



## Review the Relationship between Organizational Intelligence and Moral Intelligence with Organizational Commitment of High School Managers

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### ABSTRACT

The aim of the present study is to review the relation between the organizational intelligence and the moral intelligence with the organizational commitment in the managers of high schools in Bandar Abbas City. The study is descriptive and correlation. The statistic society in this research includes all high school administrators in the city of Bandar Abbas whose numbers are 199 persons on the basis of the data centres and the statistics of Education Office of Hormozgan Province. With regard to the fact that the questionnaires were distributed among total 199 persons, hence the society and the samples were the same and the census method was used. It should be noted that of the 199 questionnaires distributed, only 167 questionnaires were returned. In order to collect the information on organizational intelligence we have used Karl Albrecht's three questionnaires, for the moral intelligence assessment, Lennick and Kiel questionnaire, and for the organizational commitment assessment, Allen and Meyer's Questionnaire was used. In order to analyse the data in descriptive part, we used the descriptive statistics indicators such as mean, standard deviation and for the inference part, multivariate regression analyses were used. The research results indicated that the theory of the research based on a relationship between the organizational intelligence and the moral intelligence with the organizational commitment has been approved. Accordingly, the research findings showed that the predictor variables of the organizational intelligence and the moral intelligence significantly predict the organizational commitment.

**Keywords:** Organizational Intelligence, Moral Intelligence, Organizational Commitment

### INTRODUCTION

In the turbulent and fast world of today, the people are successful and efficient who enjoy a high IQ. They are enjoying their granted intelligence to overcome the problems of everyday life. The situation is similar in the organizational world, particularly in the present era, the more time goes forward, with regard to the progress of sciences and technologies, and the development of new needs and challenges, the more complex are the organizations, and the more difficult is their management. This concept is more important when we realize that in addition to the vast reservoir of a creative and smart human, the smart mechanical tools are also involved in the organizations' functioning process. Therefore, in the today's complex organizations, the organizational intelligence is the resultant of active human intelligence and artificial intelligence. Certainly, the managers of the organizations have no choice but to use these two smart streams for their own organizations' dynamism and efficiency [1].

Recently, the organizational researchers are much interested in the moral intelligence, because it can well describe the line between altruism and egoism. Studies show that the moral development of the leaders shows a direct relationship with the behaviors that they show. This means that leadership behavior is multi-dimensional and the different leadership behaviors are associated with different levels of moral development. Borba [2] introduced the term moral intelligence in psychology for the first time. He defined the moral intelligence as the capacity and ability to understand justly the unrighteous, having a strong ethical beliefs and behaviors toward them and act correctly and properly. The moral intelligence is attention to nature and the human life, the economic and social prosperity, open and honest communication, and civil rights. In today's world, only the

leaders with high moral intelligence can build the trust and commitment in the organizations that is the basis for correct wide trade [3].

The organizational commitment is another structure studied in this paper. Research has shown that organizational commitment has a phenomenal impact on the performance of an organization because a dedicated staff is consistent with the goals and values of the organization, and he wishes the best for his own organization and tends to demonstrate the organizational citizenship behavior in the best level. That is, an inner desire to perform tasks beyond the organization. If we consider human resources as the invaluable sources of an organization, consequently the committed manpower engaged in it should be considered as a competitive advantage for the organization [4].

Recent studies indicate that the five attributes of intelligence, personality, talent, organizational commitment and expertise are considered as key success factors for the staff in achieving organizational goals. Some experts of the management field believe that the organizational intelligence of the managers has the greatest impact on the dynamics, efficiency, effectiveness and excellence of the organization. Thus, neglecting the important function in organizational management provides the development context for threats and weaknesses of the organization on the one hand and on the other hand, diminishing opportunities and strengths [5].

One of the superiority indicators and elements of an organization to other organizations are the committed and efficient manpower. In research conducted on employees, organizational commitment is considered as key indicators of employee motivation. Having committed human in an organization causes every staff member make his effort to achieve the values and goals of the organization as a faithful member to the organization and acts to succeed and improve their organization productivity[6].

Organizational intelligence was first introduced in 1990 and its roots should be sought in the theory of knowledge management (KM) and organizational learning. Organizational intelligence was introduced in 1992 for the first time by Matsuda [7] in an article entitled "Organizational Intelligence, its Importance as a Process and Product" at the Tokyo International Economy Conference. In his article, he explained the meaning and concept of organizational intelligence and introduced it consisting of five elements. Then gradually the other experts, while reviewing this issue, conducted researches in this field and also wrote articles and books. Glynn [8] has published a paper and presented three models of organizational intelligence: aggregation or agglomeration model, surface model and or a distributive and dispersive model. Based on this, he classified organizational intelligence into three categories: 1) individual intelligence gathering, 2) interaction and interconnectedness of individual intelligence, 3) organizational intelligence as a larger system.

