

## Presenting an Organizational Virtue Model Based on Organizational Behaviour, Justice and Training in the Red Crescent Society of Tehran Province

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Date of submission: 16 Sep. 2023      Date of acceptance: 16 Oct. 2023

### Original Article

#### Abstract

**INTRODUCTION:** This study aims to present a model to explain the relationship between organizational virtue and three factors of organizational citizenship behavior, organizational justice, and organizational training in the Red Crescent Society (RCS) of Tehran province.

**METHODS:** This qualitative study is done based on standardized questionnaire. The questionnaire consists of four sections including a) Organ standard questionnaire for organizational citizenship behavior, b) the Niehoff standard questionnaire for organizational justice, c) Neefe standard questionnaire for organizational training, and d) Researcher-made questionnaire for organizational virtue. About 232 employees of the RCS in Tehran province were selected and studied by random sampling during February to April 2023.

**FINDINGS:** The findings showed that organizational virtue have a significant and positive association with organizational citizenship behavior (coefficient=0.56), organizational training (coefficient=0.53) and organizational justice (coefficient=0.51) in the RCS of Tehran province.

**CONCLUSION:** According to the results, in order to promote and grow more and better the organizational virtue in the RCS of Tehran province, the officials should pay more attention to the improvement of all three variables of organizational citizenship behavior, organizational training and organizational justice among the employees.

**Keywords:** RCS of Tehran province; Organizational virtue; Organizational justice, Organizational citizenship behavior; Organizational training

**How to cite this article:** Alipour E, Fattah Nazem F, Afkaneh S. Presenting an Organizational Virtue Model Based on Organizational Behaviour, Justice and Training in the RCS of Tehran Province. *Sci J Rescue Relief* 2024; 16(1): 28-40.

#### Introduction

Virtue is described as the best human condition, the most authentic behaviors and outcomes, the excellence and essence of human nature and also the highest aspirations of the human. (1). Virtue in organizations is related to the behavior of individuals and empowerments in organizations that strengthen and sustain it. (2). Studies related to organizational virtue can be divided into two general categories: First group directly focus on the concept of organizational virtue and the nature of organizational virtue and its dimensions are examined; Second group examines the causal relationship between organizational virtue and other factors and in this category, empirical

research considers organizational virtue as a dependent variable and examines its predictors.

Organizational citizenship behavior can be described as an individual and voluntary behavior that is not directly or explicitly recognized by the formal reward system, but overall contributes to improving the efficient and effective performance of the organization (3). For the first time, Organ and his colleagues published two pioneering studies on organizational citizenship behavior at Indiana University (4&5).

The concept of organizational justice can be derived from philosophical description of justice. The discussion of the definition, establishment, and impact of justice dates back to ancient Greece

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when Plato, Socrates, and Aristotle discussed and explained it (6). Some conventional definitions of philosophical justice can be found in organizational justice, but there are clear differences between conventional philosophical definitions of justice and organizational justice (7). Organizational training refers to the organization's efforts to develop employee power factors such as mastery skills, knowledge, behavior and motivation, which aim to improve employee performance. Effective training is a vital part of human resource management, and human resource development cannot be separated from the training activities of an organization (8).

Faraji and his colleagues (2023) in their research discussed a model for organizational virtue at Azad University and concluded that organizational virtue is shaped by organizational factors including organizational justice (9). Also, Khodayvandi and his colleagues (2023) have investigated that there is a significant relationship between organizational virtue and organizational citizenship behavior. They have examined this relationship in the General Directorate of Sports and Youth of Hamedan province and have found that there is a significant and direct relationship between all components of organizational virtue and organizational citizenship behavior (10). Afarazi and his colleagues (2022) concluded that there is a significant and positive relationship between organizational virtue and organizational justice dimensions after examining the relationship between organizational justice and organizational virtue among teachers (11). Safari and colleagues (2021) also in a study conducted among the employees of the General Sports Department and Youth of Fars found that there is a significant and meaningful positive relationship between organizational virtue and organizational productivity with the mediating role of organizational citizenship behavior (12). Katbi and his colleagues (2021) also found in a study conducted in the Ministry of Sports and Youth that improving organizational virtue has a positive and meaningful impact on organizational citizenship behavior (13). Tajnia and colleagues (2021) concluded that by improving organizational virtue and enhancing the quality of work life and organizational justice, managers can reduce areas of organizational indifference among employees (14). Ghafouri and colleagues (2020) showed that the positive and direct effect of organizational virtue on organizational citizenship

