Designing the organizational aesthetics pattern with grounded-theory

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(Communicated by Mohammad Bagher Ghaemi)

Abstract

The purpose of this research is the design The Organizational Aesthetics Pattern with Grounded Theory. Current research is exploratory-applied research in terms of purpose, deductive in terms of method, descriptive survey and it is qualitative research. First, 11 experts were interviewed using the theoretical sampling method. Then, the interviews were analyzed by using Grounded Theory, and 189 items were identified as primary concepts from the context of the interview by open coding, and they are categorized as 16 organizer themes, 50 basic themes, and five categories. In the quantitative part of the research, a questionnaire was distributed based on the statistical society of 412 and it was analyzed by data analysis in SPSS software. In the qualitative part of the research, the dimensions of causal condition (2 organizer themes and 8 basic themes), intervening condition (2 organizer themes and 4 basic themes), contextual condition (2 organizer themes and 9 basic themes), strategic condition (3 organizer themes and 9 basic themes) and consequential condition (5 organizer themes and 16 basic themes) were determined and the process of activity and the pattern were created in the following. Also, it can be concluded according to the derived results, the composed model has acceptable reliability and validity and it can be used as a trustful model to design the organizational aesthetics pattern.

Keywords: Aesthetics, Organizational Aesthetics, Grounded-Theory, Fuzzy Delphi, Structural Relations
2020 MSC: 90B50, 90C70

1 Introduction

In recent years, the interest of organizational scientists in the emotional and aesthetic dimensions of life has increased significantly. Aesthetics approaches have become a branch of organization theory and finally appeared as a completely well-matured research field. This topic has become a part of vital approaches for current complex and ambiguous frameworks of organizations that both theorists and researchers seek to improve organizational knowledge about it [8]. The understanding of organizations through an aesthetics approach will help find solutions for problems that can be stated comprehensively and subjectively in undetermined environments [7]. Since an aesthetics approach focuses on knowledge and empirical understanding, it needs to explore the behavior of human being through the

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lens of organizational aesthetics [4]. Why should we continue aesthetics study in the routine life of organizations? "Because it is delightful". As long as it is so, and as long as the main purpose of this series of organizational studies is emotional and aesthetics enjoy, the analysis of their relationships, aesthetics, and routine life in organizations keep their roots in aesthetics and extracts its features [13]. Today's changeable environment will not allow the organizations to be managed as its traditional and routine forms toward pressures resulting from the shortage of skills, abilities, and technology of competitors; therefore, current managers need more new and novel styles and skills to lead the organization influentially and win this game [5]. Previous approaches and solutions, lose their possibility for dealing with organizational and outside environment challenges, and it is better to be substituted by new approaches [12]. We live with working and aesthetics can redefine organizational studies because it is abundant. Understanding aesthetics is the life and work of the organization, it investigates them according to emotions, desires, tastes, talents, and passion [2]. It can be claimed that organizational performance improves the process of organizational working and structures with aesthetic sensitivity by aesthetics. In recent years, some scientists claimed that governmental organizations are more important for society than other organizations. However, it can be observed according to Iranian governmental organizations that they have paid very little attention to organizational change [3]. White has investigated the limitations of the traditional method as guidance to study governmental organizations. White discusses that the approach of the traditional method doesn't tell us sufficiently about the aesthetic dimensions and doesn't pay attention to the quality of our experience. According to White, moving beyond these limitations requires something more than just an instrumental explanation of the situation of society. This movement needs an approach toward knowledge that knows the source of emotion. Attention and investment in aesthetic elements can induce sustainable aesthetic consequences of the organization to the perception of individuals [16].

It seems that organizational aesthetics follows a long-term and massive purpose that requires accessible actions and policies for implementation. Also, this research assumes that this issue can be achieved. On other hand, it seems that today, what is a serious crisis in our aesthetics scene is the issue of organizational aesthetics. In an uncertain ecological, social, and economic environment, the literature on organizational aesthetics concepts are developing. Conducted investigations in Iran show that the general management approach seeks to use short-term procedures and topical versions instead of using strategic, sustainable, and long-term models. Versions that try to solve the problem in short periods and by short-term actions instead of long-term solutions. According to this issue, it seems that studying organizational aesthetics in Iran is an important issue and designing organizational aesthetics in Iran is another necessity in terms of theory. Therefore, in this research, we attempt to study the design of the organizational aesthetics method in Iranian governmental organizations. On other hand, it is clarified by investigating the research background that an organizational aesthetic pattern has been not provided for governmental organizations until now in this research, we attempt that this issue will be realized and this research will be introduced as an aid to the knowledge of the world. Because no comprehensive study has been conducted in the field of providing the model of organizational aesthetics, the researcher is going to answer the question, what is the model of organizational aesthetics in governmental organizations?

