

# Designing And Explaining The Patterns Of Antecedents And Consequences Of Organizational Virtue In The Social Security Insurance Organization Of East Azerbaijan Province

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## ABSTRACT

Organizational virtue is one of the new organizational concepts that is rooted from optimistic psychology. Studying in this field includes outstanding behaviors in the organization that leads to positive outcomes. The basic aim of this study is decorating and describing the pattern of antecedents and consequences of organizational virtue in the Social Security Organization of East Azerbaijan Province.

Analysis method: As the present study follows "combined exploratory research", therefore, initially the focus group qualitative research method was conducted in the form of semi-structured interviews with specialists and academic experts (eight-member group) in three one-and-a-half-hour interview sessions and obtained data from interviews and literature were analyzed by thematic analysis method. Then, the model was made by a researcher-made questionnaire and a sample of 285 employees of the Social Security Organization of East Azerbaijan Province was tested using the quantitative research method of structural equation modeling with Lisrel 8.8 software.

**Results:** According to the focus group interview and literature of research and exploratory factor analysis, the three main factors affecting organizational virtue including organizational factor (structure and process; organizational culture; leadership; organizational philosophy), individual factor (individual characteristics of employees, personal characteristics of managers) and environmental factor (Socio-economic factor; legal factor) was identified. After testing the conceptual model, all antecedents and posteriors had a suitable factor load and the model was approved. Also, by examining the test results of structural equations, the organizational factor had a higher path coefficient (0.74), therefore has the greatest impact on the virtuous organization.

**Conclusion:** Considering that the organizational factor has been the main factor in organizational virtue. Organizations must be careful in hiring virtuous people, and because these virtues can be cultivated, it is very significant to train and institutionalize the space in these values and virtues throughout the staff.

**Keywords:** Virtue, Virtue Organization, Prerequisite, Model, Social Security Organization.

## INTRODUCTION

The new business environment is unpredictable, complex and competitive. To work effectively

in this competitive environment, organizations have identified that they need the best human resources available, employees who can create a competitive advantages for the organization.

The organization's merit for further development largely depends on the competence of human resources that is the result of human resource development. Silgman (2002) reported that most psychological research over the past few decades has focused on negative phenomena such as stress, anxiety, and depression. Yugova (2012) pointed out to the changes from the negative aspects of human behavior to the positive aspects of human behavior in the field of psychology. This new field of psychology is called positive psychology and scientifically studies the human strengths and their optimal performance (1). And by focusing on the positive aspects of behavior, it seeks the growth and development of individual, organization and society (2). The goal of this motion, called positive psychology, is first to help healthy people enjoy greater happiness and productivity, and second, to help to flourish human capabilities (3). Martin Seligman, president of the American Psychology Center, defined positive psychology as the scientific study of competencies, well-being, and optimal performance (4), as well as the science of positive mental experiences, positive personal traits, and positive and healthy institutions (5). Since the organization is also an institution and its human resources, which are considered the most valuable assets and its most important competitive advantage, research in the field of positivism led to organizational studies. One of the topics in this field is the concept of organizational virtue and the creation of virtue-oriented organizations. Today's modern business world, although is rapidly evolving in many competitive aspects, but unfortunately pays little attention to issues such as virtue orientation. Words such as virtue, hope, and honor are not typically associated with the modern competitive business environment (6). Therefore, in this modern world, Maintenance of human origins can be greatly enhanced by developing virtuous behaviors that are associated with the development of optimism, trust, compassion, cohesion and forgiveness in the organization (7). And by using positive-psychology method such as happiness, organizational virtue, belonging to work, etc., it caused desirable organizational results such as increasing performance in the organization (1). Seligman et al. (2005) declared that in the past, organizations focused on the problems of a system, overcoming obstacles,

competing with competitors, achieving effectiveness, productivity and profitability, and eradicating the budget deficit gap (2); They pay less attention to identifying the positive aspects that make the organization flourish and live, but refer to current changes, organizations have realized that they should not be concerned only with their profitability (8). Therefore, organizations have become more sensitive to the requirements of society because a successful company needs a healthy society (9,10).

Therefore here is the where higher values emerge; virtues (such as compassion, perfection, forgiveness) that can help organizations achieve valuable, meaningful results beyond financial success. Therefore, companies must consider the needs of the environment, society, employees, customers, suppliers and the government in their mission statement (11). Virtue in Aristotelian philosophy of ethics explains the attitudes, positions and beliefs that seek to transform humankind into a perfect human being and expresses the situation in which people react positively in different situations of life (12). Cooper, 1987 stated that virtues are not inherent, so they can be acquired and nurtured within the individual (13). At a higher level, virtue can be applied at the level of organizations, societies and cultures. This is the reason why the concept of virtue is the desire for human perfection, so the study of virtue in organizations is the study of the capacity, characteristics and patience of individuals in organizations. To study in this area includes not only the study of positive and extraordinary consequences, but also includes prominent behaviors in the organization that themselves lead to positive consequences (14). Organizational virtue refers to organizational backgrounds, where good habits, desires, and actions (such as humanity, perfection, forgiveness, and trust) have emerged, nurtured, found and promoted at both the individual and group levels (7, 15). Virtue in the organization can be strengthened and institutionalized by the leader through organizational policies, processes, activities and culture of that organization (16) and the emergence of moral virtues in a virtuous organization is a measure of the actions and perceptions of its members (12). Also in recent years, the ethical failures and financial collapse of well-known companies in the business have led company managers to

examine the value and importance of organizational virtue. With the increasing and development of ethical research in business in the field of organizational research, many researchers have actively put the research program of organizational virtue on their agenda (17). Having research conducted in recent years by researchers around the world on organizational virtue and its impact on the individual, organization, community and even the family is evidence of the growing awareness of the sensitivity of this issue and the need of paying attention to it. Many researchers also emphasize that virtue should be added to the business and organizational environment and should also be on the agenda of management research (18). Therefore, the main issue in this study is identifying the antecedents and posteriors of organizational virtue and designing its model and the extent to which this model fits in the Social Security Organization of East Azerbaijan Province.

