The Moderating effect of Moral Intelligence on the relationship between Leadership Competencies and Organizational Reputation

Case Study: International Organization for Migration – Jordan

الأثر المعدل للذكاء الأخلاقي على العلاقة بين الجدارات القياديه والسمعة التنظيميه

دراسة حاله: المنظمه الدوليه للهجرة

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Authorization

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The Moderating effect of Moral Intelligence on the relationship between Leadership Competencies and Organizational Reputation Case Study: International Organization for Migration – Jordan

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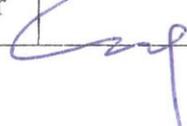
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I'd like to thank god for giving me the health, power, and ambitious to achieve my goal throughout those years. And I'd also like to use this occasion to show my grace to each one who stood by me throughout the years of my MBA project. I am thankful for their influencing orientation, continues support, and friendly advice. I am really grateful to them for sharing their truthful criticism for several things related to the study.

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Dedication

This dissertation is dedicated to all those people who stood by me and encouraged me with all the ways it needed to bring this to life.

To my Husband, my life partner Mutaz, and my lovely son

Thank you for your unwavering and continuous support, I am honored and blessed to have you in my life, you stood by me, motivate me, and pushed me up to my limits. This won't be done without you. Thank you for everything.

My sweetheart Abdullah, may you live and grow to read and honor this.

To my idols; my Father & my Mother

I can't thank you enough for all the things you've done in my life, without you and without your support I won't be the person who I am now, you taught me how to be strong, independent, and ambitious. All the success in my life is because of you so please allow me to dedicate the success of this project to you.

To my loving Father in law, and wonderful Mother in law

I am really grateful to have strong and supportive family like you; no words can express my gratitude and love for each and every one of you.

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Abstract Key Words

**The Moderating effect of Moral Intelligence on the relationship between Leadership Competencies and Organizational Reputation
Case Study: International Organization for Migration – Jordan**

Prepared by: Rand Khalaf Abdel Karim AL-Raqqad

Supervised by: Prof. Mohammed Abdulaal AL- Nuiami

The project aimed to study the Moderating effect of Moral Intelligence on the relationship between Leadership Competencies and Organizational Reputation in International Organization for Migration – Jordan.

The study population consisted of all employees in International Organization for Migration – Jordan.

To achieve the study goals the study used descriptive analytical method in addition for using multiple regression analysis and Hierarchical Multiple Regression analysis to examine the hypotheses of the study.

The study reached a number of results; there is a certain statistical effect of Leadership Competencies (Acumen, Results Orientation and Flexibility) on organizational Reputation in International Organization for Migration – Jordan at level ($\alpha \leq 0.05$); there is an important moderate effect of Moral Intelligence on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan at level ($\alpha \leq 0.05$); there is an important moderate effect of Integrity on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan at level ($\alpha \leq 0.05$). there is an important moderate effect of Responsibility on the relationship between Leadership Competencies and

organizational Reputation in International Organization for Migration – Jordan and there is a significant moderate effect of Cooperation on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan.

The study recommended that international Organization for Migration – Jordan can help their employees to increase their competencies through trainings.

Abstract in Arabic

الأثر المعدل للذكاء الأخلاقي على العلاقة بين الجدارات القياديه والسمعة التنظيميه

دراسة حاله: المنظمه الدوليه للهجرة

الطالبه: رند خلف عبدالكريم الرقاد

المشرف: ا.د محمد عبدالعال النعيمي

يهدف هذا البحث إلى دراسة الأثر المعدل للذكاء الأخلاقي على العلاقة بين الجدارات القياديه والسمعة التنظيميه في المنظمه الدوليه للهجرة- الاردن.

يتكون مجتمع الدراسه من جميع الموظفين في المنظمه الدوليه للهجرة، بعد توزيع ٢٢٠ استبانه على جميع الموظفين في المنظمه تم الإجابه عن ٢٠٣ من أصل ٢٢٠، ٧ منها كان غير صالح للدراسه.

لتحقيق أهداف الدراسه، تم إستخدام المنهج الوصفي التحليلي، بالإضافه إلى تحليل الانحدار المتعدد و تحليل الانحدار المتعدد الهرمي لإختبار فرضيات الدراسه .

توصلت الدراسة الى عدد من النتائج و منها ؛

أولا: يوجد علاقة مؤثره للجدارات القياديه على السمعة التنظيميه في المنظمه الدوليه للهجرة.

ثانياً: هنالك علاقه معدله مهمه للذكاء الأخلاقي على العلاقة ما بين الجدارات القياديه والسمعة التنظيميه في المنظمه الدوليه للهجرة.

توصي الدراسه بأن على المنظمه الدوليه للهجرة مساعدة موظفيها بتنمية الجدارات القياديه لديهم عن طريق برامج تدريب متخصصة بالإضافه الى توعية الموظفين إلى مفهوم الذكاء الأخلاقي بوضعه من أساسيات المنظمه.

