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VIRTUOUS LEADERSHIP AND INDIVIDUAL PERFORMANCE IN PUBLIC SECTOR UNITS: THE MODERATING ROLE OF INFORMATION TECHNOLOGY

Amitabh Prakash, Dr. Pooja Chaturvedi, Dr. Rajesh Kumar Upadhyay

Research Scholar, RNTU, Bhopal, amitabh.prak@gmail.com

Associate Professor, RNTU, Bhopal pooja.chaturvedi@aisectuniversity.ac.in

Professor, COER, Roorkee upadhyay.rajesh@gmail.com

Abstract

The objective of this research is to examine how individual performance (IP) in Public Sector Undertakings (PSUs) is affected by virtuous leadership (VL), with an emphasis on the moderating effect of information technology (IT). The study is driven by the growing significance of leadership attributes in augmenting worker productivity within PSUs, in addition to the function of information technology in moulding organisational procedures and outcomes. A random sampling technique used to pick 357 employees from PSUs in central India for the research. Validated instruments utilised to gather data on the utilisation of information technology, individual performance, and virtuous leadership. To examine the information and put the theories to the test, structural equation modelling ,or SEM was utilised. This study adds to the body of knowledge by presenting empirical data on the moderating role of information technology and the relationship between individual performance in PSUs and virtuous leadership. The results could be useful for PSUs in central India as they provide information on how to use moral leadership to boost worker productivity, particularly when it comes to the adoption of IT. The findings of this research will additionally enhance the wider comprehension of performance dynamics and leadership in the public domain.

Keywords: *Virtuous leadership, Individual performance, Information technology, Public Sector Units, Central India, Structural Equation Modelling.*

1 INTRODUCTION

The performance of Public Sector Undertakings (PSUs) in India holds significant weight for the nation's overall well-being. These government-owned enterprises act as major economic drivers, contributing substantially to the Gross Domestic Product (GDP) and fostering the country's industrial base. Furthermore, PSUs serve as large-scale employers, providing stable jobs with benefits for a vast and growing Indian population. Their efficient operation is particularly important in critical sectors like power, energy, and transportation, as they are responsible for developing and maintaining essential infrastructure across the country. Beyond economic contributions, some PSUs play a vital social development role by offering essential goods and services at subsidized rates. This helps bridge the economic gap and promotes inclusive growth. Further, profitable PSUs generate revenue for the government through dividends and taxes. This revenue stream supports social welfare programs and fuels further public investments. Enhancing individual performance (IP) is of paramount importance in Public Sector Undertakings (PSUs) since it plays a critical role in the attainment of organisational objectives. The success and performance of Public Sector Undertakings (PSUs) heavily rely on the individual performance of its employees. Public sector undertakings (PSUs) have a substantial impact on the economy by delivering vital services and making positive contributions to national progress. PSUs depend on the performance of their employees at all levels in order to effectively accomplish their objectives. The performance of individuals in Public Sector Undertakings (PSUs) is characterised by a multitude of dimensions, encompassing productivity, work quality, innovation, customer service, and adherence to organisational principles and goals. The contribution of individual performance to organisational goals is a crucial aspect in the context of Public Sector Undertakings (PSUs). The collaborative efforts of individual workers have a crucial role in the attainment of the purpose, vision, and strategic objectives of the PSU. Employees that demonstrate high levels of performance are more inclined to match their efforts with the aims of the organisation, resulting in improved overall organisational performance. Bhatnagar and Sharma (2017) conducted a study that revealed a positive correlation between employee performance and organisational performance within public sector undertakings (PSUs) in India. This finding underscores the significance of individual efforts in achieving overall success. Innovation and originality within PSUs are strongly correlated with individual achievement. High-performing employees frequently exhibit greater innovation and a willingness to explore novel ideas and techniques. This phenomenon has the potential to foster the creation of novel goods, services, or processes, hence propelling the