2 Aspects of organizational aesthetics grounded-theory factors

Teaching and learning organizations achieve new values through continuous renovation. Innovation is important for creating added perceptible and imperceptible values in an organization and aesthetics is important for their organization. Aesthetics orientation has become an acceptable part of organizational theories in organizational life gradually. Aesthetics is used more to understand and work on the organization than as an input to add value to the organization. Aesthetics not only guarantee creativity and efficiency by also leads to acquiring an important and supplementary insight into organizational research and leadership affairs organizational aesthetics. If managers want to learn lessons from aesthetics management, they have to abandon the doctrine of rational management principles and deal with art processes. Aesthetic leaders accept management which is so useful for art and aesthetics. Each type of aesthetic topic is special and also, and it is a kind of knowledge that has its truth. For aesthetics leadership, this knowledge has been used to analyze organizations aesthetically and focuses on aesthetics issues [11].

Aesthetics orientation has become an acceptable part of organizational theories in organizational life gradually. Because recently, artists influence society easily, they are named aesthetics leadership. Therefore, aesthetics emotions have a notable position in organizational aesthetics and aesthetics emotions that behaviors become practical instead of being matched to pre-made decisions. Aesthetics managers can easily be considered as a convincing party in civil and political groups. Many researches about organizational decision-making show that the quality of decisions improves if there are multiple and alternative views (voice of employees). Similarly, researchers in the field of forming organizational strategy state that the existence of different views and sometimes contradictions in superior management system influence positively both the quality of organizational decision-making and the performance of the organization.

Furthermore, creativity requires an environment in which employees are free to express their views, questions, or opinions. Organizational silence leads to blocking negative feedback and consequentially disturbing the ability of the organization to identify problems and solve them. Aesthetics orientation in the life of an organization has become an acceptable part of opinions gradually. Because recently, artists influence society easily, they are named aesthetics leadership [6]. Therefore, the following questions are presented and tested to achieve the purposes of the research:

1. What is the organizational aesthetics pattern in the governmental organizations of Iran?
2. Does the organizational aesthetics model have a suitable fitness in governmental organizations?

Recent research studied the gap in the research literature to be able to provide a basic framework with little scientific knowledge. In this regard, some research related to this topic is mentioned which is associated with organizational aesthetics. Only one research has been conducted and provided in Iran which is related to organizational aesthetics. Toofan [16] studied the aesthetics of organization and organizing in research. Findings show that organizations, by paying attention and investing in aesthetic elements in organizations, can induce aesthetics sustainable consequences in public opinion to reduce their stress and remember beautiful and good experiences and memories. Emotions always show organizational aesthetics that these emotions and deductions of humans have a main role in constructing and understanding organizations. De Molli [8] conducted research and studied the collaborative interpretation of a way to overcome analytical challenges in organizational aesthetics research. This research studies this gap at first by showing analytical challenges in aesthetics researches. Then it introduces collaborative interpretation as an analytical method and assesses it by relying on an empirical study. What distinguishes it from other methods of traditional use is the potential (1) to avoid almost exclusive reliance on the interpretation of the researcher, instead creating an understanding of investigated aesthetics that considers both the researcher's and the actors' interpretations, and (2) to achieve an understanding of the studied organizational aesthetics practice in this paper that finishes by suggesting possible applications of this method in a wide range of other organizational research fields.

Devine et al. [9] investigated the issue that "are aesthetics features of managers important for occupational and organizational results?" literature review shows that aesthetics features are related to important methods including executive selection and the strategy of the company to managers' job and organizational results. Also, it seems that there are important possibilities such as personal differences and cultural factors that forms these relations. Turan and Cetinkaya [17] conducted a research to study the role of aesthetics and art in organizational sustainability. Desire for aesthetics dimensions of environmental and social issues has been increased. Findings shows that executive managers know the participation of stakeholders as an integral part of a potential measurement process. They mention lack of awareness and coordination among stakeholders, fund constraints, and the limited vision of management as the main obstacles of creating aesthetics value. Although executive managers have different views about the future role of aesthetics and arts and their relationship with organizational sustainability, but they say that aesthetics and methods based on art help mainly to social sustainability and at the same time has a partial and indirect contribution to environmental and economic sustainability.