CHAPTER ONE

Study Background and its Significance

(1-1): Introduction

(1-2): Study Problem Statement

(1-3): Study Objectives

(1-4): Study Significance

(1-5): Study Questions and Hypotheses

(1-6): Study Model

(1-7): Study Limitations

(1-8): Study Delimitations

(1-9): Study Terminologies and Operational Definitions

(1-1): Introduction

More than two decades ago, the term of intelligence has stand out due to the heavy research in the relationship management issues. Many modern theorists have created samples to study and describe an individual's emotional intelligence.

Recently, researchers have tested the signs and abilities connected to leadership competencies, and found out that the concept of moral intelligence is connected to leadership competencies. Lennick & Keil (2005) clarify that there is a difference between emotional intelligence and cognitive intelligence. Moral intelligence is about how rational ability determines the world human principles and how they should be useful to our own values, goals, and actions.

Thorhauer & Blachfellner (2009) agreed that moral intelligence is not the appliance of morality for business goals, but it is the willingness to put something else than efficiency matters in the centre of ones reflections.

Gruban (2003) defines competencies as the capability to use awarness and other abilities, needed for successful and effective performance of a specified task, deal of work, goal determining, or outcome and performance of a certain task in the business process. (O'Brien & Robertson, 2009).

True leadership competencies will always be a significant issue that will never change because the moral intelligence has been studied as one of the most 'leader intensive' undertakings within an institution. If someone has the skill to affect, inspire, support, and to generate confidence through others this will help to reach the organizational objectives in more effective way. (Al-Zoubi, 2012). Leadership competencies is one of the most important and primary elements in good organizational Reputation. Leadership competencies can be viewed as the technique of inspiring others to reach desired results. Behaviors are guided by Leaders through defining things such as: vision, orientations and the key processes; in other words, Leadership competencies has a big role in the whole organizational Reputation. Leadership competencies and moral intelligence constitute a primary role in the enhancement process of the organizational Reputation (Das; Kumar &

Kumar, 2011).

The International Organization for Migration (IOM) is the leading inter-governmental organization in the field of migration and works closely with governmental, international organizations and non-governmental partners.

In Jordan, IOM works with the Jordanian Government to assist refugees in needs, wants, rights, and respond to growing migration management obstacles. IOM helps refugees in Jordan, by providing necessary health care, shelters and tuberculosis screening and awareness raising for Syrians and host communities, the IOM seeks to help as much as they can from refugees migrates to USA Jordan.

It will be an outstanding study that combines Leadership Competencies and organizational Reputation and investigate the moderating effect of Moral Intelligence on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan.

(1-2): Study Problem Statement

Past studies of leadership and management competencies bring out to light that the leadership competencies constitute a major role in organization's Success. However it has been brought to mind that there is a big orientation for the study of the relationship between the leadership and moral intelligence, as the study of Mottaghi; Janani; Rohani & Mottaghi (2014) stated, there is a linkage between the democratic leadership styles and moral intelligence. From other orientations, some studies clarified that a strong Organizational Reputation comes from a good strong employer. (Wahjudono; Ellitan & Otok, 2013).

Therefore, these relationships affect directly the success of the organization, which is the organizational reputation as one of the elements.

The researcher found untill now no studies has been conducted relating Leadership Competencies with organizational Reputation, while moral intelligence plays as a moderating agent. Depending on these ideas, the researcher can present the study problem through the main question as follows:

"Does the Moral Intelligence have a moderating effect on the relationship between Leadership Competencies and organizational Reputation in the International Organization for Migration - Jordan?"

(1-3): Study Objectives

The objective of this research is to investigate the moderating effect of moral intelligence on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan, through achieving the following objectives:

1. Studying the effect of Leadership Competencies (Acumen, Results Orientation and Flexibility) on organizational Reputation in International Organization for Migration – Jordan.

2. Investigate the moderating effect of Moral Intelligence (Integrity, Responsibility and Cooperation) on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan.

(1-4): Study Significance

This study might be considered as the first one that investigates the moderating effect of Moral Intelligence on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan. Other academic studies can benefit from the current study related to the reporting of Moderating effect of Moral Intelligence on the relationship between Leadership Competencies and organizational Reputation.

There are scientific and practical considerations that constitute the importance of the study and the importance of the variables that the researcher is dealing with it:

1. Try to do a comprehensive survey of the study variables concepts and dimensions that have been relied upon to measure study variables, so that it can benefit researchers and practitioners as a starting point for their future research.

2. Provide a systematic basis in the field of measuring the Moral Intelligence, Leadership Competencies and organizational Reputation that help to rely on measures that have a high degree of reliability and validity.

