

**THE RELATIONSHIP BETWEEN MORAL INTELLIGENCE AND ORGANIZATIONAL EFFECTIVENESS
IN ACECR OF UNIVERSITY OF TEHRAN
(Field of human resources)**

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ABSTRACT

The present study examined the relationship between moral intelligence and organizational effectiveness in ACECR in University of Tehran staffs. The method was descriptive and the research design was correlation. The statistical community were the staffs of Tehran University jihad which included 4000 that, a sample of 350 was selected by using Cochran's sampling formula and stratified sampling method with proportional allocation. For data collection, moral Intelligence Questionnaire with reliability ($0/87 = \alpha$) and organizational effectiveness questionnaire with the reliability ($\alpha = 0/81$) were used. The results of single-sample t showed that the status of moral intelligence and organizational effectiveness have been above average. Correlation analysis showed there are significant correlated between moral intelligence and organizational effectiveness ($r=0/35$) with alpha level of ($0/01$). The results of stepwise regression showed, Among the components of moral intelligence, The importance of self to others, Veracity and Adherence to the covenant, has significant multiple correlation with organizational effectiveness.

KEYWORDS: Human resources, Moral intelligence, Organizational effectiveness, University of Tehran.

INTRODUCTION

Nowadays, the ideal of all leaders and managers in organizations is to lead and manage the organization in order to exposure high quality and competitive goods and services to market and society, in other word, they want to increase efficiency and effectiveness and achieve their organization goals. Therefore, they seek to create and maintain satisfaction among managers, employees, customers, shareholders, stakeholders and the suppliers of their organizational resources. Today's organizations can assure their presence in the competitive arena by maintaining and increasing their effectiveness. Organizational effectiveness is not a single and unit concept, but a very complex phenomenon that involves different preferences and expectations (Renz and Herman, 2004). Organizational effectiveness is a method that organizations assess how to achieve their mission successfully through organizational strategies (Jomrog & Overhol, 2004). In simple word, organizational effectiveness often is the degree which an organization achieves its goals (Rabbins, 1987 quoted by sadeghi, 2010).

Alagheband states that we define effectiveness in terms of the compatibility of organization with environmental conditions. He adds that in organization and management books often are said that when effectiveness is achieved that organization achieves its desired results. (Alagheband, 2008). Barnard Chester (1983) defines effectiveness as achieving organizational goals. He noted "achieving goals" and "organization survival". Barnard defined organization as collaboration systems. Internal balance and adjust to external conditions, practical action and skillful leadership are effectiveness criteria which are considered by him. Goodman and Penengz theoretically raise that effectiveness is the main subject in organization analyses and imagining a theory which doesn't include effectiveness structure is impossible. Lawrence & Lorsh suggest the contingency theory about organization and they believe that the organization is effective that its characteristics are in balance and parity with various administrative sectors. According to Hersey & Blanchard (translated by toosy, 2004) effectiveness is a complex concept that includes not only objective function but also includes human costs and psychological conditions as well. Therefore, if this concept is broadly define; it will include evaluating the way of group success in performing their duty and also human resource and the amount of success in achievement of short-term and long-term goals. So asking a general question about whether or not organization is effective in means is meaningless. Effectiveness is not one thing. Therefore, one-dimensional definition of it is not adequate. But according to the criteria which can be independent from each other, an organization can be

effective or non-effective. Without a theoretic model as a guide, talking about this point that an organization is more effective than the other is impossible (Hoy and Mikcel, translated by Abasszade, 2003). For that matter, experts regard various models to assess effectiveness that the most important of them are rational goal models, resource-system, management processes, strategic competitive factors, organization improvement and structural-functional. Surveying the proposed models makes it clear that all of the proposed models are not usable in all organizations and a researcher should choose the proper model according to the characteristics of the organization that wants to study.

