

## The effect of organizational uprightness behaviors on organizational brilliance through the mediation of pioneer vigilance: analytical research of the opinions of a sample of administrators at the national retirement authority - Baghdad

Shamael Abdul Karim Ibrahim<sup>1\*</sup>, Maysoon Ali Hussein<sup>2</sup>

<sup>1,2</sup>College of Administration and Economics - Iraqia University; shamayle.abd.ibrahim@aliraqia.edu.iq (S.A.K.I)  
muson71@yahoo.com (M.A.H).

**Abstract:** The study aimed to determine the effect of Organizational Uprightness Behaviors with its dimensions (empathy, trust, integrity, optimism) in Organizational Brilliance with its dimensions (leadership Brilliance, service Brilliance, creativity, knowledge Brilliance) by mediating the Pioneer Vigilance with its dimensions (survey and research, cooperation and communication, evaluation, and judgment) in the National Retirement Authority in Baghdad. The descriptive analytical approach was adopted for the purpose of the study in the research community, by distributing a questionnaire to a random sample of (169) individuals suitable for analysis from the total community of (328) individuals, represented by a group of employees in the Authority, by adopting the questionnaire as a primary tool in collecting data. Statistical programs were used to analyze the data, including (Smart Pls 4, SPSS, v.28, AOMS, and V26). The research attempted to answer several questions that express the research problem, the most important of which was: Is there an impact of organizational uprightness behaviors in achieving organizational Brilliance mediated by pioneer vigilance? The importance of applying the research in the Iraqi National Retirement Authority lies in the fact that it is one of the critical organizations that target a broad segment of Iraqi society who have spent their youth-serving the country and who deserve to find the best ways to serve them and complete their transactions with all respect and appreciation, and facilitate procedures as quickly as possible. The validity of the hypotheses that stated the existence of a significant and statistical effect of organizational uprightness behaviors on organizational Brilliance was proven, and pioneer vigilance has a clear role in enhancing the size of this effect through partial mediation. The results indicate that the number and quality of publications in Organizational Uprightness Behaviors, Pioneer Vigilance, Organizational Brilliance contribute deeply to enriching and rooting this trend, in addition to the need to encourage platforms and climates for research and authorship in this vital and relevant field.

**Keywords:** *Iraqi national retirement authority, Organizational brilliance, Organizational uprightness behaviors, pioneer vigilance.*

### 1. Introduction

Organizational Uprightness behaviors have been one of the primary and essential factors in all organizations since ancient times for their role in enhancing success and sustainability and their contribution to understanding the feelings of others, caring about their desires and problems, encouraging the spirit of cooperation, and understanding between individuals, complying with ethical principles and fundamental values, acting with integrity and transparency in all activities and decisions, instilling optimism in everyone's souls and anticipating successes that stimulate creativity and innovation. They act as a force that inspires employees to perform more and unleash positive energies to

achieve high performance and organizational Brilliance, which is one of the modern trends. It is a philosophy that aims to achieve the organization's goals and ensure its survival through its components, which are a mixture of the beautiful feelings that individuals possess that lead to the highest level of satisfaction, well-being, and creativity that distinguishes the organization from other organizations in the long term, with the need to seize all new opportunities and exploit them. Here, the role of pioneering Vigilance in administrative sciences emerges as it achieves a competitive advantage and the possibility of continuous adaptation. From this standpoint, the current research seeks to understand the impact of organizational Uprightness behaviors on Brilliance. The organizational mediation of Pioneer Vigilance provides a model that includes these variables and helps improve performance. One of the most important justifications for choosing the research topic is the relative novelty of the variables and the need for more research and detail in the dimensions and concepts. In terms of application, the National Retirement Authority is a vital institution that needs to highlight the most critical problems identified and attempts made to address them. In order to achieve the previously mentioned goals and to complete the research and reach the goals mentioned above, the descriptive analytical approach was adopted as it is one of the most appropriate approaches for this type of research.

## 2. Study Methodology

### 2.1. Statement of Problem

The real problem in the Authority emerged in the form of some reviewers complaining about securing their retirement transactions due to the shortage in the number of employees responsible for processing retirement transactions compared to the number of reviewers increasing annually, which makes the weakness clear in the leadership style in the Authority represented by dividing duties and distributing employees in departments and divisions according to need, in addition to the lack of knowledge since some employees hold an elementary or middle school certificate and whose duties are in archiving and preservation and are not entitled to practice administrative tasks, direct and guide retirees and complete transactions, in addition to the weakness of service and creativity in work methods as there are no modern work mechanisms that help reviewers track the progress of their retirement transactions electronically and notify them in the event of a shortage in the transaction or its completion, which requires their presence once to reduce the momentum in the Authority. The mistreatment of the elderly by some employees also requires strengthening organizational uprightiness behaviors represented by sympathy and spreading the spirit of cooperation and communication with all parties in order to provide the best services. In addition, the contribution of pioneering Vigilance is represented by scanning and searching for information to exploit the best opportunities to develop work mechanisms and process transactions as quickly as possible. The research problem revolves around answering the following central question: (What is the impact of organizational Uprightness behaviors on organizational Brilliance mediated by entrepreneurial alertness?)