3. Highlighting the nature and importance of the leadership competencies and moral Intelligence for the benefit of the future strategy that International Organization for Migration – Jordan formulated and support their Reputation, as well as, to assist decision-makers in International Organization for Migration – Jordan to determine the nature of ultimate objective of the efforts to provide services.

4. The study will benefit also managers and employees at the IOM as well as the refugees that the organization is dealing with.

(1-5): Study Questions and Hypotheses

Based on the study problem statement, its main question, and the objectives to be achieved, the researcher formulates the following questions:

TT*Q1*TT: Is there an effect of Leadership Competencies (Acumen, Results Orientation, and Flexibility) on organizational Reputation in International Organization for Migration – Jordan?

TT*Q2*: What is the role of Moral Intelligence (Integrity, Responsibility, and Cooperation) as a moderate variable on the Relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan?

TT*Q2-1*: What is the role of Integrity as a moderate variable on the Relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan?

TT*Q2-2*: What is the role of Responsibility as a moderate variable on the Relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan?

TT*Q2-3*: What is the role of Cooperation as a moderate variable on the Relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan?

Thus, depending on the study questions, the researcher were formulates the following hypotheses, as follows:

Ho$_1$: There is no effect of Leadership Competencies (Acumen, Results Orientation and Flexibility) on organizational Reputation in International Organization for Migration – Jordan at level ($\alpha \leq 0.05$).

Ho$_2$: There is no significant moderate effect of Moral Intelligence (Integrity, Responsibility and Cooperation) on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan at level ($\alpha \leq 0.05$).

Derived the following sub-hypotheses:

Ho$_{2-1}$: There is no significant moderate effect of Integrity on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan at level ($\alpha \leq 0.05$).

Ho$_{2-2}$: There is no significant moderate effect of Responsibility on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan at level ($\alpha \leq 0.05$).

Ho$_{2-3}$: There is no significant moderate effect of Cooperation on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan at level ($\alpha \leq 0.05$).

(1-6): Study Model

Figure (1-1) shows the study hypothetical model included the independent variable, dependent variable and mediate variable.
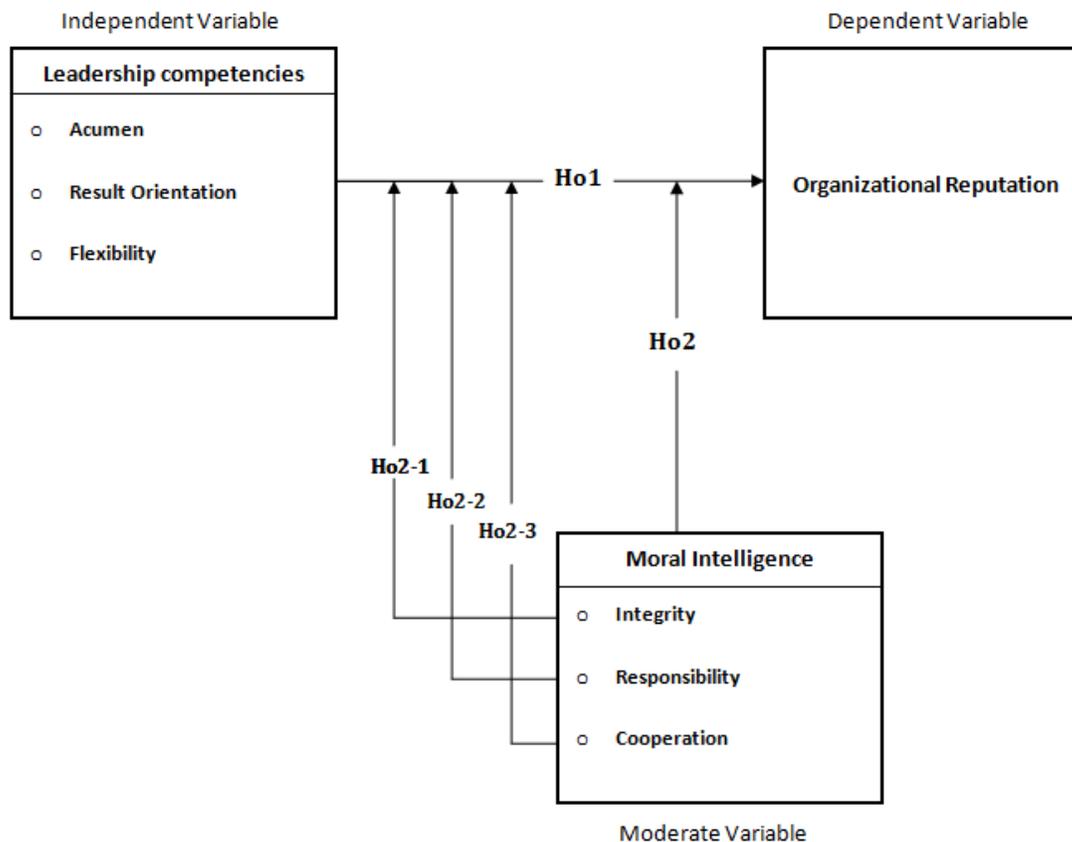
Figure (1 – 1): Study model