growth and prosperity of the PSU. An investigation conducted by Dhar and Gangopadhyay (2019) revealed a strong correlation between employee performance and innovation within Public Sector Undertakings (PSUs) in India. This study underscores the significance of individual performance in cultivating an environment conducive to innovation. Individual success in PSUs also has an impact on employee morale and engagement. When employees demonstrate high performance and receive acknowledgment and incentives for their efforts, there is an increased likelihood of their motivation and engagement in their work. These factors can result in increased job satisfaction, reduced turnover rates, and a more favourable work atmosphere. According to a study conducted by Pradhan and Jena (2018), there exists a notable correlation between employee performance and employee engagement within Public Sector Undertakings (PSUs) in India. This underscores the need of acknowledging and incentivizing individual efforts. Individual performance has a vital role in the domain of cost efficiency within Public Sector Undertakings (PSUs). Employees that demonstrate high levels of performance tend to exhibit more efficiency in their job, resulting in reduced expenses and increased profitability for the organisation. Singh and Jain (2016) conducted research which revealed a favourable correlation between employee performance and cost efficiency in Public Sector Undertakings (PSUs) in India. This finding underscores the financial advantages associated with investing in employee performance. Individual performance in PSUs also has an influence on customer satisfaction. There is a positive correlation between employee performance and the provision of exceptional customer service, resulting in increased levels of customer satisfaction and loyalty. This has the potential to enhance the reputation and competitiveness of the PSU within the market. An investigation conducted by Mishra and Mohanty (2017) revealed a noteworthy correlation between staff performance and customer satisfaction within Public Sector Undertakings (PSUs) in India. This finding underscores the crucial role of employee performance in fostering customer loyalty.

Virtuous leadership (VL) is a crucial determinant of Information Technology (IT), since it encompasses ethical conduct, honesty, and a dedication to the welfare of employees. Research has demonstrated that virtuous leadership (VL)has a beneficial effect on employee attitudes and behaviours, resulting in enhanced performance (Peterson & Luthans, 2003). Cameron et al. (2011) conducted a study which revealed that organisations exhibiting virtuous cultures, which encompass values such as compassion, forgiveness, and integrity, had elevated levels of employee engagement and performance. Virtuous leadership (VL)has the potential to augment employee motivation through the provision of a feeling of purpose and significance in their job. Leaders that exhibit virtuous leadership qualities have the ability to motivate personnel to harmonise their individual values with those of the organisation, resulting in heightened levels of satisfaction and dedication. This can lead to increased levels of voluntary exertion and efficiency. An investigation conducted by Avolio et al. (2009) revealed that transformational leaders, who frequently demonstrate virtuous characteristics, has the ability to inspire staff to surpass anticipated levels of performance. Furthermore, the implementation of VL has the potential to foster ethical conduct among workers, a crucial factor in upholding the integrity and reputation of the organisation. Leaders who exemplify ethical conduct and adhere to elevated moral principles establish a constructive precedent for their subordinates to emulate. This phenomenon has the potential to foster a more ethical organisational culture, wherein personnel are inclined to choose courses of action guided by values rather than individual interests. An empirical investigation conducted by Brown et al. (2005) revealed a favourable correlation between ethical leadership, a construct strongly associated with VL, and both employee job performance and organisational civic behaviour.

Additionally, it is crucial to acknowledge the significant impact of Information Technology (IT) on the development and execution of organisational processes and results. Information technology (IT) has the capacity to revolutionise work processes by improving efficiency and effectiveness (Bharadwaj et al., 1999). Nevertheless, the impact of VL on IP, as well as the moderating role of IT on this association, has not been thoroughly investigated within the specific context of Public Sector Undertakings (PSUs) in central India. Information Technology (IT) can have a major moderating influence on the link between Virtuous Leadership (VL) and individual performance in Public Sector Undertakings (PSUs). The integration of IT with leadership techniques can enhance the influence of virtuous leadership on individual performance, hence playing a vital role in shaping organisational processes and outcomes. To begin with, information technology (IT) has the potential to improve communication and cooperation inside an organisation, hence facilitating leaders in efficiently disseminating virtuous concepts and principles. Utilising digital platforms and technologies can enhance the provision of immediate feedback and acknowledgment, hence strengthening positive behaviours among employees (Bharadwaj et al., 1999). Furthermore, information technology has the potential to facilitate leadership behaviours that are more open and responsible, therefore harmonising with the ethical dimensions of virtuous leadership. For example, the use of digital monitoring systems may effectively promote transparency in decision-making processes, hence cultivating trust and integrity within the organisational context (Brown et al., 2005). Ultimately, information technology may facilitate the cultivation of a culture of continuous learning, which is crucial for maintaining virtuous leadership practices. According to Avolio et al. (2009), the use of online learning platforms and knowledge-sharing technologies can facilitate the ongoing enhancement of employees' abilities and values, hence positively impacting their overall performance. Thus, information technology serves as a mediator that amplifies the efficacy of virtuous leadership in enhancing individual performance in public sector