The comparison of effectiveness fivefold approaches

Five various approaches have been presented for organizational effectiveness. Each of these five approaches by itself can be a useful model but under what circumstances is one preferred over the other? Five target approaches with their criteria used in effectiveness and also circumstances that one of them is more useful than other.

Table(1) The comparison of assess of effectiveness various fivefold approaches

Approach name	Definition	When is it useful
Goal achievement	Organization is effective to the extent that it achieves its nominative goals.	The approach is preferred when the goals and methods have time limit and they are measurable
Internal process	Organization is effective to the extent that it has no pressure and internal processes work steady	The approach is useful when there is a clear relationship between organizational processes and main functions of organization
Gaining resources	Organization is effective to the extent that it can gain needed and valuable resources	The approach is preferred when there is a clear relationship between inputs and outputs
Strategic stakeholders	Organization is effective to the extent that it can gain the least of the satisfaction of all stakeholders	The approach is preferred when the stakeholders have strong influence on organization and the organization have to satisfy their requests
Competitive values	Organization is effective to the extent that it emphasis on four main basis such as human resources functions ,compliance with environment, goals achievement and internal integration is coincident with the priorities and preferences of stakeholders	The approach is preferred when the Organization is not clear and honest about its goals and emphasis or it is interested in changing the criteria During the time

Now, in order to enhance this important issue (organizational effectiveness) it is necessary to review felicities and current requirements and the best and the most relevant issues are choosing and studied appropriate to issues and their current requirements. The third millennium is the age of going back to human and human values in organizations and basically going back to human and honored him for morality and human issues in work environment .Moreover, if we want to upgrade organization performance and hold it in desired level, we should upgrade its moral level continuously and direct it from a result-oriented organization toward excellence-oriented organization that is the same moral development. To days, the discussion of moral intelligence is considered not only in individual areas but also in organizational areas and also the reason of increasing research in this area is the perception of salient affection on individual and organizational performance improvement. In scientific literature, intelligence is defined as a general concept that is related to conceptual ability (Beheshtifar, 2011). Lennik and Kiel (2005) argue that nowadays employees must achieve moral intelligence through self-consciousness and they consider self-consciousness as an integral part of the work environment. Mrs. Myklh Boorba (2005) also believes that individuals should have faith in moral Intelligence. In the below chart, all our life experiences that formed a three side's triangle are:

1. Cognitive that has formed our thoughts and opinions.
2. Emotional that are the same as our feeling.
3. Physical that is the same as physiologic activities (Lennick&Keil, 2005: 164).

According to this three side's triangle, most people first think then they feel and in final stage they act. Self-consciousness ability allows individuals to know their strengths and limitations and trust their value.

Seven essential principles of moral intelligence

Boorba (2005) has named seven essential virtues for moral intelligence that are:

1. Empathy (sympathy): identifying the feelings and interests of individuals
2. Conscience (consciousness): Knowing the correct way and act in the same way
3. Temperance (self-control) adjusting their thinking and actions

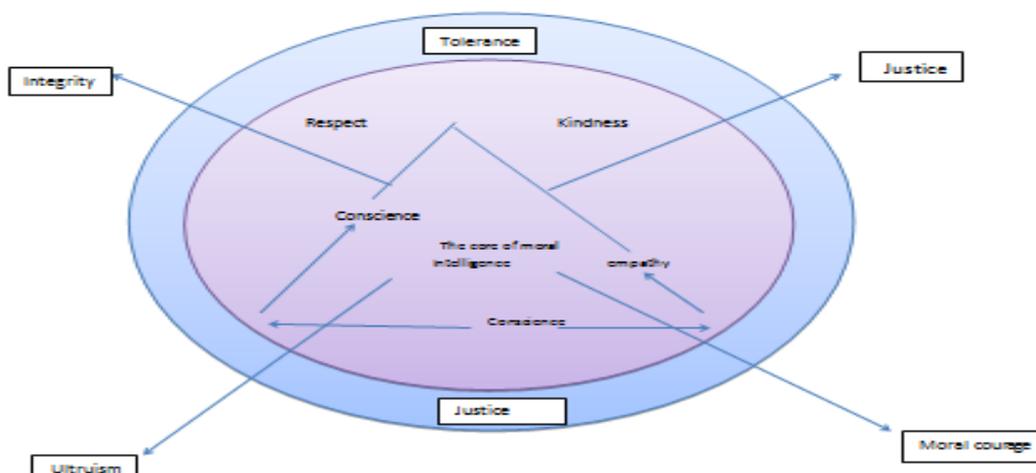
4. Respect: respect the values of the people or objects
5. Kindness: wonderful ability to look after the welfare and feelings of others
6. Tolerance, respect the dignity and rights of all people, even those who disagree with our beliefs and our behavior
7. Justice: rational choices and acting in a fair manner