Source: Prepared by the researcher based on Overby & Suvanujasiri (2012) in measuring Leadership Competencies, AL-Zu'bi (2015), Beheshtifar; Esmaeli & Moghadam (2011), and Vafaei & Kargar (2015) in measuring Moral Intelligence. In addition to, Feldman; Bahamonde & Bellido (2014) and Wahjudono, et al., (2013) in measuring organizational Reputation.

(1-7): Study Limitations

The Scope of the study deals with the following dimensions:-

Human Limitations: The scope of study will deal with the all employees in International Organization for Migration – Jordan from different managerial level.

Place limitations: International Organization for Migration – Jordan.

Time Limitations: The time needed to study achievement at year 2016, from May to October 2016.

(1-8): Study Delimitations

The study was done on one organization and therefore the study results can't be generalized on other organizations. Applying the analysis to other organizations and countries provide future research opportunities, which can be done by further testing with larger samples within same organization. Furthermore, more researches that include data gathering and analyzing from different regions, specifically Arab regions are needed.

Data access limits refer to the reality that collecting data through questionnaires is controlled to the period of these questionnaires, which in turn they limit the quality and quantity of the data collected.

(1-9): Study Terminologies and Operational Definitions

Leadership Competencies: leadership abilities and qualifications that lead to superior performance (Brownwell, 2006). It will be measured through:

Acumen: the ability of leadership to respond quickly and sharply in certain business situation in a way that is likely to lead to a good outcome.

Result Orientation: the ability of leadership to focus on achieving objectives, delivering the required on time, and concentrates on performance to be more important than procedures.

Flexibility: The ability to guide and manage others in an elastic way by using negotiations, discussions, and be open to suggestions.

Moral Intelligence: the capacity of understanding beliefs, practices and behavior towards a good performance and action.(Vafaei & Kargar, 2015). It will be measured through:

Integrity: to act, believe, and do what we know is right**.**

Responsibility: taking individual responsibility, confess mistake, failure and acceptance responsibility for serving others.

Cooperation: arrangement between two parties that share beneficial exchange instead of competing.

Organizational Reputation: an impression and perception about an organization that is globally and temporally stable and shared by stakeholders (Highhouse; Broadfoot; Yugo & Devendorf, 2009).

CHAPTER TWO
Literature Review and Previous Studies

(2-1): Introduction

(2-2): Literature Review

(2-2-1): Moral Intelligence

(2-2-2): Leadership Competencies

(2-2-3): Organizational Reputation

(2-2-4): The Relationship between study variables

(2-3): Previous Studies

(2-4): Study Contribution to Knowledge

(2-1) Introduction

It seems that all our attitude, behaviors, and actions are influenced by moral values and ethics. Probably the lack of professional ethics could be a great dilemma and obstacles for individuals and societies.

"Poor professional ethics may affect the attitude of people towards the occupation, organization, motivation, commitment, achievement and job satisfaction. It can have impact on individual, institutional, social and group performances" (Najavan & Lessani, 2014).

Ethics and morality are considered to be principle elements of a successful achievement and performance in a competitive environment, the deficiency of ethics and morality in management of an institution or organization can lead to great obstacles in the performance and outcomes of the organization.

"It should be believed that managers are the first individuals promoting ethics by their behavior and words and deeds, and they have a significant impact on deeds of their organization members. Therefore, managers must make a healthy environment for their staff so they can work with all of their ability and productivity, which needs a leader with great moral intelligence" (Siadat et al., 2009).

Moral intelligence has a great impact on the organizational reputation, which is an important element by which companies can conserve a sustainable environment of competitive advantage and last a long term relationship. (Boyd et al, 2010)

"Researchers have revealed that humans are born with a certain instinctual guideline of morality and develop further moral intelligence during maturation. When we judge an action as morally right or wrong, we do so instinctively,

tapping in a system of unconsciously operative and inaccessible moral knowledge" (Rahimi, 2011).

The reputation of the company or the organization is like great intangible assets that sustains the organization through its life time and maintain its success, and this makes a great factor that motivates and encourages the employees and staff to perform better and seek the best.

This research will study the relationship between moral intelligence and how it affects the relationship between leadership competencies and the organizational reputation.

The study will be applied on the Resettlement Support Center (RSC) for the Middle East and North Africa (RSCMENA) which is operated by the International Organization for Migration (IOM) in Amman, Jordan.