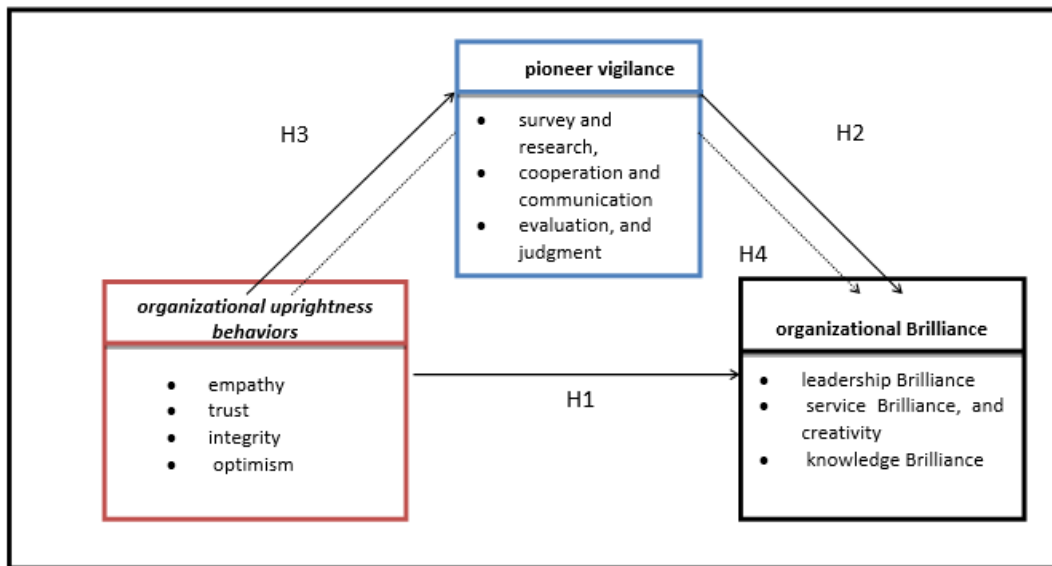
### 2.2. Search Objectives

The study aims to demonstrate the extent to which Organizational Uprightness Behaviors contribute to supporting Organizational Brilliance using Pioneer Vigilance, which has an intermediary role. The following is a summary of those goals in the following points:

1. 1. Provide a cognitive model that includes the research variables (organizational integrity, organizational Brilliance, Pioneer Vigilance) and diagnose the nature of the conceptual relationship between them.
2. 2. Diagnosing the level and extent of practicing the three research variables (organizational integrity, organizational Brilliance, and Pioneer Vigilance) in the National Retirement Authority.
3. 3. Identifying the nature of the impact between the three research variables in the National Retirement Authority.
4. 4. Developing new work mechanisms and methods that help the Authority develop its work.

### 2.3 Hypotheses and Study Model

The model was designed to reflect the study variables and their connections, as shown in Figure (1).



**Figure 1.**  
Study model.

Hypotheses will be formulated:

1. **The First hypothesis (H<sub>1</sub>):** There is a moral and statistical effect of Organizational Uprightness Behaviors in Organizational Brilliance
2. **The Second hypothesis (H<sub>2</sub>):** There is a moral and statistical effect of Pioneer Vigilance in Organizational Brilliance
3. **The Third hypothesis (H<sub>3</sub>):** There is a moral and statistical effect of Organizational Uprightness Behaviors in the Pioneer Vigilance
4. **The fourth hypothesis (H<sub>4</sub>):** There is a moral and statistical of Organizational Uprightness Behaviors on Organizational Brilliance through Pioneer Vigilance in its mediating role.

### 2.4. Study Community and Sample

The research community consisting of (328) employees was counted, as the selection process for the community was carried out entirely according to the simple inspection of the National Retirement Authority / Baghdad.

Study sample: A random sample of (177) respondents were selected from that community according to the equation (Stephen Thompson) explained later. The questionnaire was distributed to them to survey their opinions on the research topic. (172) questionnaires were retrieved from them. When the questionnaires were subjected to the auditing stage, it was found that there were (3) questionnaires that were not suitable for entering the statistical analysis stage, so they were excluded. Thus, the size of the research sample became (169) respondents from the targeted respondents, constituting (98%) of the individuals of the targeted community in the research.

### 2.5. Tools Used in Collecting Study Data

To enrich the theoretical aspect, we used various scientific sources, including Arab and foreign books and studies, Internet studies, master's theses, and relevant doctoral dissertations that covered the theoretical aspect of the study. The practical part: The questionnaire represents the primary tool for the practical part of the study. The questionnaire consisted of variables (Organizational Uprightness Behaviors [1], Pioneer Vigilance [2], Organizational Brilliance [3] [4]), with a total of (51) dimensional indicators of the study variables. A five-point Likert scale was used, as shown in Table 1.

**Table 1.**  
Likert scale.

Very weak	Weak	Average	High	Very high	The level of practice	Very weak
1	2	3	4	5	Grade	1

The questionnaire was also designed to address the field of study and the opinions of the researchers, as shown in Table (2).

