To Investigate the Relation between Organizational Virtuousness and Organizational Commitment with Mediatory Role of Ethical Leadership

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Abstract: *The study purpose is to investigate the relation between organizational virtuousness and organizational commitment among schools' teachers in Farashband city. The statistic population includes all teachers who have been working in these schools in 2017-2016, and they were 562 ones. The statistic sample of study includes 230 ones who were selected by proportional clustering and random sampling. To investigate and compare study's variables in the sample group, the participants completed organizational virtuousness questionnaire, organizational commitment questionnaire and ethical leadership questionnaire. The validity and reliability of questionnaires were calculated and confirmed by items analysis and Chronbach alpha. The results were confirmed by analyzing the strategy. The obtained results showed that organizational virtuousness directly predicts that teachers' organizational commitment is positive and significance. Organizational virtuousness is indirectly positive and significant predictor of teachers' organizational commitment due to ethical leadership.*

Keywords: *Organizational Virtuousness, Organizational Commitment, Ethical Leadership, Teachers*

INTRODUCTION

Organizational virtuousness is among those important organizational concepts that has been considered in organizational sciences, especially in recent years. It refers to those organizational contexts that humanity, honesty and trust have been supported individually and socially, and they spread, develop and perpetuate; thus, organizational virtuousness is ethical values which is learned by perceiving one particular behavior in life. It shall become operational in the organization and appear in the ideal values of organizations. In the beginning of twenty-first century, organizations increasingly tend towards ethical and humanity virtuousness, they also have tried to satisfy spiritual, ethical and emotional aspirations of staff while they put a higher emphasis on the virtuousness. This emphasis is clear in recent organizational studies and it has resulted in a new concept *virtuousness-based organizations* (Cameron, 2010). In recent years, organizational experts repeatedly emphasize on this fact that unusual and illegal behaviors have been spread among staff and managers, it also has caused costly and important losses to the organizations. Financial and ethical infamous news that we heard from organizations across the world, the tendency toward virtuousness has pushed researchers to try to identify virtuousness in organizations. Actually, ethical notoriety has led to growing interests to some issues including organizational ethics, social responsibility and because of this

interest, especial tendency and concern have been dedicated to the organizational virtuousness (Etebar Khourasgani & et al, 2017).

One of the role's functions is organizational commitment that is taken into consideration in organizations, it reflects people' commitments toward values and goals of organization. Organizational commitment is an attitude and mental state which shows desire, needs and commitments to continue courses of actions in an organization. Meanwhile, tendency or desire is the heart passion and want to keep working in the organization, and need means that the person has no other choice rather than continuing working for the organization because he has invested in the organization. Also, commitment is duty or responsibility that the person takes in the organization, so he makes himself committed to fulfilled them. In another view, organizational commitment of staff is valuable when it has positive effects on the organization and develop the productivity in the organization (Bagheri and Tavalaei, 2011).

It can be expected that an organization as an entity can reach required capacity to bring harmony among internal parts and its relation with the surrounding. Experimentally, studies show that organizational virtuousness has a significant relation with emotional commitment (Rego & et al., 2011), organizational commitment (Moshabeki Esfehani and Rezaei, 2015), organizational performance (Cameron & et al., 2004), organizational citizenship behavior (Hassan Zade Samrin and Sefidkar, 2015), mental well-being and happiness in the workplace (Walberton, 2010) and improving ethical atmosphere (Mousavian and Malek Nezhad, 2013) (mentioned by Derakhshan and Zandi 2017).

As an appropriate way of leadership in an organization is one of important ways of visualizing organizational virtuousness. It seems that ethical leadership is a positive leadership strategy which can focus on ethical aspects of leadership and provide the promotion bases of organizational virtuousness. Ethical leaders are categorized as people who are committed to principles, society and honesty and make proper decisions. They typically communicate with their fellows about ethical principles, they set clear ethical criteria and exert rewards and punishments, as a result, they can see a healthy atmosphere with high productivity in organization. Their behaviors cement a peaceful, safe and relaxing atmosphere. Therefore, ethical leadership is able to influence staff of different sectors through some processes related to the ethical atmosphere and benchmarking. A manager or a supervisor find different ways of satisfying human and staff needs through building friendly relations with staff, and the organization will go toward reaching growth individual and organizational horizons. This manner of behaving will provide more security and healthy behaviors in the organization (Aronson, 2009).