Dangmei [7] conducted a research in order to investigate organizational aesthetics and its consequences for human resource management in working place. The results of research shows that organizational aesthetics influences on organizational health, participation of employers, emotional intelligence, job satisfaction and employers' productivity and it identifies that organizational aesthetics has a significant role in forming organizational life. Creating aesthetics values in order to increase competitive conditions and strengthen organizational attractiveness will be a great advantage for management. However, there is a need for further studies about the role of organizational aesthetics in the view of human resource management and responses to proposed hypotheses can add new light to the side of influential human resource management. Antonio Strati [14] conducted a research to study the aesthetics understanding of work and organizational life, approaches and research evolutions. He concluded that aesthetic studies on work and organizational life shows an original and critical contribution in the study of organizations which points sociologists and social scientists to the aesthetic features of new forms of organizational citizenship. Even if it is subject to power asymmetry and instead of decking, consider the right of personal difference as the main part of social equality.

3 Methodology

Current research is an exploratory-applied research in terms of purpose, and descriptive-survey in terms of collecting data and it is a Grounded-theory in terms of analysis method. Since in the current research, we provide the model of organizational aesthetics in governmental organizations, we actually attempt to develop the set of existing knowledge and applied knowledge in the field of management and determining empirical relationships related to provide organizational aesthetics in governmental organizations in the form of a research conceptual model and since this

model provides confirmed applied knowledge in this field, this research is a combination of exploratory and applied research in terms of purpose. This research will be conducted in the following two general stages:

- Step 1: providing the model of organizational aesthetics in governmental organizations (qualitative approach: Grounded-theory)

- Step 2: fitting and explaining the model of organizational aesthetics in governmental organizations (quantitative approach: structural equation modeling)

In the first step of research, a group of experts from governmental organizations and academic experts, and distinguished organizational consultants is considered a great statistical society to obtain factors playing role in organizational aesthetics in Iran's governmental organizations based on Grounded-theory. In the second step, a great society is required for testing and fitting the model. Therefore, in this step, the managers of governmental organizations are considered a statistical society. In the first step of research, 7 organizational experts and 4 academic experts in management courses were selected. To conduct sampling, theoretical sampling was used. This process continued until the researcher achieve the theoretical saturation, and at the same time as the data was collected, their coding was also done. In the second step of the research, managers of governmental organizations were considered as the statistical population. A simple random sampling method was used to select the statistical sample. In this research, a questionnaire was prepared and answers were collected and analyzed from 412 managers of Iranian governmental organizations.

Tools such as observation, interviews, questionnaires, and documents are available for extracting the required data. Methods such as questionnaires, interviews, and observation include test methods and visual and audio methods. In this research, collecting data is conducted by the semi-structured interview in the qualitative step and a questionnaire tool in the quantitative step. To certify the validity of the qualitative part, i.e. the accuracy of the findings from the researcher's point of view, first, participants or readers of the research report, results' recovery method of the research to the participants (11 experts in the field of public administration), writing the research process and continuous reference to them has been used, both of which improves the credibility of the research and provides the possibility of transferability of the findings to other similar contexts. Their views were applied in the paradigm of axial coding. Some of colleagues studied the findings and commented on the paradigms of axial coding. When another researcher can "follow used decision makings by researcher", the reliability is obtained. In the all steps of working and in order to create reliability, the details of research noting were recorded.

In the current research, two types of reliability will be used in order to show the reliability of coded interview which includes the reliability of retest and the reliability between two coders. The most of researches in the qualitative field use these two approaches to study the reliability of extracted codes. The reliability of the content of this research was confirmed by asking the opinions of supervisors, consultants, specialists and experts familiar with the studied topic. On the other hand, the reliability of the structure has also been tested by the fuzzy Delphi analysis test, and the test results have confirmed the validity of the structure. To investigate the reliability, a questionnaire was prepared and Cronbach's alpha was calculated from the received answers, and the questions whose Cronbach's alpha was below 0.7 were removed from the questionnaire. All Cronbach's alpha values are greater than 0.7. So it can be said that the structures used in this model have high internal consistency.

