important reason embedded in the literature for misfits in the person-organization values is the lack of self-control among employees to suppress their personal goals and try to align them with the organization's goals (Kehr, 2004).

A practical fact is that it is expected more from the employees to shift their personal goals than the organizations to shift their goals toward employees, thus arousing self-control demands in the organizations (Schmidt & Diestel, 2015). Therefore, when individuals have more self-control (temperance), employees are more likely to fit well in their organization. To test this notion, we form our third hypothesis, which states that:

H3: Temperance is positively associated with person-organization fit



### **Mediating Role of Temperance among humanity and person-organization fit**

Interestingly, while exerting strength to impact organizations positively, the role of temperance as a strength in employees' character is inevitable (Sanz & Fontrodona, 2019). Thus because of the bigger picture we plan to examine in this study between humanity and person-organization fit, it becomes essential to study temperance as the mediating factor. Moreover, temperance has already been identified and observed as mediating variable between individual qualities and positive organizational outcomes (Duan & Ho, 2018). Thus, in this study also, after taking into account the associations among mindfulness, temperance, and person-organization fit, we propose our final hypothesis, which state:

H4: Temperance Mediates the positive association between humanity and person-organization fit.

## **Method**

This study was conducted as a nonexperimental field survey with a cross-sectional research design, with responses collected from various respondents during a single period. For this study, we collected data through a self-report questionnaire prepared using Google Forms. The participants were well-informed of the objectives of the study. Anonymity was ensured for the respondents, and responses only for statistical purposes were also guaranteed before collecting responses. The respondents were informed that no answer was right or wrong but captured the participants' responses. They were asked to choose the response that best manifests their opinion about the observed variables on a scale of 7 items. All the questions were mandatory to be filled in the questionnaire via the google form. Thus, there was no issue of missing responses, and the complete data of 182 respondents were received.

A sample size of 182 employees from Indian manufacturing and service sector organizations is included in this study. Participants reported their responses to the items used to measure the latent constructs (which we will refer to in the next section) along with their demographic information.

Of the 182 respondents, 105 (57.7%) were males, and 77 (42.3%) were females. The average age of respondents was 35.29 years, with an average total work experience of 11.48 years. 60.4% (110) of respondents were married, while 38.5% (51) were unmarried, and 1.1% (2) had another marital status. Among the 182 participants in the study, 46 (25.3%) were junior-level, 88 (48.4%) were middle-level, and 48 (26.4%) were senior-

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level employees. The median salary of the employees was Rs. 7,40,000 per year (Approx. \$ 9,950 considering the exchange rate at the time of the study). Also, most respondents (96, 52.7%) were postgraduate, relatively few were (50, 27.5%) PhD holders and (33, 18.1%) graduates, whereas only a very few (3, 1.6%) were just diploma holders. Moreover, 67.6% of respondents worked in private organizations, whereas 32.4% worked in public ones.

The constructs, humanity, and temperance were measured through subscales of the character strength rating form (Ruch et al., 2014). A sample item used for measuring humanity is “I have Love (capacity to love and be loved): People with a highly developed capacity to love and a secure attachment value close relations with others, particularly those in which sharing and caring are reciprocated.” Furthermore, the temperance sample item is “I have Self-Regulation (self-control): People with highly developed self-regulation can regulate their feelings and actions. They can control different areas of life (appetite, emotions, and so) and are very disciplined.”

A subscale of Job Embeddedness (Mitchell et al., 2001) measured person-organization fit. A sample item is “I fit with my organization’s culture.” All the constructs were measured using a 7-point Likert Scale. The Factor loadings and description of all items are mentioned in Table1

## Data Analysis

SPSS 27.0 (IBM Corp., 2020) and R-studio 1.4 (RStudio, 2020) software, along with Hayes PROCESS macro (Hayes, 2018), were used to examine the data in the present study. First of all, the scale’s reliability was tested, along with its validity. Then, the two-step method suggested by Anderson & Gerbing (1988) to analyze the mediating effect is used to test the mediation of temperance among humanity and person-organization fit. First, the measurement model was tested to assess whether the model used with indicators measuring latent constructs is statistically significant. After the measurement model, a Structural model was tested to know the actual effects among the variables.