Figure (1) the chart of self-consciousness components , source (Lennick & Keil, 2005: 164)

Moral Intelligence Cycle

Boorba (2001) has named Seven virtue of moral intelligence as moral intelligence cycle and as it can be seen in Figure (7-2) the core of it is "conscience", "empathy" and "temperance " or self- control and the middle layer is the "kindness" and "respect" and the third layer "tolerance" and "justice". This seven virtues cause "integrity", "altruism" moral courage "and" justice ". (Quoted in Shams Shahroodi, 2012)



Figure(2) moral intelligence cycle, source: (Boorba, 2001)

The influence of moral intelligence on increasing organization effectiveness

The Moral intelligence influences the success of the organization in the following cases: improving performance, increasing the seeking diversity, increasing profit and competitive advantage, attending to the interests of the stakeholders, increasing the legitimacy of the organization, improving relationships, enhancing the atmosphere of understanding and reducing conflict, increasing employee commitment and accountability, reducing the costs which is result of controlling .Organizational culture and organizational commitment is under the influence of

moral and immoral behavior of individuals in the organization. Ability and success are also influenced by the organizational culture and organizational commitment, and also the interplay of both on each other. Thereby, moral behavior of employees strengthen organizational culture and employee commitment to the organization and unethical behavior will weaken them (MokhtariPoor, 2009).

So organizations in today's dynamic and venturous world, to be able to strengthen their survival, they should oblige their directors and employees to adhere to the moral principles and learn moral intelligence. Because following them causes the reliance in employees and as a result increasing quality of services and finally causes client satisfaction and confirmation of organization viability. Managers with a high moral intelligence, by purification and optimization the performance of today's organizations, ensure their position and place in tomorrow's competitive market. (Asgandry *et al.*, 2012). So the major issues that have been addressed in this paper is that what is the status of moral intelligence of staff SID in Tehran. What is the status of organizational effectiveness of SID in Tehran? Is there a meaningful relationship between moral intelligence and organizational effectiveness in SID in the city of Tehran?

MATERIALS AND METHODS

The method of this study in terms of target is applied research and in terms of the data collection, is descriptive and correlational research and the data were collected in field manner. The statistical community was all SID staffs of Tehran University and included 4000 people. For Selection of sample, the stratified sampling with proportional all location formula is used that by the Cochran sampling, the sample size of 350 was calculated.

DATA COLLECTION

A) Moral Intelligence Questionnaire

In the present study has been used the Lawyer Link moral intelligence questionnaire which containing 10 questions, and is based on the Likert scale. To assess the reliability of questionnaire was used the Cronbach's alpha coefficient and the reliability coefficient (0.87) was calculated. The alpha coefficient of the component of performance based on principles (0/54), trustfulness (0/67), perseverance and persistence to right (0/68), adherence to the treaty (0/76), responsibility for personal decisions (0/40), acceptance of mistakes and failures (0/62), the responsibility to serve others (0/68), the importance of self-giving to others (0/67), the ability to forgive your mistakes (0/52) and the ability to forgive the mistakes of others (0/40), respectively. For assess the reliability of questionnaire was used the validity of the content and structure. After eliminating covariance errors by fitting indexes of chi-square to degrees of freedom ($\chi^2 / df = 1/80$), incremental fit index (IFI = 0/91), root mean square error of approximation (RMSEA = 0/073) normalized fit index (NFI = 0/90) Confirmatory factor analysis is confirmed and it demonstrated that the utility has construct validity.