**Table 2.**  
Questionnaire structure and approved source.

Study variables	Dimensions	Number of indicators	Resources
Organizational uprightness behaviors	Empathy	6	(Cameron,2004)
	Trust	6	
	Integrity	6	
	Optimism	6	
Pioneer vigilance	Survey and research	5	)Tang et al.,2012(
	Cooperation and communication,	5	
	Evaluation, and judgment	5	
Organizational brilliance	Leadership Brilliance	4	)Spoelstra, 2009 )Ahmed et al, 2022(
	Service Brilliance, and creativity	4	
	Knowledge Brilliance	4	

## 3. Theoretical Review of the Study

### 3.1. Organizational Uprightness Behaviors

1. Organizational Uprightness Behaviors concept: Researcher (Kim Cameron), a professor at the University of Michigan Business School, is the first pioneer in researching the topic of organizational integrity, as the first references to the term began in his hands in the year (2003) when he indicated that organizational integrity is one of the essential concepts in positive psychology [5], defined by [6] as a group of aligned virtues that work to elevate positive human behavior and transform into a culture that prevails in the organization in all its departments to prepare its members to face challenges.

Organizational Uprightness Behaviors Importance: Integrity works as a force that inspires workers to integrate a shared vision. It motivates them to work together within the organization's shared mission and supports self-development. Developing a sense of responsibility and pride helps unleash positive energies among workers to achieve high performance. It also enhances employees' sense of self-respect, independence, and commitment [7].

Organizational Uprightness Behaviors objective: Integrity at work aims to create an environment that enhances self-respect, develops human capital, and achieves well-being [8]Organizational integrity is linked to positive results and not just staying away from negative results, produces positive energy in

the organization, supports growth and vitality in individuals, and motivates increased exceptional performance [9].

Dimensions of Organizational Uprightness Behaviors Organizational integrity is those organizational contexts that support human interaction, trust, and honesty individually and collectively and work to spread, develop, and sustain them. Accordingly, it can be said that organizational integrity is ethical values that are dealt with by realizing a specific behavior in life [10] and the dimensions of organizational integrity can be explained from the perspective of several researchers, such as

- A. Empathy refers to an individual and collective state of mind reflected in the motives and intentions to alleviate the suffering of others as a dimension of humanity and collective observation of the suffering of individuals who suffer from continuous work pressures [11] Organizational empathy is related behavior in which employees feel cooperative with each other, and where feelings of compassion and sympathy prevail among them [12].
- B. Trust: It is the positive expectations of employees about the competence and reliability of the organization's members at the level of their relationships with their colleagues and at the level of their relationships with their superiors under conditions exposed to danger and bearing responsibility and that organizational trust is the belief of the individual and the organizational leader in the goals and decisions The organization's policies and mutual trust with each other in terms of intention behavior [13].
- C. Integrity Overall, integrity is linked to ethical values and the process of blending values and integrity strengths into organizations that adopt this philosophy. This approach emphasizes avoiding unwanted or illegal behavior and adhering to ethical standards when performing the task. Organizations that adopt an ethical philosophy indeed lead to organizational integrity because positive ethical values lead to an honest organization [14].
- D. Optimism: [15]described optimism as a motivator for individuals, personality traits, and a way of thinking contributing to the decision-making process. It is a skill that can be learned or acquired. Optimism at the organizational level refers to the organizational context in which members collectively believe, based on the saying, " We will survive and succeed despite the significant challenges).

### 3.2. Pioneer Vigilance

1. Pioneer Vigilance concept :The origins of the concept of Pioneer Vigilance and the first research attempts go back to the writings of the Australian economist (Kirzner) who introduced this term in the literature of entrepreneurship [16] ,He was the first to identify the role that Pioneer Vigilance plays in helping entrepreneurs become more aware of new opportunities using limited evidence in different ways [17] and described it [18] as the awakening of the entrepreneur and his ability to perceive, discover, exploit and seize neglected opportunities in light of a high degree of risk to obtain a competitive advantage.

2. The importance of Pioneer Vigilance: Pioneer Vigilance is a means of providing opportunities for the organization and helping it seize them, enter new markets, generate new products and services, and thus increase profitability [19] (Vigilance helps entrepreneurship respond to dynamic environmental changes, helps the manager make decisions when there is insufficient information, and helps improve entrepreneurial behavior by helping not only identify patterns and opportunities in the early stages of the organization's development but also forms a continuous basis for adapting to entrepreneurship during the opportunity development stage [20])

3. Pioneer Vigilance objectives: Anticipate the opportunities available to the organization and exploit them well, reduce threats and risks as much as possible, prepare to confront them, and identify the best practices that achieve positive advantages for the organization and its strategies in a way that ensures that it confronts competitors in its sector of work and compares the organization's performance with the performance of its competitors to develop performance and gain a competitive advantage [21].

4. **Dimensions of Pioneer Vigilance:** Many researchers have addressed the dimensions of Pioneer Vigilance, and three dimensions will be chosen that are consistent with the objectives of the research and its environment, namely (scanning and research, cooperation and communication, and evaluation and judgment), which will be explained according to the following

- A. **Scanning and searching:** The scanning and searching process focuses on the continuous efforts of entrepreneurs to seek to find new opportunities, seize them, and provide new innovative products through the use of information and knowledge that competitors do not possess [22] The researched information is embodied in the mental inventory of individuals, as this sensory storage enhances the development of the knowledge base For the individual, whether implicit or explicit [23].
- B. **Collaboration and communication** enable entrepreneurs to develop plans and create unique connections. Moreover, automatically link irrelevant information to each other by analyzing characteristics and forming new links. When creating a connection, the entrepreneur will re-examine relevant information in the environment to verify the feasibility of these new connections [24].
- C. **Evaluation and judgment:** Evaluation means valuing the opportunities available in the environment on the one hand and knowing the credibility of the available information on the other hand. It differs from the human sense, which prefers the most likely opportunity, which does not depend on scientific analysis but rather on the accumulated experiences of the entrepreneur [25].