The fitness of the model was evaluated by using the following indices: the comparative fit index (CFI), the goodness of fit index (GFI), the root mean square error of approximation (RMSEA), and the standardized root means square residual (SRMR). Statisticians have recommended that the model’s fit be considered acceptable when the p-value of the model is insignificant at 0.05 level, the CFI and GFI values are above 0.95, and the SRMR values are below 0.08 and RMSEA value below 0.07 (Hooper et al., 2008; Hu & Bentler, 1999).

Sobel’s (1982) Test was used to test the mediation effect. (Sobel, 1982, 1986) expects the



sampling and indirect effects to be normally distributed. However, the indirect effects are rarely distributed when dealing with finite samples. (Preacher & Hayes, 2008). Shrout & Bolger (2002) claimed that the Bootstrapping method could resolve this. Bootstrapping approach is based on the principle that the standard error estimates and confidence intervals (CIs), which are calculated based on the assumption of a normal distribution, will usually be indefinite because the indirect effect estimates usually do not follow the normal distribution. MacKinnon et al. (2004) have suggested that the bootstrap method yields the most accurate CIs for indirect effects. The given sample size is randomly resampled with replacement in the bootstrapping procedure. When the confidence interval of 95% for an indirect effect does not include zero, the indirect effect is considered significant (Hayes, 2018). Hayes PROCESS macro (Hayes, 2018) was used to ensure the results with Bootstrapping technique.

## Results

Cronbach's Alpha is used to establish Internal consistency of the scales. All the constructs showed Alpha values of more than 0.7 (as shown in Table 1), which were within the significance limit suggested by Hair et al. (2010). The constructs' confirmatory Factor Analysis (CFA) was executed while testing the measurement model. Factor loading of observed variables (items) with their description is given in Table 1.

**Table 1 Item Description with Factor Loadings and Internal Reliability**

Items	Description	Loadings
<b>Humanity</b>		<b><math>\alpha = 0.74</math></b>
HUM1	I have Love	0.722
HUM2	I have Kindness	0.736
HUM3	I have Social Intelligence	0.781
<b>Temperance</b>		<b><math>\alpha = 0.74</math></b>
TEMP1	I have Forgiveness & Mercy	Dropped
TEMP2	I have Modesty & Humility	0.692
TEMP3	I have Prudence	0.733
TEMP4	I have Self-Regulation	0.745
<b>Person-Organization Fit</b>		<b><math>\alpha = 0.91</math></b>
POF1	My job utilizes my skills and talents well.	0.802

Items	Description	Loadings
POF2	I feel like I am a good match for my organization.	0.903
POF3	I feel personally valued by my organization.	0.892
POF4	I like my work schedule (e.g., flextime, shift).	0.723
POF5	I fit with my organization's culture	0.861
POF6	I like the authority and responsibility I have in my organization	0.828

Table 2 includes Cronbach's alpha values, means, standard deviations, composite reliability, intercorrelations between factors, and AVE values. The discriminant validity was checked by comparing the Average Variance Extracted (AVE) with the correlation's squares for all constructs. The AVE for each construct is provided along the diagonal in bold. The squares of the correlation among the constructs are given in Table 2 above the diagonal. Constructs' AVEs were more than the square of correlation among the corresponding constructs, signifying the discriminant validity suggested by Fornell & Larcker (1981). The AVEs for humanity, temperance, and person-organization fit were more than 0.50. Also, the composite reliability for the constructs was more than 0.7. Both conditions have suggested the construct's convergent validity, as suggested by Fornell & Larcker (1981)

