

The role of moral intelligence in promoting organizational agility during crisis situations with regard to the mediating role of service quality provision

El papel de la inteligencia moral en la promoción de la agilidad organizativa durante situaciones de crisis con respecto al papel mediador de la prestación de calidad del servicio

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Abstract

Moral intelligence introduces a new authority tool to the organizations' managers so that it can be used in the organizations to improve organizational agility and promote the quality of services in crisis situations. This study was applied in terms of its objectives, and a descriptive survey in terms of data collection method. The statistical population of the study consisted of the employees of the Red Crescent Organization in Hamadan province (N=200). According to Morgan's Table, the sample size was estimated to be 132. The data collection instrument was a questionnaire. Content validity and confirmatory factor analysis were used to assess the validity, Cronbach's alpha coefficient was calculated to estimate the reliability, and structural equation modeling was run in Smart PLS software to analyze the collected data. The results indicated that moral intelligence had a positive and significant effect on the improvement of organizational agility in the Red Crescent Organization of Hamedan province. Additionally, moral intelligence had a positive and significant impact on the service quality provision in the Red Crescent Organization of Hamedan province. Service quality provision also had a positive and significant effect on the promotion of organizational agility in Red Crescent Organization of Hamedan province.

Moral intelligence, Organizational agility, Service quality provision

Resumen

La inteligencia moral introduce una nueva herramienta de autoridad a los gerentes de las organizaciones para que pueda ser utilizada en las organizaciones para mejorar la agilidad organizacional y promover la calidad de los servicios en situaciones de crisis. Este estudio se aplicó en términos de sus objetivos, y una encuesta descriptiva en términos de método de recopilación de datos. La población estadística del estudio estaba formada por los empleados de la Organización de la Media Luna Roja en la provincia de Hamadan (N=200). Según Morgan's Table, el tamaño de la muestra se estimó en 132. El instrumento de recopilación de datos era un cuestionario. La validez del contenido y el análisis de factores confirmatorios se utilizaron para evaluar la validez, se calculó el coeficiente alfa de Cronbach para estimar la fiabilidad, y el modelado de ecuaciones estructurales se ejecutó en el software Smart PLS para analizar los datos recopilados. Los resultados indicaron que la inteligencia moral tuvo un efecto positivo y significativo en la mejora de la agilidad organizativa en la Organización de la Media Luna Roja de la provincia de Hamedan. Además, la inteligencia moral tuvo un impacto positivo y significativo en la prestación de calidad de los servicios en la Organización de la Media Luna Roja de la provincia de Hamedan. La prestación de calidad de los servicios también tuvo un efecto positivo y significativo en la promoción de la agilidad organizativa en la Organización de la Media Luna Roja de la provincia de Hamedan.

Inteligencia moral, agilidad organizativa, prestación de calidad del servicio

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Introduction

Moral intelligence basically refers to a capacity to understand right from wrong. In other words, moral intelligence is having firm moral beliefs and act accordingly (Siadat et al., 2008). Moral intelligence is the capacity to apply the universal morality principles in the ethics, goals, and interactions of a person based on a rule (Lennick & Kiel, 2007). To put it in other words, a person with moral intelligence is the one possessing strong and firm ethical beliefs and the ability to act accordingly as such the person behaves in the right and respectful manner (Khaleqi & Chenari, 2015). Agility enhances the organization's ability to deliver high-quality products and services and is therefore an important factor affecting the organization's effectiveness. Agility represents an organization's capability to perceive and anticipate changes in the workplace. Such an organization must be able to recognize environmental changes and regard them as growth and prosperity factors (Sharifi & Zhang, 2006). Many organizations are inclined to approaches such as virtual organization and virtual teams to improve their organizational agility and develop globally. Agility may sometimes be the integration of processes, members, and features of an organization using advanced technologies (Bottani, 2009). One of the main reasons leading to an increased application of organizational agility process is environmental change and its impact on the organization's knowledge and performance. Organizations, and in particular the Red Crescent Organization of Hamedan Province, are supposed to rely on their competitive advantage to succeed. To this end, organizational agility strategy will be a solution letting the organization use the resources, facilities, and expertise of other organizations without any ownership right (Bahadori & Habibi, 2016). Quality of services is one of the main critical issues and one of the most effective tools in creating competitive advantage, leading to a high level of service quality, satisfaction, and customer loyalty (Parasuraman & Zeithaml, 2002).

SERVQUAL and Kano models are widely used in service quality assessment (Wu & Lin, 2012). Awareness of the concept 'service quality' and efforts to promote such a concept lead to the provision of quality services. Enhancing the service quality could promote customer satisfaction as well (Wu & Lin, 2012).

Hence the researcher seeks to introduce a new authority tool to the managers of the Red Crescent Organization of Hamedan Province with regard to moral intelligence, so that it can be used in this organization to improve the organizational agility and provide high-quality services. Due to the nature and structure of the organization, improving and enhancing moral intelligence and providing high quality services in the Red Crescent Organization of Hamedan province seems to be effective in increasing the level of organizational agility in this organization and to be of great help to staff in order to improve the quality of services. One of the significant issues to address in this regard is as follows: How much work is undertaken in this organization in terms of moral intelligence and service quality provision? Considering all the aforementioned assumptions, this study aimed to detect whether moral intelligence has a positive and significant effect on the improvement of organizational agility in crisis situations with regard to the mediating role of the service quality provision (Case study: Red Crescent organization of Hamedan province).

Literature and Research Background

Moral Intelligence

Borba (2005) defines moral intelligence as being capable of distinguishing right from wrong, having moral certainties, and acting in accordance with them in order to behave in a proper and honorable manner. Moral intelligence directs all other types of human intelligences toward undertaking valuable works (Beheshti Far et al., 2011: 3).

According to Borba (2005), the moral intelligence principles are as follows:

Sympathy, consciousness, self-control, attention and respect, kindness, tolerance, and equity.

Moral intelligence principles from Lennick and Kiel's (2005) perspective:

1. Principle of Integrity: It means creating harmony between individuals' beliefs and actions. In fact, it is doing what we know is right and telling the truth.
2. Principle of Responsibility: It refers to accepting actions and their consequences, as well as errors and failures.

3. Principle of Compassion: It means to consider the others and their reciprocal influences.
4. Principle of Forgiveness: It encompasses an awareness of imperfections and mistakes and forgiving oneself and others.