behavior is significant, and managers should pay more attention to improving organizational virtue in order to enhance organizational citizenship behavior (15). Shirvani and colleagues (2019) examined the direct and meaningful relationship between organizational justice and organizational virtue, and found that there is a direct and meaningful relationship between organizational justice and organizational virtue, with approximately 60% of this relationship being explained through the mediating variable of organizational citizenship behavior (16). In another study, Mohammadi and colleagues (2019) focused on determining and designing a structural model of the relationship between organizational virtue and organizational justice with the mediating role of professional ethics among members of scientific societies and employees of Payame Noor University in Khuzestan province. They found that in an environment of trust, honesty, and optimism, employees avoid non-productive and unethical behaviors and engage in productive work, which creates a learning environment and promotes organizational justice (17). Alizadeh and colleagues (2019) investigated that the relationship between organizational health and organizational virtue with the mediating role of organizational justice and found a significant and direct effect between organizational health and organizational virtue with the mediating role of organizational justice (18). Ataei and colleagues (2019) also conducted a study to determine the relationship between organizational justice and social capital on mental health with the mediating role of organizational virtue in the Parsian Oil Refinery Company in Isfahan. The results showed an indirect relationship between organizational justice and social capital on mental health with the mediating role of organizational virtue (19). Sharifzadeh and colleagues (2018) also examined the impact of organizational virtue on organizational identity and the mediating role of organizational citizenship behavior in the Traffic Police, and found that perceived organizational virtue has a significant impact on organizational identity and organizational citizenship behavior.

The results also showed that approximately 52% of the changes in perceived organizational virtue are explained through the mediating variable of organizational citizenship behavior (20).

Considering the importance of organizational

virtue in the RCS as a service provider in critical situations and given that organizational virtue can be related to important factors such as organizational citizenship behavior, organizational justice, and organizational training; the authors decided to investigate the effectiveness of organizational virtue from all three variables simultaneously and promote it in RCS as much as possible.

### Methods

This quantitative research is applied in term of the purpose and data was collected through questionnaires. The questionnaire is set up with five options (including strongly disagree; disagree; neutral; agree; and strongly agree) and consists of four sections including dimensions of: organizational virtue, organizational citizenship behavior, organizational training and organizational justice.

The organizational virtue items in the researcher-made questionnaire are based on the authors' theoretical studies and include 15 items related to the following dimensions: a) optimism, b) empathy, c) trust, d) responsible leadership, and e) ethics. About 20 items of the organizational

justice were extracted from organizational justice questionnaire Niehoff (1993) which includes three dimensions of organizational justice including: a) distributive justice, b) procedural justice, and c) interactional justice.

A 15-item scale of the Organizational citizenship behavior questionnaire (1998) with five dimensions was used to assess the frequency of citizenship behaviors including a) altruism, b) work conscience (duty commitment), c) chivalry, d) civil behavior, e) politeness and consideration.

For the variable of organizational training, the Neefe organizational training questionnaire (2001) is used which contains 24 items and includes five dimensions of: a) individual skills, b) mental models, c) shared vision, d) team learning, and e) systemic thinking.

The total questionnaire of the research includes 74 items. The statistical population of the research includes all employees of the RCS of Tehran province; finally 232 people were selected using Cochran's formula by random sampling. The conceptual model of the research is presented as shown in Figure 1.