## Method

The purpose of the present study is in the field of applied research, because its purpose is to develop applied knowledge in a specific field (20). Also, the present study is classified in terms of how to collect the required data in the "Exploratory Mixed Research 2" group (21).

The mixed research method involves the collection, analysis and interpretation of quantitative and qualitative data in a single study or in a set of studies that study and research a fundamental phenomenon (22). The reasons for choosing the mixed exploratory research method for the present study are: 1- Obtaining more evidence for a better understanding of the phenomenon of organizational virtue in the Social Security Organization; 2- Lack of a comprehensive model of a virtuous organization (inside and outside the country) that includes its various aspects according to the conditions and requirements of the Social Security Organization; 3- Being an interdisciplinary issue of virtuous organization and the necessity to take advantage of the experts point of view. Due to the fact that in the exploratory mixed research method, first the qualitative research method is used and then the quantitative research method is used. The method of the present research has been done from January 2021 to February 2022 as follows:

**Qualitative Research Method:** To identify the antecedents of the virtuous organization, the qualitative method of focus groups was used by Kruger's and Cassie's design (23), which it had been consisted of five stages: Step 1: "Introduction" which the purpose of the study was clarified during it. Step 2: "Planning" which individuals were selected to participate in the meeting during it. The people who present at the meeting were listened with a great care and interest. Third step: "questioning" which, during it, the brainstorming method was used as a pre-question for other questions. In this step, clear and flexible questions were used as much as possible. Next, the fourth step that was "coordination". As it is obvious, she/he paused in order to get more answers or more detailed explanations, and a further inquiry was formed during the interview. In this step, the group coordinator's reaction to the meeting members was controlled and he or she had self-controlled characteristic. Step 5: "Analysis" which was formed during the detailed final report that was extracted ultimately. This report was patiently compiled over several days. Finally, a summary of the final report was sent to the meeting participants. Therefore, in this section, using the research method of focus groups, the necessary measures were taken for a qualitative interview with an eight-member group of specialists and university experts who had sufficient knowledge of the subject of virtue and virtuous organization. This eight-member team includes executive directors and faculty members from universities in East Azerbaijan province in the fields of management (three men with 15, 18 and 25 years of experience and two women with 11 and 13 years of experience), theology and Islamic studies (two men with 12 and 18 years of work experience) and Persian literature (a woman with 18 years of work experience) were selected and the purpose of using this method is to conduct group interviews and get people's opinions on a subject (21). Therefore, the product of the qualitative stage of the present study was to identify the factors affecting the virtuous organization according to the conditions and requirements of the Social Security Organization. The research community in the qualitative section included academic experts and specialists. Purposeful sampling method was used to select the sample individuals, because it enthusiastically sought those experts and academic specialists who had the most information about virtue and virtuous

organization (24) Semi-structured interview tools were used to collect research data in focus groups. The reason for using semi-structured interviews is that, in addition to the possibility of exchange of views, the discussion and the subject of the interview can be directed in order to achieve the objectives of the research. It is also possible to observe the feelings and beliefs of the interviewees about the topic of research during the interview process. An interview is a tool that allows you to examine complex topics, follow up on answers or find the causes, and ensure that the subject understands the question. In this regard, the interviewer can follow up the answers and resolve the ambiguities by redefining the questions (20). In order to increase the accuracy of the findings and the validity of the interview in the focus group, discussions between the researcher team were prevented and also the identity of the researcher team was kept secret (25) Moreover, for the analysis of qualitative data, the method of content analysis (a) which was used for explaining the existed patterns in qualitative data which the main steps of it are: a) parsing and describing the text, b) explaining the text, and c) coding, merging and re-integrating the text) was used (26). Holstie method was used to calculate the reliability of content analysis:

$$PAO = 2M / (n1+n2) \quad PAO = 2*2365 / (2650+2432) = 0.93$$

Where PAO is the percentage of observed agreement (reliability coefficient), M is the number of agreements in the two coding stages, n1 is the number of units coded in the first stage and n2 is the number of units coded in the second stage. This figure varies from zero (no agreement) to one (full agreement) (26). If the Phi coefficient is above 80%, it can be said that the obtained dimensions and components have the necessary reliability (27). In this study, two independent coders were used and reliability coefficient, which obtained, was 93%.