RSCMENA conducts resettlement processing for the United States Refugee Admissions Program (USRAP) in fifteen countries throughout the MENA region. Funded by the United States Department of State's Bureau of Population, Refugees and Migration (PRM), RSCMENA assists refugees with the many steps involved in the resettlement process to the United States.

Persons of special humanitarian situations who can set up persecution or a well-founded fear of persecution for reasons such like race, religion, nationality, membership in a particular social group, or political point of view may apply for admission to the United States as refugees. All resettlement services are free of charge.

This research will explain how moral intelligence is important in such organization and how it affects the managements' competencies and the reputation of the organization. How staff and employees behave and act according to moral

and ethical values and how they are influenced by their leadership competencies to sustain their successful performance and maintain the organizational reputation.

(2-2): Literature Review

(2-2-1): Moral Intelligence

The concept of morality in business ethics identified the difference between Ethics and morality. Ethics is a consensually conventional standard of behavior for a career, job or profession (Kachru, 2006). Morality is the precepts of individual behavior based on spiritual or philosophical basis (Pučko, 2000).

Morality is viewed as a strategic principal for any organizations. Many researchers agreed that morality is the most important support to organizational reputation.

Moral intelligence is "the mental capacity to determine how universal human principles should be applied to our values, goals, and actions" (Lennick & Keil, 2005).

Pana (2006) describes moral intelligence as an active and efficient especially in certain (moral) cases, but such situations occur in all fields of activity and each person has moral experiences at all levels.

From Kruger (2012) perspective moral intelligence is an intricate network of human intellectual activities that require understanding, reasoning, problem solving, decision making and heuristic conduct.

Mahmoudi; Siyadat & Shadanfar (2012) clarify that moral Intelligence reinforces appropriate behavior and is able to provide sustainability of social life over time,

in such a way that the moral intelligence increases the chance of survival and even helps the longevity of people.

Najafian; Najafian & Lessani (2014) indicated that moral intelligence can affect the organizational functions as follows:

- Paying Attention to the Interests of those who are beneficial.
- Increasing Profit and Competitive Advantage.
- Increasing Diversity.
- Decreasing the Control Costs.
- Improving Relationships and Reducing Conflicts
- Increasing Employees' Commitment and Responsibility
- Increasing the Legitimacy of the Organization.

Borba (2001) believed that moral intelligence is "the capacity to understand right from wrong" Lennick and Keil (2005) investigated individual and organizational aspects of moral intelligence by defining four values that distinguish successful leaders and organizations. Which are: integrity, responsibility, compassion and forgiveness. According to them moral intelligence is the ability and capacity to understand right from wrong, having strong beliefs and act in a true way.

The idea of intelligence normally refers to the ability of knowing how to think and what to learn, and is usually applied to characterize the application of skills and facts. There are different levels of intelligence and people vary between these levels. "For many, intelligence is considered a general unified concept, largely related to cognitive ability (Clarken, 2009). In the other hand, intelligence is defined —as a person's all-around effectiveness in activities directed by thought" (Gedney, 1999).

Intelligence is the capability to work and perform effectively in the world; this is how psychologist defined intelligence. Intelligent people are those who have

education, awareness, knowledge and qualifications that they earn from work and experience that benefit them to work and perform effectively in life and daily tasks. (Beheshtifar, Esmaeli, & Moghadam, 2011). Lennick and Fred developed Moral Intelligence to its fullest in their book, which has more to do with values and behaviors than intelligence. Moral intelligence is fresh and less studied than the more affirmed cognitive, emotional and social intelligences, but has great prospect to enhance our perception of attitude and behavior (Clarken, 2009). Moral intelligence is "the mental capacity to determine how universal human principles should be applied to our values, goals, and actions" (Lennick, D. & Keil, 2005).

Moral intelligence and emotional intelligence are two kinds of intelligence that are hard for an organization to distinguish. The main idea regarding moral intelligence is about a connection between the surroundings and the individual effective (Belohlavek, 2007).

On the other hand, Emotional Intelligence describes the emotional characteristics of individuals to achieve success that include sympathy, and control freaks, and to achieve the love of others, persistence and kindness (Meyer and Salovi, 1990).

Francis & Armstrong (2008), linked morality with the values and beliefs that direct people in their decisions and lifestyle. Being moral and improving Moral Intelligence, both require a deep awareness that is planned by positive effect to carry out innocent actions (Clarken, 2009).

Morality is considered as a prerequisite of any management level (Soltani, 2007). And managers should investigate morality and highest ethical basis in any action and decision that is to be taken within the organization (National Academy of Engineering Accessed, 2007).

Morality and ethics are principles that distinguish the right and wrong attitude and behaviors. There are three views about it (Robbins, et al 2005):

-Utilitarian view :performance and outcomes determine ethical decisions;

-Rights view: it respects to individual's freedom and rights and supports it;

-Theory of justice view: managers force and implement the rules completely.

