

Moral Intelligence Relationship with Job Satisfaction and Organizational Deviant Behaviors Youth and Sports Department of Fars Province

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Abstract: The present research aimed to determine the relationship between moral intelligence with job satisfaction and organizational deviant behaviors in the offices of youths and sports of the Fars Province by descriptive study was conducted. The population consisted of all the employees of the offices of youths and sports of the Fars Province numbering 340 of which based on the sample size formula Cochran and random sampling stratified by size, 181 people participating in the study were selected. Data collection consisted of three standard questionnaires of Lennick and Kiel moral intelligence (2005) comprising 40 items, Minnesota job satisfaction (1967) comprising 20 items, Bennett and Robinson deviant behaviors (2000) comprising 8 items that face validity by supervisor and several members of the sample population. The reliability of the questionnaires was calculated using Cronbach's alpha for moral intelligence (0/85), job satisfaction (0/83) and organizational deviant behaviors (0/91). To analyze the data, descriptive statistics and inferential statistics such as Pearson correlation, multiple regressions (step by step) were used. Data analysis showed that between the moral intelligence dimensions of honesty, accountability, forgiveness, compassion and deviant behavior there was a significant relationship. Between the moral intelligence dimensions, there a significant relationship with job satisfaction.

Key words: Office of youths and sports, moral intelligence, job satisfaction, deviant behaviors, items

INTRODUCTION

Today, ethics and diversity management are the main factors of successful performance in a competitive environment. Ethics has a significant impact on human activity, responsibility of employees and necessary commitment for the proper functioning. Today, organizations are increasingly involved in something which is called the moral dilemma. In addition, intelligence considered as a collection of various capacities. And refers to the general talent that encompasses all mental activity and allows human being to be able to solve the problems of life and can be adapted to the new situation and environment. One of the aspects of human intelligence is moral intelligence. This type of intelligence can describe the boundary between altruism and egoism. In 2001 for the 1st time, the very so-called moral intelligence entered in psychology by Borba. Intelligence refers to the fact that man do not born inherently a moral or immoral but learns how to be good. Learning to be good includes communication, feedback, socialization and training that will never terminate. Moral intelligence means creating harmony between what managers believe and what they really do. Someone who has high moral

intelligence, acts in a manner that is consistent with his principles and ideas on the other hand such a person accepts responsibility for his actions, consequences of those actions and he also accepts his failures and mistakes and thus he has a high performance.

Job satisfaction is a very important factor in career success and is a factor that increases the efficiency and the need to feel personal satisfaction (Far and Nekouei-moghaddam, 2010). Factors affecting job satisfaction divided into three categories: individual, organizational and environmental. Individual factors refers to the situation (genetically), level of education, gender and age; environmental factors refers to leadership style, job characteristics and capture value and organizational factors refers to salary, promotion, organizational policies and culture and local factors. A considerable part of research are based on this obvious presupposition that job satisfaction is a potential determinant for absenteeism, quitting, job performance in role and extra-role behaviors (Golparvar and Nadi, 2010). In the meantime, the behavior such as quitting, movement and the like called "deviant behaviors". The pivotal operational point is the fact that these behaviors are not in many cases very tangible and visible but their costs and losses to organization is

considerable (Golparvar *et al.*, 2010). Deviant behavior in workplace have three main criteria; they are intentional and volitional; organizational customs, rules, regulations and acceptable norms usually be ignored and violated. This is a danger to the health of individuals and organizations. The significant overt and covert costs impose on the organization by these behaviors and thereby they would endanger the effectiveness of individual and organizational performance. This deviant behaviors related to organization include negligence, delays, unplanned absenteeism, destruction of facilities and equipment, deliberately ignoring the rules and personal use of organizational vehicles and deviant behaviors related individuals-clients, customers and partners are aggression and behavioral and verbal violence, theft and ridicule. Deviant behavior in the work environment plays an important role in determining the overall performance of organizations (Nadi and Ghahremani, 2013).

Youth and sports ministry is one of the main organizations that is in charge of dealing with the creation of happiness and joy among youth and planning for leisure industry. What transforms the subject of this study in this organization to a problem is that according to the philosophy of this organization it is expected that the moral intelligence be considered in this organization with definitions and interpretations that were made, so they would strive to improve social relationships.

The importance of moral intelligence, deviant behavior and job satisfaction in the organization can be evaluated in several aspects:

These organizations always face with a large audience from different strata of society, especially young people; for this reason, they have a major role in creating a fertile ground for a healthy society.