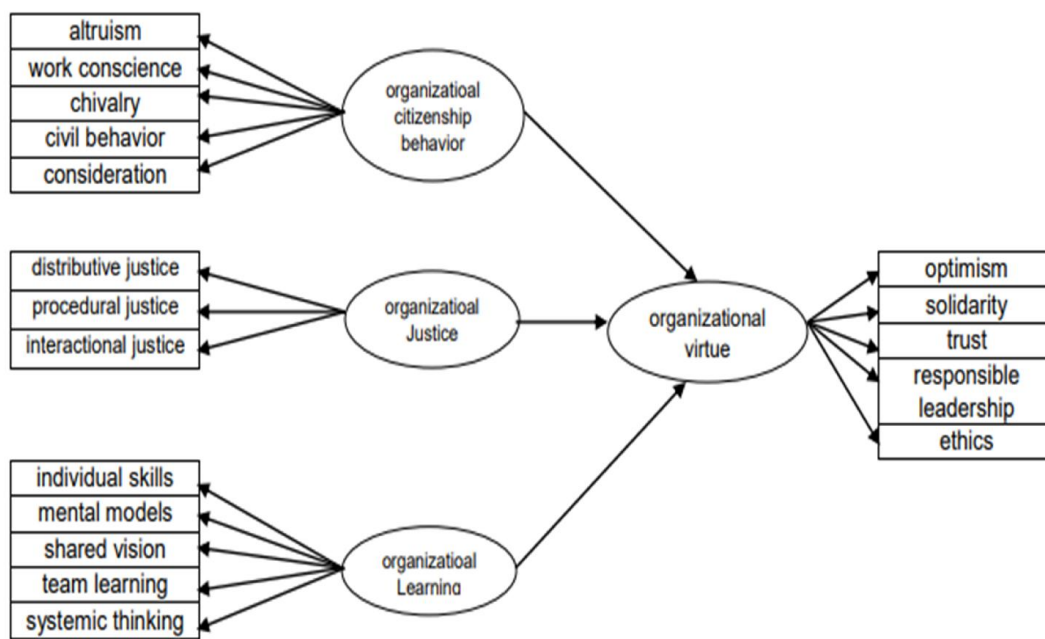


Figure 1. Conceptual model

**Table 1.** Description of respondents based on demographic variables

Percent	Abundance	demographic variables	
48.81	113	Male	<b>Gender</b>
51.29	119	Female	
25	58	<5 yrs.	<b>Work yrs.</b>
18.10	42	6-10 yrs.	
56.90	132	> 10 yrs.	
37.069	86	High school diploma and associate degree	<b>Education</b>
14.655	34	Bachelor's	
48.276	112	Master's degree and higher	
100	232	<b>Total</b>	

**Table 2.** Characteristic of questionnaire responses based on the dimensions of the research variables

Variable	Dimensions	No of question	Standard Deviation		Average	
			min	max	min	max
<b>Organizational virtue</b>	Optimism	3	0.941	1.126	2.884	3.039
	Trust	3	1.027	1.118	2.905	3.047
	Empathy	3	1.109	1.134	2.914	3.065
	Responsible leadership	3	1.073	1.160	2.974	3.078
	Ethics	3	1.074	1.113	3.039	3.095
<b>Organizational citizenship behavior</b>	Altruism	3	1.402	1.473	3.125	3.159
	Work conscience	3	1.375	1.458	3.125	3.211
	Chivalry	4	1.395	1.447	3.116	3.164
	Civil behavior	3	1.416	1.440	3.134	3.216
	Consideration	2	1.406	1.449	3.168	3.185
<b>Organizational training</b>	Individual skills	6	1.327	1.399	2.858	2.974
	Mental models	6	1.303	1.387	2.892	2.983
	Shared vision	4	1.358	1.389	2.875	2.944
	Team learning	4	1.369	1.421	2.893	2.953
	Systemic thinking	4	1.356	1.414	2.828	3.004
<b>Organizational justice</b>	Distributive justice	5	1.354	1.396	3.086	3.177
	Procedural justice	5	1.351	1.460	3.047	3.129
	Interactional justice	10	1.318	1.412	3.060	3.164

**Table 3.** Descriptive statistics of research variables

Standard Deviation	Average	Max	Min	Variable
0.861	3.011	4.867	1.067	Organizational virtue
1.297	3.156	5	1	Organizational citizenship behavior
1.227	2.918	4.917	1.083	Organizational training
1.227	3.097	4.933	1	Organizational justice

### Findings

In this research, the collected data by the questionnaire are examined and analyzed by using SPSS-26 and Lisrel-10.20 software. The descriptive statistics indicators of the research variables were fully investigated and in the inferential statistics section, structural equation modeling was used to examine the relationships

between variables in other words, to generalize the results obtained from the sample to the statistical population. The description of respondents in this research based on demographic variables is given in Table 1.

Descriptive results of the study variables (organizational virtue, organizational citizenship behavior, organizational training and organizational justice) are summarized in Table 2

& 3.