Lennick and Kiel (2005) suggested many thoughts about how we can use our moral intelligence to outrage moral intelligence in others.

First: Feeling proud of our workplace and thus feel more committed to the organization .

Second: accessing and utilizing more of our own gifts and that of others around us because we are released from sin and shame.

Third: doing the right thing all the time.

In recent years, in the business environment, Moral Intelligence is becoming a compass for leaders ;it's not only about setting strong guidelines to follow, but it offers practical application on how to deal in real situations (Lennick & Kiel, 2006). In companies, moral intelligence includes a set of skills, wants and power. It includes the way we feel, think and take actions (Clarken, 2009). Usually the executive of an organization has high moral intelligence that must establish norms, roles, and guidelines for effective application to familiar tasks. They are strongly certain about their moral principles and planning a long run capability to learn and benefit from others (Rahimi, 2011). Gelman (2005) in his book "Moral Intelligence and increase in business performance and leadership success", he considers moral intelligence as effective element to increase the business performances and outcomes.

Lenik and Kiel (2010) in their study report wrote that "there is clear evidence that moral intelligence has an important role in the success of the company. Without moral intelligence, organizations are faced with the threat of financial bankruptcy. Without moral intelligence, the long-term success of the organization will not be stable at the end".

Hosseini, et al., (2013) in his study indicate that a manager with moral intelligence has significant and positive effect on business performance.

The concepts of moral intelligence differs from one author to another as was mentioned before, but the in the researcher's point of view, Moral intelligence is defined as the guideline that guide people to do the right thing relating to their own values, behaviors, and beliefs.

(2-2-2): Leadership Competencies

The conception of leadership competencies refers to the ability and capability of leading a bunch of employees to achieve a superior performance.

The competency viewpoint states there are specific signs or qualities that all great leaders own (McShane & Von Glinow, 2010).

Barner (2000) defines leadership competencies as the capability to adjust, efficient interpersonal communication, and good decision-making.

Barber and Tietje (2004) pinpoint that the Leadership competencies as a bunch of qualifications, skills, and behaviors that affects a big part of one's job.

At the same context, Brownwell (2006) stated that Leadership competencies are leadership skills and behaviors that guide to outstanding performance.

Thach & Thompson (2007) clarifies that leadership competencies that have been developed and improved by time, are few. These competencies include the vision and goal-setting, interpersonal skills, qualifications, and technical specialization regarding the field of the business in which the leader works.

There are features specific to competencies of particular importance in building the organization according to (Pehrsson, 2004):

▪ A bunch of skills and knowledge of how to know or as some call acumen, resulting from the harmonious efforts through the action of groups and functions of departments that perform activities in various series sites value in the organization.

▪ Typically lies between various groups and sections of supervisors and head of departments.

▪ Difficult to predict the quality of the competencies required for the success of the organization because of the changing situations of the market conditions and the customers. (Hussein, 2006).

Bass & Avolio, (1997; 2000) stated that the behaviors may be classified into two main styles, Transformational Leadership and Transactional Leadership.

"*Transformational leadership* is the most studied leadership style across disciplines. Transformational leaders are charismatic. They motivate subordinates and appeal to their ideals and moral values by creating and representing an inspiring vision of the future" (Bass & Avolio, 1997).

Podsakoff et al. (1990, 1996) suggested that transformational leadership has six dimensions:

"- Define behavior.

-Identifying and indicating a vision.

-Prepare a suitable model.

-Reinforce the acceptance of group goals.

- Setting high performance expectations.

-Providing individualized support, and promoting rational stimulation."

Transactional leadership is an exchange process. It is the process of fostering workers depending on their rendering. "It motivates subordinates by appealing to their personal desires, based on instrumental economic transactions". Transactional leaders usually apply "organizational bureaucracy", such as: rules, influence, and authority to maintain control. (Bennet, 2009).

According to Yukl (1994), "leadership is the process of influencing followers". Leaders constitute a big part of the achievements of organizational goals by making a environment that would affect employees 'actions, attitudes, stimulus, and behavior.

Recently, the characteristics of leadership are being examined in public relations. (Choi & Choi, 2008); (Jin, 2010); (Werder &Holzhausen, 2009).

Great leaders can enhance their performance and rendering by using both leadership styles. "Some scholars (e.g., Avolio, 1999; Bass, 1998, 1999) argued that transactions lay the foundation for transformations". Transformational leadership builds on the transactional base in achieving and seeking to the highest effort and performance of followers.

According to history, the thought of leadership has been deeply studied by researchers resulting in a different theories and scholars. The abilities of leaders have been studied in terms of "traits, behaviors, transactions, power, influence, situations, and transformational abilities" (Bass, 1998; Bensimon et al., 1989; Burns, 1978; Yukl, 2002).

