EFFECT OF MORAL INTELLIGENCE ON EMPLOYEE PERFORMANCE: EVIDENCE FROM ARDEBIL GAS COMPANY

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Abstract
The aim of doing this research (study) is to examine the impact of moral intelligence on performance of employees of Gas Company in Ardabil province. Lennick and Kiel (2008) model is used in estimating of moral intelligence. Present study is descriptive and Collective work. This study takes advantage of correlation method. Statistical community of this study is the all of staffs of Gas Company in Ardabil province. Standard questionnaire is used for gathering information and the reliability coefficient confirmed the reliability of questions. For evaluating of relationship between variables and explanation of criterion variables (staff performance) through variables (moral intelligence components), Pearson correlation test and regression multi variables are used. The results showed that all of the hypothesis used are confirmed and in sum, there is a significant relationship among staff performance and moral intelligence. On the other hand, all the variables of moral intelligence are involved in predicting of staff performance. By this description honesty and accountability variables have more effects on staff performance than forgiveness and sympathy ones.

Keywords: Moral intelligence, performance, Gas Company.

1- Introduction
One of the most important factors affecting the performance of the organization and employee’s is the moral intelligence. Since people with high moral intelligence do thing properly, their values and opinions continuously synchronized with their actions, and they have always have high performance and Always deal with ethical principles. Making qualitative the Work of ethical intelligence has commercial benefits such as maintenance and saving talent, company reputation. Customer satisfaction is difficult for the organization. There are too many evidences that show that moral intelligence has main role in company success (Mokhtari poor and Siyadat, 2009: 98).with these explanations, moral intelligence is described as a personal culture in the organization by which some valuable values are transferred to the peoples so they treat as the values teach them (Lennick & Kiel, 2005: 515).

Moral intelligence is defined as the ability to understand the good from the bad, having a strong moral beliefs and practices as well as to treat a correct behavior. Moral intelligence is as the ability to use global ethics in the morals, goals, and communication of a person regularly. One interpretation of this definition is that morality is a priority. That means that people are with

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inclinations to work on integrity, responsibility, compassion and forgiveness. Moral Intelligence guides a person in his deep belief that all thoughts and actions stems from it and Ethical Decision making is not subject to demographic factors such as gender, race, nationality or religious activity (Bourba, 2005: 23). Lennick & Kiel (2005), think that these four following principles of ethical intelligence necessary to know the organization's ongoing success.1- Forgiveness, 2- compassion 3-truthfulness 4- Responsibility which are handled as a proper assessment of the performance of any organization (Hajiani et al, 2010: 77). Organizational performance is an index that measures how the goals of an organization or institution are achieved (Ho, 2008: 112).

There are two main approaches for performance measurement: an economic perspective based on the importance of external factors such as market competitive position and of organizational approach which is focused on what might behavioral and sociological perspectives should be and their compatibility with the environment (Rahnavar d, 2008: 82).

The moral intelligence can affect the performance and success of the organization in these ways:

1. **Attention to the interests of the stakeholders:** in addition to the shareholders, there are other groups who have a legitimate interest in the organization's actions. Of these groups include customers, suppliers of raw materials, the government and the community. Provision of the Interests of shareholders, regardless of the interests of other stakeholders (employees, customers, community, etc.), is unethical manner in the management (Buckley et al., 2001:11).

2. **To increase profit and competitive advantage:** Due to all individuals and groups who are interested, the company profits will increase in the long term, because arises the motivation of human resources, increases the social goodwill and trust of the people and also it will lead to less fines.

3. **Increase diversity:** Experts predict that the increasing labor force will be more diversified and firms will be successful which will be able to understand the diverse needs of these individuals will benefit from this diversity. Managers need to be able to have managing power of people with different gender, age, race, religion, ethnicity or nationality. Morality and justice retardations in treatment with these people make management of them so easy and make this possibility for the organization that benefit from having different human resource.

4. **Reduction the costs of control:** the promotion of self-control in the organization as one of the major mechanisms is based on trust, ethics and values of the individual. Self-control leads to reduce the costs of direct control methods and increases the profit. This requires the full commitment of members to the team, the responsibility, respect and trust between team members and management (Lau and Idris, 2005: 552).

5. **Improving relations, increasing understanding and reducing conflict atmosphere:** the result of regarding the ethics of work in an organization is better regulation of relations in the organization, this in turn increases the understanding and reduces conflicts atmosphere between individuals and groups, and improve team performance. Perhaps the greatest impact of ethical behavior is in human resources behavior. Since ethics is part of the culture, most theories on the organizational intercultural that emphasizes the role of ethics. Organizational culture in an organization can transform employees into those pursuant to law or outlaw.

6. **Employee commitment and accountability:** the moral values management in the workplace leads to management legitimation, causes to improve the consolidation and strengthen its balance of organizational culture, trust in relations between individuals and groups.

And following the additional standards will improve the quality of products and ultimately increase profits. Lack of ethical values in areas such as recruitment and selection, provides immoral and illegal actions in the organization. Ethical considerations in the selection and recruitment, performance appraisal, reward system, layoffs and downsizing the organization, reduces aggression and conflict, and cynicism, lead to more responsibility, seeking to increase diversity and ultimately increase the value and profit, leads the greater welfare of investors, customers and employees (Donaldson and Davis, 2011:23).
7. The legitimacy of an organization; today's globalization and the spread of information networks, organizations are expected allergic reactions to environmental issues, respect the interests of society, minority rights, and so on. In addition, this extensive network monitors all of their operations and can easily change the public face of organizations through the forums and communities. (Hes Mer, 2002:101).
In this study, we intend to check the impact of an employee's moral intelligence on the performance in Ardabil province Gas Company. The aim of the study is that which dimensions of moral intelligence is affecting the performance of the staff?