The method for calculating the reliability of retest is that two interviews has been selected among conducted interviews and each of them are coded twice again in a short and determined time interval (between 5 to 30 days). Then determined codes in two times intervals are compared for every interview. Retest method is applied for assessing the stability of researcher's coding. In each interview, codes that are similar in two times intervals are marked as "agreement" and non-similar codes are marked as "disagreement". The method of calculating the reliability between conducting codings by the researcher in two times intervals is as follows:

$$\text{the percent of retest reliability} = \frac{2 \times \text{number of agreements}}{\text{total codes}} \times 100\% \tag{3.1}$$

In this research, the method for calculating the reliability of retest is that two interviews have been selected among conducted interviews and each of them are coded twice again in the time interval of 20 days by the researcher. The results of these codings are mentioned in table 1. As it can be observed in table 1, total codes (twice) in the time interval of 20 days are 153, total agreements between codes in these two times are 67 and total disagreements in these two times are 25. The retest's reliability of conducted interviews in this research is 87% by mentioned formula. According to this fact that the amount of reliability is more than 60%, the reliability of codings is confirmed.

Table 1: calculating retest reliability

Row	Interview title	Total number of codes	Number of agreements	Number of lack of agreements	Retest reliability
1	5th interview	82	37	14	90%
2	9th interview	71	30	9	84%
	Total	153	67	25	87%

A PhD. Student of marketing management is asked to participate in this research as colleague in order to calculate the reliability of research through inter-coder agreement method of two coders (assessor); required test and techniques for coding has been transferred to him/her. Then the researcher with this colleague coded two interviews and the percent of inter-coder agreement which is used as the reliability index of analysis by the following formula:

$$\text{the percent of inter} - \text{coder agreement} = \frac{2 \times \text{number of agreements}}{\text{total codes}} \times 100\% \tag{3.2}$$

As it can be seen in table 2, total codes which has been recorded by the researcher and his research colleague is 165, total agreements between codes are 63 and total disagreements in these two times is equal to 48. The reliability between coders for conducted interviews by mentioned formula is 76%. The reliability of codings are confirmed according to this fact that the amount of reliability is more than 60%.

Table 2: calculating retest reliability

Row	Interview title	Total number of codes	Number of agreements	Number of lack of agreements	Retest reliability
1	5th interview	86	32	26	74%
2	9th interview	79	31	22	78%
	Total	65	63	48	76%

According to qualitative and quantitative steps, two different methods have been used to analyze data. In this step, the qualitative method of Grounded-theory was used to identify and design organizational aesthetics model. Current considered society are governmental organizational experts, academic experts and distinguished organizational consultants. The number of participants in this research are 11 persons. 5 of which are superior managers and 2 of them are PhD. and aware managers about the topic and 4 of them are faculty members of management course. The purpose of analyzing data is to investigate the proposed model of the research in the form of the analyzing model of rout and testing predicted relations and connections in the model. Fuzzy Delphi analysis and structural equation model have been used for the causal analysis of the presented model. Other statistical tests have been applied as frequent as appropriate for the research. SPSS software was also used for data processing.

4 Findings

4.1 Qualitative findings

50 themes were obtained totally in this step. After identifying first codes, researcher attempts to connect these codes to deductive approaches and in a series of relations based on the knowledge of researcher and theoretical literature and because of it, we find out what categories are extracted from the interview, which will be used to build organizer and comprehensive themes in the following sections. The comprehensive themes obtained from theme analysis in this research are 6 themes contextual factors, category, strategy, consequences, causal factors, and intervening factors. These 6 comprehensive themes have a total of 16 organizer themes, which are:

The desire for beauty, development-oriented organizational culture, organizational aesthetics, training aesthetics, designing organizational aesthetics, aesthetics function, aesthetics experience, organizational creativity, organizational efficiency, creative leader, aesthetics structure of organization, need for beauty, organization's mechanisms, aesthetics emotion, motivations of environment, psychological factors. It is obvious that 6 axial codes have been identified in this section, these codes include a positive attitude toward book reading, increasing trust towards active brands in the field of children, customer loyalty, financial efficiency, business reputation, and brand credibility in this field. In the current research, after determining concepts and categories, existing categories were divided into macro and micro categories according to Strauss and Corbin [15]. Micro categories provide more information about the why and how of a phenomenon and in this way, help clarify the category.

Table 3: comprehensive themes, organizer themes of organizational aesthetics pattern