Organizational Agility

In today's world, more emphasis is placed on the ability to adapt to changes occurring in the business environment, and agile manufacturing is an approach to understand customer and market needs, which literally is a step forward to create new meanings for better performance and success in business, and operationally is also a strategic approach in manufacturing with regard to the new business environment. Responding to changes and considering their benefits through strategic use of production and management methods and tools are the underlying concepts of agile manufacturing (Levy et al., 2009).

Agility refers to the capacity to survive and progress in an environment filled with constant and unpredictable changes (Levy et al., 2009). Agility is, in fact, a new paradigm for engineering competitive firms. The need for this new paradigm is based on an increase in the rate of changes in the environment that makes firms have proactive responses to the changes. Markets and customers demand for inexpensive products tailored to their needs and quick access to these products (Cao, 2005). Agility constantly focuses on the personnel and organization's performance, the value of products and services, and the constant changes in the opportunities caused by attracting customers and requires constant preparation to face fundamental and superficial changes as the agile companies are always prepared to learn anything new which boosts their profitability through using new opportunities (Cao, 2005).

Accordingly, successful agile rivals not only must recognize their markets, manufacturing lines, competencies, and current customers, but also should identify their potential future customers and markets. This would lead to strategic plans to gain new competencies, develop new manufacturing lines, and deal with new markets. Conceptual concepts of agile competition are associated with competitive grounds that operate specifically within a company.

Agile companies are subject to aggressive changes. For the agile competitors, changes and uncertainties are the source of rehabilitating new opportunities based on permanent successful methods; therefore, agility relies on human initiatives, skills, knowledge, and access to information in order to cope with changes with no previous background. An agile organization has administrative processes and a type of organizational structure to rapidly and smoothly transfer these initiatives to the core of customer business activities and acts aggressively in creating opportunities for profit-making and growth (Sharifi et al., 2006).

Agile competitors accelerate changes and create new markets and new customers, which are beyond their understanding, through paths on which the market and customer needs appear. Although agility allows the company to react much more quickly than before, the agile competitors' strength is in anticipating customer needs and leading the creation of new markets through continuous innovation. Agility is a comprehensive response to a new competitive environment, being formed by forces reducing the dominance of the mass production system (Sharifi et al., 2006).

Service Quality Provision

- Quality is the availability of services or goods for the user and requires the design quality, compliance, access, and suitability of the service delivery location.
- Quality has no definition but what the customer really expects. In other words, a quality product meets the customer's demands and needs. Quality should be defined as the compliance between product and customer needs (Izogo & Ogba, 2015).

Service quality is recognized as one of the most important and critical issues and one of the most effective tools to create competitive advantage and improve organizational performance. Hofman and Batson (1997) argued that a high quality services cause customer satisfaction and loyalty, which in turn would lead to increased market share and profitability. Cristian and Couch's (2010) recent study confirms the impact of service quality on business achievements.

Service quality is defined based on the customers' expectations and perceptions of the service. The expected service is the ideal service representing the level of service that the customer hopes to receive, and customers' perceptions represent the customer's interpretation of the quality of the received service. The customer often evaluates the service quality by comparing the received service (customer perceptions) and the expected service (customer expectations). Improving service quality is aimed at minimizing the gap between the customer expectations and perceptions.

Manager's commitment to service quality is defined as the conscious selection of quality for effective and strategic operation in the organization and integration with activities such as visible qualified leadership and resources for the adoption and implementation of quality projects. Manager's commitment to services leads to employees' satisfaction, and this emotional response affects their service behaviors. In other words, the manager's commitment to services affects employees' occupational attitude and, ultimately, organizational effectiveness. When the managers behave their employees well, the employees will also behave their customers well. Employees feel more committed to the organization when they feel the organization is committed to them (Navah et al., 2016).

Research Background:

- Alizadeh (2018) showed that moral intelligence and emotional intelligence could predict about 321% of the variance in ethical behaviors.
- Bahadori and Habibi (2016) concluded that there was a positive and significant relationship between managers' morale, organizational self-esteem, and organizational agility with managers' job satisfaction.
- Bidokhti et al. (2016) claimed that organizational citizenship behavior and organizational entrepreneurship had a positive and significant effect on organizational commitment, and that organizational commitment had a positive and significant influence on organizational agility.
- Yaldachi (2016) confirmed positive and significant effect of service tangibility, service reliability, service providers' accountability, and service trustworthiness on customer satisfaction.
- Elahi Nezhad et al. (2016) suggested that service quality had a positive and significant effect on customer loyalty. Ahmadi and Asgari Dehabadi (2015) found a positive and significant correlation between service quality with satisfaction, trust, and loyalty among customers.
- Dowlat Shah et al. (2017) concluded that there was a positive and significant correlation between empowerment with organizational agility and organizational entrepreneurship.
- Izogo and Ogba (2015) investigated the relationship among service quality components in the SERVQUAL model and its impact on customer satisfaction and loyalty. The results of their research showed a significant relationship among the concerned variables.
- Kashif et al. (2015) also reported a positive and significant relationship between customer satisfaction and the quality of banking services with customer loyalty.
- Gabriel et al. (2015) concluded that there was a positive and significant relationship between organizational agility and knowledge management processes.
- Sherehiy and Karwowski (2014) noticed a positive and significant relationship between agility development and labor force. Moreover, autonomy and agility in the workplace was reported as one of the important factors affecting the success of the workforce.
- According to the SERVQUAL model, Maja et al. (2014) conducted a research on the quality of services provided at the University of Bosnia and found a significant difference/gap between students' perceptions and expectations. The gap was positive with regard to empathy and accountability dimensions, indicating high quality of services in these two dimensions.
- Hioun and Kim (2011) investigated the relationship between service orientation, service quality, customer satisfaction, and customer loyalty in department restaurants located in Seoul, South Korea. The findings of their research showed that the impacts of service quality on satisfaction and satisfaction on customer loyalty were greater than the other impact coefficients.

Operational Model of the Study

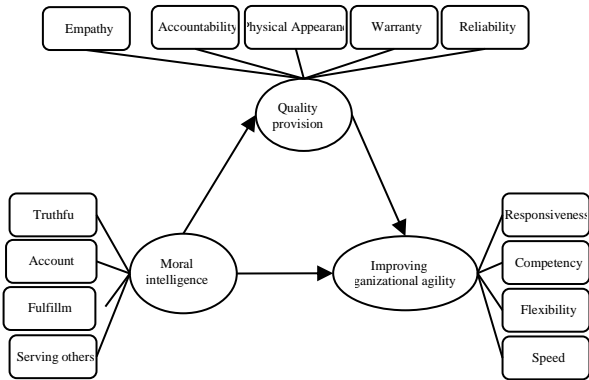


Figure 1 Operational Research Model

Research Hypotheses

First hypothesis

Moral intelligence has a positive and significant effect on improving organizational agility in crisis situations with regard to the mediating role of service quality provision in the Red Crescent Organization of Hamedan Province.