### 3.3. Organizational Brilliance

5. **Organizational Brilliance Concept :** Organizations face several challenges that push them to search for innovative ways to achieve their goals in providing services with the highest possible efficiency and different activities and fields and seek to obtain a position with their customers or audience. They also seek to enhance their competitive capabilities, and competitive ability is one of the most prominent features of organizational Brilliance [26], The difference between excellence and Brilliance is that excellence focuses on managing and improving operations, while Brilliance focuses on resources, organizational capabilities, and knowledge management that are difficult to imitate to achieve the organization's goals [27].

6. **The importance of Organizational Brilliance** The use of the concept of Brilliance has increased by many local and international organizations by adopting creativity in most of their technical and administrative activities, and based on reports issued by the European Organization for Quality Management confirm that brilliant or superior organizations are those that achieve sustainability ineffective performance processes, in addition to achieving satisfaction for most stakeholders in a way that exceeds their requirements and expectations [28].

7. **Organizational Brilliance Objectives** Achieving continuous organizational well-being for employees through success and continuous progress in the business world and organizational sustainability. Moreover, improving the quality of customer services and products contributes to the organization obtaining local and international awards [29].

8. **Dimensions of Organizational Brilliance:** Researchers and writers in the field of management in general and human resources management and organizational behavior, in particular, have addressed the dimensions of organizational Brilliance. The dimensions of organizational Brilliance will be clarified according to the perspective of several researchers, which will be clarified according to the following: -

- A. **Leadership brilliance :** Leadership brilliance means the ability to analyze and predict under different environmental conditions, which contributes to maintaining flexibility and enabling workers to bring about organizational change processes when necessary. It is defined as "the capabilities and characteristics possessed by an individual or group of individuals that contribute to influencing the achievement of the organization's goals [30].

- B. brilliance through service and innovation :Brilliance in service and innovation means developing the specifications of services provided to customers and offering exceptional prices due to the unique advantages of the service that are difficult for other organizations in the same industry to imitate or copy [31], and service Brilliance and innovation represent a set of activities or advantages provided by The organization to customers in a way that gives a positive impression in the minds of customers and makes them feel that they are receiving a distinguished service [32].
- C. brilliance with knowledge :ThBrilliance of knowledge contributes to many activities, the most important of which is increasing the effectiveness of decision-making in all its stages, whether in the stage of defining the problem, choosing the alternative, or evaluating the alternatives, by providing decision-makers with all the necessary information and data that make it an effective process, and it also works to improve the ability of workers or individuals to know what is related to the tasks assigned to them [33](Al Dulaimi & Al-Hindawy, 2023: 9).
- D. 3. Analyze and discuss the results of the descriptive statistic of search variables  
 3-1. Independent variable (Organizational Uprightness Behaviors): Results analyses using (SPSS, V.28) show that a variable (Organizational Uprightness Behaviors) achieved Arithmetic mean (3.186) and at an average level, the Standard deviation (S.dv) variable of (0.545), with a coefficient of deviation (17.11), as in table (3).

**Table 3.**  
Summary of dimensions of the lean manufacturing variable.

No.	Dimensions of the lean manufacturing variable	M	S.dv	CV	Ranking of variables
1	Empathy	3.346	0.656	19.61	2
2	Trust	2.896	0.790	27.28	4
3	Integrity	3.250	0.650	20.00	3
4	Optimism	3.252	0.616	18.94	1
lean manufacturing variable		3.186	0.545	17.11	

Source: output of the program (SPSS, V.28).

#### 3.4. Mediating Variable (Pioneer Vigilance)

Results analyzed using ( SPSS, V.28) show the variable (Pioneer Vigilance) achieved Arithmetic mean (2.949) and at average level, the (S.dv) (0.749), with a coefficient of deviation ( 25.40) as in table (4).

**Table 4.**  
Summary of the dimensions of the pioneer vigilance variable.

No.	Dimensions of the Pioneer Vigilance variable	M	S.dv	CV	Ranking of variables
1	Survey and research	3.103	0.747	24.07	1
2	Collaboration and communication	2.950	0.916	31.05	3
3	Evaluation and judgment	2.793	0.821	29.39	2
Pioneer vigilance variable		2.949	0.749	25.40	

Source: output of the program (SPSS, V.28).

#### 3.5. Depended Variable (Organizational Brilliance)

Results analyzed using (SPSS, V.28) show the variable (the Organizational Brilliance) achieved Arithmetic mean (2.939) and at average level, the (S.dv) variable of (0.623), with a coefficient of deviation (21.20) as in table (5).

**Table 5.**  
Summary of dimensions of the organizational brilliance variable.

No.	Dimensions of organizational brilliance variable	M	S. dv.	CV	Ranking of variables
1	Brilliant leadership	2.999	0.728	24.27	1
2	Brilliance with service and creativity	2.988	0.741	24.80	3
3	Shine with knowledge	2.831	0.692	24.44	2
Organizational Brilliance variable		2.939	0.623	21.20	

Source: output of the program (SPSS, V.28).

