Original Article

Antecedents and Consequences of Organizational Resilience with Emphasis on Work Ethics

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Abstract

Introduction: Resilience is a capacity to resist stress and disaster. This capability of human resources plays an important role in improving the organization, and being ethical in the profession can be an important factor in increasing resilience. Therefore, the purpose of this research was to analyze the antecedents and consequences of resilience in public organizations with an emphasis on work ethics.

Material and methods: The current research method was of mixed type. In the qualitative part, the theme analysis method was used. The statistical population includes managers and experts (with at least 10 years of experience) in the government organizations of Kermanshah province. 16 people were selected as a sample through targeted and snowball sampling. In-depth semi-structured interviews were used to collect data. Data were analyzed by coding method. In the quantitative part, the descriptive-survey method is used to validate the designed model. The statistical population included the managers of the government organizations of Kermanshah province, 400 people were selected by cluster sampling method, and the information of 396 of them could be used. Data were gathered by a researcher made questionnaire and they were analyzed using structural equation analysis.

Results: Based on the qualitative results of the research, 26 identification components were classified into 9 subcategories and the conceptual model of the research was formed. Also, in the quantitative part, the results of the structural equations showed that the resilience model has a favorable fit in government organizations.

Conclusion: In order to achieve resilience, organizations need capable and ethical human resources, and the organization must develop programs for their preparation.

Keywords: Resilience, Work Ethics, Public Organizations.

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INTRODUCTION

The surrounding environment of today's organizations exposes them to various threats. Sometimes a seemingly small and unimportant incident can leave a big impact on the organization, which is referred to as "butterfly effect" in management. But the question that comes to mind is why some organizations have remained strong in the face of various incidents and continue their growing path. And some others are not able to face the environmental risks in such conditions and are doomed to failure? What is the secret of success and the distinguishing feature of such organizations? Based on the opinions of strategic management experts, the answer to this question can be found in the maintenance and continuity of

organizational resilience, competitiveness and increasing sustainable competitive advantage (1). Resilience is the capacity to resist stress and disaster and it means developing new competencies and broad abilities to maintain momentum by creating new opportunities. Also, in this definition, resilience is considered as success and success due to the ability to invest in unexpected challenges and changes. According to another definition, resilience is the ability of a person or organization to quickly design and apply positive adaptive movements coordinated with the emergency situation, so as to bear little pressure (2). Therefore, the concept of organizational resilience includes resistance, compromise and adaptation as main assets, reorganization and learning as main capacities (3).

Today's organizations are increasingly facing emergency and crisis situations that challenge social and economic stability, and to achieve resilience, the main factors affecting it must be identified (4). Work ethic is one of the factors that has been particularly noticed in recent years in relation to organizational resilience. Due to weak management and the use of inhuman models to solve human problems, one of the problems faced by employees today is moral problems. In recent years, in response to this situation, organizations have adopted strategies such as developing ethical standards to guide employees. Organizations hope to increase the moral health of the organization and reduce corruption in this way (5). Accordingly, the discussion of ethics at work has attracted a lot of attention today. Work ethics is one of the important aspects of the organization's culture and it is moving towards becoming a part of every organization's strategy (6-8). One of the major concerns of efficient managers at different levels is how to create suitable platforms for human factors working in all professions so that they can work with a sense of responsibility and full commitment to issues in

society and their profession. and observe the ethical principles governing their jobs and professions. Being ethical in the profession is the result of knowing, wanting, being able and having an attitude that, according to some views, this can significantly increase the level of organizational resilience.

Experts in the field of management have noted that professional ethics, which is explicitly defined as an individual difference, is a set of values, beliefs, intentions and goals that people bring to their work. Weak work ethic is effective on people's attitudes towards jobs, organizations and managers, and can affect individual, group and organizational performance (9-11). The governance of work ethics in the organization is able to significantly help the organization in order to reduce tensions and create successes in the effective realization of the goal and make the organization accountable. Therefore, according to the importance of resilience in the survival of the organization and the role of work ethics in it, the present study was formed with the aim of analyzing the antecedents and consequences of resilience in government organizations with an emphasis on work ethics.

MATERIAL AND METHODS

The current research method is of mixed type.

In the qualitative part, the theme analysis method was used. The statistical population includes managers and experts (with at least 10 years of experience) in government organizations of Kermanshah province. 16 people were selected as a sample through targeted and snowball sampling. In-depth semi-structured interviews were used to collect data. Data were analyzed by coding method.