Second hypothesis

Moral intelligence has a positive and significant effect on improving organizational agility in the Red Crescent Organization of Hamedan Province.

Third hypothesis

Moral intelligence has a positive and significant effect on service quality provision in the Red Crescent Organization of Hamedan Province.

Fourth hypothesis

Service quality provision has a positive and significant effect on improving organizational agility in Red Crescent Organization of Hamedan province.

Research Methodology

This study was applied in terms of its objectives and a descriptive survey in terms of data collection method. Moreover, the research was quantitative in nature since a questionnaire was used to collect and the data analysis was performed by using the structural equation modeling technique. The statistical population of the study consisted of the employees of the Red Crescent Organization in Hamadan province (N=200). According to Morgan’s Table, the sample size was estimated to be 132.

Furthermore, stratified sampling method was adopted to select the participants. Standard questionnaires were also utilized to collect the required data. The first questionnaire was moral intelligence scale developed by Lennick and Kiel (2007) and consisted of eight items on four dimensions: (1) truthfulness; (2) accountability; (3) fulfillment of a promise; and (4) serving others.

The second questionnaire on organizational agility was developed by Sharifi and Zhang (2006). The questionnaire consists of 12 items on four dimensions: (1) responsiveness; (2) competency; (3) flexibility; and (4) speed. The third questionnaire was Parasuraman and Zeithaml’s (2002) service quality provision scale and encompassed 10 questions on five dimensions: (1) reliability; (2) warranty; (3) physical appearance; (4) accountability; and (5) empathy. Although the questionnaires used in the present study were standardized and their validity was confirmed, the researcher re-estimated the validity of the questionnaires as follows. First, content validity was confirmed when the questionnaires were submitted to several experts. Furthermore, a confirmatory factor analysis was also run for this purpose. Cronbach's alpha was used to assess their reliability. Factor analysis results and Cronbach's alpha coefficients are reported in Table 1.

Variable	Dimensions	No.	Item	Path coefficient	t-value	Cronbach's alpha coefficients	KMO	Bartlett				
Moral intelligence	Truthfulness	1	a1	0.82	9.71	0.879	0.80	0.000				
			a2	0.87	11.41							
	Fulfillment of a promise	2	a3	6.92	0.57							
			a4	8.68	0.72							
	Accountability	3	a5	9.77	0.80							
			a6	8.88	0.75							
	Serving others	4	a7	1.94	0.90							
			a8	1.86	0.84							
Organizational agility	Responsiveness	5	b1	10.75	0.82	0.910						
			b2	11.87	0.86							
			b3	6.33	0.65							
	Competency	6	b4	10.30	0.83							
			b5	11.03	0.87							
	Flexibility	7	b6	12.94	0.94							
			b7	12.38	0.98							
	Speed	8	b8	10.27	0.87							
			b9	9.51	0.91							
			b10	5.60	0.58							
	Service quality provision	Reliability	9	b11	10.31				0.82	0.796		
				b12	10.16				0.88			
c1				10.63	0.87							
Warranty		10	c2	8.17	0.68							
			c3	9.81	0.83							
Physical appearance		11	c4	10.74	0.91							
			c5	6.10	0.65							
Accountability		12	c6	4.94	0.53							
			c7	1.15	0.36							
Empathy		13	c8	0.96	0.16							
	c9		8.71	0.99								
			c10	7.27	0.81							
Moral intelligence	X ²	df	x ² /df	RMSEA	GFI	AGFI	NFI					
	20.20	14	1.44	0.05	0.96	0.90	0.98					
Organizational agility	X ²	df	x ² /df	RMSEA	GFI	AGFI	NFI					
	164.75	98	1.68	0.03	0.93	0.92	0.95					
Service quality provision	X ²	Df	x ² /df	RMSEA	GFI	AGFI	NFI					
	80.07	45	1.77	0.06	0.93	0.91	0.95					

Table 1 Validity and reliability of research questionnaires

As evidence indicates, the Cronbach's alpha coefficients of all components are greater than the recommended value of 0.7; hence, the research questionnaires have an acceptable reliability. KMO coefficients for all the three questionnaires were greater than the minimum accepted value of 0.6 and the significance level of Bartlett's test was also <0.05; therefore, the research sample was sufficient to run confirmatory factor analysis. Confirmatory factor analysis values at standard coefficients for each questionnaire were at a suitable level as the t-values of the confirmatory factor analysis for all four questionnaires were beyond the range of +1.96 to -1.96. Further, the content analysis of the questionnaire confirmed the confirmed validity of the questionnaires. The results of goodness of fit indices and confirmatory factor analysis indicated that all the four questionnaires were well fitted. The confirmatory factor analysis graphs of the questionnaires are as follows:

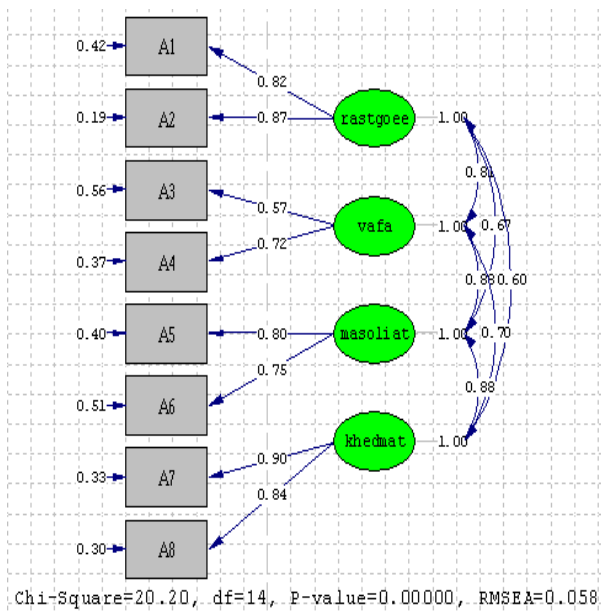


Figure 2 Confirmatory factor analysis results of moral intelligence questionnaire (standard coefficients)