Also, according to Glynn [8], organizational intelligence includes data processing functions that provide compatibility with the surrounding demand and depends on the innovation start and implementation.

William Halal [9] in 1997 has provided a framework in the field of organizational intelligence in which he has coherently demonstrated the infrastructures and cognitive systems of organizational intelligence. Also, in this framework, one of its elements is single-loop and double-loop learning which means to gain knowledge and improve and correct the system. This researcher notifies that nowadays the organizations are the intelligent learning systems which are composed of trained people who use the complex information networks to compete with the complex world. Meanwhile, Liebowitz [10] has published a book entitled "Creating Organizational Intelligence" and has described the organizational intelligence. He knows the organizational intelligence requiring knowledge management functions and defined organizational intelligence as the set of all smartness to create a shared vision, and the renovation process and guiding the entire system.

Also, Schwaninger [11] in a book entitled "Research Systems and Behavioral Science", has discussed and explained the organizational intelligence while provided various models in a coherent framework. Schwaninger suggests that being lean, fast and powerful is not enough for organizations; the important issue is getting smarter.

In a research entitled "Review of the Organizational Intelligence of Australian Managers - Preliminary Assessment" carried out by Albrecht the views of a sample of Australian managers concerning the organizational intelligence related to their agencies and organizations is summarized. These directors have learned the organizational intelligence model in a one-day seminar which was introduced in a book entitled "Mind Power at Work". Then, every one of the executives evaluated their own organization using Albrecht organizational intelligence questionnaire. In this seminar, more than two hundred managers and managing directors were attended who have completed 128 questionnaires. The questionnaire consists of seven sections and each section has seven questions. To analyze the responses, the mean of each question, and finally each component was calculated separately. According to Albrecht, the scores obtained have been totally low; i.e., the respondents in less than half of the questions, they have achieved 3 or above out of 5 scores[12].

Meanwhile, in another study entitled "Dimensions of Organizational Intelligence in Romanian Companies, Human Capital Perspective" [13] the differences between large organizations with more than 150 employees and small organizations have been investigated. The research results showed that only 13 percent of employees of large and medium companies have been familiar with the concept of organizational intelligence and the employees of small companies do not have known about this concept at all.

Hence, based on the results of previous research and the present theoretical foundations, in this study, the researchers sought to find the answer to this question that: Is there any relationship between moral intelligence, organizational intelligence and organizational commitment in managers of high schools in the city of Bandar Abbas?

## MATERIALS AND METHODS

This present study is descriptive and of correlation type. Statistic society in this study consists of all high school administrators in the city of Bandar Abbas whose number is 199 persons on the basis of data centers and the Education Office in the Hormozgan Province. Given that the total of 199 questionnaires was distributed, then the society and the samples were the same and the census method was used. It should be noted that of the 199 questionnaires distributed, only 167 questionnaires were returned. Gathering the information in this research has been done by two library and field methods. In the library method, studying the books, magazines, journals, and dissertations in university related to research topic were used to develop theoretical basics in the fields such as literature, research history, and questionnaires. In the field method, Karl Albrecht questionnaire which consisted of 49 questions was used to gather data, to assess the moral intelligence we used the Lennick and Kiel questionnaire which consisted of 40 questions, to test the organizational commitment, we used the Allen and Meyer's[12] questionnaire which consisted of 24 questions whose content validity was approved by the faculty supervisor and advisor professors.

The reliability of the three questionnaires was calculated with Cronbach's alpha coefficients which was calculated 0.88 for the moral intelligence questionnaire, 0.81 for the organizational intelligence questionnaire and 0.84 for the organizational commitment.

For data analysis, in descriptive part, the descriptive statistics such as mean and standard deviation were used; in inference part, multivariate regression analysis was used.

## RESULTS

In this section, the research findings are presented in two descriptive and inferential parts. In descriptive section, the mean and standard deviation of each understudy variable is calculated. These indicators are presented in Table 1.

**Table 1.** Mean, standard deviation, minimum and maximum scores for research variables

	Organizational Intelligence	Moral Intelligence	Organizational commitment
<b>Minimum</b>	2.7	3.2	2.9
<b>Maximum</b>	4.6	4.3	4.8
<b>Mean</b>	4.53	4.69	3.96
<b>Standard deviation</b>	6.73	0.286	0.412

Based on Table 1, the mean of three variables of organizational intelligence, moral intelligence and organizational commitment are all similar or above 4; as a result, the participants' responds to three variables of organizational intelligence, moral intelligence and organizational commitment had appropriate desirability.