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undertakings (PSUs).

The primary objective of this study is to address the existing research gap by examining the correlation between VL and IP in PSUs, while also considering the moderating influence of IT. This research aims to analyse the combined impact of VL and IT on IP, with the goal of offering significant insights to PSUs in central India on how to apply moral leadership to improve employee performance, specifically in the context of IT adoption.

2 LITERATURE REVIEW AND HYPOTHESIS FORMULATION

2.1 VL and Individual Performance

From a social exchange standpoint, virtuous leadership (VL) is seen as a leadership style that prioritises the principles of mutual respect, trust, and fairness in the interactions between leaders and followers. This cultivates a constructive reciprocal association in which employees are more inclined to invest effort and excel in exchange for leadership that is supportive and ethical (Eisenbeiss et al., 2008). Furthermore, from a social learning standpoint, VL acts as an exemplar of ethical conduct, which has the potential to impact employee attitudes and actions. According to Brown et al. (2005), it is probable that employees would imitate the virtuous characteristics exhibited by their leaders, resulting in enhanced individual performance. From a motivation theory perspective, VL has the potential to boost employees' intrinsic motivation by satisfying their higher-level requirements for autonomy, mastery, and purpose. According to Cameron et al. (2011), this can result in increased levels of engagement and performance. These theoretical frameworks offer a compelling justification for following hypothesis.

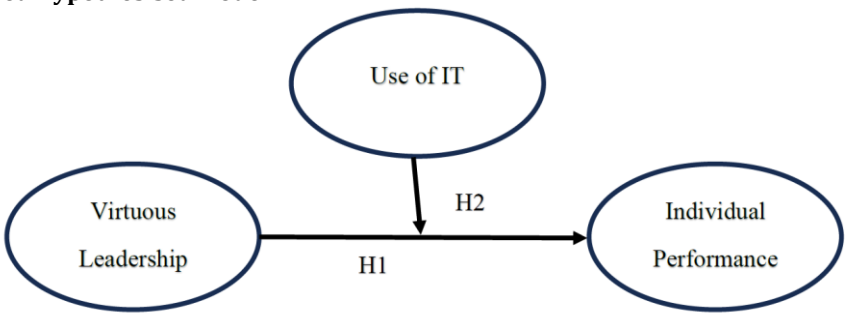
H1: VL has a favourable impact on individual performance in PSUs.

2.2 Use of IT as Moderator Between VL and IP

The correlation between Virtuous Leadership (VL) and Individual Performance (IP) in Public Sector Undertakings (PSUs) can be greatly influenced by the use of Information Technology (IT) as a moderator. Information technology (IT) plays a crucial role in facilitating the interaction between virtuous leadership (VL) and Individual Performance (IP) by enabling advanced communication, collaboration, and information sharing. To begin with, information technology (IT) plays a crucial role in promoting the widespread use of virtuous ideals and principles inside an organisation. According to Bharadwaj et al. (1999), leaders have the ability to utilise digital platforms and tools as a means of effectively conveying their vision, values, and expectations. This enables them to ensure that staff are in agreement with the ethical standards upheld by the organisation. The establishment of this alignment has the potential to foster a heightened feeling of purpose and dedication among employees, so augmenting their motivation and overall performance. Furthermore, information technology empowers leaders to establish a work environment that is both visible and responsible, which is crucial for cultivating virtuous conduct. According to Brown et al. (2005), the utilisation of digital monitoring systems and data analytics enables leaders to effectively monitor and assess staff performance in real-time. This facilitates the provision of feedback and reward for exemplary activities. Enhancing openness inside an organisation has the potential to foster trust and honesty, hence resulting in enhanced staff morale and performance. Furthermore, IT facilitates the cultivation of a culture of continuous learning, which is essential for maintaining virtuous leadership practices. According to Avolio et al. (2009), the use of online learning platforms and knowledge-sharing technologies can facilitate the ongoing development of employees' abilities and values, hence augmenting their capacity to operate with effectiveness. Through the provision of knowledge and resources, information technology (IT) enables employees to assume responsibility for their own learning and development, resulting in increased levels of engagement and performance. Therefore, following hypothesis is formulated.

