Examining the Relationship Between Organizational Virtue and Creativity of Employees

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Abstract: The goal of the present study was to investigate the relationship between the dimensions of organizational virtue and creativity among employees of Yazd education organization. Results of confirmatory factor analysis of organizational virtue and creativity models indicate that both models have content and confirm validity. This indicates that high and positive correlations between variables are due to the indirect effects between variables. Finally, the impact of organizational virtue was examined on the employee creativity using hierarchical regression. The results of the estimated regression model showed that between independent variables, this is the only significant variable.

1 - Introduction

Due to the great shock caused by financial and moral crisis which have occurred all over the world in recent years, Society and trade press consider that virtue promoting in both individual and organizational levels, will improve individual performance and will increase the organization efficiency. (Cameroon 2,010, George, 2003 Wright and godustin, 2,007). Organizational virtue, is one of the issues which is mostly ignored in the organizational literature by the researchers and people working in these areas did not pay much attention to the this fact ([1]ArménioRego, Neuza Ribeiro, Miguel Pina e Cunha, Jorge Correia Jesuino, 2011). While some researchers believe that virtue includes the organizational structure dimensions such as good habits, desires and functions(compassion, honesty, forgiveness, trust) in both individual and social levels (Cameron et al., 2004).)Bright et al., 2006). Gavin and Mason, 2004; Lilious et al., 2008; Moore & Biddle, 2006; Park and Patterson, 2003; Wright and Goudustin, 2007 acknowledge that conducting a research in this regard is considered as the Rehabilitation of traditions: "Goodness and virtue in management". According to Cameron (2003), the virtue is tied inherently to what is good for mankind, thus its removal form scientific studies will create a gap in thoroughly understanding the important organizational phenomenon. According to him (2004) developing and applying organizational virtue indicates promising findings on the relationship between performance and organizational virtue.

In order to improve organizational performance, organizational virtue has a great effect on enhancing employee creativity. Studies show that the main challenge facing managers is to increase the creativity and innovation of its employees. Organizations are compelled to aim at creativity as their major axis in order to gain competitive advantage. Creativity in organizations leads to reinventing and renewing the processes, products and organizational rejuvenation (Soltani, 1386).

So if employees feel valued human beings and not just being seen as human resources, they will surely maximize their mental, cognitive and intellectual abilities In order to have a more dynamic organization. On the other hand, management is also required to provide a mechanism for the Practical usage of creativity in the organization (Alirezaei and Tavallaei, 1387: 70-69). In the long term, the most successful organizations are those whose managers pay special attention on training human resources, enhancing their employees' skills and on their incentive to work more efficient, they also pay much attention to maintain the quality and to provide a chance for the growth of employees' creativity in the organization (Motevasseli: 118, 915: 1375).

Most empirical researches identify creativity as an outcome which is centralized on generating new and useful ideas related to products, services, processes and procedures (Shalley & Gilson, 2004: 34). Creativity can defined as a combination of interaction of personal and environmental resources which leads to the production of some valuable solutions (Mouchiroud & Bernoussi, 2008: 372).

If humankind wasn't creative and innovative, he would have uniform replication process through the life cycle.there would be no change and no improvement. All human inventions and development in various

fields, is due to the creativity and innovation (Syed Abbas Zadeh, 1387,77). One of those issues that seem to expand and improve the employee creativity in an organization is organizational virtue. This paper is a case study and seeks to analyze the relationship between organizational virtue and employees′ creativity in Education Organization of Yazd.

2. Theoretical framework:
2.1 Organizational Virtue

The word virtue means "power" or "preference". Virtuous is habits, dreams and things that makes social and human good (Aritotel, 1999, Cameron, 2003; Gori, 2007). It also is valued, by "moral philosophers and religious scholars as the" main feature" (Peterson and Seligman, 2004, page 13). Recently virtue is called as the highest ideals of human being, honorable behavior, human virtue, and there is a growing literature on this topic in psychology. (Comet - Esponevil, 2001; Weiner, 1993) According to the economist, Adam Smith (1976/1790) and the Sociologist George Esmil (1950) Virtue is emerged on the basis of all societies and economies because virtue is synonymous with moral rules inner which create social harmony (Baumeister & Exline, 1999). Virtue will provide some right elements of a good citizen (White, 1996), interaction (Simel, 1950) and stability (Smith 1976/1790), which requires community lifetime.