Present research has focused on the most important and most basic orientation of the organization and this is human resources. We try to study the related variables. This means that intelligence, behavior and satisfaction has individual analysis unit.

The results of this study provide information about the relationship between moral intelligence with job satisfaction and deviant behaviors and put them at the disposal of managers of youth and sports organization. This information can help managers in decision-making and planning necessary to increase job satisfaction which naturally reduces the deviant behaviors, focused on the components of moral intelligence related to job satisfaction.

In addition to studies conducted in the field of moral intelligence, job satisfaction and deviant behaviors haven't studied the relationship between these three variables. The relationships between these three

variables in the research cannot be explored. In terms of attention to the relationship between all three variables in organizational behavior discussions, this study could cover a new field of organizational studies and solve the lack of studies in this field.

Literature review: Comments and different definitions are provided by experts which then referred to some of these definitions.

Moral intelligence: Borba defines moral intelligence as "capacity of understand the counterfactuals, having strong moral beliefs and rue and correct behavior". Moral intelligence is characterized by behaviors fairness, respect, acceptance of others and the rights and responsibilities. Lennick and Kiel consider moral intelligence as ability to distinguish right from wrong which is consistent with universal principles. They believed that the four principles of moral intelligence is essential for the continued organizational and personal success.

Honesty and integrity: Integrity means creating harmony between what a person believes and what he does (Ghorbanizadeh, 2013).

Competences related to honesty are permanent actions based on principles, values and beliefs; truthfulness; attempt to do what is right and fulfill the promises (Lennick and Kiel, 2013).

Accountability: Accountability is ability to accept, responsiveness and undertake something that someone be asked and the person has the right to accept or reject it (Rafatian, 2007).

Competence related to accountability are accept responsibility for your choices; accept faults and failures; take responsibility to serve other people; take responsibility for the individual choices (Lennick and Kiel, 2013).

Compassion and kindness: Compassion is respect for others and it is compassion, understanding and kindness that has an interactive impact (Tarzi *et al.*, 2013). An active care of others is the competence related to compassion (Lennick and Kiel, 2013).

Forgiveness: Forgiveness means awareness of your faults and failures of others (Tarzi *et al.*, 2013). Competences related to forgiveness are forgive the personal faults; forgive the other's faults (Lennick and Kiel, 2013).

Job satisfaction: "Job satisfaction is a positive or pleasant emotional state that is the result of individual assessment of job or career experience".

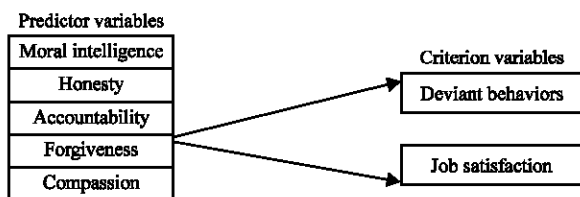


Fig. 1: Conceptual Model

Organizational deviant behaviors: Organizational deviant behaviors can be any arbitrary act by which employees inflict harm to the organization or members of the organizations. These behaviors are actions and behaviors that are in conflict with the established norms in the organization and damage to organizations, employees or both (Robbins, 1995).

Considering the importance of the role of moral intelligence and job satisfaction and deviant behaviors main theme of the research is “moral intelligence relationship with job satisfaction and staff organizational deviant behaviors at sport and youth offices in Fars Province.” In fact, the main issue of this study is whether the moral intelligence, job satisfaction and organizational deviant behaviors in sport and youth offices have a relationship not? In this study, the following hypotheses have been examined. The conceptual model of the study is shown in Fig. 1.

The main hypotheses:

- There is a relationship between moral intelligence and job satisfaction among employees at sport and youth offices in Fars Province
- There is a relationship between moral intelligence and deviant behaviors among employees at sport and youth offices in Fars Province

Secondary hypotheses:

- There is a relationship between the integrity (honesty) of moral intelligence and deviant behaviors
- There is a relationship between the compassion (kindness) of moral intelligence and deviant behaviors
- There is a relationship between the forgiveness of moral intelligence and deviant behaviors
- There is a relationship between the accountability of moral intelligence and job satisfaction
- There is a relationship between the integrity (honesty) of moral intelligence and job satisfaction
- There is a relationship between the compassion (kindness) of moral intelligence and job satisfaction
- There is a relationship between the forgiveness of moral intelligence and job satisfaction

- Dimensions of moral intelligence can predict job satisfaction
- Dimensions of moral intelligence can predict deviant behaviors