For the inferential analysis of the findings, the normality of the statistical distribution of the variables is checked. For this purpose, the skewness and tension test were used, and the results for the research variables are summarized in Table 4.

**Table 4.** Skewness and kurtosis of research variables

Kurtosis	Skewness	Variable
-0.333	0.154	Organizational virtue
-1.399	-0.143	Organizational citizenship behavior
-1.277	0.059	Organizational training
-1.32	-0.048	Organizational justice

As observed, the skewness values are between -3 and 3, and the kurtosis values is between -10 and 10. Therefore, assumption of normality will be confirmed. Cronbach's alpha was used to calculate the reliability coefficient. To calculate Cronbach's alpha coefficient, first, the variance of the scores of each subset of the questionnaire questions and the total variance were calculated; then using the below relationship and the value of alpha coefficient is obtained:

$$r_{\alpha} = j / (j-1) (1 - (\sum S_j^2) / S^2)$$

In this regard,  $j$  is the number of subsets of questionnaire or test questions.  $S_j^2$  variance under the test,  $j$  and  $S^2$  is the total variance of the test. The zero value of this coefficient indicates no reliability and +1 indicates full reliability. Normally, the values of more than 0.6 for this coefficient can confirm the reliability of the questionnaire (Table 5).

To check multiple collinearity, the tolerance statistic and the variance inflation factor are used and investigated using the tolerance statistic and the Variance Inflation Factor (VIF) (Table 6).

Based on the distribution diagram of the residuals and the predicted values, it was revealed that there is no clear relationship between the residuals and the predicted values. This result is

consistent with the assumption of linearity. It was also found that the residuals were relatively normally distributed. The statistic value of this test is in the range of 0 and +4 and if this statistic is in the range of 1.5 to 2.5. The Durbin-Watson test was used and found to be 1.761; so the null hypothesis is accepted. According to the correlation matrix, if the significant value for two indicators is less than 0.05, it means that the correlation coefficient between these two indicators is significant and the correlation is high (Table 7).

**Table 5.** Questionnaire reliability based on research variables

Variable	Number	Cronbach's alpha	No of question
Organizational virtue	1-15	0.957	15
Organizational citizenship behavior	16-30	0.985	15
Organizational training	31-54	0.989	24
Organizational justice	55- 74	0.986	20

**Table 6.** Multiple collinearity analysis

Variable	VIF	Tolerance
Organizational citizenship behavior	1.011	0.989
Organizational training	1.041	0.961
Organizational justice	1.040	0.961

Figures 4 to 7 show the significant coefficients of the factor analysis model for the variables: 1) organizational virtue, 2) organizational citizenship behavior, 3) organizational justice, and 4) organizational training. Table 8 also shows the Critical Ratio (CR) values for the research variables in summary. As can be seen, the CR values for all research variables are outside the range [-1.96, 1.96], indicating that they are significant and therefore the research tool is valid. Therefore, it can be said that the measurement model has sufficient reliability in measuring the variables of the research.

**Table 7.** Correlation test results

Variable		Organizational virtue	Responsible leadership	Ethics	Trust	Empathy	Optimism
Organizational citizenship behavior	Correlation coefficient	0.528	0.485	0.451	0.499	0.458	0.543
Organizational training	Correlation coefficient	0.478	0.446	0.443	0.474	0.413	0.425
Organizational justice	Correlation coefficient	0.349	0.3	0.314	0.269	0.388	0.34