H2: Use of IT positively moderate the positive relation between VL and IP in PSUs.

Figure 1: Proposed Hypothesised Model



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3 METHODS

3.1 Sample

Data was collected from employees of several Public Sector Undertakings (PSUs) functioning in Central and Northern India through the utilisation of a self-administered questionnaire. According to Near et al. (2004), directing attention towards a singular industry offers a notable advantage since it eliminates the "unknown source of variance" that arises from industry type. Consequently, the present study focuses on a specific industry, specifically Public Sector Undertakings (PSUs). The assessment of the dependent and independent variables was conducted in a sequential manner to address any biases associated with the conventional method, as suggested by Podsakoff et al. (2003). Furthermore, by using three short time intervals in data gathering, it enables the analysis of the causal influence of predictors on the outcome variable (Bolino et al., 2015). After removing incomplete data, a total of 357 replies were deemed suitable for further research. Additional information regarding the demographics and organisational features can be found in Table I.

Table 1: Respondent Profile

Respondent	Frequency	%
Gender		
Male	176	68
Female	81	32
Age		
<30 years	39	15
30-39 years	89	35
40-49 years	92	36
>50 years	37	14
Work experience		
>5 Years	37	14
5-20 Years	152	59
20> Years	68	26

3.2 Scales:

1.1.1 Virtuous leadership

The current investigation employs the "Virtuous Leadership Questionnaire" (VLQ), a scale devised by Wang and Hackett (2016), to assess virtuous leadership. The VLQ comprises a total of 18 items that gauge the following five virtues: courage, temperance, justice, prudence, and humanity. Examples include statements such as "My boss consistently demonstrates initiative, even when faced with personal risk," "My boss demonstrates altruism, even when opportunities for personal gain are abundant," and so forth.

1.1.2 Individual performance

A scale based on self-reported individual performance (Staples, Hulland, and Higgins, 1999) was utilised to evaluate employee performance. There are four items on the scale. The sample item comprises statements such as "My colleagues consider me to be a highly effective employee" and "I consider myself to be an efficient worker."

1.1.3 Use of IT

The assessment of use of IT was conducted by employing three items pertaining to routinization, as derived from the scale devised by Saga and Zmud (1994). Additionally, four questions related to infusion were selected from a scale developed by Jones et al. (2002). Examples of items include "I have integrated technology into my regular work schedule" and "I am maximising its use to support my own work."

4 DATA ANALYSIS AND RESULT

4.1 Descriptive Statistics

The Pearson correlations and descriptive statistics for the variables Individual Performance (IP), Use of Information Technology (UIT), and Virtuous Leadership (VL) are displayed in Table 2. The mean and standard deviation, as well as the Pearson correlation coefficients between the variables, are provided for each variable. Individual Performance (IP) has a mean score of 2.8901 and a standard deviation of 0.69378. Utilisation of Information Technology (UIT) is assessed at a mean score of 2.5752 and a standard deviation of 0.86704. Virtuous Leadership (VL) has a mean score of 3.1766 and a standard deviation of 0.80034.

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Table 2: Descriptive statistics

Descriptive Statistics			Pearson Correlation		
	Mean	Std. Deviation	IP	UIT	VL
IP	2.8901	.69378	1	.403**	.666**
UIT	2.5752	.86704	.403**	1	.377**
VL	3.1766	.80034	.666**	.377**	1

The moderately positive relationship between IP and UIT is indicated by the correlation coefficient of 0.403 ($p < .01$). The correlation coefficient of 0.666 ($p < .01$) between IP and VL suggests a robust positive association. The moderately positive relationship between UIT and VL is indicated by the correlation coefficient of 0.377 ($p < .01$). The observed correlations indicate the presence of substantial associations among IP, UIT, and VL. More precisely, elevated levels of UIT and VL are correlated with increased levels of IP. In addition, a moderately positive correlation exists between UIT and VL, indicating that organisations that demonstrate enhanced efficacy in their IT utilisation may also manifest elevated levels of virtuous leadership.