As an appropriate way of leadership in an organization is one of important ways of visualizing organizational virtuousness. It seems that ethical leadership is a positive leadership strategy which can focus on ethical aspects of leadership and provide the promotion bases of organizational virtuousness. Accordingly, the study has tried to investigate the relation between organizational virtuousness and organizational commitment with mediatory role of ethical leadership among Farashband schools' teachers.

Study Background

Investigating the effects of ethical leadership on improving organizational performance through occupational satisfaction, organizational commitment and behavioral outcomes is the title of Rahimi's research (2016) which has been carried out in Markazi's taxation organization. The hypotheses, which have been discussed, have been tested by structural equations techniques and Liserl software. The study results showed that the study model is appropriately fitted. Those staff who have high level of satisfaction, commitment and tendency toward existing in the organization, the intention to leave the organization will reduce and their efforts and involvement will increase to solve organizational problems. It appears that organization's managers and leaders will reach a considerable growth along fulfilling the goals, perspectives of their own as well as the organization.

Nikpey and Malekian Mofrad (2017) have dealt with investigating the effect of ethical leadership of schools' teachers on organizational virtuousness of teachers with respect to the trust and organizational commitment. study's statistics sample contains 300 individuals of Khoram Abad teachers who were selected randomly. To analyze and investigate data, structural equations modeling with the least partial squares is used. The results show that there is a significant relation between ethical leadership and organizational virtuousness. When trust and organizational commitment variables come into the equation, they have more consistency.

Investigating the relation of organizational virtuousness and organizational commitment with the role of happiness for Keshavarzi bank's staff is the title of research which has been carried out by Rabei (2017). The study statistics population includes 120 clerks in Semnan Keshavarzi bank. 91 ones have been selected by Morgan table as statistics sample. Data analysis showed that there is a positive and significant relation between organizational commitment and happiness, and there is a positive and significance relation between happiness and organizational commitment.

Esmaeil Zade Noude (2017) dealt with investigating the relation between ethical leadership and organizational commitment with leading teachers of first grade in secondary schools- Tehran, district 14. They were 385 ones. The obtained results showed that there is a significant relation between ethical leadership and organizational commitment with self-leadership. There is a correlation between ethical leadership components of managers (acceptance, being responsible, self-controlled and behavioral reasoning) and self-leadership variables of teachers. Other ethical leadership components of managers (deception and) are not correlated with teachers' self-leadership. There is a significant relationship between organizational commitment components (emotional commitment and norm commitment) with self-leadership. There is no significant relationship between organizational commitment (continued commitment) with self-leadership.

In another study, Hagh Verdi Rasti (2017) has studied the mediatory role of organizational spirituality between organizational virtuousness and organizational citizenship behavior. Statistics population of this study includes staff who are working in ministry of education in Shiraz-district 4 and they are 160 ones. 115 subjects were selected by Morgan table as the sample population. Results showed that there is a significant relation among organizational virtuousness and organizational citizenship behavior and organizational spirituality with organizational citizenship behavior. staff's organizational virtuousness is able to predict organizational spirituality. Organizational spirituality can play a mediatory role between organizational virtuousness and organizational citizenship behavior.

Rupp, Wright, Aryee & Luo (2016) dealt with investigating the relation between organizational justice with organizational trust and organizational commitment and carried out a study focusing on staff who work in Chinese, South Korean and Australian universities. The obtained data which was the result of a survey from the above-mentioned staff's universities, showed that in China organizational justice influences on staff attitude and their organizational commitment. In South Korea and Australia, it also has influenced staff organizational trust which is the result of cultural difference among staff of each country.

Rego, Ribero, Kena (2015) carried out a study entitled identifying the relation between organizational virtuousness, organizational citizenship behavior and organizational commitment. The study has been carried out among 183 subjects who were the staff of Spain's health and hygienic organization. The study results showed that organizational virtuousness has positive and significant effect on organizational commitment.

Shamir and Eilam (2015) carried out a study which focuses on identifying effective factors on staff virtuousness in state organizations. The study has been carried out among 217 subjects who were staff and managers of state-organizations and companies in Singapore. Some of the most important results of study showed that management and leadership factor is the most important factor in the field of virtuousness.

Brown & et al (2015) have investigated determining factors and the results of ethical leadership. They considered individual characteristics of a leader (including conscience, ethical reasoning) and occasional variables (including role and ethical atmosphere) as the predictor of ethical leadership and decision-making variables of fellows, humanitarian behavior, satisfaction, motivation and commitment. According to their

analysis, when staff function in an atmosphere which is filled with ethical behaviors, honesty and paying attention to the others and justice among individuals, as a result of this, occupational satisfaction and commitment will become more.

