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THE EFFECT OF MANAGERS' MORAL INTELLIGENCE ON BUSINESS PERFORMANCE

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Abstract

Background: Today's corporates are increasingly confronted with a problem called ethic puzzle. In the corporates, the moral intelligence is considered as the personal culture that induces people to perceive some values and constantly conform to them. This moral behavior can have a prominent role in the success of corporates. Managers with moral intelligence can compete with their competitors in improving their own business situation. Managers with high moral intelligence opt for the appropriate measures, take actions that are always consistent with the values and opinions, have great performance and incorporate ethics into their jobs. Moral intelligence consists of four principles which have close relation with business performance, including: Integrity, responsibility, compassion, and forgiveness.

Methods: The present descriptive study (survey) is an applied one, using correlation method. The statistical population comprised managers of SHOKOHIE corporates' of industrial town, from which 112 managers were chosen through simple random sampling. Questionnaire was the instrument for data collection. We performed confirmatory factor analysis, structural equation modeling, path analysis, Pearson correlation and made use of qualitative indicators of structural model for data analysis and hypothesis testing, by means of SPSS and Lisrel.

Results: The analysis of results indicated that moral intelligence of managers had a significant and positive effect on business performance. Additionally, qualitative indices of structural model reflected that the research model enjoyed good composite reliability.

Conclusion: The results of the current study revealed that the corporates whose managers showed greater compassion for their customers outperformed the corporates with managers who didn't show compassion, in attracting customers, attending to their needs, and generally providing them with satisfaction.

Keywords: Moral intelligence, Integrity, Compassion, Forgiveness, responsibility, Business performance

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Introduction

Today corporates suffer the problem of ethic puzzle more than ever. Put another way, the current situation requires the right and wrong acts to be redefined, since the boundary between rights and wrong is blurred these days. The members of corporate witness some individuals who violate. In such condition, a manager should provide a healthy atmosphere for staff to work at full capacity and productivity (1). Ethical principles affect the managers' decision making. Ethical principles are regarded as values which encompass all cultural arenas and have been focus of attention of business field in different eras. One of the issues that have been highlighted in the ethics is moral intelligence (2). Moral intelligence is defined as the ability to know right from wrong, having strong moral beliefs and conforming to them, behaving in an appropriate way (3). Moral intelligence is defined as the ability to apply principles of universal morality in ethics, objectives and interactions of an individual in a rule-governed way (2). As an interpretation on this definition it has been mentioned that the individuals have predisposition to act in line with integrity, responsibility, compassion, and forgiveness. Moral intelligence is one's beliefs and values that control all of his thoughts and activities. Thus, the process of ethical decision making is not contingent upon the demographic factors like gender, race, nationality or religious activity (4, 5). Moral intelligence in the corporate is taken as personal culture that inspires people with some values and makes them continuously conform to those values (6, 7). This moral behavior can serve a decisive role in corporate's success. Managers paying more attention to moral intelligence can improve the position of corporate more than their competitors. To develop individuals' moral intelligence in the workplace, it is necessary to train them on leadership. Gaining insight into these points, it would be easy for a manager in a department or an organization to provide the context for development of moral intelligence. **Moral Intelligence as a positioning system** in car contributes people to keep going forward in life. It can help people have a powerful vehicle and act as a good driver. A corporate like a car, requires global positioning system to be on the right track in achieving progress and development. Similarly, managers and leaders with moral intelligence can identify the appropriate ways and bring the corporate to the climax of progress. Managers and administrator in each organizational level can perform such a leading role in the department that they are in charge of and can take advantage of all sources of organization to facilitate its progress. Moral intelligence is one of the effective factors in business that efficient leadership relies on its values (6). Successful managers are those who bring dynamicity and success to corporate by considering ethical principles. Without incorporating moral intelligence in a commercial organization, gaining profits in the long run will be a mystery. Considering the above issues, in this paper we seek to answer the question as to if the moral intelligence of managers has effect on corporate performance? Researchers (2) have recognized the following four principles of moral intelligence as essential for continuous organizational success

1. Integrity: consistency between what we believe in and what we do, put differently, doing whatever we regard as right, being honest all the time (1), and taking an action which is right and leads to good consequences not only for themselves, but also for the others. In this situation, it is most likely that before others make a request, their interests are taken into account (8). One who has high moral intelligence acts in a way that is consistent with his/her principles and beliefs (1).
2. Responsibility: To be accountable for the acts done on your part. The individuals should shoulder the responsibility even if all the consequences were not predicted (8). One with high moral