**Quantitative Research Method:** Due to the purpose and nature of the research topic, the most appropriate method in the quantitative stage for the present study was the descriptive-survey research method and, therefore, this method was used to obtain the views of the research community on the factors affecting the virtuous organization. The research population in the quantitative part includes 1115 employees of the Social Security Organization

of East Azerbaijan Province. In the quantitative part of the research, after constructing the tool and determining validity of the content (with the help of academic and organizational experts) and the validity of the structure and its validity, the Cochran's sample size determination formula was used to determine the sample size, in which 582 employees of Yazd University and Payam Noor of Yazd province were selected by stratified random sampling. This number of samples is calculated based on the confidence limits of 02%, maximum variance and 2% of the permissible error. In the second stage, using the sampling formula of appropriate assignment to the classes, the sample size of each part of the organization was determined from the total sample size. To collect data in a quantitative step to examine the antecedents and consequences (effective factors) of organizational virtue, a researcher-made questionnaire (with the help of research literature and focus group interviews) was used and to measure the virtue organization of the standard questionnaire of Cameron et al. (2004) in a study they expressed, Cronbach's alpha coefficient for the subscales of this questionnaire as follows: Optimism: 0.83, trust: 0.83, empathy: 0.88, cohesion: 0.89, forgiveness: 0.89 (15). In addition, in order to calculate the reliability of the researcher-made questionnaire, which is about the factors affecting the virtuous organization, Cronbach's alpha coefficient, combined and shared reliability were used according to the nature of the research. In winter of 2021, the questionnaires were provided in person (non-electronic) with 85 items to a statistical sample that were randomly selected and had enough time and inclination to fill the questionnaire, and the non-disclosure of their identities was also considered.

**Validity:** In order to determine the validity of the questionnaire, apparent validity, content and structure were used. In the apparent validity of the questionnaires before disturbing by the researcher, several sample members and some academic experts were examined. Content validity was examined in the form of a Delphi method with the help of CVR and CVI forms and with the help of ten experts including interviewed members and academic experts, several members of examinable people and the content of the questionnaire in terms of additional questions or correction of questions

were examined. The CVI form depicted that all the questions of the virtuous organization were in good condition in terms of simplicity, clarity and relevance (the coefficient for each question was higher than 0.79); also, since the CVR value for all questions was above 0.62, no questions needed to be removed. Regarding the validity of the structure, two types of convergent and divergent validity were used. In the convergent validity study, the findings showed that the coefficients of significance of all load factors were greater than 2.58 (T-statistic), ie all load factors were 99% significant; the values of all operating loads were also above 0.5 (variable explicit and implicit relationship); The Average variance extracted (AVE) of all components was above 0.5 and also the combined reliability of all components was greater than the average extracted variance; therefore, it can be said that the convergent validity of the model structures is confirmed. In the divergent validity test, Fornell and Larker test (this test measures divergent (diagnostic) validity at the level of hidden variables) and transverse load test (this test measures divergent validity at the level of observable variables) were used. In Fornell and Larker test, the results illustrated that the root mean square variance of each latent variable was greater than the maximum correlation of that variable with other latent variables of the model; Also, the results of transverse load test depicted that the factor loads of each research variables were higher than the observable factor loads of other measurement models in the model, on the other hand, the factor load of each observable variable on its corresponding latent variable was at least 0.1 more than the operating loads of the same observable variable on other latent variables. Therefore, the results of these two tests showed divergent validity.

**Reliability:** In this study, reliability was calculated through Cronbach's alpha coefficient and combined reliability. The values of these

two coefficients for all research structures were above 0.4, which indicates the reliability of the measuring instruments. According to the results of calculating the validity and reliability of the instrument, the reliability of the dimensions is confirmed because Cronbach's alpha and combined reliability coefficient is above 0.7 and also  $AVE > 0.5$ . Convergent validity is confirmed because  $CR < 0.7$ ;  $CR > AVE$ ;  $0.5 AVE >$  and divergent validity is also approved because  $MSV < AVE$  and  $ASV < AVE$

In this study, inferential statistics method was used to analyze the data. For this purpose, exploratory factor analysis via Spss19 software, confirmatory factor analysis, and structural equation modeling via Lisrel 8.8 software were used.

## FINDINGS

First, this question is answered: What are the antecedents and consequences of organizational virtue in the Social Security Organization of Iran?

Analysis of the answers collected from the interviews with the experts in the focus group and review of the research literature will answer to this question. It is worth mentioning that eight experts in this field were interviewed based on a semi-structured interview, and "What are the factors in your opinion and how they can contribute to make the Social Security Organization more virtuous?", "What is your definition of the virtue of a social security organization?" and "what are the components and indicators of a virtuous organization?" surveyed and interviewed.

After analyzing the content of the focus group interviews and the research literature, the antecedents and consequences of organizational virtue in the Social Security Organization of East Azerbaijan Province are given in Table 1.

**Table 1: Dimensions and components of antecedents and consequences of organizational virtue in the Social Security Organization of East Azerbaijan Province**

Basic concepts (open coding)	Sub-dimensions (subclass)	Main dimensions (theme)
Positive Ethical Characteristics of Managers (30, 29, 28).		