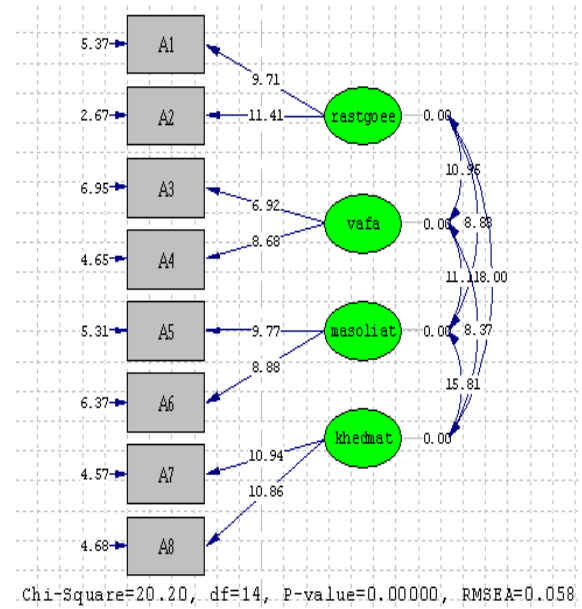


Figure 3 Confirmatory factor analysis results of moral intelligence questionnaire (T-values)

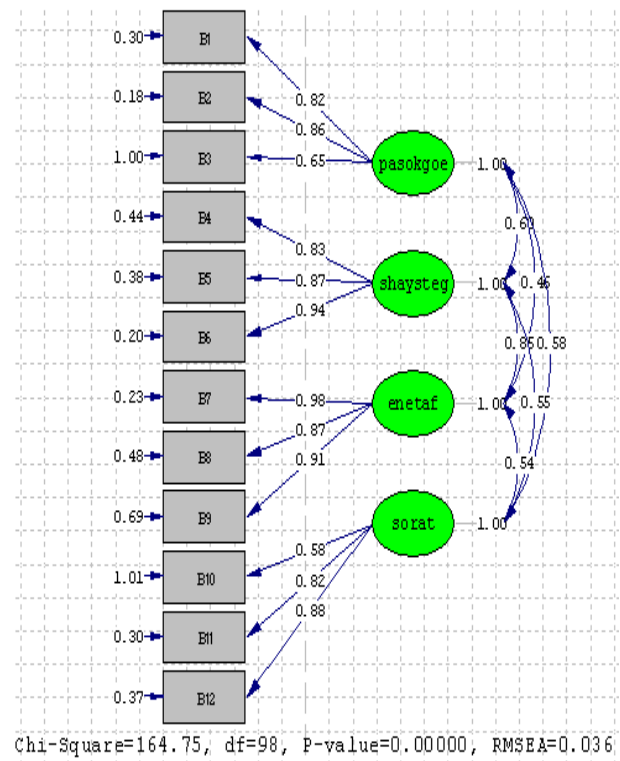


Figure 4 Confirmatory factor analysis results of organizational agility questionnaire (standard coefficients)

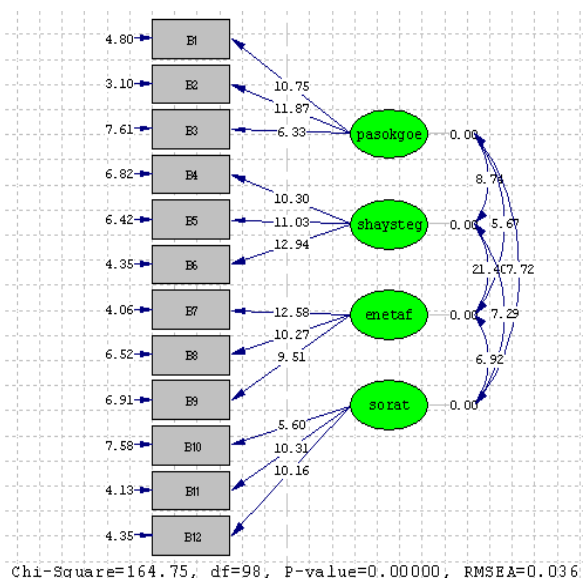


Figure 5 Confirmatory factor analysis results of organizational agility questionnaire (T-values)

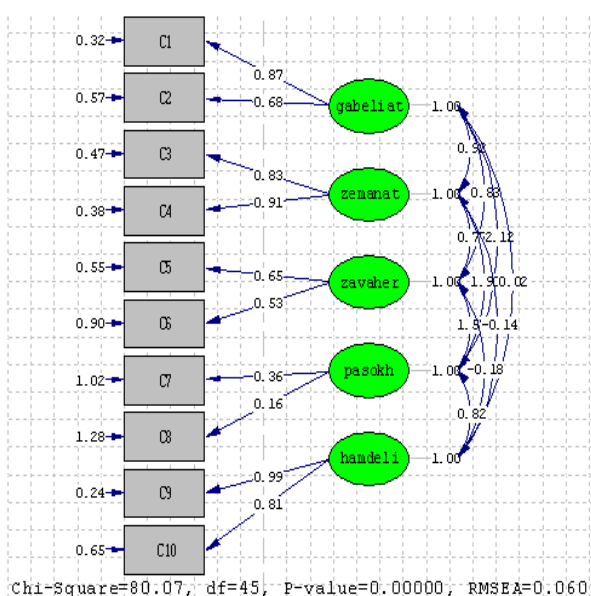


Figure 6 Confirmatory factor analysis results of service quality provision questionnaire (standard coefficients)

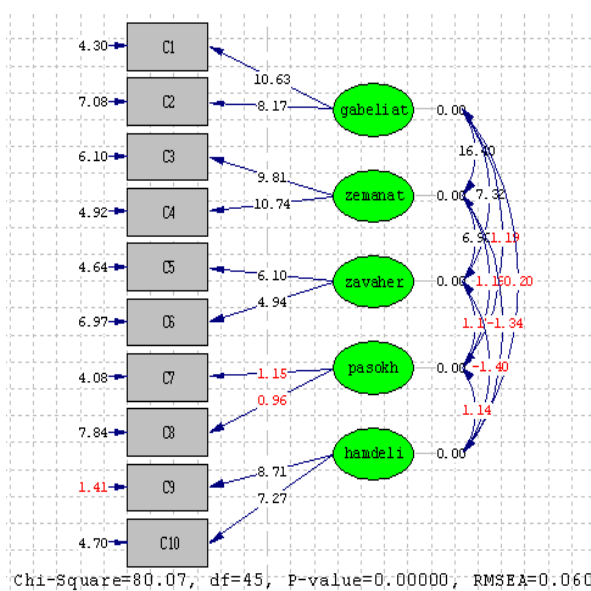


Figure 7 Confirmatory factor analysis results of service quality provision questionnaire (T-values)

Findings

Descriptive statistics

Out of 132 participants, 79 persons (59.8%) were male and 53 persons (40.2%) were female. There were about 12.9% (n=17) of respondents aged below 30 years old, 32.6% (n=43) between 30 and 40 years old, 35.6% (n=47) between 40 and 50 years old, and 18.9% (n=25) above 50 years old. About 11.4% (n=15) of respondents had a work experience less than 5 years old, 22.0% (n=29) had a work experience between 5 to 10 years, 28.8% (n=38 persons) had a work experience of 10 to 15 years, and 37.9% (n=50) were with a work experience of >15 years.