### 3.6. Relative Importance of Study Variables

Table (6) shows the summary of the relative importance of search variables

**Table 6.**  
Summary of the importance of the study variables

Ranking of variables	CV	S	M	variables	No.
1	17.11	0.545	3.186	Organizational uprightness behaviors	1
3	25.40	0.749	2.949	Pioneer vigilance	2
2	21.20	0.623	2.939	Organizational brilliance	3

It is evident from the results of Table 6 that the level of availability of the study variables was as follows: Organizational Uprightness Behaviors variable came in the highest ranking, with a (S.dv) (0.545) and a coefficient of variation of (17.11), Pioneer Vigilance variable achieved the last percentage level in terms of the arithmetic mean, as it came in first ranking, reaching (2.949), with an (S.dv) (0.749), and the highest coefficient of variation was (25.40).

## 4. Test Study Hypotheses

### 4.1. The First Hypothesis (H1)

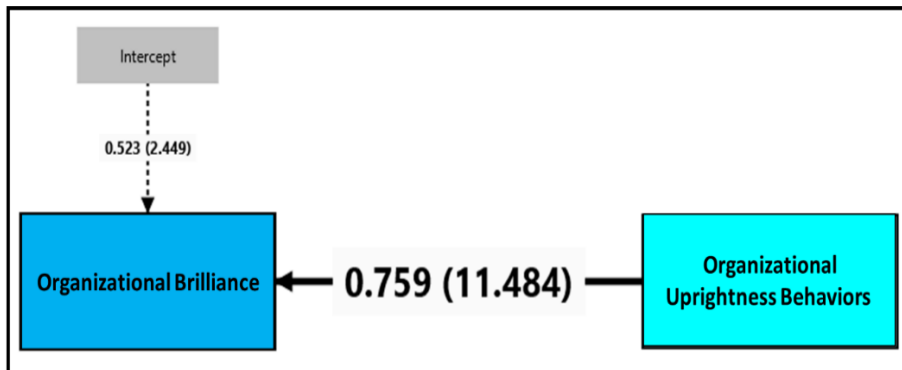
There is a moral and statistical effect of Organizational Uprightness Behaviors in Organizational Brilliance

**Table 7.**  
Analysis of the effect of the dimensions of organizational uprightness behaviors on organizational brilliance.

Dependent variable	Variable dimensions of organizational uprightness behaviors		(R <sup>2</sup> )	Adj R <sup>2</sup> (	(F)	(t)	Sig.	
Organizational brilliance	Empathy	)α(	1.633	0.169	0.164	33.977	5.829	0.000
		(β)	0.390					
	Trust	)α(	1.663	0.313	0.309	75.968	8.716	0.000
		(β)	0.441					
	Integrity	)α(	1.014	0.383	0.379	103.697	10.183	0.000
		(β)	0.593					
	Optimism	)α(	1.152	0.296	0.291	70.100	8.373	0.000
		(β)	0.550					
	Organizational Uprightness Behaviors	)α(	0.523	0.441	0.438	131.890	11.484	0.000
		(β)	0.759					



Table 7 and Figure 2 show the results of analyzing the effect of Organizational Uprightness Behaviors on Organizational Brilliance, as the extracted (F) value was (131.890). The result indicates an effect of lean manufacturing on Organizational Brilliance. Therefore, this hypothesis is accepted: There is a statistically significant and significant effect of Organizational Uprightness Behaviors on Organizational Brilliance.



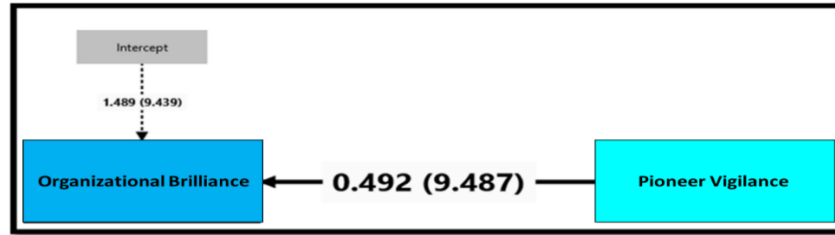
**Figure 2.** Analysis of the effect of organizational uprightiness behaviors on organizational brilliance. **Source:** Smart pls 4 program output

4.2. The Second Hypothesis (H<sub>2</sub>)

Which states there is a moral and statistical effect of Pioneer Vigilance in Organizational Brilliance Table (8) and Figure (3) show the results of the effect analysis of the Pioneer Vigilance on Organizational Brilliance, as the extracted (F) value reached (90.001). The result indicates an effect of the Pioneer Vigilance on Organizational Brilliance. In light of this result, the hypothesis that states there is an effect is accepted. It has statistical and moral significance for the Pioneer Vigilance in Organizational Brilliance

**Table 8.** Effect analysis of the dimensions of pioneer vigilance on organizational brilliance.

Dependent variable	Variable dimensions of Pioneer Vigilance		(R <sup>2</sup> )	Adj (R <sup>2</sup> )	(F)	(t)	Sig	
Organizational Brilliance	evaluation, and judgment	)α(	1.548	0.289	0.285	67.906	8.241	<b>0.000</b>
		(β)	0.448					
	survey and research	)α(	1.942	0.247	0.243	54.882	7.408	<b>0.000</b>
		(β)	0.338					
	cooperation and communication,	)α(	1.719	0.332	0.328	82.986	9.110	<b>0.000</b>
		(β)	0.437					
	Pioneer Vigilance	)α(	1.489	0.350	0.346	90.001	9.487	<b>0.000</b>
		(β)	0.492					