In the quantitative part, the descriptive-survey method is used to validate the designed model. The statistical population included managers of government organizations (who had at least 10 years of experience) in Kermanshah province,

400 people were selected as a sample by cluster sampling method, and the information of 396 of them could be used. Among the 396 examined samples, 321 people, equal to 81.1%, were men and 75 people, equal to 18.9%, were women. Also, among the 396 examined samples, 348 people (87.9) were married and 48 people (12.1) were single. Also, among the 396 examined samples, 76 people were under 35 years old and 41 people were over 50 years old. The highest number was related to the age range of 36-40 years, which was 114 people. Also, among the 396 examined samples, 221 people had bachelor's degrees and

66 people had doctorate degrees. The questionnaire tool was made by the researcher in the qualitative department. Cronbach's alpha and composite reliability were used to measure reliability (table 1), and convergent validity was used to measure validity with the average variance extracted (AVE) test. Cronbach's alpha standard above 0.7 was stated by Cronbach (1951). Also, studies have mentioned a high value of 0.6 for CR and a standard value of 0.5 for AVE. Data were analyzed using structural equation analysis.

Table 1: Descriptive parameters by variables

Variable	Cronbach' Alpha	AVE	CR
Individual ethics factors	0.849	0.768	0.908
Social ethics factors	0.834	0.856	0.922
Organizational ethics factors	0.998	0.803	0.953
Progress of organization	0.937	0.847	0.917
Role of government	0.822	0.698	0.873
Political and economic factors	0.782	0.612	0.939
Electronic platforms	0.923	0.649	0.880
Organizational resilience	0.817	0.725	0.948
Continuity of organization	0.936	0.768	0.907

RESULTS

Once the data is opened and the concepts are extracted from them, the researcher will look for examples that can be used to categorize the concepts. According to researchers, some concepts can be classified in the form of categories that have a higher abstraction than those concepts. Therefore, in the continuation of the first step, by putting the corresponding concepts together, the categories are identified, which actually consists of one or more concepts. The purpose of theoretical coding is to integrate

the data created in the open and selective coding stage. In theoretical coding, one of the open coding categories is selected as the central phenomenon (main) or category and is placed in the center of the process, and then other categories (subcategories) are related to it. Based on the qualitative results of the research, 26 identification components were classified into 9 subcategories, and then by selective coding of the main categories and systematically linking them with other categories, the conceptual model of the research was formed (Table 2).

Table 2. Axial coding results

Main conditions	Sub factors	Concepts
Casual conditions	Individual ethics factors	Honesty and truthfulness
		Responsibility
		Ethical character
		Work conscience
	Social ethics factors	Ethical social interactions
		Professional ethics
		Empathy and cooperation

|	Organizational ethics factors	Meritocracy
		Organizational justice
		Transparency
Axial conditions	Organizational resilience	Values
		Planning
		Management of organizational values
		Continuous control and monitoring
		Learning
		Moral agility
		Cost control
Environmental conditions	Role of government	Government services
		Government bureaucracy
	Electronic platform	Utilization of technology
	Political and economic factors	Politics
		Economy
Consequences	Continuity of organization	Stakeholder satisfaction
		Security of organization
		Survival of organization
	Progress of organization	Developmental activities
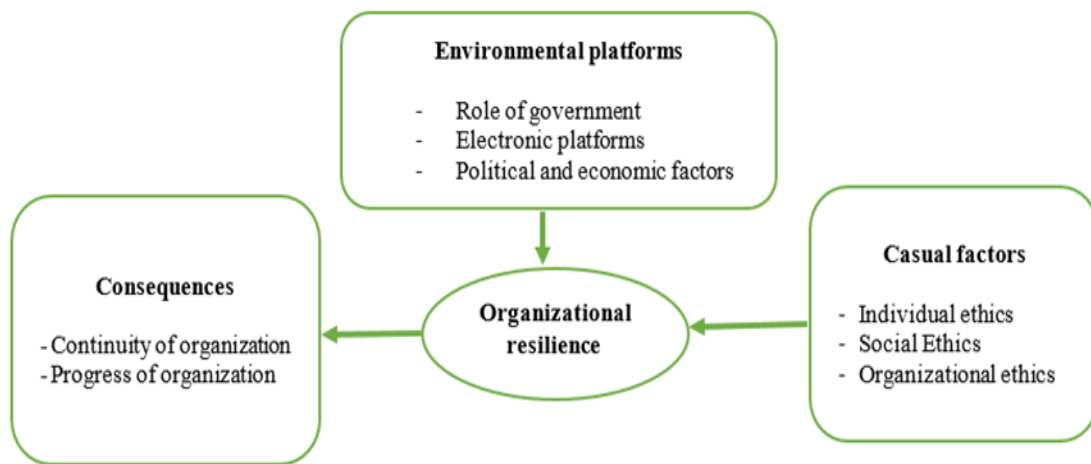
Figure 1. Conceptual model of the research

Structural equations method was used to check the fit of the conceptual model, the results of which are presented below. As can be seen in the figures below, figure 2 is used to display the t value of the tested model. Figure 3 shows the path coefficients (β) of the tested model.