**Table 2 Descriptive Statistics and Correlations**

		a	CR	M	SD	1	2	3	4	5	6	7	8	9	10	11
1	Gender	-	-	0.42	0.49	-	-	-	-	-	-	-	-	-	-	-
2	Age	-	-	1.53	0.71	-0.205*	-	-	-	-	-	-	-	-	-	-
3	Marital Status	-	-	0.41	0.51	0.123	-0.400**	-	-	-	-	-	-	-	-	-
4	Job Position	-	-	1.01	0.72	-0.199**	0.636**	-0.429**	-	-	-	-	-	-	-	-
5	Education	-	-	2.06	0.72	0.222**	0.001	-0.111	-0.012	-	-	-	-	-	-	-
6	Salary	-	-	0.99	0.84	-0.281**	0.528**	-0.500**	0.511**	0.038	-	-	-	-	-	-
7	Oraganization Status	-	-	0.68	0.46	0.070	0.074	0.000	0.076	0.009	-0.079	-	-	-	-	-
8	Total Work Experience	-	-	0.75	0.76	-0.189*	0.806**	-0.478**	0.680**	-0.011	0.605**	0.050	-	-	-	-
9	Humanity	0.74	0.79	5.78	0.94	0.047	0.151*	-0.065	0.128	0.036	0.102	0.086	0.124	<b>0.558</b>	0.314	0.089
10	Temperance	0.74	0.78	5.50	1.01	0.008	0.240**	-0.188*	0.224**	0.084	0.209**	0.127	0.250**	0.560**	<b>0.524</b>	0.100
11	Person-Organization Fit	0.91	0.93	5.57	1.20	-0.031	0.207**	-0.109	0.147*	0.047	-0.005	0.121	0.096	0.298**	0.316**	<b>0.701</b>

**Note.** a= Crobach alpha reliability; CR = Composite reliability of the measurement model; M=Mean; S=Standard Deviation. N=182. The average variance extracted (AVE) for each construct (Nos. 9, 10 & 11) is provided in **bold** along the diagonal. Values below the diagonal are inner construct correlationa; values above the diagonal (i.e.,AVE) are square of correlations.

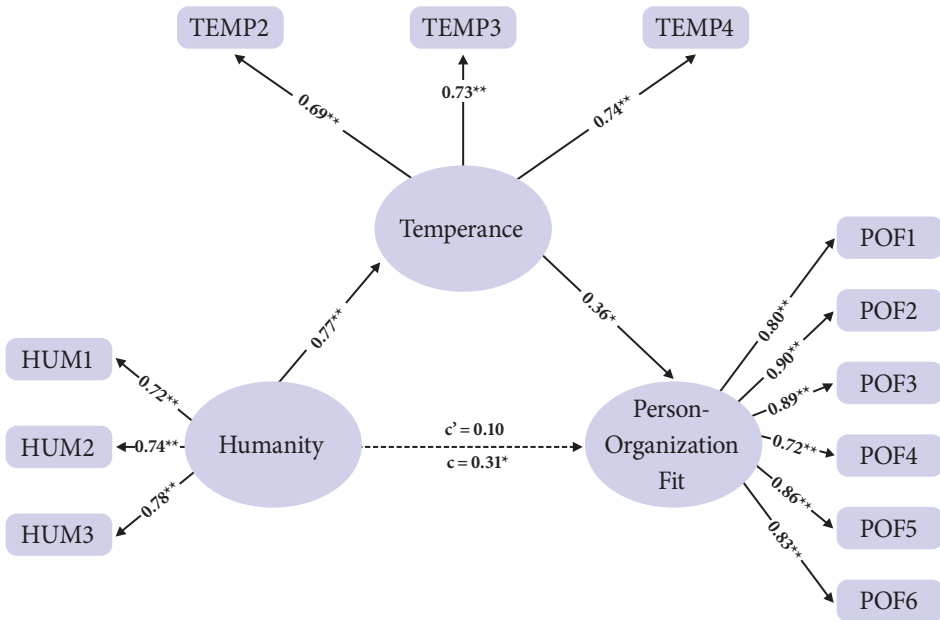
\*p<0.05 (2-tailed). \*\*p<0.0 (2-tailed).