4.2 Reliability and Validity

Figure 2: CFA

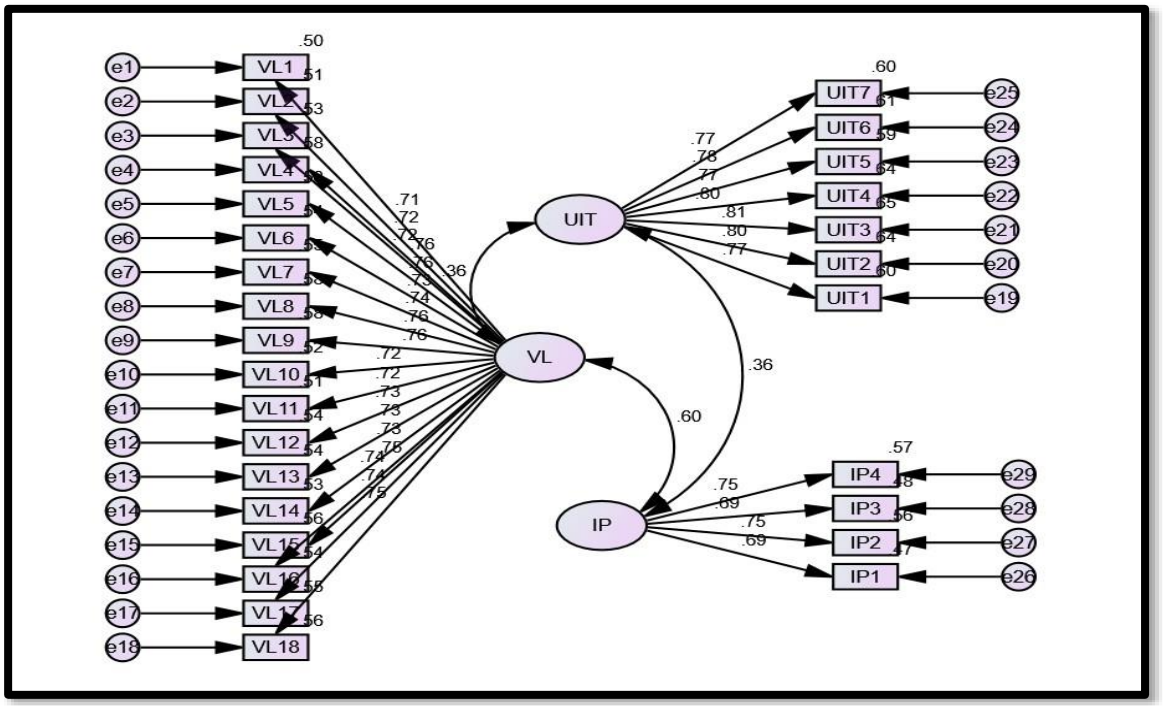

Table 3 provides a comprehensive overview of the validity analysis conducted for the constructs of Virtuous Leadership (VL), Use of Information Technology (UIT), and Individual Performance (IP). The Composite Reliability (CR) values for all constructs exceed the recommended threshold of 0.8, indicating good internal consistency reliability. The Average Variance Extracted (AVE) values, which reflect the amount of variance captured by the constructs relative to measurement error, are all above 0.5, indicating acceptable convergent validity. The Maximum Shared Variance (MSV) values are lower than the corresponding AVE values for each construct, demonstrating adequate discriminant validity. Additionally, the square roots of AVE (MaxR(H)) values are higher than the correlations between the constructs, confirming convergent validity.