MATERIALS AND METHODS

The purpose of this research is functional and it is descriptive and correlational. The population in this study included a total of 340 employees of sport and youth offices at Fars Province. In this study on the basis of cochran sample size, 181 persons were intended as the statistical sample:

$$n = \frac{Nt^2pq}{Nd^2 + t^2pq} = \frac{340 \times 3.84 \times 0.5 \times 0.5}{340 \times 0.0025 + 3.84 \times 0.5 \times 0.5} = 181$$

In the present study, sampling method was stratified random sampling proportional to size. In this study, we used documentary and library method to collect theoretical foundations and literature. Since, the most common means of data collection in survey research is questionnaire; in this study, three different questionnaires were used to collect the required information which as follows.

Moral intelligence questionnaire: In this study, the standard questionnaire of moral intelligence provided by Lennick and Kiel is used to investigate the moral intelligence which is composed of 40 questions in the Likert scale (very low, low, medium, high and very high). Results of factor analysis moral intelligence indices showed that integrity with 0.83% factor loadings, 0.87% responsibility, 0.85% forgiveness and 0.88% compassion 88/0 place in a shared and common situation and this can be called moral intelligence.

Organizational deviant behavior questionnaire: In this study, a questionnaire with eight questions to assess deviant behaviors was used. This questionnaire was provided by Bennett and Robinson and was introduced by Molaki.

Job satisfaction questionnaire: Minnesota questionnaire (1967) was used to assess job satisfaction. This questionnaire consists of 20 questions in the Likert scale (1 = very low up to 5 = very high).

RESULTS

Table 1 shows the correlation coefficient between moral intelligence and deviant behaviors. Analytical findings based on research questions and hypotheses have been set and it has been discussed.

Table 1: Correlation coefficient between moral intelligence and deviant behaviors

Deviant behavior (criterion variable)			
Statistical index			
Predictor variable	Correlation coefficient	Square of correlation coefficient	Significance level
Moral intelligence	-0/463**	0/214	0/001

**p<0.01

Table 2: Correlation coefficient between moral intelligence and job satisfaction

Job satisfaction (criterion variable)			
Statistical index			
Predictor variable	Correlation coefficient	Square of correlation coefficient	Significance level
Moral intelligence	0/345**	0/119	0/001

**p<0.01

Table 3: Correlation coefficient between the honesty aspect of moral intelligence and deviant behaviors

Deviant behavior (criterion variable)			
Statistical index			
Predictor variable	Correlation coefficient	Square of correlation coefficient	Significance level
Honesty	-0/485**	0/235	0/001

**p<0.01

First main hypothesis (there is a relationship between moral intelligence and deviant behaviors): Findings of Table 1 shows that the correlation coefficient between moral intelligence and deviant behaviors is significant. That is there is a negative and significant relationship between moral intelligence and deviant behaviors ($r = -0.463$) and based on the coefficient of determination (r^2) 21.4% of the variance was shared in moral intelligence and deviant behaviors. Therefore, the first main hypothesis stating that there is a relationship between moral intelligence and deviant behavior is confirmed.

Second main hypothesis (there is a relationship between moral intelligence and job satisfaction): Table 2 shows that the correlation coefficient between moral intelligence and job satisfaction and this correlation is significant. That is there is a significant relationship between moral intelligence and job satisfaction ($r = -0.345$) and based on the coefficient of determination (r^2) 11.9% of the variance was shared in moral intelligence and job satisfaction. Therefore, the second main hypothesis stating that there is a relationship between moral intelligence and job satisfaction is confirmed.

First hypothesis (there is a relationship between the honesty aspect of moral intelligence and deviant behaviors): Table 3 shows that the correlation coefficient

Table 4: Correlation coefficient between the accountability aspect of moral intelligence and deviant behaviors

Deviant behavior (criterion variable)			
Statistical index			
Predictor variable	Correlation coefficient	Square of correlation coefficient	Significance level
Accountability	-0/529**	0/280	0/001

**p<0.01

Table 5: Correlation coefficient between the forgiveness aspect of moral intelligence and deviant behaviors

Deviant behavior (criterion variable)			
Statistical index			
Predictor variable	Correlation coefficient	Square of correlation coefficient	Significance level
Forgiveness	-0/485**	0/235	0/001

**p<0.01

between honesty and deviant behavior and this correlation is significant. That is there is a negative significant relationship between honesty and deviant behavior ($r = -0.485$) and based on the coefficient of determination (r^2) 23.5% of the variance was shared in honesty and deviant behavior. Therefore, the first hypothesis stating that there is a relationship between honesty and deviant behavior is confirmed.