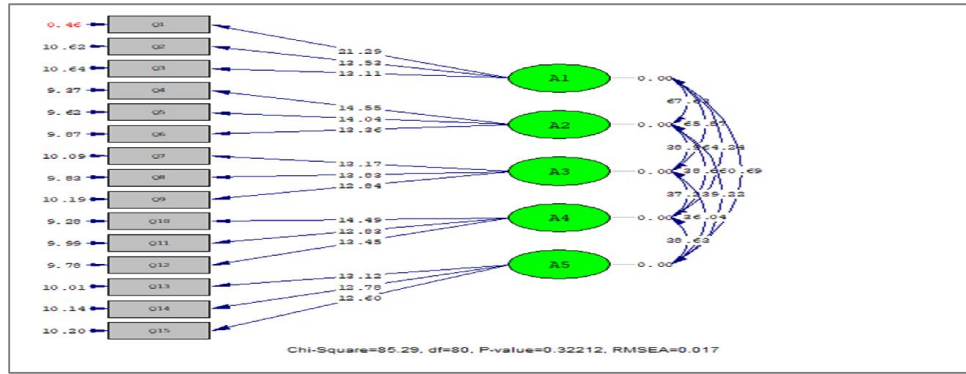


Figure 4. Confirmatory factor analysis model of organizational virtue variable

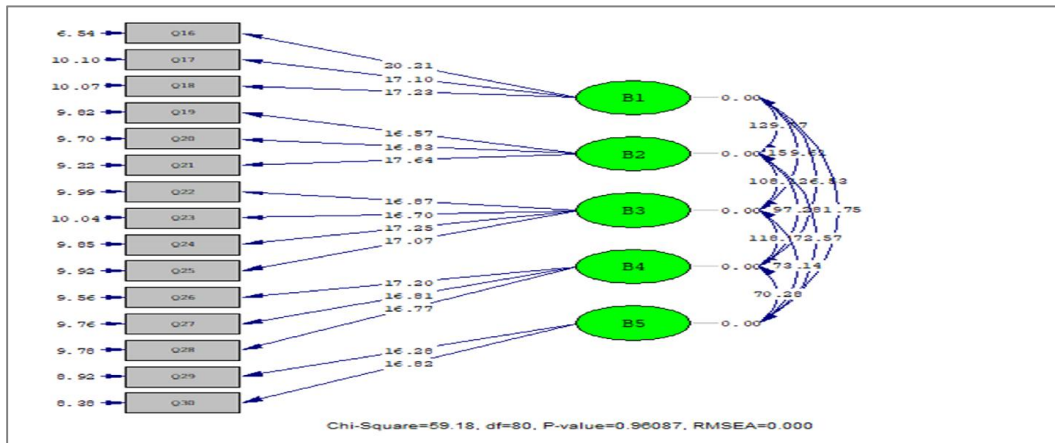


Figure 5. Confirmatory factor analysis model of organizational citizenship behavior variable