B) Organizational Effectiveness Questionnaire

The questionnaire was designed based on the model of Talcott Parsons and for determination of organizational effectiveness. This questionnaire has also been used in survey of Farokhnezhad and Mirkamaly (2003), and similar of it, has been used in Hassanpour' study (1998). Alpha coefficient of questionnaire (0/81) was calculated. The adaptation component also (0/40), goal achievement (0/53), coherence (0/88) and sustain ability and the preservation of the model (0/85) is obtained. For assess the reliability of questionnaire, the validity of the content and structure was used. After eliminating covariance errors by fitting indexes of chi-square to degrees of freedom ($\chi^2 / df = 1/83$), incremental fit index (IFI = 0/90), root mean square error of approximation (RMSEA = 0/071) normalized fit index (0/10 = NFI), Confirmatory factor analysis is confirmed and it demonstrated that the utility has construct validity.

RESULTS

The research Findings based on the determined questions, have been studied and the results were expressed in terms of the question. Before addressing their search questions, the descriptive has been presented: the demographics statistics on the gender of the respondents indicated that the 169 (48/3%) of the respondents were female and 181 (51/7%) of the respondents were male. The demographic finding in age, indicate that people aged under 30 years, 31 to 40 years, 41 to 50 years and 50 years, respectively, are 20/3%, 51/7%, 22% and 6% of respondents. Regarding education also are, 22 (6/2%) high school and Diploma's Degree, and 22 (12%) Associate Degree, 172 (49/1%) Bachelor's Degree and 114 (32/6%) Master's Degree and upper. In terms of frequency distribution of respondents according to the variable of teaching experience, research findings suggest that employees, who have work experience of less than 5 years, 6 to 10 years, 11 to 15 years, 16 years and above, respectively are, 20/6%, 20/9%, 24%, and 34/6 of the respondents. In terms of

frequency distribution of respondents according to the dimension of service location, research findings suggest that the presidency, education, research, culture and support, respectively, are 8%, 23/14%, 34/57%, 23/14% and 11/14% of the respondents. To assess the normality of the research variables, Kolmogorov-Smirnov test was used that with the value (0/92) and significance level (0/35) showed that the moral intelligence variable has a normal distribution and assuming the variable in distance scale, the parametric statistics can be applied for the analysis.

Table 2: Kolmogorov-Smirnov Moral Intelligence test

Number	350
Mean	161/70
Standard deviations	18/54
Kolmogorov-Smirnov test	0/92
significance level	0/35

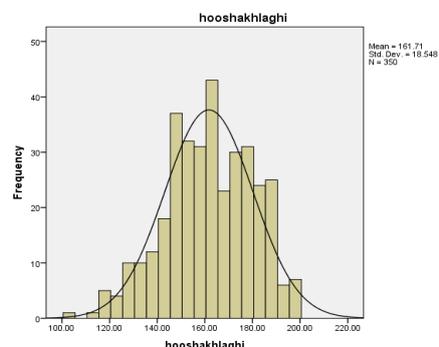


Figure 3: Normal distribution of moralintelligencevariable

Kolmogorov Smirnov test value (0/03) and significance level (0/24) showed that organizational effectiveness variable has a normal distribution assuming the variable in distance scale; the parametric statistics can be applied for the analysis.