Comprehensive themes	Organizer themes	Basic themes
Contextual factors	Desire for beauty	Empowering to prove organizational aesthetics pattern
		Culture in organization
		Paying attention to aesthetics value
	Development-oriented organizational culture	Culture of training members of organization in organization
		Efficient culture
		Traditional beliefs of organizational culture
		Removing cultural barriers
		Facilitating cultural-social processes
		Social support
Category	Organizational aesthetics	Sensitivity of employers
		Better understanding
		Judging aesthetics
		Repeating aesthetics
Strategy	Training aesthetics	Training managers
		Professional trainings
		Aesthetics knowledge
	Designing organizational aesthetics	Aesthetics process of organization
		Procedure of organization as an aesthetics phenomenon
	Aesthetics function	Change in organization
		Understanding ideals
		Understanding organizing
		Organizational art
Consequences	Aesthetics experience	Using successful and developed countries' experiences
		Adjusting dominant relations with actions
		Exploring experience
		Emotional experience
	Organizational creativity	Compilation of monitoring and technology
		Organizational networking
	Organizational efficiency	Efficiency and improving organization
		Accountable
	Creative leader	Establishing thinking room
		Understanding the organizing
		Distributing power based on appointment
		Moral sight to management
	Aesthetics structure of organization	Analyzing the threats in organization
		Comity among people
		Improving human relationships for participation of organization's actors
		Organizational emotions
Causal factors	Need for beauty	Accepting change
		Courage of emotions
	Organization's mechanisms	Hierarchical rules
		Centralization of power
		Formalism
		Politics
	Aesthetics emotion	Believing aesthetics model of organization
		Analyzing day to day emotion of organization
Intervening factors	Motivations of environment	Governmental support
		Organizational support
	Psychological factors	The mindset of understanding aesthetics
		Paying attention to career advancement

In the third step of data analysis, a comprehensive theme is assigned to organizer themes which were obtained from the previous step and according to the literature on the topic and theoretical sensitivity, and then the network of themes was drawn. By studying the data and information and extracting the basic theme, these themes were reviewed and modified many times by the researcher, and similar and identical themes were categorized into one category. The network of themes consists of basic themes, organizer themes, and comprehensive themes. In this research, finally, the researcher achieved a network of themes including 50 basic themes, 16 organizer themes, and 6 comprehensive themes. It is responsible for integrating and refining the theory. In this step, the categories are arranged around a central concept that has explanatory power. After forming the theoretical plan and its validation, it is presented to the respondents of the theory or model.
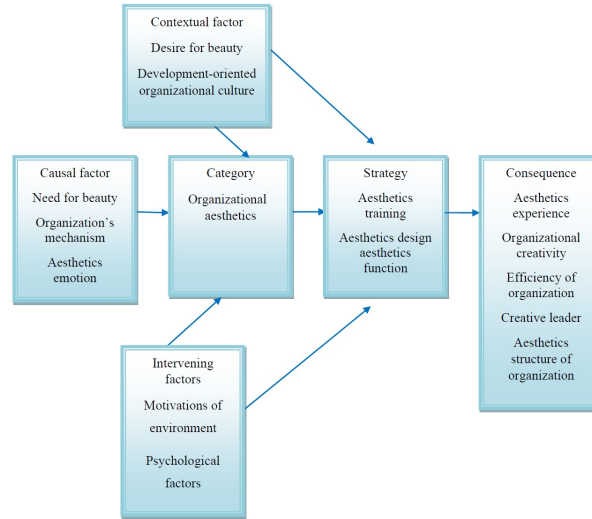
Figure 1: Organizational Aesthetics Pattern

4.2 Fuzzy Delphi Section

In this step, the fuzzy Delphi method has been used to confirm and validate the identified criteria and relations designed in the model and the consensus of experts' opinions. To do it, the presented conceptual model along with the description of components, criteria, and sub-criteria was sent to the members of the expert group. According to the limitations on the number of experts in the field of answering the questionnaire, the researcher used 15 experts who participated in the qualitative sections for testing the importance of indicators from the experts' point of view. For the consensus of n respondents, different methods have been proposed. These consensus methods are empirical methods that have been provided by researchers. For example, a common method considered the minimum l, the geometric mean m, and the maximum u for summing a set of triangular fuzzy numbers:

$$F_{AGR} = \left(\min\{l\}, \prod\{m\}, \max\{u\}\right) \qquad F_{AGR} = \left(\min\{l\}, \left\{\frac{\sum m}{n}\right\}, \max\{u\}\right) \tag{4.1}$$

$$F_{AVE} = \left(\left\{\frac{\sum l}{n}\right\}, \left\{\frac{\sum m}{n}\right\}, \left\{\frac{\sum u}{n}\right\}\right). \tag{4.2}$$

Every fuzzy triangular number derived from the consensus of experts' opinion for the j index has been shown as the following in which indice i mentioned the expert. Such that: X_{ij}: the amount of assessing expert i of criterion j:

$$\tau_j = (L_j, M_j, U_j) \tag{4.3}$$

L_i: the minimum amount of assessments for criterion j:

$$L_j = \min(X_{ij}) \tag{4.4}$$

M_j: the geometric mean of the assessing amount of experts for the performance of criterion j:

$$M_j = \sqrt[n]{\prod_{i=1}^{n} X_{ij}} \tag{4.5}$$

U_j: the maximum amount of assessments for criterion j:

$$U_j = \max(X_{ij}). \tag{4.6}$$

In order to determine the opinions of experts, 5 options Likert scale has been used. Table 4 has provided the results of counting experts' answers to each component.