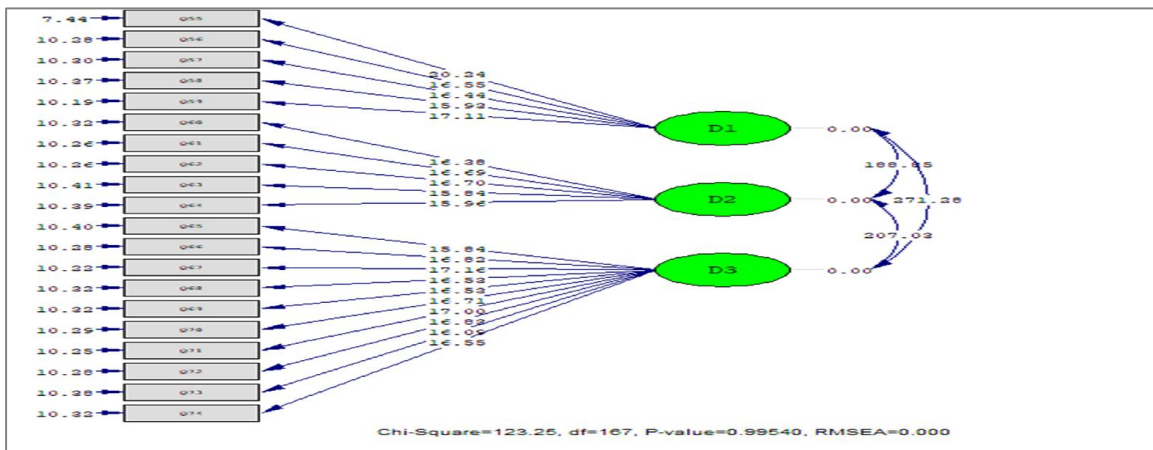


Figure 6. Confirmatory factor analysis model of organizational justice variable

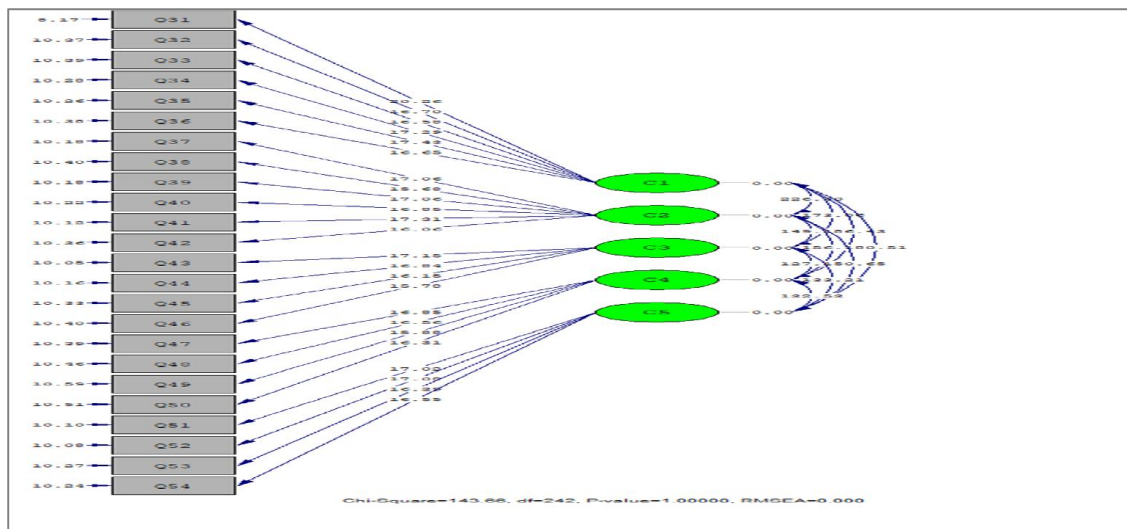


Figure 7. Confirmatory factor analysis model of organizational training variable

Table 8. Estimation of factor loadings related to confirmatory factor analysis model of research variables

T-Value		Standard coefficient		Dimensions		Variable
min	max	min	max	Symbol	Title	
13.11	21.29	0.74	1.00	A1	Optimism	Organizational virtue (Q1- Q15)
13.36	14.55	0.76	0.80	A2	Empathy	
12.84	13.83	0.75	0.73	A3	Trust	
12.83	14.49	0.80	0.74	A4	Ethics	
12.60	13.12	0.72	0.75	A5	Responsible leadership	
17.10	20.21	0.88	0.97	B1	Altruism	Organizational citizenship behavior (Q16- Q30)
16.57	17.64	0.87	0.90	B2	Work conscience	
16.70	16.87	0.87	0.89	B3	Chivalry	
16.77	17.20	0.87	0.89	B4	Civil behavior	
16.28	16.82	0.86	0.88	B5	Consideration	
16.58	20.26	0.86	0.97	C1	Individual skills	Organizational training (Q31- Q54)
15.68	17.31	0.83	0.89	C2	Mental models	
15.78	16.84	0.84	0.87	C3	Shared vision	
15.88	16.85	0.84	0.87	C4	Team learning	
16.39	17.02	0.86	0.88	C5	Systemic thinking	
15.93	20.24	0.84	0.97	D1	Distributive justice	Organizational justice (Q55- Q74)
15.84	16.70	0.84	0.87	D2	Procedural justice	
15.84	17.16	0.84	0.88	D3	Interactional justice	

Table 9. The final results of the path analysis of the research model

Result	T-Value	Standard coefficient	Path
Confirmed	12.16	0.56	Organizational Citizenship behavior → Organizational virtue in the RCS in Tehran province
Confirmed	11.64	0.53	Organizational training → Organizational virtue in the RCS in Tehran province
Confirmed	11.37	0.51	Organizational justice → Organizational virtue in the RCS in Tehran province