**Measurement Model**

The single-factor model considers all items to be part of only one factor ( $\chi^2$  [54] = 559.292, N=182, p-value < 0.001, CFI = 0.936, GFI = 0.955, RMSEA = 0.227, SRMR= 0.153) does not fit the data satisfactorily as per the standards of Hooper et al. (2008) and Hu & Bentler (1999). Moreover, The three factors model among Humanity, Temperance and person-organization fit with fit indices ( $\chi^2$  [51] = 45.867, N=182, p-value > 0.05, CFI = 1.000, GFI = 0.996, RMSEA = 0.000, SRMR= 0.042) fitted the data very well as per the established standards of Hooper et al. (2008) and Hu & Bentler (1999). It confirms that the factorization of the observed variables into the three constructs is correctly done.

**Figure 1 – The Structure Equation Model**



Note: Items (HUM1, HUM2, HUM3, TEMP1, TEMP2, TEMP3, TEMP4, POF2, POF3, POF4, POF5 and POF6 are explained in Table 1. N=110 Control Variables (Gender, Age, Marital Status, Job Position, Education, Salary, Organizational Status, Total Work Experience) are not shown for the ease of presentation, Temp1 is dropped due to low factor loading. c'=direct effect, c=indirect effect. \*\*p<0.001 \*p<0.005

Furthermore, all the standardized factor loadings for the latent variables' indicators were statistically significant ( $\lambda$  ranging from .692 to .903, p < 0.001), which signifies that their

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respective indicators represented their respective latent factors well.

### **Structure Model & Hypothesis Testing**

The structural model with standardized path coefficients, taking humanity as a predictor, temperance as a mediator, and person-organization fit as the outcome variables (as shown in Figure 1), suggested a good fit to the data similar to the measurement model.

**H1:** As hypothesized, Humanity's effect on temperance was significant ( $\beta = 0.775$ ,  $p < 0.001$ ). Also, the results using Hayes Process Macro model 4 reflected that humanity is positively associated with temperance ( $B=0.604$ ,  $SE=0.067$ ,  $p < 0.001$ ,  $LLCI=0.472$  and  $ULCI=0.735$ ) (refer Table 3). Thus, hypothesis one was supported.

**H2:** Humanity was positively associated with person-organization fit when accounting for the total effect ( $\beta = 0.429$ ,  $p < .001$ ). Also, the results using Hayes Process Macro model 4 reflected that humanity is positively associated with person-organization fit in total effect ( $B = 0.383$ ,  $SE=0.091$ ,  $p < 0.001$ ,  $LLCI=0.203$  and  $ULCI=0.563$ ) (refer Table 3). Thus, supporting hypothesis two.

**H3:** Temperance was positively associated with the person-organization fit ( $\beta = 0.363$ ,  $p < 0.01$ ). Also, the results using Hayes Process Macro model 4 reflected that temperance is positively associated with the person-organization fit ( $B = 0.258$ ,  $SE=0.101$ ,  $p < 0.05$ ,  $LLCI=0.060$  and  $ULCI=0.457$ ) (refer Table 3). Thus, hypothesis three was supported.

**H4:** As hypothesized, humanity significantly indirectly affects person-organization fit through temperance ( $\beta = 0.314$ ,  $p < 0.01$ ). Also, when accounting for the temperance's mediating effect, the direct effect of humanity on the person-organization fit was insignificant ( $\beta = 0.116$ ,  $p > .05$ ), suggesting that temperance fully mediates the association among humanity and person-organization fit. The bootstrap estimation (with 5000 bootstrapped random Samples) using the Hayes Process macro-Model 4 also confirms the findings by SEM. The indirect effect was significant ( $B = 0.121$ ,  $BootSE=0.052$ ,  $BootLLCI=0.021$ , and  $BootULCI=0.229$ ) as there was no zero between the lower and upper limit Bootstrapped Confidence Interval. However, against the SEM's results, the direct effect was surprisingly significant by tiny margins in Hayes's PROCESS macro findings ( $B = 0.227$ ,  $SE=0.109$ ,  $p < 0.05$ ,  $LLCI=0.013$  and  $ULCI=0.441$ ) (refer to Table 3). Nevertheless, both results were still congruent in finding that temperance mediates the relationship between humanity and person-organization fit. Thus, hypothesis four was also supported.