The effectiveness of virtuousness and transformation management characteristic in one state organization: transformational leadership and organizational bureaucratic structure is the tile of a study which has been carried out by Joris (2014) among state-institutions in Spain. The obtained results of study showed that virtuousness in public organizations can bring some outcomes for the organization to be changed. Also results showed that a majority of organizations instead of emphasizing on implementation process of content and field of change, they put an emphasis that leadership style and organizational structure play a significant role.

Study Method

The study is a correlative one among the descriptive studies with respect to the goal, and essence. Organizational commitment is the variable one and organizational virtuousness is benchmarking variable. Ethical leadership has also been studied as the mediatory variable. The statistics population of study includes all of primary and secondary- first and second grade-schools' teachers in Farashband who were 562 ones and worked in 2018-2019. As the statistic population of study is consisted of primary and secondary schools' teachers, relative clustering and random sampling method has been used. Total number of samples were estimated by Morgan table, after understanding the total number of teachers in each grade, the number of required subjects were identified. Three questionnaires have been used according to the study goals and necessary data.

1 – Organizational virtuousness questionnaire

Cameron & et al (2004) have provided and validated this questionnaire which is a type of self-report and has 15 buoys. It measures different aspects of organizational virtuousness like optimism, trust, sympathy, consistency and remission. It has been classified by a six-scale likert and it has different elements like optimism, trust, sympathy, consistency and remission. Scoring interpretation is between 15 to 40: weak organizational virtuousness, 40 to 60: intermediate level of organizational virtuousness, more than 60: the level of organizational virtuousness is in a good level. In Khoshouei and Nouri (2014) study, experts have confirmed the validity of questionnaire. The reliability of questionnaire has been obtained by the coefficient of Cronbach alpha which was 0.93.

In order to calculate the validity of this study scale, buoy analysis has been used and Cronbach alpha has been used to calculate its reliability. Table 5-3 showed that correlation coefficients of 0/37 and 0/81 for those scores which are under this scale, are 0/0001 based on their significance. It emphasized on the reliability of this scale and reliability is confirmed by 0.93 Cronbach alpha coefficient.

2) Organizational commitment questionnaire

Alen and Mayer questionnaire has been used to measure organizational commitment (2004). The questionnaire contains 24 questions which is ranked based on Likert (1= strongly disagree to 5= strongly agree). It also contains three elements including affection commitment, continual commitment and norm commitment and each element has 8 questions.

In this study, buoy analysis has been used to calculate validity of sub-scales and Cronbach alpha has been used to calculate its reliability. The buoy analysis showed that the range of correlation coefficients including 0/23 and 0/51 for affection commitment sub-scale is significantly 0/00001 which confirms the validity of different aspects of scale. Reliability is not confirmed by the obtained Cronbach (0/33). Correlation coefficients of 0/46 and 0/64 are significant in 0/0001 for continued commitment sub-scale which confirms the validity of scale aspects. But buoy 9 will be removed because it is not significant. According to the obtained coefficient of Cronbach alpha (0/68), reliability is confirmed. Norm commitment sub-scale is significant in 0/0001 for correlation coefficients 0/35 to 0/62 which confirms the validity of different aspects of scale. According to the

obtained Cronbach alpha coefficient (0/60), the reliability of scale is confirmed. Finally, reliability and validity of organizational commitment scale is confirmed by correlation coefficients of 0/55-0/17 and Cronbach alpha of 0/71.

3) Ethical leadership questionnaire

Emadifar (2010) has validated this questionnaire, he measures five ethical leadership components in the form of 41 buoys, the components are honesty and trustworthiness, setting actions in ethical framework, trust, efforts to promote staff and let them free express opposing views.

The questionnaire has been set by Likert four-degree scale (strongly agree, agree, disagree, strongly disagree). To measure the validity of ethical leadership questionnaire, experts' opinions are used to adapt questions with structures. All the experts agree upon the competency of management experts to confirm components, the validity of questionnaire has been confirmed. The reliability of ethical leadership questionnaire has been calculated by INTERNAL CONSISTENCY OF Cronbach alpha which is 0/98 as Emadi Far (2010) has stated it.

Buoy analysis has been used to calculate validity and Cronbach alpha has been used to calculate its reliability, the obtained results have been reported in table 11-3. To collect former sources and theoretical definitions, library method has been used (valid data bases, valid educational magazines, books, internet sites, …). Collected data, which are related to the subjects, are gathered by field study and questionnaires. Procedures are such that firstly related permission is granted by Farashband ministry of education, the study purpose and how to fill questionnaires are explained to the participants and staff who work in different sectors of this entity. In the study, Pearson correlation test and path coefficient have been used.