**Figure 3.**  
Effect analysis of pioneer vigilance on organizational brilliance.  
Source: smart pls 4 program output

4.3. The Third Hypothesis(H<sub>3</sub>)

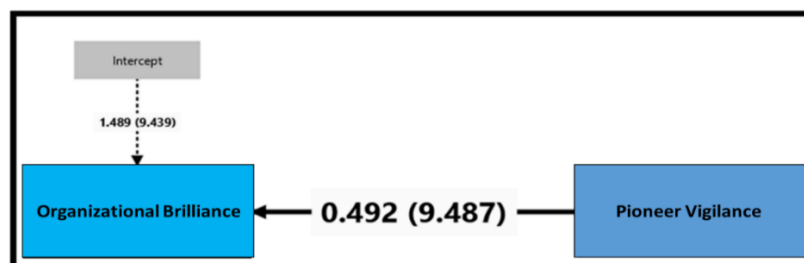
*There is a moral and statistical effect of Organizational Uprightness Behaviors in the Pioneer Vigilance*

The dimensions of lean manufacturing have a statistically significant effect on Pioneer Vigilance.

Table (9) and Figure (4) show the results of the effect analysis of Organizational Uprightness Behaviors on Pioneer Vigilance, as the extracted (F) value reached (200.269). The result indicates an effect of Organizational Uprightness Behaviors on Pioneer Vigilance. In light of this result, the hypothesis is accepted: There is a statistically significant and significant effect of Organizational Uprightness Behaviors on Pioneer Vigilance.

**Table (9).**  
Effect analysis of the dimensions of organizational uprightiness behaviors on the pioneer vigilance.

Mediator variable	Variable dimensions of organizational uprightiness behaviors		(R <sup>2</sup> )	Adj )R <sup>2</sup> (	(F)	(t)	Sig	
Pioneer vigilance	Empathy	)α(	1.504	0.143	0.138	27.854	5.278	0.000
		(β)	0.4320					
	Trust	)α(	0.848	0.586	0.583	236.141	15.367	0.000
		(β)	0.7260					
	Integrity	)α(	0.814	0.325	0.321	80.513	8.973	0.000
		(β)	0.6570					
		)α(	0.463	0.395	0.391	108.997	10.440	0.000
		(β)	0.7640					
	Organizational Uprightness Behaviors	)α(	0.283	0.545	0.543	200.269	14.152	0.000
		(β)	1.014					



**Figure 4.**  
Effect analysis of organizational uprightiness behaviors on pioneer vigilance.  
Source: smart pls 4 program output

#### 4.4. The Fourth Hypothesis ( $H_4$ )

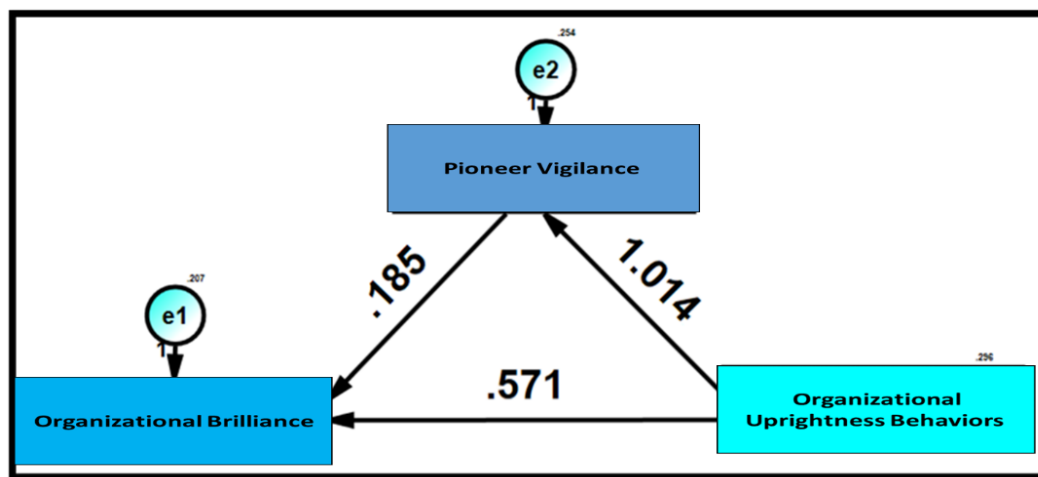
There is a moral and statistical of Organizational Uprightness Behaviors on Organizational Brilliance through Pioneer Vigilance.

**Table 10.**

The direct and indirect effect of organizational uprightiness behaviors on organizational brilliance through a pioneer vigilance.

Search Variables		Indirect effect	Direct effect	S.E.	C.R	P direct effect	P indirect effect	Type of mediation
Pioneer vigilance	Organizational uprightiness behaviors	---	1.014	0.071	14.194	0.000	---	---
Organizational brilliance	Organizational uprightiness behaviors	0.188	0.571	0.096	5.966	0.000	0.000	Partial mediation
Organizational brilliance	Pioneer vigilance	---	0.185	0.070	2.658	0.000	---	---

Source: output of the program (smartpls4).