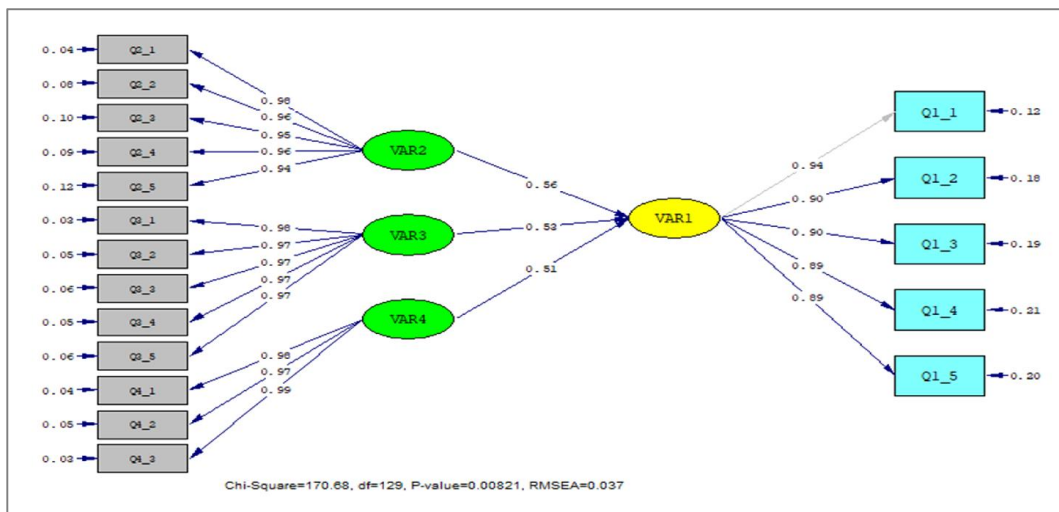


Figure 8. Standardized values of the research model

Table 10: Model fit indices

Result	Obtained values	Acceptable values	Description	Test
Confirmed	1.323	3> good, 5> acceptable	Relative Chi-Square	$\chi^2/df$
Confirmed	0.024	< 0.1	Root Mean Square of the Residuals	RMR
Confirmed	0.926	> 0.9	Goodness of Fit Index	GFI
Confirmed	0/902	> 0.9	Adjusted Goodness of Fit Index	AGFI
Confirmed	0.977	> 0.9	Normalized Fit Index	NFI
Confirmed	0.973	> 0.9	Relative Fit Index	RFI
Confirmed	0.994	> 0.9	Incremental Fit Index	IFI
Confirmed	0.994	> 0.9	Comparative Fit Index	CFI
Confirmed	0.037	good > 0.08, weak < 0.1	Root Mean Square Error of Approximation	RMSEA

Overall, considering the results obtained, it can be concluded that, given the steps taken to verify the measurement model and calculate the structural validity, the proposed model is valid. Next, we can examine the relationships between research variables. Standard coefficient and critical ratio values are used to check direct relationships between research variables. If the value of the critical ratio for a relationship is greater than 1.96, this value will indicate a significant relationship between those two variables (Figure 8 and Table 9).

In the final stage of analyzing the results and after examining the structural indicators and ensuring the acceptability of the model's identification, it is time to evaluate the model's fit. For this purpose, model fit indices were calculated and the results are shown in Table 10. Based on the obtained results, it is evident that the values of model fit indices are within acceptable ranges and the model has a good fit.

Considering the results of data analysis, it is

noted that in the proposed model, the dimensions of the organizational virtue variable have path coefficients as follows: optimism (0.94), empathy (0.90), trust (0.90), ethicality (0.89) and responsible leadership (0.89). Additionally, in this model, the variables of organizational citizenship behavior with a path coefficient of 0.56, organizational training with a path coefficient of 0.53, and organizational justice with a path coefficient of 0.51, respectively, have significant effects on organizational virtue in the RCS in Tehran. In this research, 74 indicators (items) were identified through exploratory factor analysis to examine the relationship between organizational virtue and organizational citizenship behavior, organizational justice, and organizational training in the RCS in Tehran.

All of these indicators were identified after explaining the total variance in the remaining analysis, showing that the variance of the dimensions of organizational virtue in the RCS in Tehran is explained. Based on the calculated T

values for each of the five dimensions of organizational virtue (optimism, empathy, trust, ethicality, and responsible leadership) at a confidence level of 0.95, it was determined that all of these indicators all of these variables have meaningful effects. Confirmatory factor analysis also shows that there is a statistically significant association between each component and each variable.