Table 3: Kolmogorov-Smirnov organizational effectiveness variabletest

Number	350
Mean	109/14
Standard deviations	29/27
Kolmogorov-Smirnov test	0/59
significance level	0/87

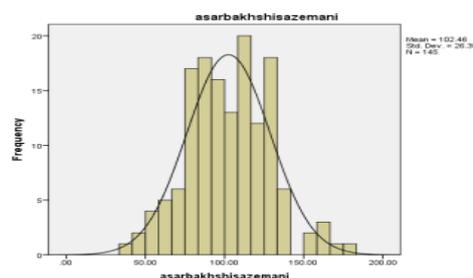


Figure 4: N

What is the status of moral intelligence of staff's SID in Tehran?

To determine the current status of moral intelligence, in addition to the results presented in part of descriptive findings about the status of these components, in this part, the one-sample t-test has been used to determine more assessment. Results showed that moral intelligence (4/04), with the value of the test (3) has made a significant difference, it can be concluded that moral intelligence is significantly higher than average. The mean of all the components of moral intelligence was also significantly higher than the value of the test.

Table 4: single-samplet-test of moral intelligence with the test value3

Variable	T value	Degrees of freedom	mean	difference between means	Significance level
MoralIntelligence	42/06	349	4/04	1/04	0.000
Performance based on principles	25/73	349	4/04	1/04	0.000
truthfulness	33/56	349	4/03	1/03	0.000
perseverance and persistence to the right	22/32	349	3/80	0/80	0.000
Adherence to the treaty	23/57	349	4/16	1/16	0.000
Responsibility for personal decisions	28/41	349	4/04	1/04	0.000
The admission of mistakes and failures	38/98	349	4/12	1/12	0.000
Taking responsibility for serving others	35/62	349	4/08	1/08	0.000
The importance of self-giving to others	37/16	349	4/12	1/12	0.000
The ability to forgive their mistakes	36/34	349	3/89	1/89	0.000
The ability to forgive the others' mistakes	29/10	349	3/96	1/96	0.000

What is the status of organizational effectiveness of SID in Tehran?

To determine the current status of organizational effectiveness, in addition to the results presented in part of descriptive findings about the status of these components, in this part, the one-sample t-test has been used to determine more assessment. Results showed that organizational effectiveness (3/23), with the value of the test (3) has made a significant difference, it can be concluded that organizational effectiveness is significantly higher than average. The other components of

Organizational effectiveness had such a situation.

Table (5): single-sample t-test of organizational effectiveness with the test value 3

Variable	T value	Degrees of freedom	mean	difference between means	Significance level
Organizational effectiveness	5/57	349	3/23	0/23	0.000
Adaptation	4/70	349	3/23	0/23	0.000
Goal achievement	3/53	349	3/17	0/17	0.000
Coherence	15/66	349	3/71	0/71	0.000
Sustain ability and the Preservation	8/38	349	3/34	0/34	0.000

Does the moral intelligence of staff's SID and organizational effectiveness in Tehran have significant correlation with each other?

As it has been shown in table (6) moral intelligence and organizational effectiveness, with the Pearson correlation coefficient (0/35) and significant alpha level of 0/01 have positive and significant relationship with each other. The total amount of explained variance also indicates that 01 percent of organizational effectiveness changes are anticipated by the moral intelligence.

Table 6: The relationship between moral intelligence and organizational effectiveness

Variable	The type of correlation	correlation	The total amount of explained variance
Moral intelligence and organizational effectiveness	Pearson	0/35**	0/12

Alpha level of significant ** 01/0

The importance of self-giving to others as a component of moral intelligence with value of the correlation coefficient $r = 0/38$, has the highest correlation with organizational effectiveness.

Does a moral intelligence component have the ability to predict organizational effectiveness?

To answer this question was used stepwise regression. As highlighted in the table given below, , the importance of self –giving to others, perseverance and persistence for right, adherence to the treaty and trustfulness with the organizational effectiveness have a significant multiple correlation and obtained R2valueindicates that these components together, anticipate 22percent of the staff's Organizational effectiveness.