Second hypothesis (there is a relationship between the accountability aspect of moral intelligence and deviant behaviors): Table 4 shows that the correlation coefficient between accountability and deviant behavior and this correlation is significant. That is there is a negative significant relationship between accountability and deviant behavior ($r = -0.529$) and based on the coefficient of determination (r^2) 28% of the variance was shared in accountability and deviant behavior. Therefore, the second hypothesis stating that there is a relationship between accountability and deviant behavior is confirmed.

Third hypothesis (there is a relationship between the forgiveness aspect of moral intelligence and deviant behaviors): Table 5 shows that the correlation coefficient between forgiveness and deviant behavior and this correlation is significant. That is there is a negative significant relationship between forgiveness and deviant behavior ($r = -0.255$) and based on the coefficient of determination (r^2) 6.5% of the variance was shared in forgiveness and deviant behavior. Therefore, the third hypothesis stating that there is a relationship between forgiveness and deviant behavior is confirmed.

Forth hypothesis (there is a relationship between the compassion aspect of moral intelligence and deviant behaviors): Table 6 shows that the correlation coefficient between compassion and deviant behavior and this

Table 6: Correlation coefficient between the compassion aspect of moral intelligence and deviant behaviors

Deviant behavior (criterion variable)			
Statistical index			
Predictor variable	Correlation coefficient	Square of correlation coefficient	Significance level
Compassion	-0/456**	0/208	0/001

**p<0.01

Table 7: Correlation coefficient between the integrity aspect of moral intelligence and job satisfaction

Job satisfaction (criterion variable)			
Statistical index			
Predictor variable	Correlation coefficient	Square of correlation coefficient	Significance level
Integrity	0/278**	0/077	0/001

**p<0.01

Table 8: Correlation coefficient between the accountability aspect of moral intelligence and job satisfaction

Job satisfaction (criterion variable)			
Statistical index			
Predictor variable	Correlation coefficient	Square of correlation coefficient	Significance level
Accountability	0/340**	0/116	0/001

**p<0.01

correlation is significant. That is there is a negative significant relationship between compassion and deviant behavior ($r = -0.456$) and based on the coefficient of determination (r^2) 20.8% of the variance was shared in compassion and deviant behavior. Therefore, the fourth hypothesis stating that there is a relationship between compassion and deviant behavior is confirmed.

Fifth hypothesis (there is a relationship between the integrity aspect of moral intelligence and job satisfaction): Table 7 shows that the correlation coefficient between integrity and job satisfaction and this correlation is significant. That is there is a positive significant relationship between integrity and job satisfaction ($r = -0.278$) and based on the coefficient of determination (r^2) 7.7% of the variance was shared in integrity and job satisfaction. Therefore, the fifth hypothesis stating that there is a relationship between integrity and job satisfaction is confirmed.

Sixth hypothesis (there is a relationship between the accountability aspect of moral intelligence and job satisfaction): Table 8 shows that the correlation coefficient between accountability and job satisfaction and this correlation is significant. That is there is a positive significant relationship between accountability and job satisfaction ($r = -0.340$) and based on the coefficient of determination (r^2) 11.6% of the variance was shared in accountability and job satisfaction. Therefore,

Table 9: Correlation coefficient between the forgiveness aspect of moral intelligence and job satisfaction

Job satisfaction (criterion variable)			
Statistical index			
Predictor variable	Correlation coefficient	Square of correlation coefficient	Significance level
Forgiveness	0/237**	0/056	0/001

**p<0.01

Table 10: Correlation coefficient between the compassion aspect of moral intelligence and job satisfaction

Job satisfaction (criterion variable)			
Statistical index			
Predictor variable	Correlation coefficient	Square of correlation coefficient	Significance level
Compassion	0/395**	0/156	0/001

**p<0.01

the sixth hypothesis stating that there is a relationship between accountability and job satisfaction is confirmed.

Seventh hypothesis (there is a relationship between the forgiveness aspect of moral intelligence and job satisfaction): Table 9 shows that the correlation coefficient between forgiveness and job satisfaction and this correlation is significant. That is there is a positive significant relationship between forgiveness and job satisfaction ($r = -0.237$) and based on the coefficient of determination (r^2) 5.6% of the variance was shared in forgiveness and job satisfaction. Therefore, the seventh hypothesis stating that there is a relationship between forgiveness and job satisfaction is confirmed.