When virtue is represented in the organization (especially when leaders reveal courage and compassion) or when it legitimizes or recognizes virtuous behavior (including when courageous and compassionate actions has been recognized and applauded.) Virtue will be reinforced and grow against obstacles and negative challenges. Virtue internalizes etiquette and social norms in an organization (Baumeister & Exline, 1999). Virtue has at least five features which appear in the organization (Cameron, 2003):

1 – Virtue will develop a sense of being good in human.

2 – Virtue has been experienced in terms of emotional, cognitive and behavioral aspects.

3 – Virtue creates a harmony and balance in the Communications.

4 - Virtue reinforces the deviations positively.

5 - Virtue provides mediation services and raise flexibility.

Virtue reinforces positive behaviors and attitudes. For example, while following the virtuous behavior, employees experience positive emotions, which lead them to work virtuously, so this will boost social capital (Baker and Dotan, 2007) and will also improve organizational and personal performance. (Fredrickson, 1998, 2003; Estav et al., 1994). virtue will also keep away its employees from negative background, attitudes, feelings and behavior, which is done by

enhancing unity and sense of usefulness. For example, if employees are exposed with some bad fortunes, bad lucks are analyzed by the help of virtue, they will be saved from damages and their movement on difficult conditions (Ex. Economic austerity) will be continued, and this will allow them and their organizations to overcome the difficulties and hardships, and improve their performance (Bright et al, 2006; Cameron, 2003; Cameron et al, 2004).

Applying the theory of virtue ethics in business ethics has been popularized since late 1990s. Among the 38 articles which have used virtue ethics, about 90% of them (ie 34 articles) has been published between 1995 and 2003 and there is only 10% of them (4 articles) which have been published between 1990 to 1994, and there is no article prior to 1990 article on this issue. Salmon (1992 and 1999) was probably the first scholar who tried to provide a comprehensive list of business ethics and in his study he applied not only ethical issues (like integrity and honesty), but also cases of unethical issues (such as humor and joking and lying), or somehow morality (like generosity, loyalty, pride and arrogance). Spohn (1992) refers to the implicit virtue as a complete virtue (including equity) and refers to not implicit virtue as an incomplete virtue (including mercy, forgiveness). Murphy (1999) proposed that five major aspects of virtues (love, fairness, trust, respect and unity) are substantially related to multicultural marketing. Moberg (1999) gives credit to his employees' personality unlike their job performance by using Five major factors of human personality dimensions (desirability, conscientiousness, extroversion, neuroticism and freedom). (Barrickand Mount, 1991; Costa and McCrae, 1992) conclude that the dimensions of human personality can be called virtue. Although there is no theoretical justification indicating the validity of human personality dimensions to job performance showing the total virtue.

2-2 creativity

From Tudor Rickardez (1997) point of view creativity is the process of personal discovery which is partially unconscious and leading to new and appropriate insights. Creativity means to get out of mental frame and explore new significant subjects (Ismailtabar, 1387: 16). Creativity is defined as a recombination of ideas, thoughts, opinions, concepts and notions that are already known to the individuals but is redefined in a new and different way (Saatchi, 126, 1371). Stephen Robbins says creativity is the ability to combine ideas in a unique way or to create continuity between ideas (Zarei Matin 1373, 60).

According to, Thomas, Reinartz, & Kumar (2005) Improvement of human resources depends on motivation growth, innovation and employee satisfaction improvement, this improvement is obvious is their unwillingness to leave the service, the unity of

individual and organization's mission. Typically, it would create an expectation to increase the efficiency and effectiveness of the organization.