**Table 3 Summary of Results using Hayes PROCESS macro**

Hypothesis	Estimate		95% Class interval Bootstrapped	
	B	SE	Lower	Upper
<b>H1</b> Humanity → Temperance				
Total effect	0.604	0.067	0.472	0.735
<b>H2</b> Humanity → Person-Organization Fit				
Total effect	0.383	0.091	0.203	0.563
<b>H3</b> Temperance → Person-Organization Fit				
Total effect	0.258	0.101	0.060	0.457
<b>H4</b> Humanity → Temperance → Person-Organization Fit				
Total effect	0.383	0.091	0.0203	0.563
Direct effect	0.227	0.109	0.013	0.441
	<b>Effect</b>	<b>Boot SE</b>	<b>Boot LLCI</b>	<b>Boot ULCI</b>
Indirect effect	0.156	0.066	0.027	0.288

B= unstandardized regression coefficient, SE=structural error

### Confounding Variables

We also check the mediating association among humanity, temperance, and person-organization fit after considering demographic variables as confounding variables by taking them as covariates in the Hayes PROCESS macro model 4 while taking humanity as an independent variable person-organization fit as a dependent variable and temperance as mediator.

There was no significant difference in the association among humanity, temperance, and person-organization fit, even after adding confounding variables to the model. Variables include Gender, Age, Marital Status, Job Position, Education, Salary, Organisation Status, and Total Work Experience. However, interestingly, age was found to be a significant predictor of person-organization fit in the association among all three constructs (see table 4).

### Common Method Bias

The study has a chance of Common Method Bias (CMB) (Podsakoff et al., 2003) as it is a cross-sectional research design with a self-reported questionnaire. We have tried to tackle this problem by implementing both statistical and procedural methods suggested by Podsakoff et al. (2003, 2012).

We applied the latent method factor technique and Harman's single factor test (Harman, 1960) as a statistical method to address CMB. We inserted a common latent factor (CLF) in the structural model measured by all three constructs' indicator items, i.e., humanity, temperance, and person-organization fit. The structural model with the CLF displayed that temperance is a significant mediator between the association of humanity and person-organization fit. It suggests the absence of any CMB. In Harman's (1960) single-factor method, we assign all the observed variables for humanity, temperance, and person organization fit into a single factor by applying the factor reduction technique. The single factor explained 39.886% variance, less the threshold limit of 50%. Hence, this technique also ensures the absence of common method bias.

As a procedural solution, respondents were told the study's objectives before getting their responses and were assured of the anonymity of their responses.

**Table 4 Mediating Coefficients after considering the Confounding variables**

(Dependent Variable→) Independent Variables <sup>a</sup>	Temperance		Person-Organisation Fit	
	B	SE	B	SE
Constant	1.788***	0.457	2.545***	0.643
<b>Humanity</b>	0.565	0.067	0.216*	0.107
<b>Temperance</b>	-	-	0.237*	0.103
Gender	0.030	0.135	-0.139	0.182
Age	0.014	0.151	0.527*	0.204
Marital Status	-0.199	0.146	-0.226	0.197
Job position	0.042	0.122	0.124	0.165
Education	0.076	0.089	0.053	0.120
Salary	0.069	0.101	-0.283	0.136
Organization Status	0.166	0.134	0.134	0.182
Total Work Experience	0.124	0.155	-0.340	0.210
<b>R</b>	0.603		0.434	
<b>R Square</b>	0.363		0.189	
<b>F-test</b>	11.908***		3.974***	

\*p<0.05, \*\*p < 0.01, \*\*\*p< 0.001, B= unstandardized path coefficients SE= Structural Error



## Discussion

Through a widespread review of existing literature, it was discovered that while there are studies engrossed in addressing organizational behaviour issues in line with self-categorization ideas, little work is there to discover the relationship between Humanity, temperance, and person-organization fit and, to the best of our knowledge no earlier work to study this mediation relationship.