Minkowski formula is as follows: $x = m + \frac{\beta - \alpha}{4}$. In table 5, certain fuzzy numbers are calculated as follows by the Minkowski formula.

Table 4: Results of counting experts' responses

Row	Component	Very low	Low	Medium	High	Very high
1	Desire for beauty	0	0	3	7	5
2	Development-oriented organizational culture	0	0	0	11	4
3	Organizational aesthetics	0	0	4	7	7
4	Training aesthetics	0	0	2	5	8
5	Designing organizational aesthetics	0	0	2	5	8
6	Aesthetics function	0	0	4	5	6
7	Aesthetics experience	0	0	0	7	8
8	Organizational creativity	0	0	1	10	4
9	Organizational efficiency	0	5	5	3	2
10	Creative leader	0	0	1	10	4
11	Aesthetics structure of the organization	0	2	4	5	4
12	Need for beauty	0	4	3	4	4
13	Organization's mechanisms	0	2	6	5	2
14	Aesthetics emotion	0	1	8	3	3
15	Motivations of environment	0	5	4	3	3
16	Psychological factors	0	0	1	10	4

Table 5: Triangular fuzzy numbers

	Triangular fuzzy numbers	Determined fuzzy numbers
Very high	(1, 0.25, 0)	0.9375
High	(0.75, 0.15, 0.15)	0.75
Medium	(0.5, 0.25, 0.25)	0.50
Low	(0.25, 0.15, 0.15)	0.25
Very low	(0, 0, 0.25)	0.625

Now, according to the proposed options and defined variables in the questionnaire and the results of counting provided answers in table 5, the fuzzy mean of each component has been calculated as follows:

$$A_i = (a_1^{(i)}, a_2^{(i)}, a_3^{(i)}), \quad i = 1, 2, ..., n. \tag{4.7}$$

In this equation, A_i indicates the view of expert i and A_{ave} states the view of experts [1]:

$$A_{ave} = (m_1, m_2, m_3) = \left(\frac{1}{n} \sum_{i=1}^{n} a_1^{(i)}, \frac{1}{n} \sum_{i=1}^{n} a_2^{(i)}, \frac{1}{n} \sum_{i=1}^{n} a_3^{(i)} \right) \tag{4.8}$$

The results of the fuzzy average of experts and also the defuzzification average related to the components are provided in table 6. Since the defuzzification average is higher than 0.6 for all indicators except demographic characteristics, therefore, all indicators are confirmed and the indicator of demographic characteristics is omitted.

Table 6: Fuzzy average of experts' opinion

Row	Component	β	α	m	Defuzzification average
1	Desire for beauty	0.12	0.20	0.78	0.76
2	Development-oriented organizational culture	0.11	0.17	0.81	0.79
3	Organizational aesthetics	0.13	0.20	0.75	0.73
4	Training aesthetics	0.08	0.21	0.85	0.81
5	Designing organizational aesthetics	0.08	0.21	0.65	0.61
6	Aesthetics function	0.11	0.21	0.78	0.75
7	Aesthetics experience	0.07	0.20	0.88	0.84
8	Organizational creativity	0.11	0.18	0.80	0.78
9	Organizational efficiency	0.16	0.19	0.53	0.52
10	Creative leader	0.11	0.18	0.80	0.78
11	Aesthetics structure of the organization	0.13	0.20	0.68	0.66
12	Need for beauty	0.13	0.19	0.63	0.61
13	Organization's mechanisms	0.17	0.20	0.61	0.60
14	Aesthetics emotion	0.17	0.16	0.63	0.63
15	Motivations of environment	0.10	0.17	0.79	0.77
16	Psychological factors	0.11	0.20	0.77	0.74

4.3 Structural Equations

In this section of research, the validity and reliability of data-collecting tools have been investigated. There are four indicators in this equation, factor loading, average variance extracted or developed; compositional reliability, and Cronbakh's Alpha which are provided for every variable in the following. As shown in table 7, standardized factor loading is between 0.41 and 0.961, also, the compositional reliability coefficient is higher than 0.6 for all structures, in other words, the measurement tool is reliable. Investigating the results in table 7 shows that AVE is higher than 0.5 for all structures, therefore the convergent validity of measurement tools is confirmed.