Table 3: Validity

	CR	AVE	MSV	MaxR(H)	VL	UIT	IP
VL	0.956	0.545	0.361	0.956	**0.738**		
UIT	0.919	0.618	0.127	0.919	0.355***	**0.786**	
IP	0.813	0.521	0.361	0.815	0.601***	0.357***	**0.721**

The correlations between VL, UIT, and IP are also noteworthy, showing moderate to strong positive relationships

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between these constructs. Specifically, VL has a strong positive correlation with UIT and IP, indicating that higher levels of virtuous leadership are associated with greater use of information technology and higher individual performance. UIT and IP also exhibit a moderate positive correlation, suggesting that the use of information technology is linked to improved individual performance. These findings support the theoretical framework underlying the study, highlighting the importance of virtuous leadership and information technology in enhancing individual performance in Public Sector Undertakings (PSUs).

4.3 Hypothesis Testing

The summary of the model reveals that it accounts for 47.11% of the variability observed in the dependent variable, Individual Performance (IP). Based on the obtained mean squared error (MSE) value of 0.2576 and the statistically significant F-statistic at p <.0001, it can be concluded that the overall model demonstrates a satisfactory fit to the observed data. The predictors in the model have the following coefficients:

The value of the constant term is 0.7281, accompanied by a standard error (se) of 0.3530 and a statistically significant t-value of 2.0627 (p = 0.0402). The coefficient for Virtuous Leadership (VL) is 0.5671, with a significance level (se) of 0.1137 and a statistically significant t-value of 4.9903 (p <.0001). This suggests that there is a strong association between higher levels of VL and higher levels of IP. The coefficient for the use of Information Technology (UIT) is 0.2014, with a significance level (se) of 0.1377 and a t-value of 1.4626 (p = 0.1448), indicating that there is statistically significant effect of UIT on IP.

Table 4: Hypothesis testing

OUTCOME VARIABLE:
IP

Model Summary

R	R-sq	MSE	F	df1	df2	p
.6863	.4711	.2576	75.1034	3.0000	253.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.7281	.3530	2.0627	.0402	.0330	1.4233
VL	.5671	.1137	4.9903	.0000	.3433	.7910
UIT	.2014	.1377	1.4626	.1448	-.0698	.4726
Int_1	.1204	.0414	3.4525	.0003	.1004	1.062

Product terms key:
Int_1 : VL x UIT

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.1204	4.2047	1.0000	253.0000	.0013

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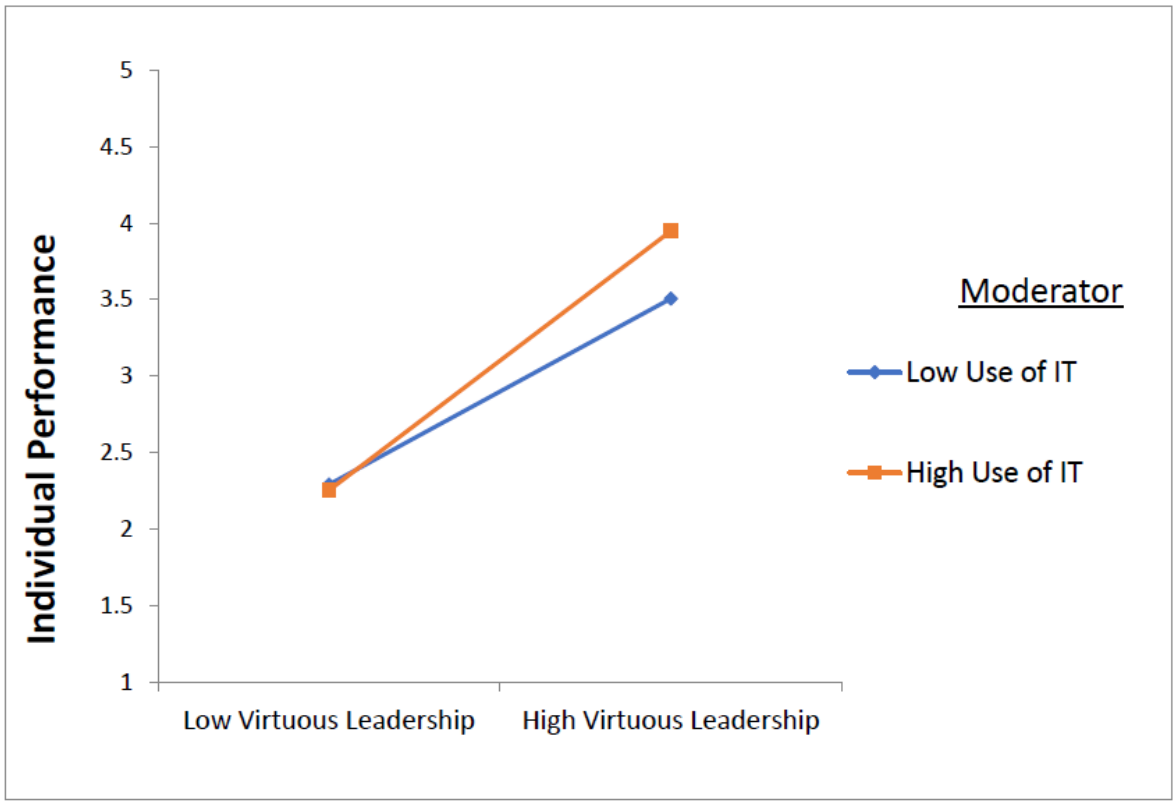
Figure 3: Interaction effect