The current study empirically demonstrates how humanity upsurges the person-organization fit of employees through temperance as a moderator. As hypothesized, humanity was positively associated with temperance and person-organization fit, and temperance was positively associated with person-organization fit. Furthermore, as hypothesized, temperance emerged as a mediator underlying the positive relationship between humanity and person-organization fit. Thus, this study signifies a relation among the constructs that impact workplaces and individuals.

The study also checks the role of confounding variables in the relationship among the variables. The structural model did not differ even after adding different demographic variables, which indicates that the relationship between self-kindness, humanity, and self-transcendence was significant. The demographic characteristics of the sample did not affect the relationship. Interestingly, age was discovered to positively correlate and determine the person-organization fit of employees, which suggests that as employees' age increases, they tend to fit effectively in the organizations.

The study's first vital finding was the positive association between Humanity and Temperance. Having humanistic values would give one control over urges as one would identify oneself with other human beings and seek their behaviour in a socially desirable way as an inspiration to control one's surges. It is consistent with (Sanz & Fontrodona's (2019) findings, which suggest that human virtues are interrelated. The finding was also consistent with Bastian et al. (2013), which suggests that humanity reflects self-restrained behaviour among individuals.

The second important finding of the study was the positive association between humanity and person-organization fit in total. This finding of a positive association among humanity and person-organization fit supports previous studies regarding similar constructs' positive association (Yam et al., 2021). Moreover, Ünal & Turgut (2015) has already established that identification with humanity is one of the fits in an organization, making one having humanity virtue fit well with the organization. The study thus formulates that those with identification to humanity and character strength align with

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humanity virtue would tend to identify themselves with their organization.

The study also significantly proves the positive association of temperance with the person-organization fit. Thus, those with self-control/self-restraint are expected to behave in a manner desirable organization by refraining from undesirable behaviour. Moreover, the study also established the mediating role of temperance in the relationship. When checked for the effects (i.e., Indirect and Direct effects) of humanity on person-organization fit, it was found that humanity has an insignificant direct effect in contrast to the significant indirect effect on person-organization fit. However, surprisingly the results were different in SEM and Hayes methods. In Hayes macro, the direct effect was also significant. Thus, there was no conclusive evidence on whether temperance fully or partially mediated humanity and person-organization fit. Though, the existence of Mediating effect is confirmed in both methods.

Interestingly, it was observed that the mean of all the constructs [humanity (5.78), temperance (5.50) and person-organization fit (5.57)] was higher than the theoretical median of 7-point Likert scale, i.e., four and the one-sigma range for all constructs [humanity (4.84, 6.72), temperance (4.49, 6.51) and person-organization fit (4.37, 6.77)] also does not include four. Moreover, these higher scores cannot be attributed to social desirability since the data was checked for common method biases, and no significant bias was found. However, the nature of the sample could be a possible explanation for such scores. Since the study participants belonged to the Indian context, they were likely more humane and temperant. Previous studies also show that in a collectivist culture, people are more connected with others (Ramesh & Gelfand, 2010), more kind, compassionate for others and self (Neff, 2003), lovable (Kinghorn et al., 2019), humanity (Sosik & Cameron, 2010) and self-controlled (Mooijman et al., 2018). Also, India has always been known for its spiritual teachings and religious way of life (Oman & Paranjpe, 2018) and these character strengths are revered in spirituality (Niemic et al., 2020).

The variables temperance and humanity are highly abstract, so discussing the boundary conditions of the current findings is crucial. Boundary conditions “place limitations on the propositions generated from a theoretical model. These temporal and contextual factors set the boundaries of generalizability, and as such constitute the range of the theory” (Whetten, 1989, p. 492). In this study, the conceptualization of the constructs serves as the primary boundary conditions. For example, the current study assumes humanity to be composed of three elements: love, kindness, and social intelligence. Thus, the author argues that the study’s results will hold only if the definition of humanity and its constituents are consistent with the current study. Such definitions are also sometimes a function of the geographical and cultural contexts, and the meaning of these constructs



can change in different contexts. Therefore, the subjective definition of the study variables and their dimensions is the primary boundary condition. Factors related to culture, geography, and individual perception could act as secondary boundary conditions.