Gender	Frequency	%
Male	79	59.8
Female	53	40.2
Total	132	100

Table 2 Frequency distribution by gender

%	Frequency	Age(years)
12.9	17	<30
32.6	43	30-40
35.6	47	40-50
18.9	25	>50
100	132	Total

Table 3 Frequency distribution by age

%	Frequency	Work experience
11.4	15	<5
22.0	29	5-10
28.8	38	10-15
37.9	50	>15
100	132	Total

Table 4 Frequency distribution by work experience

The following tables present descriptive statistics of the research variables (moral intelligence, organizational agility, and service quality provision).

Variable	N	Mean	Sd	Variance	Kurtosis	Skewness
Truthfulness	132	3.742	1.864	3.475	-0.755	-0.098
Fulfillment of a promise	132	4.082	1.609	2.591	0.065	-0.082
Accountability	132	3.641	1.816	3.300	-0.187	-0.112
Serving others	132	3.709	1.909	3.647	-0.438	-0.144
Moral intelligence	132	15.175	5.909	34.926	-0.089	-0.137

Table 5 Descriptive Statistics of Moral Intelligence

Variable	N	Mean	Sd	Variance	Kurtosis	Skewness
Responsiveness	132	5.788	2.590	6.713	-0.546	-0.128
Competency	132	6.064	2.828	8.002	-0.366	-0.047
Flexibility	132	5.926	3.024	9.146	-0.853	0.009
Speed	132	4.913	2.577	6.646	0.046	0.117
Organizational agility	132	22.693	9.201	84.675	-0.267	-0.069

Table 6 Descriptive Statistics of Organizational Agility

Variable	N	Mean	Sd	Variance	Kurtosis	Skewness
Reliability	132	3.617	1.819	3.309	-0.276	-0.180
Warranty	132	3.164	1.962	.852	-0.658	0.177
Physical Appearance	132	3.831	1.687	2.846	-0.315	-0.100
Accountability	132	3.054	1.601	2.565	-0.767	-0.048
Empathy	132	3.215	2.36	4.145	-0.373	0.293
Service quality provision	132	16.883	6.024	36.299	-0.222	-0.131

Table 7 Descriptive Statistics of service quality provision

Inferential statistics

Before analyzing the data, their distribution was evaluated using the Kolmogorov-Smirnov test, and it was revealed that the distribution of variables was not normal so that non-parametric tests were used. Partial least squares method, which could be implemented using Smart PLS software, was then run. Visual outputs of the hypotheses in estimating the path coefficients and coefficients of significance are shown in the following figures.

Variable	K-S test	Sig	Finding
Moral intelligence	0.748	0.031	Not normal
Organizational agility	0.766	0.001	Not normal
Service quality provision	1.046	0.024	Not normal

Table 8 Kolmogorov-Smirnov test results for measured indices

Structural path coefficients of research hypotheses:

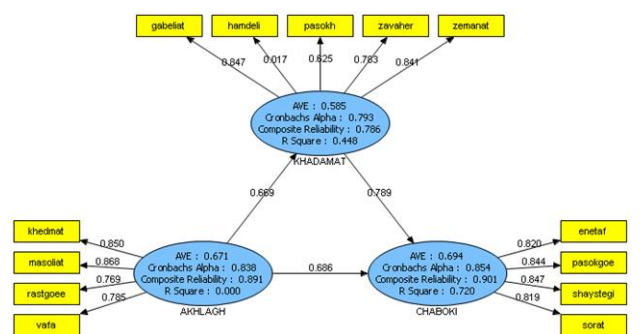


Figure 8 The estimated model of research hypotheses with regard to path coefficients

The coefficients presented in the figure above are the standardized regression coefficients, or in other words, the beta values in the regression model, which specify the greatness of the independent variable effect on the dependent and mediating variables. To ensure the meaningfulness of the coefficients, one should refer to t-values. The following figure shows t-values in estimating the meaningfulness of the standard coefficients in the previous figure.

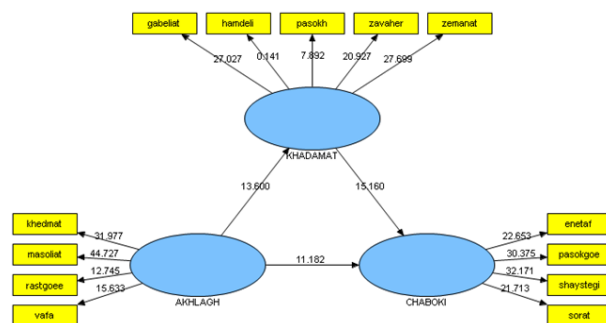


Figure 9 Coefficients of significance for the estimated model of research hypotheses

Main hypotheses	From	Path To	Direct impact	Indirect impact	Total impact	t-value	Result
First	Moral intelligence	Organizational agility	0.686	---	0.686	11.182	Confirmed
Second	Moral intelligence	Service quality provision	0.669	---	0.669	13.600	Confirmed
Third	service quality provision	Organizational agility	0.789	---	0.789	15.160	Confirmed

Table 9 T-values and path coefficients of hypotheses

Variables	Endogenous indices			Exogenous indices		Quality indices of model		
	α	ρ	AVE	r^2	Q^2	Com	Red	GOF
Moral intelligence	0.838	0.891	0.671	---	0.554	0.671	---	0.0633
Organizational agility	0.854	0.901	0.694	0.720	0.578	0.693	0.483	
Service quality provision	0.793	0.786	0.585	0.448	0.586	0.696	0.212	

Table 10 Evaluation of endogenous and exogenous and total indices of research hypotheses

Since Cronbach's alpha coefficients and composite reliability values are > 0.7, the reliability of the model blocks is accepted. Moreover, the AVE value was >0.5; therefore, the exogenous model indices were in an acceptable state. The evaluation of the endogenous model indices also confirmed the appropriateness of the model as the coefficients of determination had high values and Stone-Geisser Criterion (Q^2) is not zero. The indices of the whole model were also in an appropriate state, and the GOF index confirmed that the model had a predictability of 0.633 for the research hypotheses.