Existence of love for God and His creation among managers (11).	Personal characteristics of managers	Individual factors
Humble managers (11)		
Considering Virtues in Managers' Decisions and Planning (Interview 3)		
Objectivity, Realism and Insight in Managers (Interview 3)		
The spirit of tolerance and forbearance of managers (Interview 3)		
Self-made and high-endurance staff (Interview 6)	Personal characteristics of employees	
Self-control staff with internal control center (Interview 6)		
Employees who believe in God and the Day of Judgment (Interview 6)		
High courage and boldness of action in employees and not being afraid of change (31)		
Positive perceptions of virtue (7)		
Consistency between speech and action (Interview 7)		
Conscientious employees (30)		
Sense of patriotism in staff (32)		
Not doing illegal work for profit (32)		
Willingness to promote employees' virtues despite having personal characteristics, motivation and inner desire (interview 5)		
Conscientiousness and responsibility in employees (Interview 5)		
Establishing transparent laws and monitoring their principled implementation (Interview 5)	Structure and process	
Employee Empowerment (34, 33)		
Existence of ethical standards for the behavior of individuals and their observance of these standards (35, 16)		
Managers Empowerment (Interview4)		
Existence of meaningful work and independence of employees and giving feedback to them (32, 38, 37, 36)		
Reduce hierarchy (13)		
Care in hiring and selecting employees despite the alignment of their values with the values of the organization (34, 38, 31)		

Good communication quality and flexible responses to dream problems (31)		
Participatory leadership and employee participation in creating mission statements, strategies and goals (38,13,36)		
Rewarding employees for virtuous behaviors (31, 38)		
Holding seminars and training staff to promote virtues through the storytelling approach (11, 48, 34, 33)		
Low formality and complexity in the structure (Interview 4)		Organizational factors
Creating a structure for constructive feedback (Interview 4)		
Specialization (Interview 4)		
No bias in staff evaluation (Interview 5)		
Preservation of human dignity (1, 3, 32)		Organizational Culture
Observing justice and fairness (32, 31, 20, 27)		
Culture of respect for each other's laws and duties (73)		
Ignorance of profitability and material goals (32,34)		
Attention to the environment and optimal use of environmental resources (32,3)		
Attention to social consequences of activities (having social responsibility) (34, 32, 27, 24)		
Using the potentials of people with disabilities (23,3)		
Helping others and participating in charitable and humanitarian affairs (3)		
Existence of a culture of inappropriate comparison with other employees (Interview 1)		
Existence of a culture of helping and encouraging each other for career advancement (31)		
Resolving the issue of resource scarcity and conflict of interest (3)		
Existence of a culture of confidentiality and confidentiality of information (Interview 1)		
Existence of meritocracy culture (interview 7)		
Consideration of human resources as a competitive advantage (31)		

Culture of effort to identify and meet the rational needs of employees (27)	Leadership	
Culture of striving for self-knowledge and attention to one's shortcomings (Interview 1)		
Culture of importance to organizational knowledge and learning (Interview 5)		
Responsible leader (76)		
Benevolent Leader (22)		
Wise Leader (77)		
Inspiring Leader (34,48)		
Servant Leader (1, 3, 48, 25)		
Managers help employees to feel that their work is important to managers (Interview 7)		
Managers help employees to create a sense of loyalty and desire to stay in the organization (Interview 2)		
Managers help employees to form spiritual beliefs and faith in work (Interview 4)		
Managers help employees understand the true meaning and importance of their job (Interview 4)		
Influence of leaders to motivate and persuade employees to pursue ethical goals and behaviors (Interview 3)		
Influence of leaders to motivate and persuade employees to pursue ethical goals and behaviors (Interview 3)		
Striving to be the best and achieve excellence (Interview 1)	The existential philosophy of the organization	
Looking at virtue in existential philosophy and politics as a goal, not a means to an end. (Interview 1)		
Influence of Virtues on Existential Perspective and Philosophy (Interview 1)		
Paying attention to the ultimate ideals and goals (Interview 1)		
Tendency to virtues in the culture of society (Interview 8)	Social-Economic Factors	
Considering the necessary education to raise moral virtues in society (Interview 8)		
Meeting the basic needs of human beings in society and lack of uncertainty about the future (Interview 8)		
Encouraging and supporting the organization with social	Legal Factors	



responsibility in national laws and regulations (Interview 8)		Environmental factors
Employment priority with people with moral virtues in the country's employment laws and regulations (Interview 8)		
The necessity of observing the principle of the rule instead of the relationship in the employment laws and regulations of the country and ensuring the achievement of a job in accordance with the specialty (Interview 8)		

The table above presents the basic concepts derived from the analysis of the interview content and research literature. The identified indicators are the same verbal statements obtained from answering the questions and after extracting all these theological propositions, some had some in common which were classified based on the existing literature and theoretical foundations and based on which secondary concepts were formed. As it can be seen in the table above, 8 sub-components and 3 main dimensions were identified using interviews and research literature. In addition to the opinion of experts and literature that 8 components and 3 dimensions were identified, with the help of exploratory factor analysis on these 8 components, the 3 identified dimensions were reaffirmed, which is noticeable in Table 4.

#### **Calculating the Adequacy of the Sample Size and Checking the Adequacy and Symmetry of the Data**

In identifying factors, firstly one must be certain that the available data can be used for analysis or in other words, whether the number of data (sample size and relationship between variables) are suitable for factor analysis or not. For this purpose, KMO index and Bartlett test are used. The KMO index is evaluated for sampling adequacy by evaluating the small partial correlation between variables. The closer the value of the index is to one, the more appropriate the data are for factor analysis, and usually values less than 0.6 are usually not suitable for factor analysis. The Bartlett sphericity test examines the symmetry of the data (in questions and factors the correlation is directionless) and examines the similarity of the correlation matrix. If the significance level of the Bartlett test is less than 0.02, factor analysis is appropriate to identify the structure.

In Table 2, the results of the KMO index and Bartlett test on the existing and identified indicators for the research model variables can be seen.