It can be said that in the global economic system and the current increasing competition, innovations and creativity are the survival pretexts and keys to success. Peter Drucker believes that in the current world which is frequently changing and its security is threatened; the only way to survive is innovation (Hosseini and Sadeghi, 1389: 2).

In the world of science, creativity is identified in terms of, knowledge and abilities that are new, innovative and amazing (Hinz et al, 2009: 611). Guilford believes creativity is one of the main aspects of thinking and thinking is the rearrangement or changing in the information and obtained symbols existing in the long term memory (Sadeq MalAmiri and Raeisi, 1389: 99).

First time in the fourth century in Egypt, attempts were made to recognize the process of innovation and creativity and knowledge development based on them, and the result was emerging a great knowledge which is known as Heuristics (Abdullah Pournejadi, 1381). Over time, scholars of creativity and innovation field added new concepts and techniques in this regard, and developed more powerful techniques such as classical TRIZ, Ideation / TRIZ, value engineering etc. Results of applying these techniques in technology development in various areas of human knowledge were truly amazing (Abdullah Pournejadi, 1381).

Dr.Jamshid Salehisedqiani and Dr. Nabialah Dehqan have studied the relationship of psychological empowerment aspects and employee creativity by using multiple regression method in Tehran technical services and engineering firms and concluded that there is a direct and strong correlation between psychological empowerment aspects and employee creativity, and variables and psychological empowerment Dimensions in predicating the changes in employee creativity is about 51 percent. Hossein Zare, Avat Feizi and Tahere Mahboubi examine the relationship between organizational atmosphere to job stress and employee creativity (male and female) in Education organization of Azerbaijan e Gharbi Province and the results show that in an open atmosphere, some parameters such as intimacy, influence the dynamics and...cause employees Creativity and reduce their stress, in closed environments factors such as gap making, lack of job commitment, emphasis on production, harassment, reduce employees' motivation and creativity, and increase their stress. In addition, Seid Ali Akbar Ahmadi, doctor Hussein Mubaraki, Mohammadreza

Darayi and Yashar Salamzade in analyzing the relationship between organizational culture and employee creativity in the Ministry of Health and Medical Education concluded that organization can help to increase the employees' creativity by agreement on values and beliefs in the organization (corporate culture), consistency with change, coordination in unifying individual and organizational objectives and in this case planners cannot also measure individual's creativity growth, without regarding the organizational culture.

In another study which was done on organizational spirituality and its impact on employee creativity, by Doctor SeyedMohammad Moghimi, Amir Hussain Rahbar and Hasan Eslami of an organization with results indicate that the departure of the current problems of industrial and office environments, strengthen Ghoveh innovation employees of creativity in the boom Given this environment is more dependent Vkhlaqyt Shdydmnvyt, Hablol adherence to spirituality and religion in the former can be lifesaving.

3 - Methodology

Among the characteristics of a scientific study that is to find a fact, using a methodology is appropriate. Selecting an appropriate methodology depends on the objectives, the nature and research subject and administrative facilities. So the aim of the research is to have an Accurate and easy access to the responses given to research questions. According to the research topic which is on examining the Relationship between the organizational virtue and employees creativity in Yazd Education Department, the methodology used in this study is descriptive Correlation research method correlation because this method to describe, analyze and interpret the conditions, characteristics and issues appropriate to be used in studying the behavioral sciences and what is already happening, or has happened.

3-1 - The research model:

The purpose of research model presented in Figure 1 indicates the Relationship between the dimensions of organizational virtue and creativity in Yazd education organization. In this regard, the present study seeks to investigate the following cases.