Eighth hypothesis (there is a relationship between the compassion aspect of moral intelligence and job satisfaction): Table 10 shows that the correlation coefficient between compassion and job satisfaction and this correlation is significant. That is there is a significant relationship between compassion and job satisfaction ($r = -0.395$) and based on the coefficient of determination (r^2) 15.6% of the variance was shared in compassion and job satisfaction. Therefore, the eighth hypothesis stating that there is a relationship between compassion and job satisfaction is confirmed.

Ninth hypothesis (dimensions of moral intelligence can predict deviant behaviors): Table 11 shows that the accountability from the studied variables in the regression is the best predictors of deviant behaviors is in the first step. Based on stepwise regression analysis, the relationship between the variables of accountability and deviant behaviors is significant. Accordingly, in the first step, accountability explains 26.1% of the variance of deviant behaviors. F observed in the $p < 0.01$ was significant; therefore, the regression can be generalized to the target population.

Table 11: Multiple correlation coefficient table of intelligence moral with deviant behaviors

Criterion variable	Predictor variable	Statistical index				Significance level
		Multiple correlation coefficient	Square of multiple correlation coefficient	Square of adjusted multiple correlation coefficient	F-coefficient	
Deviant behaviors first step	Accountability	0/511	0/261	0/256	48/833	0/001

p<0.01

Table 12: Beta coefficient table in anticipation of deviant behaviors

Criterion variable	Predictor variable	Statistical index				Significance level
		Multiple correlation coefficient				
		Beta	Standard fault	Standardized beta	t-coefficient	
Deviant behaviors first step	Accountability	-0/720	0/103	-0/511	-6/988	0/001

p<0.01

Table 13: Table of variables in the regression to predict the deviant behaviors with moral intelligence components

Measures	Beta	Amount of t	Significance level
First step			
Integrity	-0/074	-0/550	0/583
Forgiveness	0/155	1/584	0/115
Compassion	0/020	158/0	0/875

Table 14: Multiple correlation coefficient table of intelligence moral with job satisfaction

Criterion variable	Predictor variable	Statistical index				Significance level
		Multiple correlation coefficient	Square of multiple correlation coefficient	Square of adjusted multiple correlation coefficient	F-coefficient	
Job satisfaction first step	Compassion	0/393	0/154	0/148	24/979	0/001

p<0.01

Table 15: Beta coefficient table in anticipation of job satisfaction

Criterion variable	Predictor variable	Statistical index				Significance level
		Multiple correlation coefficient				
		Beta	Standard fault	Standardized beta	t-coefficient	
Job satisfaction first step	Compassion	0/859	0/172	0/393	4/998	0/001

p<0.01

Table 16: Table of variables in the regression to predict the job satisfaction with moral intelligence components

Measures	Beta	Amount of t	Significance level
First step			
Integrity	-0/074	-0/550	0/583
Accountability	0/155	1/584	0/115
Forgiveness	0/020	0/158	0/875

Table 12 indicate that beta coefficient per unit increase in accountability reduces deviant behaviors up to 0.511 unit. Prediction equation of ninth hypothesis can be provided as follows:

$$\text{Deviant behaviors} = 40.581 + \text{Accountability} (-0.720)$$

Table 13 shows the relationship between honesty, forgiveness, compassion with deviant behaviors is not significant.

Tenth hypothesis (moral intelligence can predict job satisfaction): Table 14 shows that the compassion from the studied variables in the regression is the best predictors of job satisfaction in the first step. Based on stepwise regression analysis, the relationship between the variables of compassion and job satisfaction is significant.

Accordingly, in the first step, compassion explains 15.4% of the variance of job satisfaction. F observed in the p<0.01 was significant; therefore, the regression can be generalized to the target population. Table 15 indicates that beta coefficient per unit increase in compassion increases job satisfaction up to 0.393 unit. Prediction equation of tenth hypothesis can be provided as follows:

$$\text{Job satisfaction} = 34.529 + \text{Compassion} (0.859)$$

Table 16 shows the relationship between integrity, forgiveness and accountability with job satisfaction is not significant.