The value of t among the causal conditions, the axial conditions, the consequences and the environment conditions are higher than 1.96, which indicates the significance of the relationships between them. This shows that the model extracted in government organizations of Kermanshah is a suitable model. Also, the coefficients between the mentioned factors are all positive. Therefore, it is positive and direct between them.
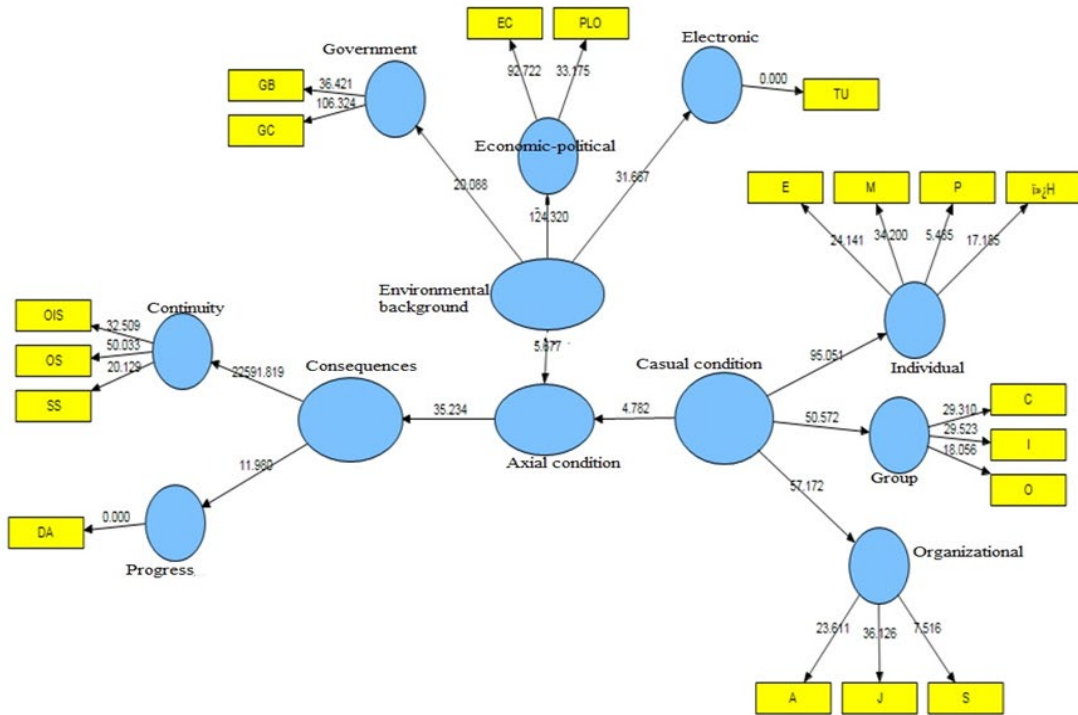
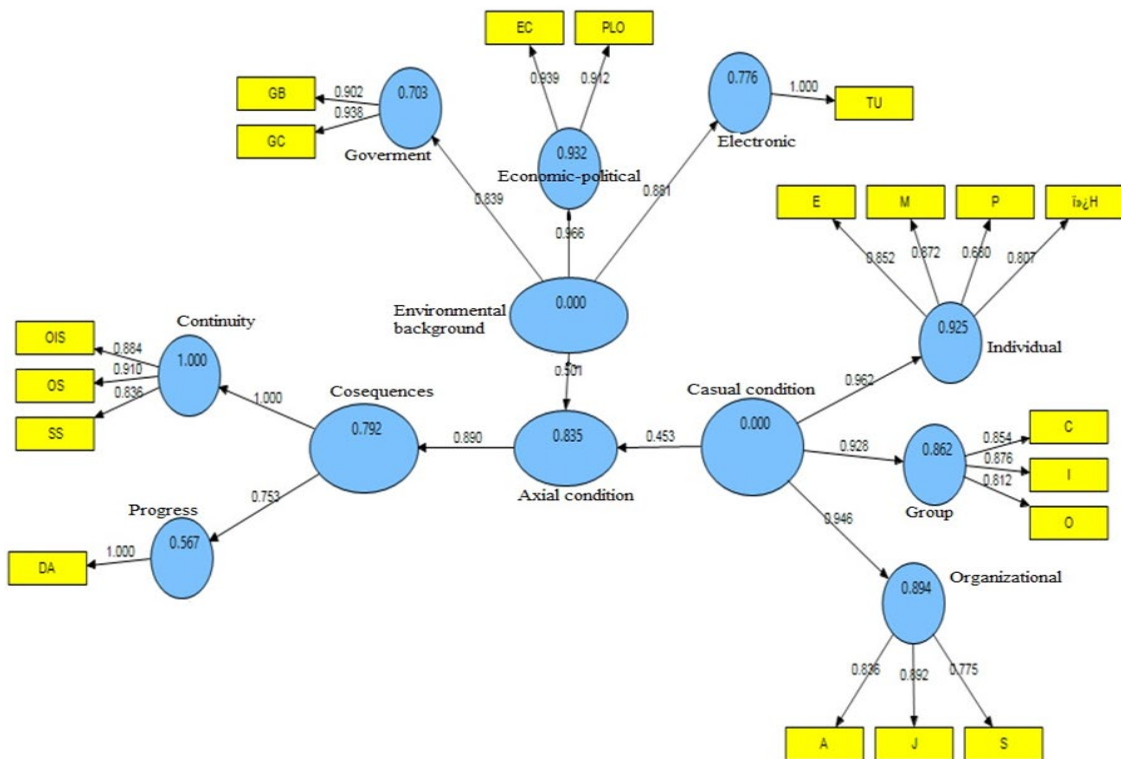**Figure 2.** t-value of organizational resilience model