1 - Explaining the employees creativity model in Yazd education organization

2 - Explaining the organizational virtue model among the employees in Yazd education organization

3 - The relationship between the dimensions of organizational virtue and employees creativity in Yazd education organization.
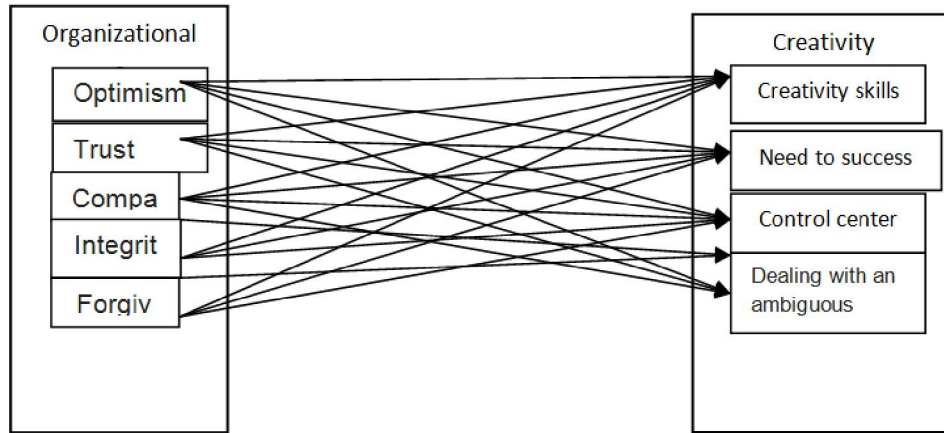
Figure 1: The conceptual model

3.2 - Methods of data collection

3.2.1 - Data collection instrument and its validity and reliability

Library and field studies were conducted to collect the research data. A questionnaire was also used to collect data for fitting model. In the research questionnaire, a thesis was used to measure the employees creativity, the thesis topic was to study the relationship between managers' moral, scientific, professional and general qualifications and employees' creativity which was done By Mr. Moqadasi in Yazd executive organizations/ The questionnaire is comprising of 24 questions on 4 dimensions including creative skills needs to succeed, control center and Dealing with an ambiguous situation. To measure organizational virtue Rego model et al. (2011) was used. This model has 5 dimensions including optimism, trust, compassion, integrity and forgiveness. The Survey research questionnaire uses five-point Likert Scale.

Since, the questionnaire was designed based on experts' feedback, so it has an acceptable content validity. In addition to content validity, confirmatory factor analysis is also examined which the results will be referred to in the findings of the study. To measure the Questionnaires reliability on organizational virtue and employees' creativity, Cronbach's alpha coefficient is estimated that represents the reliability of the questionnaires.

3-3 - Research statistical sample

The study sample will consist of total employees of Yazd education organization. During the study, the target population was composed of 220 employees, the sample size were estimated 180 using Morgan table. Thus, 150 questionnaires were distributed among the employees; and 136 questionnaires were recollected.

4 – Research Findings:

Confirmatory factor analysis:

To analyze Confirmatory factor analysis and identify the appropriate research components we use KMO criterion which is the first objective of factor analysis, the test identifies whether the variance of research variables are affected by the influence of some hidden and basic factors.

The value of this statistic varies between 0 and 1 that three different ranges can be defined for this variation.

1. Values less than 49/0: factor analysis is not suggested and appropriateness of data should be increased and reformed for factor analysis.

2. 5/0 to 69/0 value: in this case, factor analysis is relatively good.

3. For values higher than 7/0 ¬ factor analysis is appropriate suggested.

Bartlett's test of sphericity:

This test is intended to meet the second objective of factor analysis. Having provided a way to reduce the data into a series of hidden factors, the test will help us to discover a new structure based on correlations between variables and factors and their concrete meanings. Bartlett's test will test this null hypothesis whether the correlation matrix is an identity matrix or not?

If the matrix between variables is an identity matrix (unit matrix), then the variables do not have a significance correlation with each other, thus there is no possibility to identify and define new factors based on correlation together. So when the value of the Bartlett test at 95% confidence level is less than 05/0, in this case, there is no significance relationship between the variables and a new structure of data is not possible.

Confirmatory factor analysis of employees' creativity in education organization of Yazd province:

According to the items listed above, we'll explain the confirmatory factor analysis.