The study's first objective was to investigate the relationship between the three constructs; humanity, temperance, and person-organization fit. The objective was fulfilled, and the relations were found to be significant. The second objective was to examine temperance's mediating role, which was also significant. The third objective was to test the role of controlled variables on the relationship among the variables, which was significant only between age and person-organization fit. The present study's accomplished objective contributes to theoretical and practical implications, which we will discuss in the following section.

### **Theoretical Implications**

The current research adds to the existing literature on humanity, temperance, and person-organization fit. The research recognizes the predecessors and outcomes of virtue temperance by reviewing and testing its mediating role between humanity and person-organization fit.

The study adds to our existing knowledge of self-categorization theory and, as also proposed by Hogg & Terry (2000), works on identity-related constructs (humanity in this study) and processes (temperance in this study) impacting organizational phenomenon (person-organization fit in this study) can extend and refine this theory. The study refines the theory for future academicians working on self-categorization theory in the organizational context. The study also contributes to the Virtue Theory and identifies humanity and temperance among employees as the virtues that would foster an ethical organization.

### **Practical Implications**

HR Practitioners might utilize the results to encourage the person-organization fit of employees and thus bring down the turnover intentions among the employees. From an organizational perspective, employees must gel well with others. Organizations should encourage employees to exert a sense of common humanity (or even organizational citizenship behaviour from a deep business perspective) to develop congruence with their working environment.

More importantly, in the changing workplace dynamics, the employees need to have humanity for themselves, i.e., they should have kindness, love, and social intelligence, which are much required in today's dynamic digital era and, as implication driven by the

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study, having the feeling of humanity will promote temperance and organizational fit. The managers could look upon the role of technologies that encourage or facilitate such character strengths. The value system of corporates involving technology should focus on improving human conditions by taking humanity at its core (Webb, 2019). Moreover, new technologies (like apps) can aid in promoting temperance-based interventions (Worthington & van Zyl, 2021).

Furthermore, the use of technology is also directly associated with the fit of employees in an organization. Charlier et al. (2016) have proposed the positive role of technological knowledge, an individual's job-specific technical efficiency, and company-specific knowledge, and the negative role of portability of technological knowledge and individuals' general technical efficiency on the fit of employees in the organization. Thus, managers can use suitable technologies at their organization that promote humanity and temperance.

### **Limitations and Future Scope of the study**

Despite the contributions to the existing literature and practical implications, the research has some limitations that future studies can address. Firstly, the study included a sample size of 182 employees, which, however, was more than ten times the number of items (13) and thus sufficient as per suggestions of Hair et al. (2010), though future studies can be conducted with a higher sample size. Secondly, the study used self-report measures in a cross-sectional design, which may be susceptible to bias, such as social desirability (or common method bias) and lacks support for causality. However, statistically, we have assured no chance of common method bias. Still, future studies can use multiple sources to evaluate variables and research designs, such as longitudinal or experimental, to establish causality among the constructs.

Moreover, the samples have been drawn from only Indian manufacturing and service sectors, limiting the study's generalisability. Future research can be conducted across different countries and cultures to validate the generalizability of the findings. Also, to generalize the findings out of the organizational context, further studies can include a sample from the public rather than consider only the employee's perspective and check the effect of humanity and temperance on the fit of individuals in their community than just their organization.

On the flip side of the coin, the findings can also be specified in a specific industry context. Only particular organizations in a specific industry can be taken as the population to see if the variables play a similar role in different industrial contexts or remain the same. Thus, future studies could examine the role of different moderators



(such as cultural or geographical context) in the relationship of humanity, temperance, and person-organization fit to see when the relationship can be different in the presence of different variables. Also, group-level variables can be studied among the underlying relationship of the variables.

## Conclusion

The current study is a communicative and substantial effort to advance the current literature with rigorous testing and empirical support to establish new associations among existing constructs, i.e., humanity's effect on person-organization fit through the mediation of temperance. The significant findings of the study demonstrated the features of the sample. Thus, in Indian organizations, employees' humanity leads to temperance (self-control/ self-regulation), which ultimately helps them gel well in their organizations.

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