**Table 2: KMO and Bartlett Test Results**

Factors	Test		Results
Identifying the effective factors on the virtuous organization in the Social Security Organization of East Azerbaijan Province	KMO sampling adequacy ratio		0/839
		Chi-square	10144/136
		Degrees of freedom	3081
		Significance level	0/000

Based on the results, the KMO index is greater than 0.6 and shows that the values are approximately close to one, which indicates the

adequacy of the sample volume based on the indicators identified for factor analysis. Significance level of 0.000 for Bartlett test also

indicates the suitability of the research variable for factor analysis because the assumption that the correlation matrix is one is rejected. In Table 3, we can see the explanation of the total variance. This table consists of three parts, the first part contains the initial eigenvalues, which is related to eigenvalues, and determines the factors that remain in the analysis. Factors with eigenvalues less than one are excluded from the

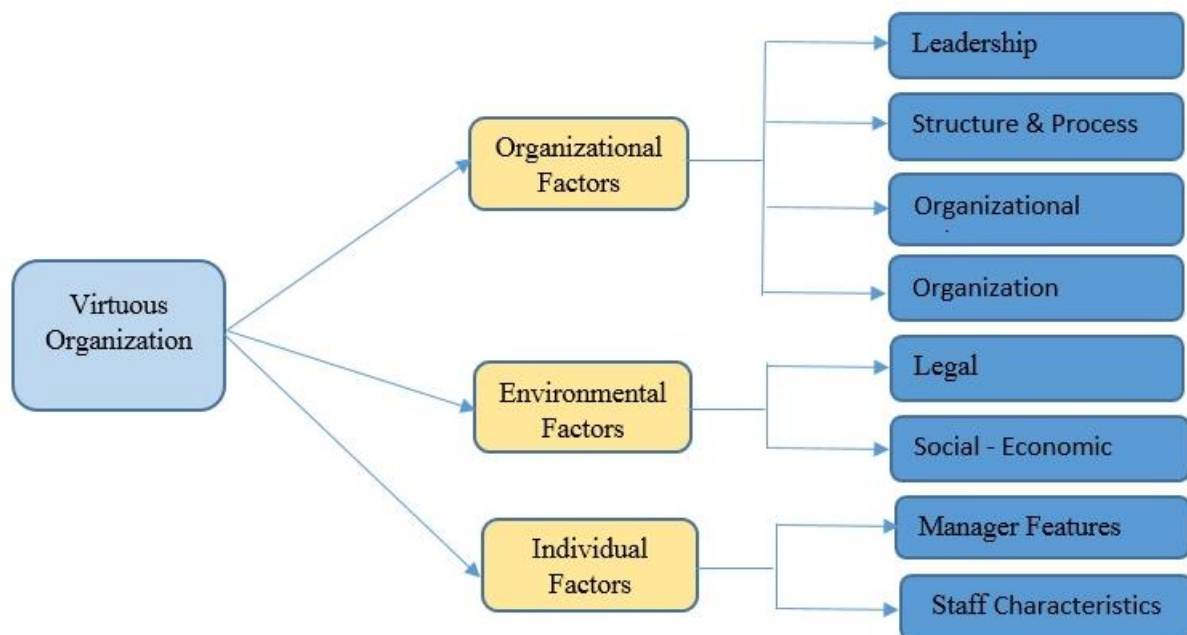
analysis. Non-explanatory factors are the factors which their presence does not explain the variance. The second part contains the sum of the squares of the extracted loads, related to the specific values of the extraction factors without rotation, and the third part deals with the sum of the squares of the rotated loads. The mentioned items would be seen in the table below.

**Table 3: Explanation of the variance of the extracted dimensions**

Factor s	Initial eigenvalues			Total square of extracted loads			Total square of rotated loads		
	Tota l	Varianc e	Cumulativ e percent	Tota l	Varianc e	Cumulativ e percent	Tota l	Varianc e	Cumulativ e percent
1	4/33 9	13/390	58/995	4/33 9	13/390	58/995	2/35 3	12/736	12/954
2	3/10 9	11/211	64/328	3/10 9	11/211	58/995	2/20 1	11/397	47/310
3	1/00 7	10/065	69/060	1/00 7	10/065	69/060	1/00 7	10/065	69/060
4	0/47 5	4/750	78/745						
5	0/46 4	4/640	83/385						
6	0/45 2	4/515	87/900						
7	0/42 3	4/225	92/125						
8	0/37 8	3/780	100/00						

According to Table 3, the first three factors have eigenvalues greater than one and remain in the analysis section. These factors up to 69% explain the variance of the dimensions of organizational virtue in the Social Security Organization of East Azerbaijan Province. In addition, based on a study in the field of Insert Figure 1 about here

literature and with the help of interviews with experts in this field, the first to third dimensions were named in Table 4. According to the identified variables, a model of the antecedents and consequences of organizational virtue is presented in Figure 1:



**Figure 1: Conceptual model of the pattern of antecedents and consequences (effective factors) of the virtuous organization Source: Research Findings**

As mentioned, with the help of the qualitative method of the focus group and the literature of

research and exploratory factor analysis, three main factors affecting the virtuous organization (organizational factors, individual factors, and environmental factors) were identified, the results of which are summarized in the table below:

**Table 4: Effective Factors (antecedents and postpositions) on the Virtuous Organization Checking the Final Normality of the Pattern of Antecedents and Postpositions of the Virtuous Organization**

Dimensions	Components	Interview
Individual Factors	Individual characteristics of staff	Interview6
	Personal characteristics of managers	Interview 6
Organizational Factors	Structure and process	47,39,17,16
	Organizational Culture	47,48,49, 42, 32, 17, 16, 11
	Leadership	53,52,51,50,44,47,37,29,28,16,11
	Existential philosophy of the organization	Interview 7
Environmental Factors	Socio-economic factor	Interview 8
	Legal Factor	Interview 8

The normality of the data related to the research variables was examined using Kolmogorov-Smirnov and Shapiro-Wilk tests of the Social Security Organization of East Azerbaijan Province. Furthermore, the results are reflected in the below table.