Dealing with an ambiguous situation	Control Center	Need to succeed	Skill		
**	611/0	625/0	797/0	Criterion KMO	
	124/102	711/32	694/272	Approximate Chi-square	Bartlett test
	15	3	78	Degree of freedom	
	00/0	00/0	00/0	Significance value	
* Factor analysis is only used for variables with more than two groups are used and two items variable doesn't need factor analysis.					

Based on the description given, KMO criterion about employees' creativity dimensions are above 6/0 the data related to them are reducible to these variables.

Also considering the significance value of Bartlett test which is less than 05/0 at the significance level of 05/0, it indicates that the correlation matrix between the items of this variable is not the identity or unit matrix. ie. Among the items within each factor, there is a high correlation, and on the other hand, no correlation is found between the items of one factor and other factors.

Having confirmed the considered component, items with significance loadings are selected. There are so many rules to this; the most common is that the only variable should be taken into consideration which has a factor loading more than 4/0. Ford et al and Ramel believe when interpreting the results of factor loads, must pay attention to the low and high loadings and signs within variables. However, some sources state that the least factor loading for a variable factor is 32/0. (Douas, 1376:261)

32/0 factor loading acceptable significance level, 4/0 factor loading higher than the acceptable level significance ly, 5/0 factor loading Very plausible significance level.

Skill		Need to succeed		Control Center		Facing ambiguous	
Loading Factor	Items	Loading Factor	Items	Loading Factor	Items	Loading Factor	Items
.727	Q8	.772	Q15	.674	Q21	**	
.715	Q10	.724	Q14	.630	Q22		
.640	Q11	.710	Q16	.625	Q18		
.628	Q12			.620	Q20		
.580	Q7			.500	Q17		
.547	Q6			.488	Q19		
.524	Q4						
.511	Q3						
.489	Q5						
.441	Q13						
.366	Q9						
-.122	Q2						
.042	Q1						

According to the factor loadings in the above table, all factor loadings are more than 32/0 and item factor loadings for these variables are acceptable. Just items 2 and 1 of skills variable are (less than 32/0) which is the due to the lack of insufficient having factor loading. These two items will be eliminated out of the questionnaire, so that the questionnaire validity would be enhanced and the structural equations based on items with factor loading higher than 32/0 will be done, too.

Confirmatory factor analysis of organizational virtue in education organization in Yazd province:

Forgiveness	Integrity	Compassion	Trust	Optimism		
**	627/0	688/0	64/0	57/0	Criterion KMO	
	67	108/792	73/314	35/203	Approximate Chi-square	Bartlett test
	3	3	3	3	Degree of freedom	
	00/0	00/0	00/0	00/0	Significance value	
* Factor analysis is only used for variables with more than two groups are used and two items variable doesn't need factor analysis.						

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32/0 factor loading acceptable significance level, 4/0 factor loading higher than the acceptable level significance ly, 5/0 factor loading Very plausible significance level.