In the inferential section, multivariate regression analysis was used to test the research hypotheses. In this analysis, the organizational intelligence and the moral intelligence were considered as predictor variables and the organizational commitment as criterion variable. The main hypothesis of this study represents a significant relationship of organizational commitment and moral intelligence with organizational intelligence. The analyzed model in this study is presented in Table 2.

**Table2.** The summary of the regression model related to the research hypothesis

Model	Determination Coefficient	Standardized Determination Coefficient	DW	F	
				Amount	Significance
<b>1</b>	0.129	0.125	2.266	4.367	0.0392

To test the independence of the errors of each other, the Durbin-Watson test (DW) was used. As seen in Table 2, the Durbin-Watson rate obtained is 2.266 which are between 1.5 and 2.5, so the hypothesis of independence for errors is accepted.

To test the linear relationship between the independent and dependent variables (models significance), parametric F-tests were used; the ANOVA analysis was used in this study. As seen in Table 2, the significance of F-test has been less than 5%. According to this Table, assumption of a linear relationship between the dependent and independent variables and a linear relationship in the research model is confirmed. Also, the linear regression can be used for assumptions analysis. As can be seen from Table 2, the standard coefficient of determination obtained has been 0.129. Thus, almost 13% of the variation is in the dependent variable due to changes in the model independent variables. In other words, only 13 percent of the variation in organizational commitment is due to organizational intelligence and moral intelligence.

**Table 3.** Variables coefficients of main assumption model

Variables	Non-standardized coefficients		Standardized coefficients	T	Significant	Collinearity	
	B	Std. Error	Beta			Tolerance	VIF
<b>Model</b>	Constant ( $\alpha$ )	0.374	0.216		3.451	0.0316	
	Organizational Intelligence X <sub>1</sub>	0.236	0.124	0.225	2.996	0.0267	0.845 1.032
	Moral Intelligence X <sub>2</sub>	0.311	0.299	0.396	3.561	0.0298	0.567 1.017

In the review of collinearity of the independent variables, it can be seen in Table 2 that the VIF for all variables is values greater than 0.2 and less than 10, and therefore, it is concluded that there is no collinearity regression between the independent variables in the model. Consequently, there are no restrictions on the use of multivariate regression models.

$$Y = 0.374 + 0.236 X_1 + 0.311 X_2 + \varepsilon$$

Looking at Table 3, we can realize that the estimated coefficient for the predictor variable of the organizational intelligence is equal to 0.236, which with considering its significance, it is observed that the estimated coefficient is statistically 95% significant at the confidence level. In addition, the estimated coefficient for the predictor variable of the moral intelligence is equal to 0.311, which with considering its significance, it is observed that the estimated coefficient is statistically 95% significant at the confidence level. Therefore, there is a significant relationship between the moral intelligence and the organizational intelligence with the organizational commitment and the research hypothesis has been confirmed.

## DISCUSSION

This study is conducted to review the relation of the moral intelligence and the organization intelligence with the organizational commitment of the managers of the high schools in the city of Bandar Abbas. The research results indicated that the research hypothesis concerning a relationship between the organizational intelligence and the moral intelligence with the organizational commitment has been approved. Accordingly, the research findings showed that the predictor variable of the organizational intelligence significantly predicted the organizational commitment. The obtained results were consistent with the results of previous research. One possible explanation for the existence of a significant relationship between the above variables can be provided based on theory by Glynn [8]. According to this theory, organizational intelligence includes information processing functions that provide compatibility with the surroundings demands and are related to the beginning of the innovation and its implementation. It is therefore not surprising that people who have such ability can cause the innovation and creativity in organizations that will in turn lead to increase organizational commitment.

In addition, the research findings showed that there is a significant relationship between the moral intelligence and the organizational commitment. The obtained findings were consistent with the results of previous research. One possible explanation for the existence of a significant relationship between the above variables can be provided based on Lennick and Kiel theory [5]. According to this theory, the moral intelligence provides security, protection, respect and developing the capabilities of managers; the very features that can lead to increased organizational commitment of managers.

According to the research findings concerning a significant correlation between the moral intelligence and the organizational intelligence with the organizational commitment, several recommendations can be provided in this regard. It is recommended to test their organizational commitment at the time of recruitment and selection of employees and be a condition of entry to an organization. Also, it is recommended that in-service courses aimed at the awareness of employees and managers and promotion of the ethical intelligence, organizational intelligence and organizational commitment to be held by the educational authorities. The researchers can examine, in their future studies, the relationship between the moral intelligence and the organizational intelligence with the organizational commitment with other issues such as job satisfaction and with other variables.

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