**Figure 5.**

The direct effect of organizational uprightiness behaviors on organizational brilliance through a pioneer vigilance.

Source: Smart pls.4 program output.

## 5. Conclusions and Recommendations

### 5.1. Conclusions

1. The results of the descriptive analysis showed that the variable of organizational Uprightness behaviors ranked first in terms of relative importance for the research variables in the National Retirement Authority, followed by the variable of Pioneer Vigilance ranked second in terms of relative importance, and the variable of organizational Brilliance ranked last in terms of sample agreement.
2. The Authority adheres to ethical and legal standards in all its activities, and the Authority works with integrity and transparency in organizing and implementing its activities and applying policies and procedures fairly and accurately, without bias or corruption.
3. The results of the descriptive analysis of the variable of Pioneer Vigilance in the Authority showed that it was at a reasonable level according to the opinions of the

research sample, as the respondents' answers indicated that the Authority could deal with external challenges and opportunities.

4. The results of the descriptive analysis of the organizational brilliance variable in the National Retirement Authority proved that it was at a reasonable level, according to the opinions of the research sample, that the Authority's management works to achieve performance excellence and develop the services provided to reviewers and excel in providing services to the retiree's segment.
5. The inferential statistical analysis using the simple linear regression test concluded that organizational Uprightness behaviors impact the organization. The integrity dimension was the most influential, while the sympathy dimension was the least influential on organizational Brilliance.
6. The results of the inferential statistical analysis showed that the dimensions of organizational Uprightness behaviors affect Pioneer Vigilance in the National Retirement Authority and that the trust dimension was the most influential on Pioneer Vigilance while the sympathy dimension was the least influential on Pioneer Vigilance.
7. The results of the inferential statistical analysis proved that the dimensions of Pioneer Vigilance affect the organization and that the evaluation and judgment dimension have the most significant impact on the organization. In contrast, the cooperation and communication dimension have the most negligible impact among the dimensions of Pioneer Vigilance.
8. From the previous results, it became clear that there is a vital role for the mediating variable represented by Pioneer Vigilance in influencing organizational Uprightness behaviors on organizational Brilliance and that this impact is partial, i.e., when the National Retirement Authority is interested in developing Pioneer Vigilance, this will add value to the Authority's work and future activity.

#### 5.2. Recommendations

1. Providing opportunities for employees to complete their studies to improve their cognitive abilities, attract experienced employees, and develop work-life balance programs to reduce work pressures on female employees, as they constitute the most significant percentage of employees.
2. Encouraging and establishing programs and initiatives that enhance and support organizational Uprightness behaviors among employees of the National Retirement Authority.
3. Developing concepts of Pioneer Vigilance in line with achieving organizational excellence by encouraging innovation and developing strategic capabilities among leaders and employees.
4. Focusing on organizational excellence programs, including encouraging and motivating strategies for employees to achieve excellence and innovation in their daily performance.
5. Seeking the help of universities and houses of expertise in developing leadership skills and personal capabilities for senior management and managers to motivate employees and improve the Authority's overall performance.
6. Spreading the culture of integrity at work and adhering to the correct principles and ethics of work through introductory meetings and seminars.
7. Hold periodic meetings to identify the most critical work problems, seek solutions to those problems, and clearly and transparently inform
8. A need to focus on providing services to retirees on an ongoing basis by establishing work mechanisms and practices that facilitate completing retirement transactions without complaints.

## Copyright:

© 2024 by the authors. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by/4.0/>).