Forgiveness		Integrity		Compassion		Trust		Optimism	
Loading Factor	Items	Loading Factor	Items	Loading Factor	Items	Loading Factor	Items	Loading Factor	Items
**		.851	Q35	.869	Q32	.855	Q29	.823	Q26
		.784	Q34	.819	Q33	.777	Q30	.780	Q25
		.719	Q36	.814	Q31	.752	Q28	.541	Q27
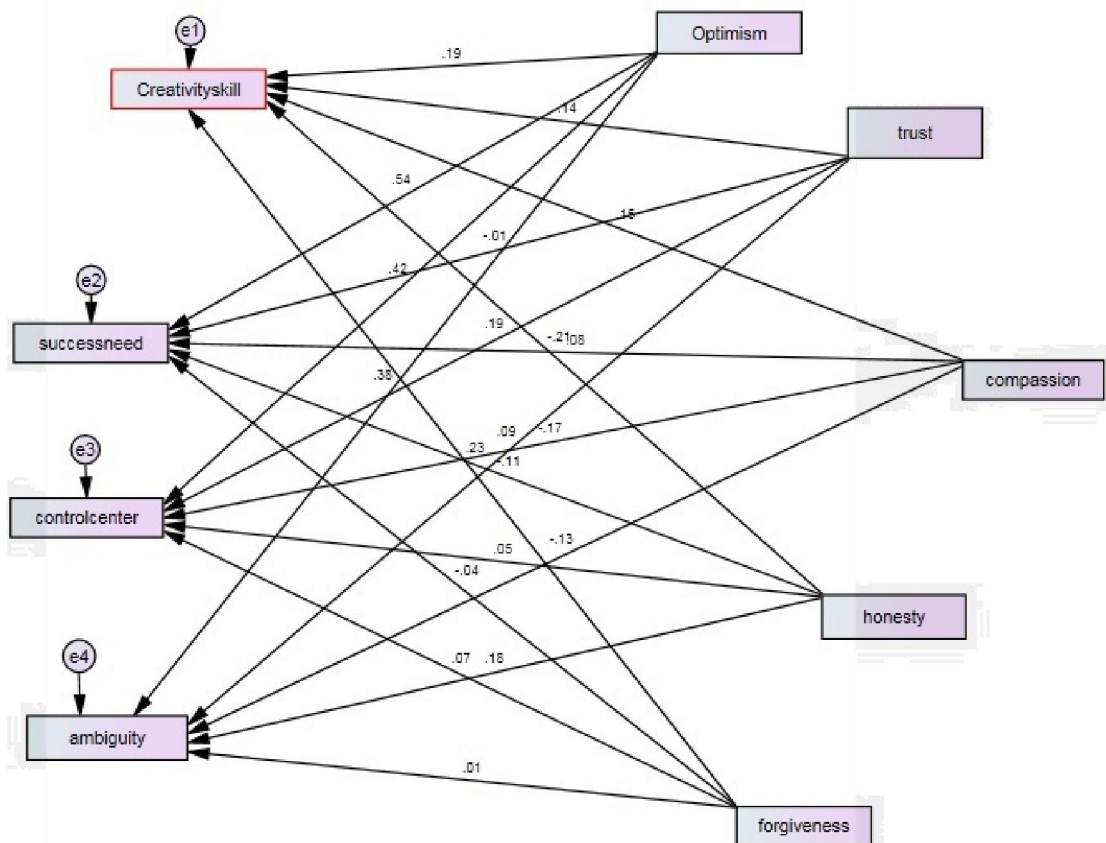
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Structural equation model to test the sub-hypotheses:

This study is to examine the relationships of research variables based on the proposed conceptual model; Path Analysis Model is being used. Path analysis is a multivariate analysis technique of multiple

regression and in more precise words it's a general linear model extension which allows the researcher to test a set of regression equations simultaneously. This method is a statistical approach to test hypotheses about the relationship between research variables. This method is one of the main methods of complex Data structural analysis and is one the new approaches to analysis different variables which show the simultaneous effects of variables in a structure based on hypothesis. Therefore, the path model in the following Figure illustrates the relationships between research variables.

To investigate the research hypotheses in the method of path analysis, the considered model in the presence of predetermined variables is assessed and rejection or acceptance of these hypotheses are studied and checked and the acceptance or rejection of it is examined using the probability of significance value of CR for each track which is ready in the following table.