The coefficient of the interaction term (Int_1) between VL and UIT is 0.1204, with a significance level (se) of 0.0414 and a statistically significant t-value of 3.4525 (p = 0.0003). These findings suggest that the interaction between VL and UIT has a substantial impact on IP. The analysis of the highest order unconditional interaction (Int_1) reveals a statistically significant enhancement in the R-squared (R2-chng) value of 0.1204 (p = 0.0013). This suggests that the interaction between VL and UIT has a substantial positive impact on the model's capacity to account for the variability observed in IP. These findings indicate that the connection between VL and IP is influenced by UIT, providing evidence for the hypothesis that the utilisation of IT has a positive moderating effect on the association between VL and IP in PSUs.

5 DISCUSSION

These two hypotheses propose that Virtuous Leadership (VL) has a beneficial influence on Individual Performance (IP) in Public Sector Undertakings (PSUs), and that the use of Information Technology (IT) serves as a positive moderator in this association. This analysis examines these theories within the framework of PSUs, taking into account the theoretical underpinnings and empirical data that substantiate them.

Virtuous Leadership (VL) is distinguished by the demonstration of ethical conduct, integrity, empathy, and humility. According to Peterson and Luthans (2003), it is widely considered that this type of leadership has the ability to inspire and encourage personnel, resulting in enhanced performance. According to Eisenbeiss et al. (2008), employees are inclined to return the favourable treatment they receive from virtuous leaders by demonstrating more effort and improved performance, as viewed through the lens of social exchange. In addition, VL fosters a favourable work atmosphere in which employees have a sense of worth and admiration, resulting in increased job contentment and involvement (Cameron et al., 2011). The idea is substantiated by empirical research, which demonstrates a positive correlation between VL and employee performance across different organisational contexts (Peterson & Luthans, 2003; Cameron et al., 2011).

IT is essential in regulating the connection between VL and IP in PSUs. Information technology (IT) facilitates leaders in effectively conveying their virtuous ideals and expectations, so expanding their reach to a wider audience and assuring the implementation of consistent message (Bharadwaj et al., 1999). Furthermore, information technology (IT) plays a crucial role in promoting transparency and accountability within leadership models, enabling leaders to effectively monitor and evaluate staff performance in real-time (Brown et al., 2005). The transparency inherent in VL has the potential to augment its efficacy through the reinforcement of virtuous behaviours and the deterrence of unethical acts. Furthermore, information technology (IT) plays a crucial role in

fostering a culture of learning, wherein employees are provided with the necessary resources and tools to engage in ongoing learning and professional growth (Avolio et al., 2009). By facilitating the acquisition of new skills and information, this can amplify the influence of VL on IP, hence enhancing employees' performance.
Therefore, the use of information technology (IT) serves as a positive moderator in the association between Virtuous Leadership (VL) and Individual Performance (IP) by facilitating improved communication, augmenting transparency and accountability, and fostering ongoing learning and growth. The concept lacks much empirical proof, nevertheless, research has demonstrated that IT can improve the overall efficacy of leadership practices (Bharadwaj et al., 1999; Brown et al., 2005; Avolio et al., 2009).