Gardner (1990), specified the characteristics of leadership as the process of inducement, by which an individual or a group of leaders induces another group to achieve objectives that are pointed by the leaders and followers.

"leadership is about relationships" this is how Posner (2007) defined leadership, a leader's truthfulness, and their actions, leadership influences

organizations by structure, social network, purpose, and people. (Halliger & Heck, 1999)

"Burns described leaders as those who stimulate and inspire their employees through intrinsic motivation". (Bechtel, 2010)

Duree (2007) defined the term competency as the "fundamental knowledge, ability or expertise in specific areas or skill". On the other hand, Yukl (2002) defined competencies as a group of characteristics including personality, signs, traits, stimulus, cognitive skills and interpersonal skills.

The researcher believes that leadership competencies is very important in any organization, it's the basic element that contribute to the success of the organization, in any organization or industry leadership competencies should be given the highest priority above other things.

(2-2-3): Organizational Reputation

The concept of organizational reputation differs from one study to another, for example; Feldman; Bahamonde & Bellido (2014) indicated that Organizational Reputation can be studied in terms of image and identity. Identity is built within the company, depending on the organization's environment and culture. Image is built within external stakeholders' brains; it refers to their provisional perception of the organization structured by experiences whether direct or indirect. How they recognize the organization's identity at any given time.

However Barnett; Jermier & afferty (2006), classified the definitions of Organizational Reputation into three main classifications:

- Reputation as a state of sensibility.
- Reputation as an appreciation and evaluation.
- reputation as an asset

Walsh & Beatty (2007) assign the organizational reputation in the new framework with two types of understandings, "first reputation is as a collective

phenomenon, and the second is as the idea of organizational reputation which has not been conceptualized as a result of consumer reaction perceived from direct and indirect experiential interaction".

Walker (2010) divided Organizational Reputation definitions into 5 groups: (1) perceptual definitions which focus on defining Organizational Reputation as stakeholder's opinions about the overall recognition regarding both internal and external appearance about an organization, (2) aggregate definitions which is a gathered perspective that is based on the perceptions of all stakeholder groups about an organization, (3) comparative definitions which compares reputation to other competitors in the market, (4) positive or negative definitions which means that reputation can be either positive or negative, and (5) temporal definitions which means that reputations are time-related and can change over time.

In concrete terms, Feldman, et al., (2014), identify the main benefits of a strong Organizational Reputation could be listed as follows:

- Enhancing the consumer's recognition of the quality of products or services.

- Enhancing the capacity of hiring and retaining qualified personnel in corporations.

- Raising the morale of employees and therefore increasing good performance and productivity.

- Protecting the value of the project by decreasing the impact of scrutinizing, recession and/or enemy attacks.

- Preceding and helping international growth, not only in terms of market penetration but also in setting up the view in key communities and encourage alliances.

- Distinguish the company from its competitors and build better market positioning.

"In the past decades, both public relations scholars and professionals have strived to look for concepts to demonstrate public relations effectiveness" (Yang,

2007; Rita Men 2010). Organizational reputation is one of the connotations that have the most attention in books and articles.

Fombrun, Gardberg, and Sever (2000) defined reputation as a set of evaluations and assessments of a company's ability to provide great outcomes to a representative group or stakeholders.

One of the organizational reputation branches is organizational health, which refers to a group of relatively solid organizational characteristics. An organization with a healthy climate can remains stable and adapts in any ercumistancesc ,and is able to create and broaden the needed capabilities and skills to sustain successful performance (Alagheband, 1999).

Corporate Reputation refers to the images and attributes that belong to the company from long time to now days (Herbig and Milewicz, 1995). It's the reputation of pricing ,invention ,product quality ,regeneration, and innovation and connecting of management's previous performances and future expectations (Weigelt and Camerer, 1988).

Fombrun and Van (1997) defined Corporate Reputation as linking past actions to show capabilities of presenting benefit to stakeholders.

Corporate reputation has positive impact on the financial performance and outcomes of the organization. This is what Carmeli and Tishler (2005) discussed, for example the intention of customer to buy, the behavior of the customer toward products, the perceived value against competitive products (Weigelt and Camerer, 1988).

Corporate reputation has been defined by many articles and books in different manners. (Caruana, 1997). The definition of reputation is still different from one source to another and it remains a matter of negotiation by many scholars (Devine and Halpern, 2001). Corporate reputation is often seen as a "general view of the company" (

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How do employees look for reputation?

"Given its distinctive nature, reputation has been widely recognized as a valuable intangible asset for companies that can generate lasting competitive

advantage" (Fombrun & Van Riel, 2004; L.A. Grunig etal., 2002). Reputation is known, famed, and memorized in the eyes of external and internal publics. From external side, a good corporate reputation can develop and enhance profitability and outcomes of the organization, because it attracts customers to its products, investors to new investment, and media professionals to favorable press coverage. Fombrun & Van Riel (2004) said that reputation affect the sales of product.