**Table 5: Summary of Shapiro Wilk and Kolmogorov-Smirnov Tests**

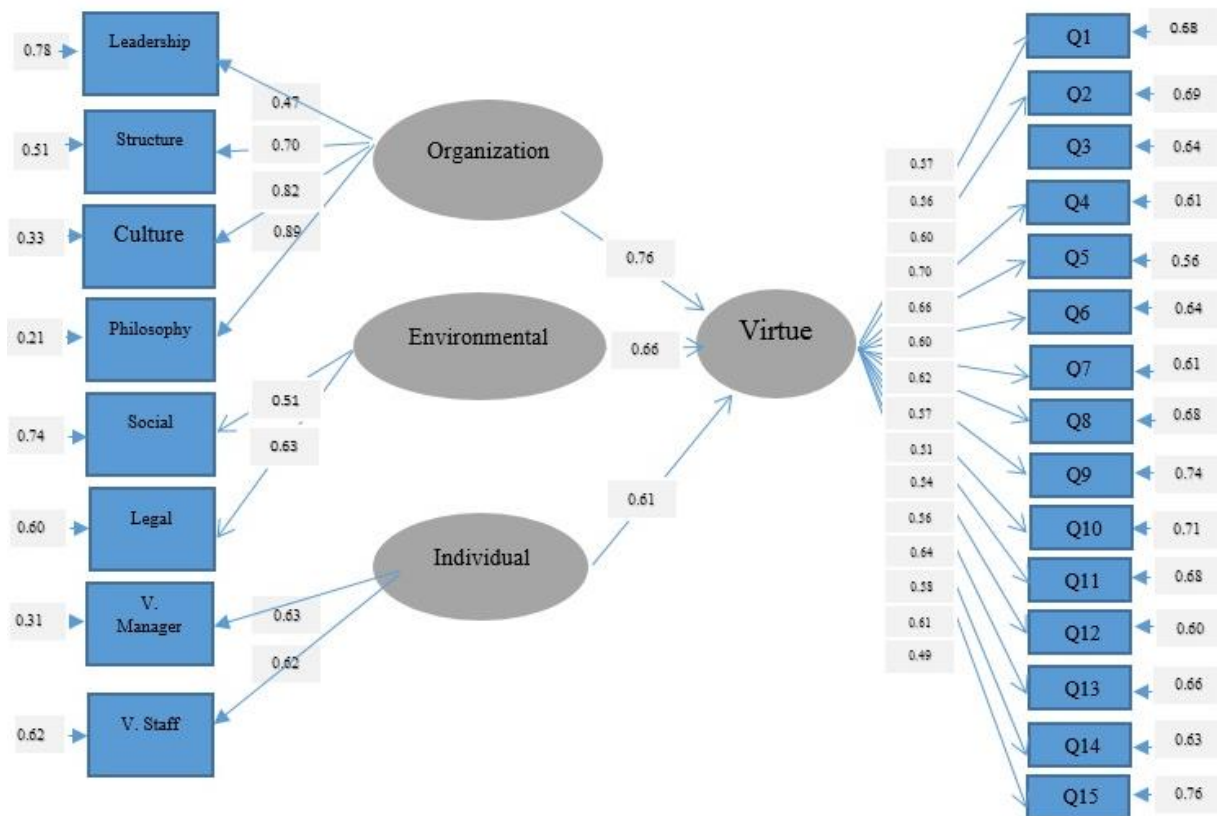
	Shapiro - Wilk			Kolmogorov-Smirnov		
	Significance level	Freedom Level	Statistics	Significance level	Freedom Level	Statistics
Leadership	0/741	284	0/967	0/135	284	0/121
Structure and process	0/751	284	0/974	0/086	284	0/100
Organizational Culture	0/740	284	0/964	0/134	284	0/134
Philosophy of organization	0/702	284	0/984	0/215	284	0/096
Social economic factor	0/733	284	0/985	0/131	284	0/062
Legal agent	0/751	284	0/974	0/086	284	0/100
Admin feature	0/724	284	0/974	0/119	284	0/135
Staff characteristics	0/755	284	0/991	0/120	284	0/055

As can be seen in the information in the table above, the level of significance in all variables is greater than 0.05, in other words, the distribution of all factors is normal.