Conclusion

Regarding the first research hypothesis, it could be inferred that moral intelligence had a positive effect on promoting organizational agility in Hamedan Red Crescent Organization as the level of significance was <0.01 . Moral intelligence could justify 686% of variations of the organizational agility in Hamedan Red Crescent Organization; hence, the first main hypothesis of the study was confirmed. This finding is consistent with the findings of some other researchers, including Alizadeh (2018), Bahadori and Habibi (2016), Dowlat Shah et al. (2017), Izogo and Ogba (2015), Kashif et al. (2015), Gabriel et al. (2015).

Regarding the second hypothesis of the research and given the direct impact of 0.669, it could be claimed that the effect of moral intelligence on the service quality provision in the Red Crescent Organization of Hamedan province was positive. Hence the null hypothesis is rejected, and H1 is confirmed. The t-value for the variables 'moral intelligence' and 'service quality provision' is 13.600 (>2.56) at confidence level of 99% and error level of 1%, indicating that the relationship between moral intelligence and service quality provision is meaningful at confidence level of 99% in the Red Crescent Organization of Hamedan province. Moreover, the path coefficient for these two variables is estimated to be 0.699, confirming the effect of the moral intelligence on the service quality provision in the Red Crescent organization of Hamedan province. Accordingly, since the t-value of the second main research hypothesis ($t=13.600$) is (>2.56), the second hypothesis of the study is also confirmed. In other words, it could be stated that moral intelligence can justify 669% of variation of the service quality provision in the Red Crescent Organization of Hamedan province. In other words, moral intelligence has a significant effect on the service quality provision in the Red Crescent Organization of Hamedan province. This finding is in a similar vein with the findings of other researchers (e.g., Alizadeh, 2018; Yaldachi, 2016; Elahinezhad et al., 2016; Ahmadi & Asgari Dehabadi, 2015; Izogo & Ogba, 2015; Sherehiy & Karwowski, 2014; and Maja et al., 2014).

Considering the third hypothesis of the research and given the direct impact of 0.789, the effect of the service quality provision on organizational agility in the Red Crescent Organization of Hamedan province was positive. The t-value for the variables 'organizational agility' and 'service quality provision' is 15.160 (>2.56) at confidence level of 99% and error level of 1%, indicating that the relationship between organizational agility and service quality provision is meaningful at confidence level of 99% in the Red Crescent Organization of Hamedan province. Moreover, the path coefficient for these two variables is estimated to be 0.789, confirming the effect of the service quality provision on organizational agility in the Red Crescent organization of Hamedan province. Accordingly, since the t-value of the third main research hypothesis ($t=15.160$) is >2.56 , the third research hypothesis is also confirmed. In other words, moral intelligence can justify 789% of variation of the organizational agility in the Red Crescent Organization of Hamedan province. In other words, service quality provision has a significant effect on the organizational agility in the Red Crescent Organization of Hamedan province. The finding is in line with the findings of Bahadori and Habibi (2016); Bidokhti et al. (2016); Yaldachi (2016); Elahinezhad et al. (2016); Ahmadi and Asgari Dehabadi (2015); Izogo and Ogba (2015); Gabriel et al. (2015), and Hioun and Kim (2011).

Testing Sub-hypotheses of the Study

The test results for the first sub-hypothesis showed that truthfulness, fulfillment of a promise, accountability, and serving others have positive and significant effects on promoting organizational agility in the Red Crescent organization of Hamedan province.

First Sub-hypothesis	Path		Direct impact	Indirect impact	Total impact	t-value	Result
	From	To					
First	Truthfulness	Organizational agility	0.136	---	0.136	4.754	Confirmed
Second	Fulfillment of a promise	Organizational agility	0.330	---	0.330	3.356	Confirmed
Third	Accountability	Organizational agility	0.182	---	0.182	2.820	Confirmed
Fourth	Serving others	Organizational agility	0.437	---	0.437	5.467	Confirmed

Table 11 T-values and path coefficients of first sub-hypothesis

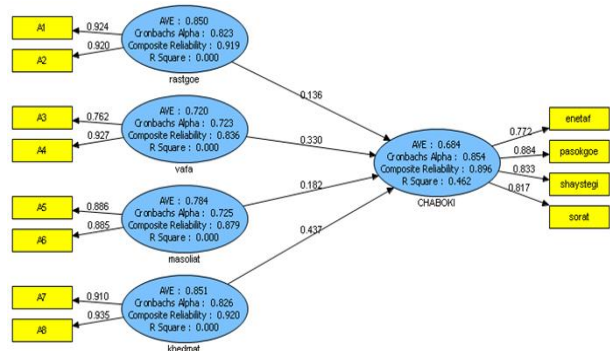


Figure 10 Path coefficients of the estimated model for first sub-hypothesis

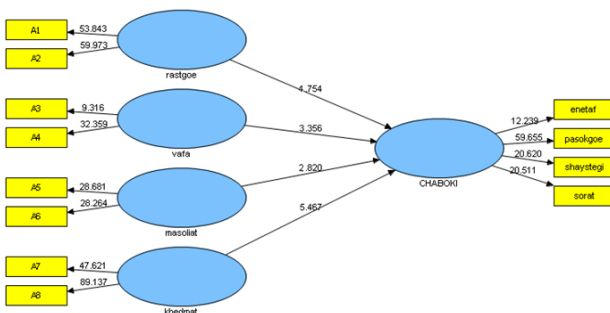


Figure 11 Coefficients of significance for the estimated model for first sub-hypothesis

The test results for the second sub-hypotheses of the research revealed that, with regard to the direct effects of the concerned variables (0.551, 0.560, 0.241, 0.437), the effects of truthfulness, fulfillment of a promise, accountability, and serving others on service quality provision in the Red Crescent organization of Hamedan province were positive and meaningful.