Table- 7 The analysis result of Stepwise regression of moral intelligence and organizational effectiveness (Summary Model)

Statistical indicators Predictorvariables	The coefficient of determination(R2)	Multiple correlation R	The coefficient of regression		
			1	2	3
The importance ofself-giving to others	0/15	0/38	0/38 = β t=7/82		
The importance ofself-giving to others ,trustfulness	0/16	0/41	B- 0/28 t= 4/58	0/17 = β t= -2/79	
The importance of self-giving to others, trustfulness ,the adherence to the treaty	0/18	0/42	0/31 β t=3/85	0/20 = β t= -2/14	0/13 = β t= -2/60

RESULTS AND DISCUSSION

The purpose of this study was to investigate the relationship between moral intelligence and organizational effectiveness in Tehran University SID staff. The necessity of the present study and its results, with the findings of Ismaili Tarzi (2012), Eskandari et al. (2013), Hessmr (2003), Rahimi (2012), Nikpoor (2013), ZareKaseb (2011) and Narimani (2010) that each of them elements has studied the components of moral intelligence and effectiveness and individual, group and organizational performance is aligned.

The results of t-test, one-sample t(with value 3, which will interpretation higher than three favorable and less than three unfavorable), showed that the average of moral intelligence (4/04)with the test value (3) have significant differences Therefore, we can conclude that moral intelligence is significantly higher than average. the components of moral Intelligence including performance based on principles, trustfulness, perseverance and persistence for right, the adherence to the treaty, the responsibility for personal decision, the admission of mistakes and failures, Taking responsibility for serving others, the importance of self-giving to others, the ability to forgive their mistakes and the ability to forgive others' mistakes have been also above average. As Azad (2008) released, morality have associated closely with the values and they are seen as tools to convert values into practice. Attention to moral intelligence as a concept which embodies moral values would become underlie the conversion of values to norms and behavioral rules. Morality and issues related to it, don't have ultimate bound for the improvement and growth and whatever organization can move in the direction of morality, with a high likelihood, it can improve organizational health, regnant culture and environment. Human and it's behavior and relations in organizations, follows moral principles and raising people with moral intelligence who respect the moral and are sensitive to regard it ,will assist the organization and it's the excellence. Whereas moral intelligence is a kind of acquisitive ability and have the ability to upgrade, it is necessary to steps to promote the level of this concept by continuous training and use the approaches such as encouragement of

the based-morality behavior, so in future, maintaining the desire level of training and even improving it, should be considered. (Rafati *et al.*, 2014) To assess the organizational effectiveness, the single-sample t-test was used. The results showed that the average of organizational effectiveness (3/23) with the test value (3) has significant difference. In other words, organizational effectiveness is above average. The Component of adaptation, goal achievement, integrity, Sustain ability and the Preservation are in such a situation. Organizational effectiveness is among the most important organizational concepts that this important concept can improve by considering adaptation, goal achievement, integrity, Sustain ability and the Preservation. The organization can manage its preceding effectively that acts according to predetermined view and the goals which is from it. It is common goals that gives activities unity and coherence and preserves Sustain ability and the Preservation in achieving an ideal .therefore considering to these dimensions and promoting them causes a suitable headstock for organizational effectiveness. Stepwise regression results showed the importance of self-giving to others, trustfulness and adherence to the treaty as the component of moral intelligence with organizational effectiveness has a significant multiple correlation. Obtained R2 value shows that these two components together, can predict 18% of organizational effectiveness. the Importance of self-giving and in the other word considering to others, their needs and feeling ,provides a basis for empathy and sodality among the staffs and moving toward a common goal which can be the same as organizational goals ,causes organizational effectiveness. Truthfulness is necessary in every constructive interaction and the organization which depends on cooperation of all people with each other and reliable space. Trustfulness and honesty will be the most important factors for building a climate of trust. As it has been emphasized in our religious foundations, adherence to the treaty is a moral value and guarantees the agreements among human.in an organization where people act on their mutual obligations they will provide a full trust environment where all people adhere to their commitment to achieve individual and organizational goals effectively.

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