2- Methodology
The research includes all staff and line staff of Ardabil Gas Company. Cochran formula is used to determine sample size. For a sampling it was used of simple random sampling to select any of the employees as same as possible. For gathering data in theoretic section we used library and also interview with scholars and specialists of the organization and in data gathering section we used questionnaire method. In this research, In order to determine the validity of data collection we used Cronbach's alpha to test the validity of the formal symbol or reliability. The method is based on a pilot study of 30 employees, the reliability and performance of Moral Intelligence 0/814 and 0/832 for performance. To analyze the data and test hypotheses by using SPSS software version 20 using descriptive statistics (frequency, percentage, mean, standard deviation and etc.) and inferential statistics (the Kolmogorov-Smirnov test, Pearson correlation and regression multiple use) were used.

3- Findings
Hypothesis: The moral intelligence components have a significant effect on performance.
Table 1: regression analysis to predict employee performance based on the moral intelligence and its components.

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<th>Model Summary</th>
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a. Predictors: (Constant), Accountability, forgiveness, honesty, compassion

In multivariable regression equation to determine the coefficient of determination (R^2) and the weight of each variable (Beta), a collection of independent variables enter in the equation. Moreover, in order to determine the contribution of each variable in the dependent variable multivariate regression model was used to explain it. According to the above table it can be stated that 17% of the variations in performance of employees are predicted from the ethical dimensions of intelligence (forgiveness, compassion, responsibility and honesty).

Table 2: Summary data of ANOVA

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<td>Model</td>
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<tr>
<td>Regression</td>
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<td>Residual</td>
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a. Dependent Variable: performance
b. Predictors: (Constant), Accountability, forgiveness, honesty, compassion
The above table indicates the significance of the overall regression model (Sig =0.008) and in general it can be said that the moral intelligence component, explained the staff performance. Next, the effect of each component of moral intelligence in predicting employee performance is evaluated.

Table 3: Predicting the employee performance-based component moral intelligence

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
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<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
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<tr>
<td>(Constant)</td>
<td>24.957</td>
<td>6.436</td>
<td>3.878</td>
<td>.000</td>
</tr>
<tr>
<td>forgiveness</td>
<td>1.054</td>
<td>.260</td>
<td>.150</td>
<td>1.207</td>
</tr>
<tr>
<td>compassion</td>
<td>2.029</td>
<td>.182</td>
<td>.178</td>
<td>2.160</td>
</tr>
<tr>
<td>honesty</td>
<td>.363</td>
<td>.305</td>
<td>.125</td>
<td>1.092</td>
</tr>
<tr>
<td>Accountability</td>
<td>.399</td>
<td>.296</td>
<td>.121</td>
<td>1.049</td>
</tr>
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a. Dependent Variable: performance

As is shown in Table (3) all the moral intelligence variables are involved in predicting the performance of staff. With this explaining that Compassion and forgiveness variables are vital in predicting the performance of two variables over accountability and integrity.

4- Conclusions and Recommendations

The results of the descriptive statistics show that less than one percent of the respondents have under diploma education, 22.4 percent of high school graduates and 25.3 have also Associate Degree. It is about 46/5 of the license and 3/5 percent of the Graduate education. 9/6 female and 90/4 percent of respondents are male. The majority of respondents 93/3 percent of the respondents were married and the average age of respondents is 37 years. The average work experience of the respondents was 9/11 years. It should be noted in relation to the main variables that Average score acquired in Moral Intelligence is 152 by respondents who earn this score of maximum 200 with a minimum score of 45 and a maximum of 194 respondents. In relation to the achieved score of respondents in performance component it should be said that the average score was 42 of 65 and the minimum score was zero and maximum 65 for the performance among the employees. The research independent and dependent Variables describing show that about 6.7 percent of the respondents are of low moral intelligence and the 72/5 cent of respondents have enjoyed high moral intelligence. 15.6% of respondents have low performance and49/3 percent of respondents enjoyed high performance.

The results show that all variables are involved in predicting personnel moral intelligence by explaining the fact that Compassion and forgiveness variables are vital in predicting the performance of two variables over accountability and integrity. It should be noted that the results of this study are consistent to investigation of Ebrahimpoor and colleagues (2011) and Turner and Balding (2003). Turner and Balding (2003) came to this conclusion that moral intelligence enforcement has effective influence in increase of the commitments of the employees and will lead to better performance, so the followings are recommended:

- It is expected that the management use the principles, values and beliefs in the organization and it should provide guidance to staff clearly.
- Employees to be encouraged who think the failure is by their own mistakes.
- Employees who report illegal and unethical behavior in the workplace, by management should be supported.
• If the employee's challenging superiors due to improperly tasks they shouldn't be blamed and threatened.
• Employees are taught to forgive themselves and try to correct their mistakes.
• Cultural cooperation and efforts in support of the employees should be promoted.
• They should be able to forgive and forget their error.
• Attitudes, values and beliefs of each director must be compatible.

References