Figure 3. Path coefficient of organizational resilience model

DISCUSSION

Organizational resilience refers to the capacity and ability of an organization to predict and react to unexpected events. Organizations should have a forward-looking view and plan and modify the organization's plans according to the existing conditions. The purpose of this research was the antecedents and consequences of resilience in government organizations with an emphasis on work ethics. Therefore, an effort has been made to identify the dimensions and components of the concept of resilience in government organizations of Kermanshah province. Based on the research model, "organizational resilience" as a central category based on the causal conditions of "individual ethics, social ethics, and organizational ethics" and considering the role of the government, economic and political factors, and electronic platforms as a model field is realized. And it leads to the continuity of the organization and the progress of the organization. The research findings are in line with the research results of some researchers ([12]-[19]).

Among the limitations of the research, it can be pointed out that this research was conducted at the level of government organizations in Kermanshah province, and larger government organizations and ministries in other provinces were not considered. Therefore, it is suggested to pay attention to it in future researches.

Organizational resilience is considered as an essential phenomenon for organizations, and organizations that seek to survive in a constantly changing environment must apply it. Considering today's fluctuating environment, organizations should constantly seek to measure the resilience of the organization and always seek to increase resilience with changes in the organization. Therefore, in order to help design programs and make organizations resilient, suggestions have been made for managers:

- In order to strengthen the resilience of organizations, develop and implement programs for moral education and raising the moral levels of employees
- First, in strategic planning and organizational missions, pay more attention to organizational resilience and seek to create a suitable place in organizational planning and provide the necessary factors with more tact and accuracy.
- In order to prepare and empower the members of the organization, design and implement educational and experimental programs and courses at all levels of the organization.
- Modify traditional organizational structures and strengthen horizontal structures in order to strengthen internal and external communication and cooperation.
- The supervisors should be in constant contact with the employees and check their activities and meet their needs and demands.

CONCLUSION

Achieving promotion in any country is achieved through hard work. The society should have diligent and committed people. Organizational resilience grows with the influence of individual ethics, social ethics, and organizational ethics and leads to the continuity and progress of the organization. Meanwhile, the government, political and economic factors, and electronic platforms act as underlying factors. Therefore, in order to achieve resilience, organizations need capable and ethical human resources, and the organization must formulate plans for their preparation. The existence of sufficient financial and material resources allows the members of the organization to grow and advance the organization's programs

ETHICAL CONSIDERATIONS

Ethical issues (such as plagiarism, conscious satisfaction, misleading, making and or forging

data, publishing or sending to two places, redundancy and etc.) have been fully considered by the writers.

CONFLICT OF INTEREST

The authors declare that there is no conflict of interests.

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