DISCUSSION

The first main hypothesis (there is a relationship between moral intelligence and deviant behaviors): To explain these findings and considering the moral intelligence, we can say that all people have the talent to take advantage of moral practices and thoughts, so people have used this intelligence to signify their moral principles. Moral intelligence allows people to develop values and moral beliefs and combine them in the area of morality. Organizational deviant behaviors are behaviors in the workplace in which customs, policies and rules within the organization would be violated by a person or group and this violation endangers the effectiveness and performance of the organization. In fact, it can be said that moral intelligence is an internal locus of control. Internal locus of control enables the person that in case of lack of external control including managers and supervisors adhere to do's and don'ts and act in accordance with what is true and correct. In such a case, it can be expected that adherence and commitment through moral intelligence allows a person considers the do's and don'ts (values and ethics) as a practical guide and avoid deviant behaviors such as absenteeism, poor performance and so, on. In the studied organization, it also seems that the adherence of people to their ethics and moral intelligence have led to a reduction of deviant behaviors and negative relationship between these two dimensions has been explained.

The second main hypothesis (there is a relationship between moral intelligence and job satisfaction): To explain these findings it can be said that organizational and personal success requires moral competition that is active use of moral intelligence. This competition can be increased during the life and when moral behavior comes to the workplace, organizations can create an environment in which accountability, integrity, compassion and forgiveness as a human rules enter to their life work. Organizations with moral intelligence have a culture with significant values and their members working harmoniously to achieve these values. Among the attitudes, job satisfaction has utmost importance because it directly and indirectly affect business behavior and determines many organizational variables. So, it can be expected a person obliged to morality would has a positive attitude towards work and activity because of the philosophy he sees in himself and his study. This issue is also being investigated in sport organization. This means

that the attitude of job satisfaction in the organization will be affected because of the alignment with moral principles for athletes and states that there is a significant relationship between moral intelligence and job satisfaction.

First hypothesis (there is a relationship between the Integrity (honesty) of moral intelligence and deviant behaviors): To explain these findings we can say that those who ignore obviously moral principles, harm to their organizational colleagues and ultimately, society do not trust its own company or organization. In the organizational set, honesty is often meant as tell the truth, even under the circumstances and conditions that are deemed to be challenging. When the time and situation is difficult, it is necessary to be able to tell people the truth. Honesty has a significant impact on the efficiency and performance of the workforce. When people work for an organization where there is no honesty, people hide information to protect themselves against negative or unpredictable reactions. Hence, people without honesty, based on the deception that there are in organizational policies, extend the atmosphere of suspicion within the organization. In contrast, people who are known to be honest, will develop a very strong and robust atmosphere on the basis of honesty and trust. People who work in an honest organization, because they know very well is not going to happen something hidden and unusual in their organizations, continue to work calmly. In contrast, deviant behaviors are intentional behaviors that violate organizational norms and threaten health of organization and staff or both. The relationship between character-based variables such as honesty and deviant behaviors can be described based on individual attitudes and characteristics that are associated empirically with deviant behaviors. It can be expected that honest people due to having this personality trait avoid deviant behaviors and offer real reasons in the workplace and avoid behaviors such as absenteeism, negligence and so, on. In the studied organization, honesty is one of the significant and essential principles. This decreases because people believe in the moral attribute of deviant behaviors in the workplace and a negative relationship between these two variables is explained.

Second hypothesis (there is a relationship between the accountability of moral intelligence and deviant behavior): To explain these findings, we can say that accountability is one of the dimensions of the character in the pattern of five-factor personality which reflects some features such as hard work, accuracy and quality of acting upon commands in a responsible and dutiful

person and contain components such as self-regulation, precision, accuracy, organization and need for success. "Accountability" is another key aspect in moral intelligence. A person who accepts responsibility for his actions and their consequences would be able to ensure that his actions are in accordance with the principles of universal human morality. Acceptance of individual faults in several ways helps organizations be healthier. First, the person accepts that he mustn't blame someone else because of his faults. Second, accepting mistakes from an individual makes his colleagues feel that he believes in his fallibility and therefore, he can establish a closer relationship with his colleagues. Finally, acceptance of faults is a strong and clear message that reflects strong and high capacity of organization. The deviant behavior threatens the environment and the organization's work in all aspects. Behavior such as indifference toward matters, regulations, guidelines, goals and norms governing the organization or violation of corporate policies including these behaviors. So, we can conclude that accountability plays an important role in controlling organizational deviant behaviors. The relationship between accountability and organizational deviant behaviors can be explained. One of the characteristics of sport and youth organization is to teach sense of accountability. In this organization, people learn to be accountable for their duties. This allows people to have the power of accountability toward deviant behavior such as secrecy and assignment matters to the external and uncontrollable factors.