Table 7: Investigating the validity of the research tool's structure

Comprehensive themes	Organizer themes	Factors Loading	AVE	C.R. (compositional reliability)	Cronbach's Alpha
Contextual factors	Desire for beauty	0.68 0.59 0.84	0.7	0.71	0.81
	Development-oriented organizational culture	0.56 0.58 0.59 0.84 0.83 0.58	0.63	0.67	0.84
Category	Organizational aesthetics	0.62 0.61 0.66 0.70	0.69	0.61	0.8
Strategy	Training aesthetics	0.70 0.85 0.60	0.64	0.62	0.81
	Designing organizational aesthetics	0.73 0.81	0.64	0.65	0.84
	Aesthetics function	0.83 0.65 0.76 0.55	0.62	0.6	0.79
Consequences	Aesthetics experience	0.77 0.63 0.72 0.57	0.63	0.67	0.75
	Organizational creativity	0.81 0.74	0.62	0.62	0.72
	Organizational efficiency	0.80 0.80	0.63	0.69	0.74
	Creative leader	0.57 0.70 0.77 0.83	0.68	0.6	0.82
	Aesthetics structure of organization	0.85 0.79 0.70 0.71	0.68	0.69	0.84
Causal factors	Need for beauty	0.64 0.78	0.74	0.65	0.76
	Organization's mechanisms	0.56 0.58 0.78 0.61	0.6	0.69	0.78
	Aesthetics emotion	0.81 0.69	0.74	0.68	0.84
Intervening factors	Motivations of environment	0.84 0.58	0.74	0.62	0.78
	Psychological factors	0.59 0.80	0.72	0.71	0.83

The divergent validity (discriminant validity) of measurement tools has been assessed by Fornell and Larcker criterion [10]. In this research, numbers on the diagonal, which is the square root of the average variance numbers, should be higher than all the correlation coefficients in its row to confirm the discriminant validity. As we can see in table 8, the numbers on the diameter were higher than all the correlation coefficients in the row, which indicated the confirmation of discriminant validity.

Table 8: Divergent validity results (discriminant validity)

	Desire for beauty	organizational culture	Organizational aesthetics	Training aesthetics	Designing organizational aesthetics	Aesthetics function	Aesthetics experience	Organizational creativity	Organizational efficiency	Creative leader	Aesthetics structure of the organization	Need for beauty	Organization's mechanisms	Aesthetics emotion	Motivations of environment	Psychological factors
Desire for beauty	0.794															
Organizational culture	0.317	0.799														
Organizational aesthetics	0.321	0.287	0.682													
Training aesthetics	0.383	0.436	0.472	0.673												
Designing organizational aesthetics	0.339	0.43	0.411	0.254	0.753											
Aesthetics function	0.29	0.339	0.301	0.397	0.417	0.736										
Aesthetics experience	0.484	0.46	0.425	0.327	0.431	0.259	0.761									
Organizational creativity	0.484	0.325	0.218	0.5	0.27	0.214	0.369	0.671								
Organizational efficiency	0.407	0.495	0.302	0.432	0.47	0.377	0.295	0.243	0.687							
Creative leader	0.49	0.391	0.347	0.336	0.455	0.468	0.256	0.419	0.387	0.699						
Aesthetics structure of organization	0.328	0.26	0.227	0.4	0.424	0.267	0.474	0.329	0.369	0.689						
Need for beauty	0.287	0.295	0.412	0.323	0.363	0.454	0.233	0.316	0.378	0.277	0.441	0.682				
Organization's mechanisms	0.438	0.495	0.325	0.233	0.23	0.322	0.39	0.283	0.498	0.252	0.306	0.268	0.744			
Aesthetics emotion	0.4	0.466	0.34	0.46	0.494	0.376	0.251	0.382	0.367	0.435	0.468	0.276	0.36	0.735		
Motivations of environment	0.308	0.381	0.481	0.279	0.351	0.248	0.241	0.279	0.425	0.413	0.22	0.282	0.299	0.466	0.698	
Psychological factors	0.427	0.387	0.217	0.455	0.422	0.308	0.346	0.219	0.214	0.349	0.248	0.435	0.322	0.334	0.45	0.705

4.4 Assessing Structural Equations Models

In this section, structural model has been assessed and the general model of the research is fitted. In order to do it, significance and the root coefficient of the research has been investigated by using Bootstrap method (sequential and repeated sampling) and Student t-test statistics. As it can be observed in the following table, the amounts of the determination coefficients for the latent variables of the model indicate the influence of dependent variables on independent variable. For each variable, the determination coefficient was higher than expected. According to the obtained results, it can be concluded that the model developed in the qualitative section (figure) has acceptable validity and reliability and can be used as a reliable model to explain the model of organizational aesthetics in governmental organizations.