Examination of research model paths table

Hypothesis			Standard estimation	S.E.	C.R.	Significance value	Result
Creativity Skills	-->	Optimism	.382	.084	4.826	***	acceptance
Need to succeed	-->	Optimism	.422	.067	5.371	***	acceptance
Control center	-->	Optimism	.539	.085	7.102	***	acceptance
Dealing with an ambiguous situation	-->	Optimism	.188	.047	2.151	.031	acceptance
Creativity Skills	-->	Trust	.086	.074	1.068	.286	rejection
Need to succeed	-->	Trust	.192	.059	2.402	.016	acceptance
Control center	-->	Trust	-.014	.076	-.186	.853	rejection
Dealing with an ambiguous situation	-->	Trust	.138	.042	1.563	.118	rejection
Creativity Skills	-->	Compassion	.147	.044	1.685	.092	rejection
Need to succeed	-->	Compassion	.082	.080	1.076	.282	rejection
Control center	-->	Compassion	-.168	.062	-2.129	.033	acceptance
Dealing with an ambiguous situation	-->	Compassion	-.128	.078	-1.623	.105	rejection
Creativity Skills	-->	Integrity	-.214	.044	-2.431	.015	acceptance
Need to succeed	-->	Integrity	-.108	.080	-1.410	.159	rejection
Control center	-->	Integrity	.052	.063	.642	.521	acceptance
Dealing with an ambiguous situation	-->	Integrity	.178	.079	2.225	.026	rejection
Creativity Skills	-->	Forgiveness	.227	.040	2.541	.011	rejection
Need to succeed	-->	Forgiveness	-.040	.073	-.503	.615	acceptance
Control center	-->	Forgiveness	.071	.056	.876	.381	rejection
Dealing with an ambiguous situation	-->	Forgiveness	.006	.071	.072	.943	rejection

The above table will examine the entire proposed model existing paths schematically, in a way in that each path regression coefficients is considered, the null hypothesis of regression coefficient is examined against the opposite null hypothesis regression coefficient, the assumption is interpreted that if the possibility of significance on 95% confidence level, is lower than 05/0, the null hypothesis will be rejected, Rejection of null hypothesis show the effectiveness of the examined direction or on the other hand it can be said that if C.R is larger than 96/1, the desired path is acceptable, The extent of this effect can be extracted from the standard evaluation column in the given chart which shows the amount of impact direction. If the standard evaluation sign is negative, it represents a negative effect of response variable from the independent variable.

According to the given description, path acceptance or rejection results will be provided in the last column of each table.

The final modified model:

To modify the model, the rejected Pathways on the last table are removed and the model is re-processed, the final model is as follows.

To examine the reformed model, The accepted pathways in the path analysis method are taken into consideration, then the acceptance of all the paths are checked using the possibility of significance value and CR values which is represented in the below table below for each path.
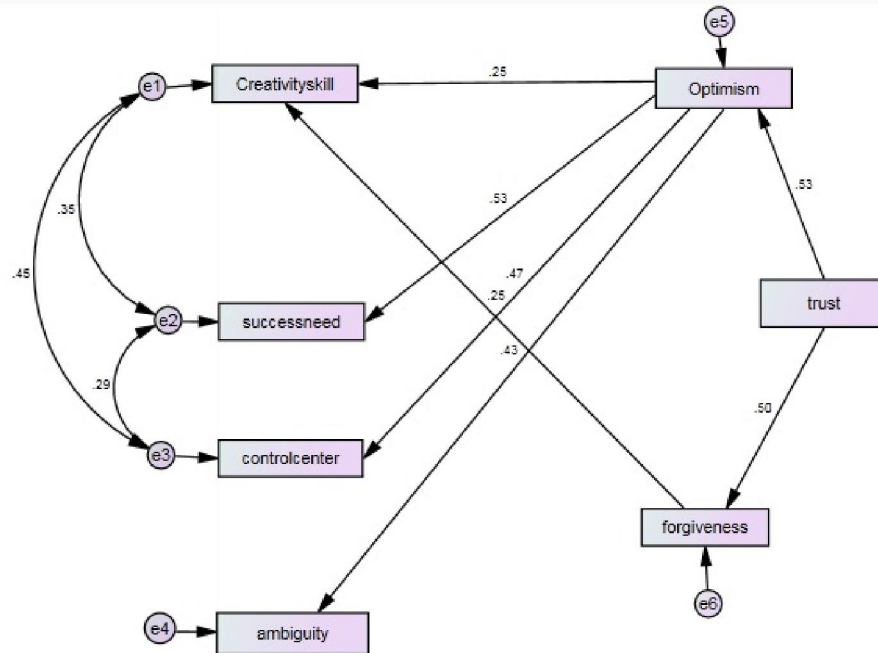
Examination of research model paths table

Regression Weights: (Group number 1 - Default model)