Third hypothesis (there is a relationship between the forgiveness of moral intelligence and deviant behaviors):

To explain these findings, we can say that forgiveness is primary key of behavior because individuals without having tolerance to accept their mistakes and awareness of their weaknesses, probably become severe and fanatic individuals and no longer be able to socialize with others in a way that promote mutual interactions in themselves and other people. Forgiveness can be seen from two perspectives: forgive personal faults and forgive other's faults. Effective people know that forgiveness from both perspectives would lead to clarify the optimized functions in the future. However, the deviant behaviors in the workplace are anti-social and malicious behavior. This is intentional behavior that violates important norms of organization and endanger the health of the organization or its members. In this case, the person do not have the required power to forgive others and behaves destructively in various ways. This can be due to features like forgiveness deviant behaviors that have reduced the possibility of other faults. In youth and sports

organization, forgiveness considered as a moral trait and reduce deviant behaviors such as drainage and political behavior.

Forth hypothesis (there is a relationship between the compassion (kindness) of moral intelligence and deviant behaviors):

To explain these findings, we can say that "compassion" is a pre-requisite for social behavior because the sense of duty to take care of other people, not only makes evident consideration and respect the individual against the others but also it would lead to emerge an atmosphere that when individuals are deeply felt need, others with the utmost compassion and kindness make a friendly relation with them. This means that employee will avoid deviant behaviors due to having sympathy for colleagues and the organization. Hence, we can say that compassion will decrease deviant behaviors.

Fifth hypothesis (there is a relationship between the Integrity (honesty) of moral intelligence and job satisfaction):

When a person's behavior is based on honesty his behavior is consistent with the principles of human morality. An organization that works on the basis of honesty, more likely to be composed of loyal and reliable employees. Integrity encompasses the immeasurable rewards for organizations that are looking for. Working with organizations and employees who are honest is very enjoyable. This means that the truth far from stealth and secrecy leads people to feel confidence. This means that staff in the organization feel there are issues that superiors or colleagues have been filtered and is not visible. When employees feel their supervisor and colleagues have sincere attitude this impact on their attitudes such as job satisfaction. In this case because of the sincere atmosphere, the person is satisfied with his job and organizational environment and hasn't a feeling of discomfort.

Sixth hypothesis (there is a relationship between the accountability of moral intelligence and job satisfaction):

Results of this study showed that there is a relationship between the components of accountability and job satisfaction and teaching moral rules improves accountability of employees and this increases job satisfaction. The ability to accept accountability, undertake something that someone be asked and the person has the right to accept or reject it. "Accountability" is another key issue in the moral intelligence. Accountability must be coupled with the ability to carry out its responsibilities, so the person who accepts responsibility, should be responsible for his affairs and should be accountable for his actions. The

inability to satisfy what the person undertakes can affect the whole system of organization. In contrast, job satisfaction is a useful and positive feeling that one feels after undertaking work. Thus, job satisfaction is not just a single factor but it is a complex interconnect between job duties, accountability, actions and reactions, motivation and encouragement. When a person made a conscious choice (accountability) he sees it as a situation in which his embedded features and capabilities can be flourished. In fact, the accountability creates an opportunity for a person in which he can test his skills and identify his strengths and weaknesses. This leads to higher job satisfaction. Because a person feels that his work is not repetitive and feels sort of dynamism and growth.

Seventh hypothesis (there is a relationship between the forgiveness of moral intelligence and job satisfaction):

To explain these findings we can say that forgiveness is awareness of his faults and tolerate the faults of others. The remarkable thing is that forgiving the faults do not mean excuse unacceptable behavior or explain them in many ways. In the organization, forgiveness includes staff capacity and organization to accept the faults. The employees should aware that their organization has enough space for possible faults. If any mistake be punished without any discount, the organization loses its attractiveness even for the best employees and they migrate to other organizations to have a more attractive work environment. This is one of the reactions of unhappy employees. Forgiveness is a reciprocal matter and if an organization forgive faults of its staff they will learn how to forgive each other in the future. Thus, if employees are able to forgive unintentional faults of their colleagues and supervisors it would provide the requirements for their inner peach and they avoid retaliatory behaviors. Therefore, the relationship between the two variables will be explained.

Eighth hypothesis (there is a relationship between the compassion (kindness) of moral intelligence and job satisfaction):

To explain these findings we can say that individuals operate in a team in an organizational environment as well as human communities. Civic life and organizational life requires that people have an empathic understanding of organizational conditions and conditions in the general sense of individual employees faced various challenges. And hence in many cases, organizations and partners can act as a lever to reduce these pressures. Feel compassion and mercy for others as

a feature can increase sympathy for the employees of an organization to create a sense of cohesion and solidarity. Thus, since job satisfaction highly depends on the motivational factors such as self-actualization, people who feel compassion logically, will help their organization and colleagues in difficult conditions. These people have more job satisfaction and achieve self-actualization. Thus, the relationship between these two variables will be explained.