6 IMPLICATIONS

The study possesses several theoretical implications that provide a valuable contribution to the progression of leadership theory. First and foremost, this study highlights the importance of Virtuous Leadership (VL) within the framework of Public Sector Undertakings (PSUs), providing insights into the potential positive effects of ethical leadership practices on Individual Performance (IP). This study expands upon established leadership theories, such as transformational and ethical leadership, by emphasising the particular virtues and behaviours that leaders at public sector undertakings (PSUs) should demonstrate in order to improve staff performance. Additionally, the study examines how Information Technology (IT) influences the connection between VL and IP. This phenomenon introduces intricacy to our comprehension of leadership within the context of the digital era, illustrating the potential of information technology to enhance the impact of virtuous leadership on the performance of employees. The research offers a complete framework for comprehending the impact of leadership and technology on improving organisational results by including various theoretical viewpoints. From a practical sense, the research has various implications for PSUs and organizational leaders. Firstly, it underlines the necessity of investing in leadership development programs that focus on building virtuous attributes among leaders. This includes training programs that promote honesty, empathy, and humility, as these attributes have been demonstrated to positively improve employee performance. Additionally, the findings imply that PSUs should prioritize investment in IT infrastructure to enable the implementation of virtuous leadership practices. This involves the use of digital platforms for communication, collaboration, and learning, as well as the installation of data analytics tools for performance monitoring and feedback. PSUs may improve employee performance and accomplish their organisational objectives by establishing a virtuous organisational culture that is bolstered by IT.

7 LIMITATION AND FUTURE SCOPE

The study's limitations encompass its narrow scope, which solely examines Public Sector Undertakings (PSUs) in central India. Consequently, the findings may have limited applicability to other locations or sectors. The utilisation of a cross-sectional design imposes constraints on the capacity to demonstrate a causal relationship between Virtuous Leadership (VL), Information Technology (IT), and Individual Performance (IP).Furthermore,
the research is dependent on self-reported assessments, which could potentially be influenced by biases such as social desirability and common method variance. Although the study's sample size of 350 employees is sufficient for its scope, it may be deemed limited in terms of generalising the findings to the full population of PSU. Potential avenues for future research may involve investigating the variables of VL, IT, and IP within Public Sector Undertakings (PSUs) across diverse geographical regions and industries. This could be achieved through the utilisation of longitudinal or experimental methodologies, the implementation of objective measures or multi-source assessments, and the augmentation of sample sizes to enhance the generalizability and statistical power of the findings.
Further investigation is warranted to examine potential mediating factors, such as employee engagement, job satisfaction, and organisational commitment, in the association between Virtuous Leadership (VL), information technology (IT), and Individual Performance (IP). Comparisons could be made between the effects of VL and IT on Individual Performance (IP) in public sector undertakings (PSUs) and private sector organisations. Conducting longitudinal research would allow for the examination of the enduring impacts of VL and IT on IP in PSUs, in order to comprehend the durability of these effects over an extended period. Qualitative research has the potential to offer a more comprehensive understanding of employee experiences and views regarding the influence of Virtuous Leadership (VL) and information technology (IT) on their performance. This is in addition to the quantitative findings and can provide valuable insights into the dynamics of leadership and technology in public sector undertakings (PSUs).

8 CONCLUSION

The aforementioned theoretical underpinnings and empirical findings provide support for both hypotheses, indicating that Virtuous Leadership (VL) exerts a positive influence on Individual Performance (IP) within Public Sector Undertakings (PSUs). Furthermore, the utilisation of Information Technology (IT) serves as a positive

moderator in this association. Virtuous Leadership (VL) is thought to stimulate and encourage employees, resulting in enhanced performance. On the other hand, information technology (IT) improves the efficiency of VL by facilitating more efficient communication, increasing transparency and responsibility, and promoting ongoing learning and growth. However, more investigation is required to examine the precise function of IT in modulating the correlation between VL and IP in PSUs.

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