Second Sub-hypothesis	From	Path	To	Direct impact	Indirect impact	Total impact	t-value	Result
First	Truthfulness	Service quality provision	Service quality provision	0.551	---	0.551	5,600	Confirmed
Second	Fulfillment of a promise	Service quality provision	Service quality provision	0.560	---	0.560	5,870	Confirmed
Third	Accountability	Service quality provision	Service quality provision	0.241	---	0.241	5,587	Confirmed
Fourth	Serving others	Service quality provision	Service quality provision	0.437	---	0.437	8,886	Confirmed

Table 12 T-values and path coefficients of second sub-hypothesis

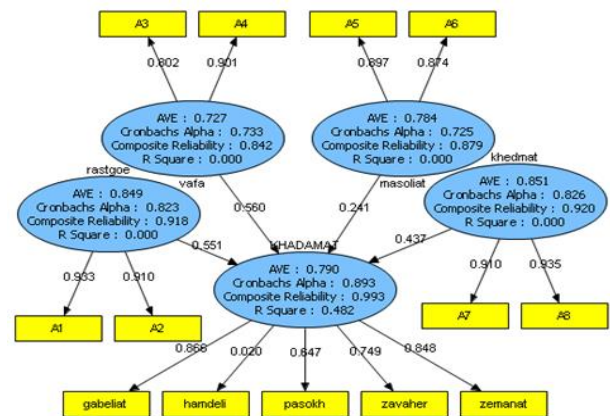


Figure 12 Path coefficients of the estimated model for second sub-hypothesis

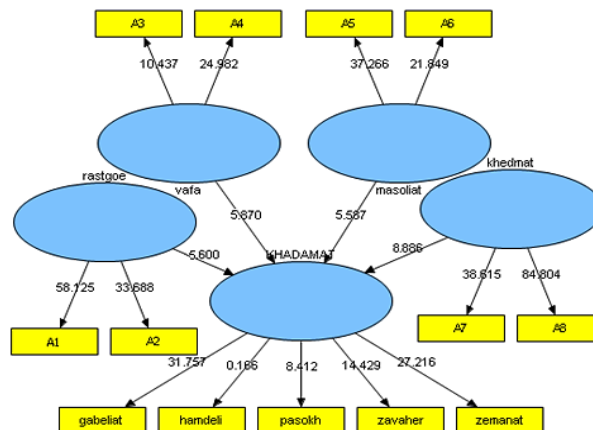


Figure 13 Coefficients of significance for the estimated model for second sub-hypothesis

Testing the third sub-hypothesis of the research showed that, with regard to the direct effects of the concerned variables (0.585, 0.535, 0.714, 0.245, and 0.551), the effects of reliability, warranty, physical appearance, accountability, and empathy on promoting organizational agility in the Red Crescent organization of Hamedan province were positive and meaningful.

Third Sub-hypothesis	From	Path	To	Direct impact	Indirect impact	Total impact	t-value	Result
First	Reliability	Organizational agility	Organizational agility	0.585	---	0.585	5,445	Confirmed
Second	Warranty	Organizational agility	Organizational agility	0.535	---	0.535	5,625	Confirmed
Third	Physical Appearance	Organizational agility	Organizational agility	0.714	---	0.714	7,601	Confirmed
Fourth	Accountability	Organizational agility	Organizational agility	0.245	---	0.245	4,140	Confirmed
Fifth	Empathy	Organizational agility	Organizational agility	0.551	---	0.551	4,438	Confirmed

Table 13 T-values and path coefficients of third sub-hypothesis

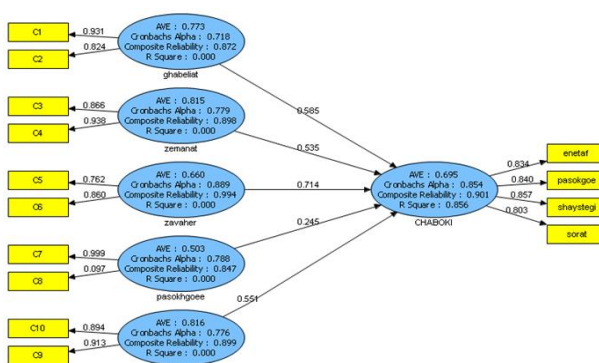


Figure 14 Path coefficients of the estimated model for third sub-hypothesis

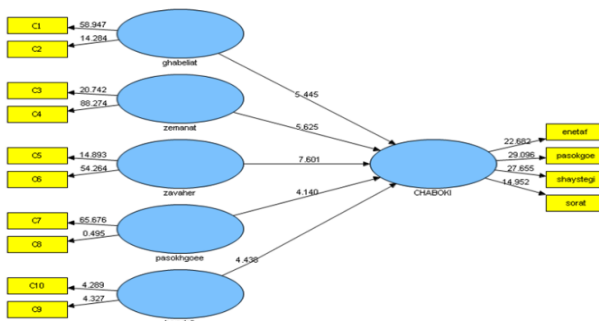


Figure 15 Coefficients of significance for the estimated model for third sub-hypothesis

Testing the Main Hypothesis of the Study

Moral intelligence has a positive and significant effect on improving organizational agility in crisis situations with regard to the mediating role of service quality provision in the Red Crescent Organization of Hamedan Province.

A) Examining the main effects of the model (with no intervening or mediating variable)



Figure 16 Path coefficients of the estimated model for main research hypothesis

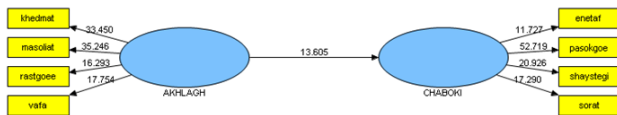


Figure 17 Coefficients of significance of the estimated model for main research hypothesis

Variables	Endogenous indices			Exogenous indices		Quality indices of model		
	α	ρ	AVE	r^2	Q^2	Com	Red	GOF
Moral intelligence	0.838	0.891	0.671	---	0.567	0.671	---	0.0533
Organizational agility	0.854	0.896	0.684	0.426	0.542	0.660	0.253	

Table 14 Evaluation of endogenous and exogenous indices of the model and main research hypothesis

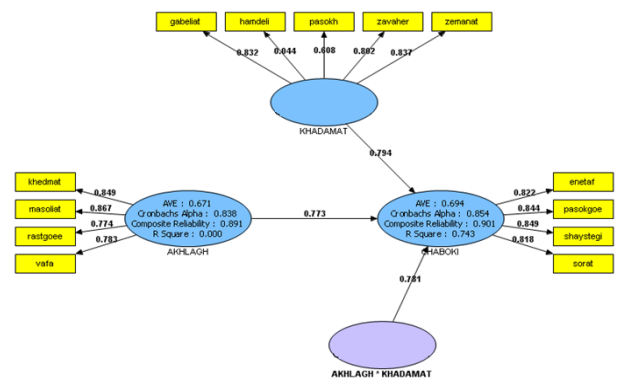


Figure 18 Path coefficients of the estimated model for main research hypothesis with regard to mediating variable