Ninth hypothesis (moral intelligence can predict deviant behaviors):

The results show that by reducing the accountability it can be expected that deviant behaviors increases. To explain these findings, we can say that when employees and supervisors have a sense of responsibility towards their colleagues, jobs, duties, community and organization and consider themselves as responsible for organizational events and be accountable to them this will ensure that all managers and colleagues are accountable for their actions and behavior, accept the consequences of their behavior. Therefore, an accountable person does not need to do a deviant behavior to explain his behavior and its reason. Behaviors such as negligence, absenteeism and the like rooted in the lack of accountability in individual and organizational position. However, when a person has a sense of accountability toward a task he served with the organization and colleagues and deviant behaviors are replaced by extra role behaviors.

Tenth hypothesis (moral intelligence can predict job satisfaction):

To explain these findings, we can say that moral traits are amongst the factors related to the person's inner satisfaction. When people pay attention to human traits, peripheral factors placed in an important position and this leads to the creation of positive human relations among colleagues. Note that this finding in the studied organization has a stronger explanation because of the characteristics of the audiences and philosophy of the organization. This means that the findings show that the higher the level of internal satisfaction increased compassion and therefore, the dissatisfaction will be reduced.

CONCLUSION

The results of stepwise regression showed that among the elements of moral intelligence, accountability was the best predictor of deviant behaviors and compassion the best predictor of job satisfaction.

RECOMMENDATIONS

According to the results of Table 1 based on the relationship between moral intelligence and deviant behavior it is recommended that employees and managers get familiar with the concept of moral intelligence and its consequences in any organization through moral intelligence-related training, including accountability, sympathetic understanding, honesty and so on.

According to the results of Table 2 based on the relationship between moral intelligence and job satisfaction it is recommended that a ground for promotion of moral intelligence and thus provides job satisfaction be provided by selection of employee with moral intelligence, the development of the charter of value of institutions, adherence management to a code of conduct, specify the organization's moral codes and encouraging staff to respect them.

According to the results of Table 3 based on the relationship between integrity (honesty) of moral intelligence and deviant behaviors it is suggested that in many ways, including direct confrontation and direct dialogue with various levels of staff in the organization trying to create a friendly atmosphere and through openness, honesty and mutual trust will be strengthened. Avoidance of punishment and negative behaviors such as decreased performance evaluation scores due to inadvertent faults is one of the ways to increase an honest atmosphere.

According to Table 4 based on the relationship between accountability of moral intelligence and deviant behaviors, it is suggested that through the participation of employees in decision-making, creating an atmosphere of trust and responsibility with accountability toward employees, encourage responsible employees, creating professional identity and assignment of whole responsibilities of a job to enhance staff's accountability to be provided.

According to Table 5 based on the relationship between forgiveness of moral intelligence and deviant behaviors it is suggested that by internalizing the culture of forgiveness among staff and training Islamic teachings, the context of adherence to these characteristics to be provided to staff.

According to Table 6 based on the relationship between compassion (kindness) of moral intelligence and deviant behaviors it is suggested that pay attention to this aspect of moral intelligence through emotional intelligence training, sympathetic behavior and status of colleagues and human relations.

According to Table 7 based on the relationship between integrity (honesty) of moral intelligence and job

satisfaction it is suggested that noting that honesty provide mutual relations between employees and managers by encouraging employees honest, transparent organizational matters and avoid filtering provided background information to promote honest atmosphere.

According to Table 8 based on the relationship between accountability of moral intelligence and job satisfaction, it is suggested that accountability be strengthened with appropriate behavioral model and by pushing people into this process and create a collective association, collective responsibility in the organization becomes a necessity.

According to Table 9 based on the relationship between forgiveness of moral intelligence and job satisfaction it is suggested that the skills of forgiveness in individual and group should be developed in two stages: free the mind and forgive, generosity in action should be taught and it should be institutionalized in organization.

The general recommendations of this study are as follows: use of psychological tests, specialists in organizational behavior and psychologists to select committed employees who have moral intelligence, create a sense of responsibility towards future generations, teaching skills such as empathy to recognize right from wrong, anger management, learning tolerance, self-control, provide a transparent means of communication between managers and employees, the moral intelligence as the basis and foundation for staff selection and use morally acceptable symbols for employees.

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