#### **Testing the Structural Model of the Pattern of Antecedents and Postpositions of the Virtuous Organization**

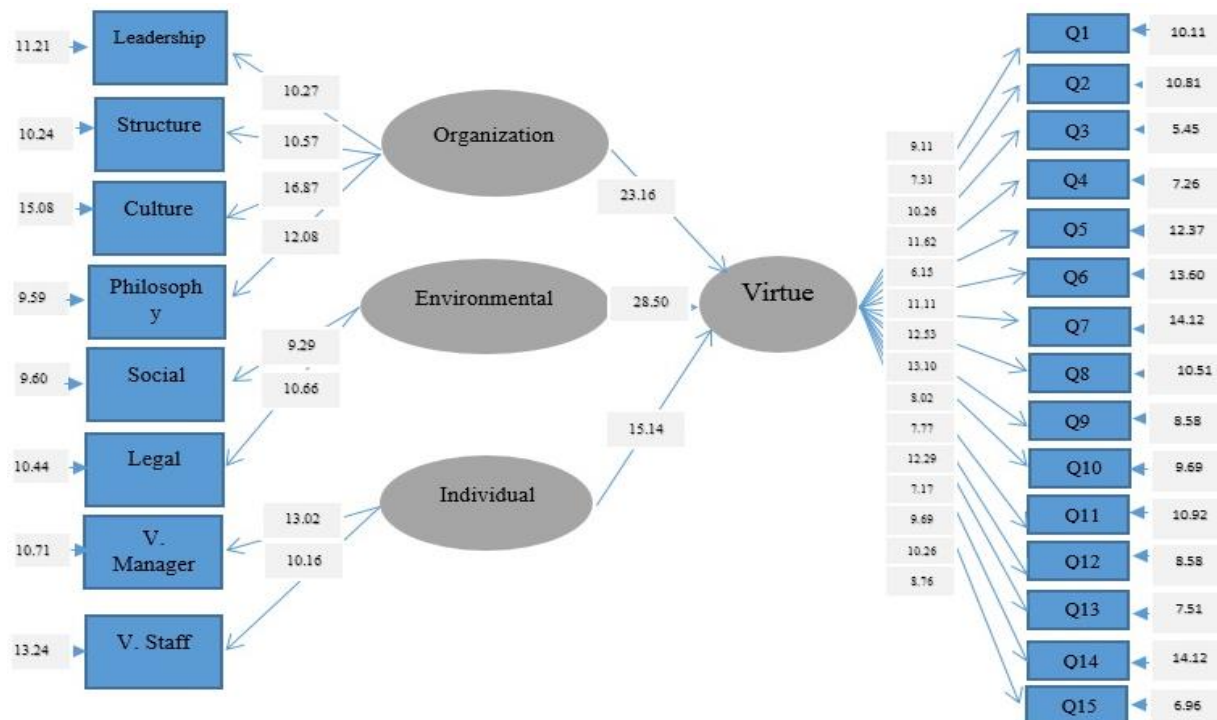
This section answers the question, does the assumed pattern of antecedents and aftermaths of a virtuous organization have an acceptable fit with the data? Therefore, in the following, the structural model of the antecedents and post moderns pattern of the virtuous organization will be tested. In the following figures, the structural model of the research in the mode of estimating standard coefficients and the significance of the coefficients are given.

**Figure 2: Structural Model of Antecedents and Aftermaths of a Virtuous Organization in the Case of Estimating Standard Coefficients**



Chi-Square=901.45, df=224, p-value=0.0000, RMSEA=0.063

**Figure 3: Structural Model of the Virtues of a Virtuous Organization in the Significant State of Coefficients**



Chi-Square=901.45, df=224, p-value=0.0000, RMSEA=0.063

Table 6 also shows the results of the model test.

**Table 6: Structural Model Test Results of the Virtues and Consequences of the Virtuous Organization**

	Check the dimensions	Standardized coefficients	t-value	Accept / Reject
1	Organizational factors affect organizational virtue.	0/76	23/16	Accept
2	Environmental factors affect organizational virtue.	0/55	28/50	Accept
3	Individual factors affect organizational virtue.	0/61	15/14	Accept

According to Table 6, the type and amount of effect on each of the identified dimensions can be observed, based on this which all dimensions are significant at the level of 99% confidence. In other words, the identified factors affect the virtuous organization in the Social Security Organization of East Azerbaijan Province. Now that the indicators depict a good fit from the data compared to the model, it is the turn of measuring the detailed fit indicators. The

difference between the fit indices and the three overall fit indices is that the overall fit indices judge the appropriateness of the whole model and not its components, and the partial indices judge the partial relationships of the model. Partial fit indices (critical ratios and their significance level) illustrate that all factor loads are meaningful. The results of these analyzes are presented in Table 7.

**Table 7: Results of Structural Equation Modeling Test to Fit the Virtue Model of the Virtuous Organization**

Fit indicators		Index name
Limit	Value	
Less than 5	7/05	Chi-square/df
Less than 1/0	0/063	The root of the average estimation error (RMSEZ)
Above 0.9	0/92	Modified fit (CFI)
Above 0.9	0/93	Softened fit (NFI)
Above 0.8	0/85	Goodness of fit (GFI)
Above 0.8	0/84	The goodness of the adjusted fit (AGFI)

As shown in Figure 2, all the values of the parameters related to the dimensions affect the virtuous organization in the Social Security

Organization of East Azerbaijan Province are shown along with the factor loads and path coefficients, which are summarized in Table 8:

**Table 8: Estimates of the Antecedents and Consequences of the Virtue Organization Model in the Social Security Organization of East Azerbaijan Province**

Path (Question Number)	Factor load	t-value	Condition		
Organizational	10/27	0/47	Leadership	⇒	Was accepted
Organizational	10/57	0/70	Structure and process	⇒	Was accepted
Organizational	16/87	0/82	Organizational Culture	⇒	Was accepted



Organizational	12/08	0/89	Philosophy of organization	⇒	Was accepted
Environmental	9/29	0/51	Socio-economic	⇒	Was accepted
Environmental	10/66	0/63	Legal	⇒	Was accepted
Individual	13/02	0/83	Features of the manager	⇒	Was accepted
Individual	10/16	0/62	Staff characteristics	⇒	Was accepted