			Standard estimation	S.E.	C.R.	Probability of significance	Result
Optimism	<---	trust	.532	.066	7.026	***	acceptance
forgiveness	<---	trust	.498	.086	6.242	***	acceptance
Creativityskill	<---	Optimism	.253	.048	2.842	.004	acceptance
successneed	<---	Optimism	.534	.086	6.949	***	acceptance
controlcenter	<---	Optimism	.468	.068	5.878	***	acceptance
ambiguity	<---	Optimism	.431	.086	5.398	***	acceptance
Creativityskill	<---	forgiveness	.251	.035	3.132	.002	acceptance

The above table will examine the entire proposed model existing paths schematically, in a way in that each path regression coefficients is considered, the null hypothesis of regression coefficient is examined against the opposite null hypothesis regression coefficient, the assumption is interpreted that if the possibility of significance on 95% confidence level, is lower than 05/0, the null hypothesis will be rejected, Rejection of null hypothesis show the effectiveness of the examined direction or on the other hand it can be

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According to the given description, path acceptance or rejection results will be provided in the last column of each table.

Model-fitting: Model-fitting.

RFI	IFI	CFI	NFI	AGFI	GFI	RMR	RMSEA	Probability of significance	Degree of freedom / Chi square
.9	.8	.8	.96	.68	.86	0.08	00/0	/059	.85

The research model presented in the above is an appropriate model to examine the relationship between the study variables, because as it is clear on the table, the model Adequacy Ratios are 1 or higher than 7/0 or 8/0 and 9/0, which is good.

As much as the RMSEA index values is closer to zero it indicates the goodness of fit, and if less than 05/0 to 08/0 it indicates that the model fit is very good and it's 0/00 which confirms the goodness of model fit.

RMSEA index shows that the residual function of the model is relatively poor.

Although χ2 index is significance, but this index is very sensitive to the sample size, however, chi-square ratio to the degree of freedom is less than 2, and this is due to that chi-square is severely affected by the sample size. The significant potential for levels higher than of 0/05 confirm the good fit of the model.

Full interpretation of model adequacy index is given in the following table:

Table... fit criteria and research model acceptable level

Acceptable level	Criteria for model fitting
The less the ratio the better. Ratio value of 1 indicates a perfect fit. (It is acceptable For values less than 2 but affected by the sample size, some scholars know under 5 Ratios as acceptable too.)	Chi-square ratio to the degrees of freedom (x^2/df)
More than 05/0	Probability of of significance
0 (lack of fit) to 1 (full fit)	Normalized Fitting (NFI)
The smaller 08/0	(RMR)
The smaller 08/0	The root mean square error of the estimate (RMSEA)
0 (lack of fit) to 1 (perfect fit)	Goodness of fit (GFI)
0 (lack of fit) to 1 (perfect fit)	Adjusted goodness of fit (AGFI)
0 (lack of fit) to 1 (perfect fit)	Comparative fit index (CFI)
0 (lack of fit) to 1 (perfect fit)	(RFI) relative goodness of fit
0 (lack of fit) to 1 (perfect fit)	(IFI) Incremental fit

In The final modified model, there are some direct and indirect relations affecting the organizational virtue dimensions which are mentioned in the following table:

Effect	Standardized coefficients	Factor	Priority
indirect	1219/0	T – o – cr	9
indirect	281/0	T – o – s	4
indirect	249/0	T – o – co	6
indirect	228/0	T – o – a	7
indirect	125/0	T – f - cr	8
direct	25/0	O – cr	5
direct	53/0	O – s	1
direct	47/0	O - co	2
direct	43/0	O - a	3
direct	25/0	F - cr	5

5 - Conclusion:

The goal of the present study was to investigate the relationship between the dimensions of organizational virtue and creativity among employees of Yazd education organization. Results of confirmatory factor analysis of organizational virtue and creativity models indicate that both models have content and confirm validity. This indicates that high and positive correlations between variables are due to the indirect effects between variables.

Finally, the impact of organizational virtue was examined on the employee creativity using hierarchical regression. The results of the estimated regression

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