Findings

Descriptive data

Per cent	Number	Sub-variable	variable
52/2	120	Female	gender
47/8	110	Male	
34/5	100	Primary	Educational grade
26/1	60	First secondary	
30/4	70	Second secondary	
0/9	2	Diploma	education
9/1	21	Assistant degree	
74/8	172	Bachelor	
13	30	Master and higher	
5	5	Non-response	

In order to check whether there is a significant relation between organizational virtuousness and organizational commitment of teachers with mediator role of ethical leadership, Path analysis has been used by Liserl software. The obtained result of path analysis showed that organizational virtuousness is directly positive and significant predictor of teachers' organizational commitment (β= 0/25 and p‹0/05). Also, organizational virtuousness is indirectly positive and significant predictor of organizational commitment (β= 0/34 and p‹0/01). Thus, it can be said that the role of ethical leadership is a complementary one because it improves the potential of organizational virtuousness to predict teachers' organizational commitment at schools. With respect to the obtained fitting, RMSEA, P-VALUE, SQUARE/DF, Chi do not show a desirable state.
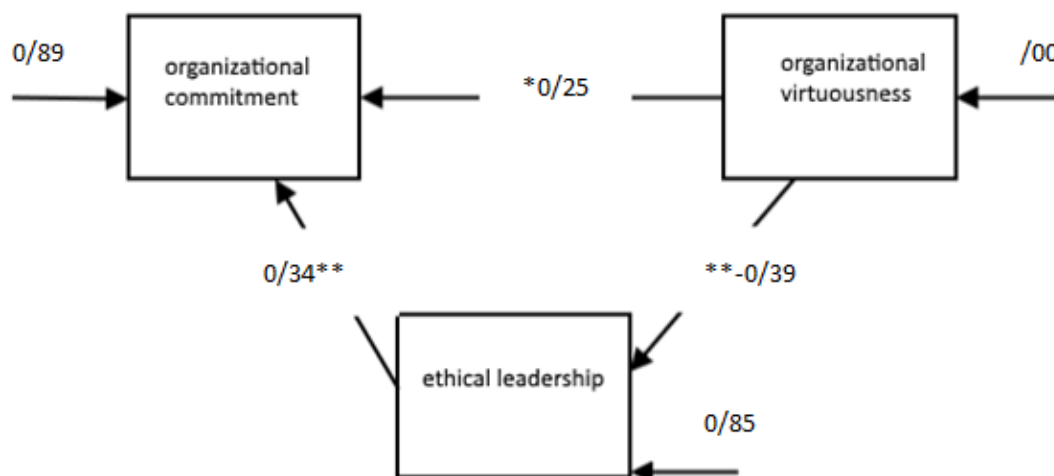
Picture 1: the relation of organizational virtuousness, ethical leadership, and organizational commitment

Discussion and Conclusion

According to the obtained results of path analysis in table number 1, it can be said that organizational virtuousness is directly and significantly predicator of teachers' organizational commitment. Also, organizational virtuousness is indirectly predictor staff's organizational commitment which is positive and significant (β= 0/34 and p ‹ 0/01). Thus, it can said that the mediatory role of ethical leadership is supplementary one because the variable of organizational virtuousness improves staff's organizational commitment in the organization.

Organizational virtuousness is an ethical value which is taught by perceptive understanding of a special behavior in life which shall be performed in the organization and appear for ideal values of organizations. By the beginning of twenty-first century, organizations have shown more tendency toward ethical and human-based virtuousness, they have tried to satisfy their staff emotional and ethical needs and emptiness with a higher emphasis on virtuousness. This emphasis has been more witnessed in recent studies, as a result of this, a new concept has been formed which is called virtuousness-based organizations (Cameron, 2013).

Organizational commitment is positive or negative attitudes of individuals toward the entire organization (not the job) where they are working. In other words, in this type of organizational commitment, the person is fiercely loyal to the organization and identifies himself through the organization. Ministry of education id one of the state organizations. Such an organization needs committed and responsible staff and teachers to execute developmental plans accurately, so they will stay in the organization for a longer period of time and it is the best way to prevent extra expenses, therefore, they can perform efficiently. Ministry of education can talk perfectly when human resources show commitment and attachment to the organization and their careers, and career involvement becomes more. Organizational commitment is one of the effective factors in schools. It is closely related to some issues like teachers' autonomy, mangers support, reducing the educational problems of students and teachers' moods and organizational commitment.