Table 9: Determination coefficient of research model

structures	Determinant coefficient (R^2)	CV.RED
Desire for beauty	0.535	0.378
Development-oriented organizational culture	0.321	0.374
Organizational aesthetics	0.549	0.523
Training aesthetics	0.408	0.308
Designing organizational aesthetics	0.312	0.522
Aesthetics function	0.391	0.426
Aesthetics experience	0.404	0.554
Organizational creativity	0.562	0.347
Organizational efficiency	0.523	0.415
Creative leader	0.559	0.364
Aesthetics structure of the organization	0.413	0.399
Need for beauty	0.323	0.518
Organization's mechanisms	0.347	0.524
Aesthetics emotion	0.379	0.334
Motivations of environment	0.345	0.487
Psychological factors	0.563	0.36

5 Discussion and conclusion

The purpose of this research is to propose an organizational aesthetics pattern that can help overcome the main analytical challenges resulting from the organizational aesthetics research agenda. Therefore, in this research, after thinking about these challenges by using existing methodological and empirical literature, and by stating how these problems have been experienced in elite fieldwork, an organizational aesthetics model is provided that demonstrates its benefits in an empirical environment. Interviews were analyzed by using Grounded-Theory and 189 items were identified as primary concepts from the context of the interview by open coding they are categorized as 16 organizer themes, 50 basic themes, and five categories. The dimensions of causal condition (2 organizer themes and 8 basic themes), intervening condition (2 organizer themes and 4 basic themes), contextual condition (2 organizer themes and 9 basic themes), strategic condition (3 organizer themes and 9 basic themes) and consequential condition (5 organizer themes and 16 basic themes) were determined and the process of activity and the pattern were created in the following. Also, according to the obtained results, it can be conducted that the composed model in the qualitative section has acceptable validity and reliability and it can be applied as a trustful model for designing organizational aesthetics patterns. The assumption that the power to control cultural identity, especially which exists in the characteristics of organizational aesthetics, is hidden, is suggested to organizational managers to create conscious, powerful, and meaningful informal behavior patterns in their organization's behavior, so that these behaviors - at least to some extent - induce the identity that the management wants between the employers and the aesthetics mechanisms emerge so that the aesthetics enjoy is created in the employers of the organization as a result. It is suggested that the attempts of managers are distinguished in setting the identity and cultural control by aesthetics and spatial tools (in assumed and understood spaces) and bring this possibility to the employers to reduce the systematic attempts for abusing and ridiculing the management's aesthetics massages. Our analysis of a space where workers designed in response to the embodied management's messages in understood space and interpretations which workers provided from these bottom-up processes of partisan architecture brings us the possibility to propose that this process should be considered as an action. Resistance and attempt to create anti-identity rules by the employers of the organization. Perhaps this case study consists of investigating the intense changes in terms of aesthetics and also identity. Or maybe because the workers and labor unions are more aware of the hidden forms of imposed controls on them by cultural tools and potential consequences which are created by new ones. Organizational space may create attempts to regulate identity through aesthetics and spatial remained obvious on the surface and provoked continuous hostility and resistance in terms of working relationships.

Aesthetics challenges are an obvious issue that updates daily along with discussion in the new structure which leads to resistance and emergence of interpretation about assumed and understood spaces that still threaten the coherent organizational identity. According to this issue, it is suggested to managers that inside strengthen the need for beauty in organization between their employers, show the aesthetics dimensions with successful experiences in other organizations to their employers which is the best way for this issue is to use informal advertisements about successful experiences in the organization. The results and opinions of experts show that the policy of external organizational identity should be considered while studying the aesthetic dimensions of internal organizational identity setting. It is suggested to managers consider external the organization identities as inseparable part of internal to the organization power relationships in the organization and provide tools to promote new forms of organizational aesthetics. It means those tools which are accepted as a part of external to the organization behavior process. Strong groups and close

internal to the organization networks are vital for emerging and distributing the mutual interpretation of embodied massages in new organizational aesthetics and noise actions. Therefore, it is suggested to managers that inside create the need for beauty in organization, strengthen informal groups in organization to strengthen the organizational aesthetics process.

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