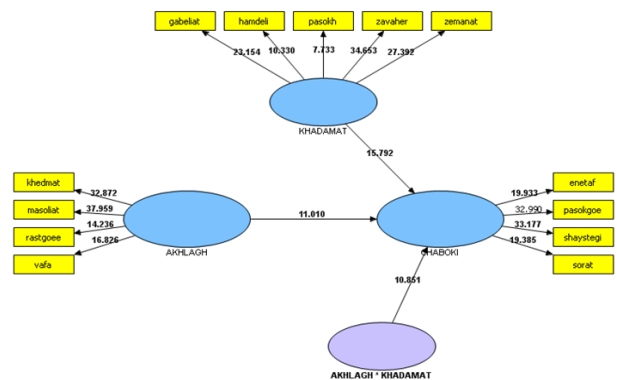


Figure 19 Coefficients of significance of the estimated model for main research hypothesis with regard to mediating variable

The assessment of the research model for the general research hypothesis with regard to mediating variable

The values of the exogenous, endogenous, and whole model indices for the main research hypothesis are as follows:

Variables	Endogenous indices			Exogenous indices		Quality indices of model		
	α	ρ	AVE	r^2	Q^2	Com	Red	GOF
Moral intelligence	0.838	0.891	0.671	---	0.671	0.671	---	0.712
Organizational agility	0.854	0.901	0.694	0.743	0.694	0.694	0.505	

Based on the GOF value for the main hypothesis of the research, it is possible to predict the relationships in the model by 0.71% with regard to the mediating variable.

Determining the effect size of the mediating variable

After detecting that the intervening or mediating variable can mediate the relationship between endogenous and exogenous variables, the effect size should be estimated. In fact, when the significance of the t-value at the concerned level of confidence is approved, the mediating effect of the mediating variable should also be calculated (Henseler & Fassott, 2010).

Henseler and Fassott (2010) introduced the following equation for determining the effect size of the mediating variable:

$$f^2 = \frac{R^2_{\text{model with moderator}} - R^2_{\text{model without moderator}}}{1 - R^2_{\text{model with moderator}}}$$

$$f^2 = \frac{0.743 - 0.426}{1 - 0.743} = \frac{0.317}{0.257} = 1.23$$

Recommendations

Suggestions based on the results of the first hypothesis testing:

- Considering the fact that a significant portion of the moral intelligence skills and capabilities is acquired, it that the Red Crescent organizations are recommended to pay specific attention to moral intelligence in their training programs on organizational agility.

- The authorities and managers of the Red Crescent organizations should spare their efforts to convert the organization's environment into a suitable ethical environment in order to promote organizations' effectiveness and organizational agility.
- Regarding the variable truthfulness, the authorities of the Red Crescent Organization should internalize this feature in the organization and among the employees and teach their employees to do what they think is right and tell the truth at each occasion.
- Regarding the variable 'fulfillment of a promise', the authorities of the Red Crescent Organization are suggested to pay attention to this variable and teach their employees to be honest in their work, not to make promises of what they cannot do, and always be considerate of their words.
- Regarding the variable 'accountability', the authorities of the Red Crescent Organization are recommended to accept the responsibility for their actions and their consequences in any case and teach their employees this point.
- Regarding the variable 'serving others', the authorities of the Red Crescent Organization are suggested to hold some relevant training courses to promote serving others and teach their employees to undertake responsibility and pay attention to others in accordance with values and beliefs in any case and at any time.
- With regard to the variable truthfulness, the authorities of the organization need to adopt some appropriate measures. Lack of attention to truthfulness and customers' behaviors in the organization leads to a number of problems for the organization, one of the most critical of which is reduced efficiency in term of serving the customers.
- The managers and authorities of the organization should be aware that loyalty and fulfilment of promises in the organization greatly depends on the possibility of professional development, equity in the distribution of rewards and its procedures, and organizational interactions; hence, they are suggested to consider these issues.
- Regarding the variable 'accountability', it is suggested that some experts of the field be invited to hold courses inside and outside the organization to familiarize the staff with the new methods of accountability in order to increase the efficiency and effectiveness of the staff's accountability in the organization.
- For serving others, the authorities of the organization are suggested to pay attention to their employees in the organization, motivate them, and persuade them mentally through training them how to offer services to others. They should encourage employees to cause changes and development in the organization in order to promote and improve the quality of services.

Proposals derived from the results of the second hypothesis:

- Considering the significance of moral intelligence in the development of the Red Crescent organization and ethical values, it is suggested to consider ethics training in determining the effectiveness and goals of human resources in the organization in order to improve the quality of services.
- The managers and authorities of the organization should be informed of the implications of moral intelligence in order to enhance the quality of their organization's services.

Suggestions based on the results of the third hypothesis:

- -The Red Crescent Organization must pay enough attention to the client in providing quality services in order to attract their trust. Meanwhile, respect for the customers and fulfillment of duties and responsibilities, as well as the determination of their expectations of the services provided by the Red Crescent Organization would also lead to enhanced organizational agility.
- It is suggested that the Red Crescent Organization increase its organizational agility through improving the quality of services offered to the customers. When the customers rely on the service provider, they would constantly use the organization's services and recommend them to others.

- Regarding the variable 'reliability', the authorities are suggested to train employees on how to treat customers adequately and appropriately. The employee's decent behavior gradually creates customers' trust as they feel secure in their interactions with the employees of the organization.

In the case of warranty, the authorities should be ensured of the capabilities of the system in providing reliable services, the completion of a task or service at due time, and service provision at due time.

- Regarding the variable 'physical appearance', the authorities are recommended to pay more attention to the arrangement of equipment and facilities in the organization and the physical aspects of the organization in providing services, including physical appearance of the equipment. These cases include the appearance of employees, proper arrangement of equipment and tools, and organization of the work environment.
- For responsiveness, the authorities should prepare their staff to assist the customers in providing prompt and reliable services and being responsive and willingness to resolve their problems.
- Regarding the variable 'empathy', the authorities are suggested to teach their employees about respecting the customers, knowing their interests, communicating with them, ensuring the ease of contact, and identifying and paying special attention to their demands.

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