Meanwhile, ethical leaders are considered to be disciplined, sociable and honest people who make wise decisions, they typically communicate with their fellows about ethical issues, they set clear ethical criteria and exert rewards and punishments, at the end they will witness a healthy atmosphere with high level of productivity in the organization. Their manners of behaving provide a peaceful and safe place. Thus, ethical leadership is able to influence different levels through making ethical atmosphere and role modeling. A manager or a supervisor gathers different ways of satisfying human needs and legal staff needs in a targeted way to reach individual and organizational growth. This way of performance will definitely bring more health and security in the society (Aronson, 2009).

With respect to what has been stated, it can be said that organizational virtuousness includes all the values like humanity, honesty, forgiveness, trust, and loyalty in individual and collective aspects, it is natural when ethical leadership is playing the mediator role which includes values like leadership, humanity, human values, … which directly and significantly predicts teachers' organizational commitment. However, in the third question, the relation between organizational virtuousness and organizational commitment of teachers is not significant (of course, it does not mean that there is no relation between them) but the mediator role of ethical leadership has made this relation significant. The reason behind that is that when the mediator variable enters to the model, it influences direct relation. If the role of mediator variable is positive, it positively affects direct relation. If the role of mediator is negative, it will affect negatively. In fact, the relation is positive, direct and insignificant, but the mediator variable has positive effect, so the relation becomes more positive and significant. So, beta has increased about 0/10.

At last, it can be said that organizational virtuousness is directly predicting the positive and significant relation of teachers' organizational commitment. Also, organizational virtuousness is indirectly related to ethical leadership which is positive and significant.

One of the problems that has been seen in education system and virtuousness categories, organizational commitment and ethical leadership is that these important aspects have are not that much appreciated in the country and authorities do not pay enough attention. They usually are not blissfully aware of ways of identifying aspects of virtuousness and organizational commitment, using these ways in right time and exerting feedbacks in educational plans. This, in turn, has resulted in reducing virtuousness and organizational commitment among teachers.

In order to solve organizational virtuousness problems, teachers' ethical leadership and organizational commitment, we shall consider this fact that important factors to form effective organizational commitment is a necessary part of a successful organization. One of these factors is organizational virtuousness. Some of inappropriate issues are undesirable class atmosphere, job dissatisfaction, teacher's low spirit, contempt, insult, students' threat and punishment, cheating, ethical scandals, behavioral and organizational injustice, slack off and indifference, being irresponsible, focusing of networks, demotivation, .. these are only a few examples of facts that are experienced in schools. These show lack or shortage of organizational virtuousness. It is obvious that a healthy atmosphere results in increasing teachers' organizational virtuousness because suitable way of leading an organization is one of the ways to realize organizational virtuousness. The style of ethical leadership plays a key part in this field.

With respect to the obtained results, the following points are recommended:

- respect to teachers and staff and suitable behavior with each other. This step shall be started from managers and he sticks to a way to implement it. In this field, it is of great importance to respect to ethical values and humanity values among teachers and staff.
- schools principals try to lead their style of leadership toward studying and identifying different styles of leadership.
- in order to boost the manner of behaving, principals shall act based on their commitments to the staff and teachers to satisfy the others expectations.
- managers shall try to bring consistency between what they say and what they mean because this manner will cement trust between teachers and them. They also shall try to improve mutual relations based on sympathy, kindness, and consideration.
- it is better for principals to create an ethical charter for staff and make sure everybody sticks to it, so the bases upon which commitment and organizational virtuousness are built, will expand.
- sticking to regulation and obeying it shall be considered by all. Principals shall start from themselves and then expect others to do so.
- justice can be the base of increasing teachers' commitment level and improving organizational virtuousness.

- principals shall try to follow the manner of forgiving mistakes and learning from them, and their actions shall show this deed.

The obtained result of path analysis showed that organizational virtuousness is directly predicting teachers' organizational commitment which is positive and significant ($_\beta$ = 0/25 and p ‹ 0/05). Also, organizational virtuousness is indirectly predicting ethical leadership which is positive and significant ($_\beta$= 0/34 and p ‹0/01). Thus, it can be said that the mediator role of ethical leadership is complementary because it improves the potential of organizational virtuousness to predict teachers' organizational commitment at schools. With respect to the obtained fitting values which have been shown in the picture, RMSEA, P-VALUE and Chi-square/df have not shown desirable states.

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