## References

- [1] K. S. & L. M. Cameron, " Making the impossible possible: A case of positive Deviance in organizational performance," University of Michigan School of Business, 2004.
- [2] J. K. K. M. M. & B. L. Tang, "Entrepreneurial Alertness in Pursuing New Opportunities,," Journal of Business Venturing, pp. 77-94, 27 1 2012.
- [3] S. Spoelstra, "Organizational Brilliance: on blinding visions in organizations. Journal of Organizational Change Management," p. 373-385, 22 4 2009.
- [4] J. M. I. M. M. & A. A. Ahmed, "The Mediation Role of Psychological Empowerment on the Relationship Between Dialogical Leadership and Organizational Brilliance," Employee Responsibilities and Rights Journal, pp. 227 - 246, 2022.
- [5] A. A. Ghali-Hussein Harija and Amanah, "Organizational integrity as a moderating role in the relationship between perceived organizational support and organizational citizenship behavior," Iraqi Journal of Administrative Sciences, 2018.
- [6] M. H. a. A.-M. H. A. Al-Hussaini, "The role of organizational integrity in enhancing strategic sustainability, a survey study," University of Kufa, Journal of the Islamic University College, pp. 521-552, 2023.
- [7] F. Y. Y. N. & C. X. T. Zhu, "the Influence of Organizational Virtues on Employees' Constructive Behavior: The Role of Constructive Responsibility Perception and Proactive Personality," Journal of Human Resource and Sustainability Studies, pp. 719-736, 2022.
- [8] R. U. T. O. P. & B. C. Magnier-Watanabe, "Organizational virtuousness, subjective well-being, and job performance," Asia-Pacific Journal of Business Administration, 2020.
- [9] S. H. a. K. A. J. Rasan, "The role of organizational integrity in enhancing the social responsibility of the organization, a survey study of the opinions of doctors at Al-Sadr General Hospital in Maysan," Journal of Entrepreneurship for Finance and Business, 2021.
- [10] N. A. S. Kaviyani, To Investigate the Relation between Organizational Virtuousness and Organizational Commitment with Mediatory Role of Ethical Leadership, Science Arena Publications, 2019.
- [11] J. M. B. W. & A. A. Ntayi, "Organizational Virtuousness: The Customers' Perspective," African Social Science Review, pp. 106-163, 2019.
- [12] Y. S. S.-Y. R. H. K. Hur, "Organizational virtuousness perceptions and task crafting: the mediating roles of organizational identification and work engagement," Career Development International, 2017.
- [13] M. V. Ahteela, HRM bundles and organizational trust, John Wiley & Sons, Ltd, 2018.
- [14] S. Al-Jader, "Organizational Virtuousness and their Impact in Organizational Immune System: Analytical Research," REVISTA Geintec- Gestao Inovacao e tecnologias, pp. 771-784, 2021.
- [15] S. Frost, "Optimism at Work: Measuring and Validating Scales to Measure Workplace Optimism," Doctoral dissertation, Antioch University, 2021.
- [16] C. M. & K. J. A. Gaglio, "The psychological basis of opportunity identification: Entrepreneurial alertness,," Small Business Economics, pp. 95-111, 16 2 2001.
- [17] R. w. I. Z. W. & b. P. Hu, " Creativity, proactive personality, and entrepreneurial intention: the role of entrepreneurial alertness,," Frontiers in Psychology, 2018.
- [18] A. H. Al-Anezi Zainab Hashim Muhammad and Hadawi, "The role of Pioneer Vigilance in reducing organizational failure: An analytical study of a sample of leaders in Diyala General Company for Electrical Industries," Journal of Business Economics, 3 4 2023.
- [19] J. S. A. a. A. D. C. Al-Zaidi, "(2024), Applications of organizational socialization and its impact on supporting professional commitment (a field study in a sample of private colleges)," Journal of Economic and Administrative Studies, pp. 68-80, 2 3 2024.
- [20] I. M. a. D. F. S. Abdul Karim, " The impact of Pioneer Vigilance on outstanding performance, an applied study in the oil products distribution company," tikrit Journal of Administrative and Economic Sciences, pp. 65-82, 2020.
- [21] K. & Z. D. Karima, "The Impact of Strategic Vigilance on E-management in the National Railway Transport Company (SNTF)," Journal of Information Technology Management , pp. 202-230, 13 2 2021.
- [22] T. K. Shlaka, "The Effect Entrepreneurial Alertness in Achieving Strategic Superiority," al-Kut University College Journal, Volume The 5th ISC Towards Modern Trends and Advanced Management in Building a Contemporary Economic System, pp. 690-700, 2022.
- [23] P. T. H. D. A. K. S. P.-N. L. & M. J. E. Roundy, "Entrepreneurial alertness as a pathway to strategic decisions and organizational performance," Strategic Organization, pp. 192-226, 16 2 2018.
- [24] B. Urban, " Academic entrepreneurship focuses on entrepreneurial alertness, attitudes, norms, and beliefs," South African Journal of Higher Education, pp. 192-205, 2019.

- [25] I. Flak, "Entrepreneurial alertness and business performance within family businesses: strategic entrepreneurial behavior as a mediator," master's thesis, master's degree in commercial sciences., 2020.
- [26] P. Joshi, "To Study On Proactive Role Of H.R.," International Journal of Innovative Research and Advanced Studies, pp. 281-285, 11 4 2017.
- [27] M. G. a. M. S. A. Ismail, "The impact of skills Soft skills in achieving superior human resources performance: an analytical study in the colleges of the Iraqi university,s," Journal of Economic and Administrative Studie, pp. 378-398, 2 3 2024.
- [28] N. A. S. Mahmoud, "The role of strategic cohesion in enhancing organizational, a survey study of the opinions of a sample of leaders - administrative in Iraqi telecommunications companies Asia Cell, Zain Iraq Korek," Journal of the Center for Kufa Studies, 2022.
- [29] S. D. S. A. R. K. A. A.-H. M. A.-E. Hazim, "Sustainable Human Resource Management and Its Role In Achieving Organizational Brilliance: A Field Study In Kronji Company for Soft Drinks and Mineral Water," The Middle East International Journal for Social Sciences, pp. 50-58, 3 4 2022.
- [30] F. Dagher., "(2019), "Intrinsic capabilities and their role in enhancing organizational flexibility: an analytical study of the opinions of a sample of workers in the Presidency of the University of Mosul," Journal of Economics and Administrative Sciences, 2019.
- [31] W. Nafei, "The Role of Workplace Happiness in Achieving Organizational Brilliance a Study on Sadat City University," Case Studies Journal, pp. 26-41, 12 7 2018.
- [32] A. & A. E. Jarbou, "The Effect of Strategic Improvisation in Achieving Organizational Brilliance: An Analytical Study in a Sample of Private Iraqi Commercial Banks," Asian Journal of Economics, Business and Accounting., 2023.
- [33] D. & A.-H. Z. Dulaimi, "The Role of Distinct Core Capabilities in Achieving Organizational Brilliance / An Exploratory Study of the Opinions of a Sample of Managers Working in the Iraqi General Company for Cement / Kufa Cement Factory," International Journal of Professional Business Review, 2023.