### Discussion and Conclusion

The topic of organizational virtue holds a significant position among organizational research. We focused on examining the relationship between organizational virtue and three factors: organizational citizenship behavior, organizational justice, and organizational training in the RCS in Tehran province. The overall results of this research indicate that organizational virtue has significant relationships with the variables of organizational citizenship behavior, organizational justice, and organizational training in the population of the RCS in Tehran, and therefore, the officials of the RCS should pay more attention to improving organizational virtue in this population by focusing on all three factors of organizational citizenship behavior, organizational training, and organizational justice among the employees of the RCS in Tehran. Considering the values of T statistics and path coefficients, it is found that organizational citizenship behavior, organizational justice, and organizational training have a significant impact on organizational virtue. The research findings also indicate that based on model fit indices, it can be concluded that the research model has a good fit and the estimated model in the sample is consistent with the expected model in the population. The results of this research are consistent with the results of other researchers' studies. The results obtained from this research regarding the meaningful relationship and predictability of organizational virtue from organizational citizenship behavior are in line with the results obtained by Hassanzadeh and colleagues in a study that examined the relationship between organizational virtue and organizational citizenship behavior among employees of Rasht Municipality. They also conclude that there is a positive and meaningful relationship between organizational virtue and organizational citizenship behavior (21).

Additionally, the results of this study are consistent with the results of studies by Khoshoei and colleagues, which also show that there is a positive and meaningful relationship between organizational virtue and the dimensions of organizational citizenship behavior, predicting organizational virtue (22). Furthermore, the findings of Ghafouri and colleagues are similar to the findings of this study, indicating that the positive and direct effect of organizational virtue on organizational citizenship behavior is significant, and it can be said that organizational virtue is an important and relevant variable to organizational citizenship behavior, and managers should pay attention to these two variables for enhancing organizational citizenship behavior (15). On the other hand, the results of Khodayvandi and colleagues also confirm the findings of this study, showing that there is a significant and direct relationship between organizational virtue and organizational citizenship behavior, and all components of organizational virtue have a significant and direct relationship with organizational citizenship behavior (10). The results of Safari and colleagues also show that organizational virtue has a positive and meaningful relationship with organizational efficiency, and the mediating role of organizational citizenship behavior in the relationship between organizational virtue and organizational efficiency is confirmed (12). Additionally, Katbi and colleagues in their research in the Ministry of Sports and Youth also find a positive and meaningful effect of organizational virtue on organizational citizenship behavior, which also confirms the results of this study (13). In line with the results of this study, Shirvani and colleagues' research also shows that there is a direct and meaningful relationship between justice and organizational virtue, which is explained through the variable of organizational citizenship behavior (16).

The results obtained from this research, after examining the relationship between organizational justice and organizational virtue among teachers, lead to the conclusion that there is a positive and significant relationship between organizational virtue and organizational justice and its dimensions (11). Additionally, the findings of Mohammadi and colleagues in a study conducted among the members of the academic faculty and staff of Payame Noor University in Khuzestan

province are in line with the results of this research, indicating that the direct effect of organizational virtue on organizational justice is statistically significant (17). Similarly, in the study by Alizadeh and colleagues, a significant direct effect of organizational justice on organizational virtue is reported (18). The results of the research by Shirvani and colleagues also show a direct and significant relationship between justice and organizational virtue (16). The findings of Tajnia and colleagues also suggest that managers can reduce organizational indifference among employees through enhancing organizational virtue and improving quality of work life and organizational justice (14). Furthermore, the results of the research by Nikpay and colleagues also demonstrate a positive and significant relationship between organizational virtue and organizational justice (24). These consistencies in the results of this research with the studies of other researchers indicate that regardless of the research population and statistical community, there has always been a positive and meaningful relationship between organizational virtue, organizational citizenship behavior, and organizational justice. As mentioned in the introduction section, the authors did not find any reference to previous research that has focused on the relationship between organizational virtue and organizational training. Therefore, from this perspective, this research will be the first study to explain the relationship between organizational virtue and organizational training.

The results of this research indicate that for the promotion and improvement of organizational virtue in the RCS in Tehran province, policy makers and executive managers of the RCS should pay more attention to improving all three variables of organizational citizenship behavior, organizational training, and organizational justice among the employees of the RCS.

### Acknowledgments

The authors would like to express their gratitude to Dr. Shahin Fathi, CEO, and Mr. Kamal Mottaghian, Deputy of Education and Research at the IRCS in Tehran province, for their cooperation and guidance. It is evident that their assistance and guidance had a significant impact on the completion of this research.

### Conflict of Interests

The authors declare no conflict of interest.

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