## CONCLUSION

In recent decades, organizations have become more inclined toward moral and human virtues and in this way have tried to fill the spiritual, moral and emotional gaps of their employees. Individuals and organizations all have values that at the individual level, has particular value that guides one's behavior initially. At the organizational level, values are the ideas and beliefs that influence the organization and shape the culture of the organization. In the past, values such as efficiency, control and profitability prevailed in organizations and these values seemed to be sufficient in achieving financial success and competitiveness of the organization. With the current changes, organizations have realized that they should not be concerned only with their profitability. Organizations have become very sensitive to the needs of society and their sensitivity to profitability has decreased, but nowadays, values such as efficiency, control, and profitability are not adequate to lead organizations toward sustainable futures, this is where higher values arise. These higher values are virtues such as compassion, perfection, and forgiveness that help organizations achieve valuable results beyond financial success (47).

The Social Security Organization, as a leading organization in societies and its central importance in the life, economy and development of societies and due to limited resources, should be more sensitive to improve its quality. Continuous improvement of quality in the Social Security Organization as one of the main challenges of the competitive world requires the endogenous development of evaluation culture, which in turn requires the spirit and behaviors of self-assessment and self-regulation and internal commitment to quality among all stakeholders in the insurance system. The position and importance of scientific professional ethics becomes relevant in this

regard. Because it is necessary for any activity to develop, observe ethics and institutionalize moral virtues.

Therefore, the purpose of this study was to identify the antecedents and consequences of organizational virtue and to design and explain its model. Of course, the present study was faced with limitations such as the difficulty of accessing faculty members of public universities due to heavy work, the intervention of the interviewees' mentality in the interview process.

In the present study, as mentioned, with the help of the qualitative method of the focus group and research literature and exploratory factor analysis, three main factors affect the virtuous organization (organizational factors, individual factors, and environmental factors) were identified. Organizational factor to the factors of "structure and process", "organizational culture"; "Leadership"; "Existential philosophy of the organization", individual factor to "individual characteristics of employees"; "Individual characteristics of managers" and environmental factor were divided into "socio-economic" factor and "legal factor".

According to the literature and background of research on recognizing the antecedents and consequences of organizational virtue in the Social Security Organization of East Azerbaijan Province, it can be acknowledged that the findings of the present study on identifying the factors affect the virtuous organization in the Social Security Organization of East Azerbaijan which this research is consistent.

Including the "structure and process" factor (sub-index of organizational factor) with the results of Cameron's research (2011); Dhamahini et al. (2012); Verins et al. (2016); Zange (2018) and the "organizational culture" factor (sub-index of organizational factor) with the results of IP (2002) and Westton (2005);

Mans et al. (2008); Cameroon (2011); Implicit et al. (2012); Rivari and Lamsa (2017); Kangas et al. (2017); Mir (2017); Zang (2018) and the factor of "leadership" (sub-index of organizational factor) with the results of Lawler (2014); Westton (2005); Mans et al. (2008); Cameroon (2011); Implicit et al. (2012); Hackett and Wang (2012) agree, and the "individual" factor (individual characteristics of the manager and individual characteristics of employees); The "environmental" factor (socio-economic factor and legal factor) and the "organizational philosophy of the organization" factor (sub-index of organizational factor) were also obtained from the focus group interview results. By examining the test results of structural equations, the organizational factor had a higher path coefficient (0.74), as a result, it has the greatest effect on the virtuous organization. Therefore, organizations can be dynamic in creating a virtuous organization by strengthening organizational factors, including leadership. For example, managers must fulfill their obligations to all stakeholders; Influence employees to motivate and persuade them to pursue ethical goals and behaviors; And also managers in creating a sense of importance through employees to managers; Feeling of loyalty and the desire to keep employees in the organization; and help them motivate the formation of spiritual beliefs and faith in their work and to understand the true meaning and importance of their job. Also, the results of structural equation testing show that the individual factor, individual characteristics of the manager and personal characteristics of employees, is one of the factors affecting the virtuous organization. Moreover, to strengthen this factor, managers should consider virtues in their decisions and plans; to be humble; objectivist and realistic; to raise the spirit of tolerance and openness of their chests; employees also must pay attention to their self-deception and self-control, and increase the courage and boldness of action, and not to be afraid of change.

Also, as mentioned, the environmental factor would be one of the factors affected the virtuous organization and if it was ambiguous in the future society; ethical living based on justice, benevolence, observance of etiquette, etc. which fades over time. Therefore, the ambiguous and unknown future of people in terms of financial, job, etc. .; reduces the

tolerance threshold in any society. For example, in a society where everyone with any specialty can have a job, disruption, jealousy, slander, gossip, flattery, etc. are less common. In general, in a society where the basic needs of human beings are met, individuals live according to moral standards, and as a result, organizations become more virtuous. Therefore, since the main feature of the current environment of organizations is change and instability and in such circumstances, without a solid and static support, the direction and purpose cannot be determined and progress is difficult the tendency to have fixed points for guidance on what is right or wrong, suitable or ill sorted, and legal or illegal has increased. Therefore, it is suggested that by moving toward the virtuous organization and strengthening the virtues and paying attention to and examining the factors which are influencing the virtuous organization, fixed points and bases for managers' decisions which should be provided appropriately. And it is clear that attention to this issue in the Social Security Organization, which is a service organization, is more necessary because of its high impact on society.

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