The researcher agree with the other definitions of Organizational Reputation, and believes that the reputation of the company constitute a big part of its success, therefore leaders and managers should focus on the reputation of their own company and know how both employees and stakeholders look for reputation.

(2-2-4): The Relationship between study variables

This research is linking the relationships between the three variables; Moral Intelligence, Leadership Competencies, and Organizational Reputation. Where it is obvious and clearly recognized from different resources and studies that there is a positive relationship between these variables, and that the success and performance of any company depends on these variables.

Vickers (2007) found that the success and reputation of any current colleges is because of the leadership that is given to organizations by their previous leaders.

Leaders cannot be separated from their historic background by which they arise, the setting, and the system over which they preside. (Gardner 1990)

Lena Ellitan (2013), in her study identified three main elements that explain the relationship between leadership and organizational reputation:

(1) A strong organizational reputation depends on a strong good employee.

(2) A strategic leadership will be stronger when there is a strong ability of strategic thinking.

 (3) An organization culture will be stronger depending on the strength of freedom to grow and to fail.

The research of Aryadokht Ghayumi (2015) indicated that there is a "positive, significant, and direct relationship between moral intelligence and organizational health from the perspective of the managers of Islamic Azad universities in Tehran". Since moral intelligence is identified as the mental capabilities, capacities, and abilities for making decisions about how human standards should be applied related to values, objectives, and actions, it makes the managers to distinguish the right from wrong, and this affect the organizational health in return, because if managers can know the right from wrong, they would avoid doing any action that could negatively affect the organizational health.

Hosmer (2003) studied and analyzed several different organizations and came with a result, that "organizations which observe moral behaviors have more chance to be successful than those without such behaviors".

Scientific research supported the importance of moral intelligence for individuals, organizations, and societies.(Beheshtifar, Esmaeli, and Moghadam, 2011).

Pinker (2008) suggested that moralization is a "distinctive mindset that needs to be nurtured so it can be accessed for moral deliberations". He derived the idea that a moral sense is something already built in human being and is an innate part of it.

McGregor (2010) said that "Moral intelligence is not just important to effective leadership—it is the "central intelligence" for all humans". Because moral intelligence guides other forms of intelligence in human beings to do something right. Moral intelligence provides goals and objectives to our life. Without moral intelligence, doing things and going through events, would be meaningless. "Without moral intelligence, we wouldn't know why we do what we do—or even what difference our existence makes in the great cosmic scheme of things" (Lennick & Keil, 2005).

Clarken (2009), in his study result said that Moral Intelligence is highly related with leadership effectiveness and that successful leaders can't be example of good leaders without moral and ethical attitudes (McGregor, 2010).

Managers should remember that they should apply their intelligences and morality to find the efficient organization model to handle the situations, and also they should remember that "the organizational effectiveness in modern organizations is much more different with the past organizations and the modern organizations are in turbulent time and all the time the organizational goals may change" (Rahimi, 2011).

(2-3): Previous Studies

Rita Men, (2010) study entitled: ***"Measuring the Impact of Leadership Style and Employee Empowerment on Perceived Organizational Reputation"***

The study was done to investigate the impact of organizational leadership on public relations effectiveness from an internal perspective. In more specific way, it makes connection between leadership kinds and types, employee trainings, and employees' impression of organizational reputation. The research used a survey that is applied online on 700 workers from different fields, from different 500 companies in USA. The survey was completed by 166 workers with a response rate of 23.7%. The average age of the sample was 45years. 32% were women and 68% were men. A quantitative survey method was applied in the current study because it gives a cost-effective and efficient way of gathering data from large populations (Stacks, 2010). The results of the study stated that transformational leadership has a positive effect on employees 'recognition of organizational reputation, in a direct way and indirect way, through deputizing employees.

The study suggested the following: 1) Public relations effectiveness can be affected by management effectiveness and leadership behavior. 2) Systematic leader communication training programs should be developed to build an effective hierarchical communication system. 3) transformational leadership style which is strategic, inspiring, interactive, empowering, democratic, and relational-oriented

not only affects employees' motivation, productivity, and performance (Castro et al., 2008), but also shapes employees' favorable perception of the organization.

Das; Kumar & Kumar, (2011) study entitled: "***The role of leadership competencies for implementing TQM: An empirical study in Thai manufacturing industry***".

The goal of this study is to characterize the primary leadership competencies needed for applying Total Quality Management (TQM); to test the effect of leadership competencies for applying individual TQM standards, and also to test the relationship of the TQM applied principles with TQM results through the Thai manufacturing companies. 265 companies with ISO 9000 certified were used to gather the data needed for the study. To test the validity and reliability of the leadership competencies construct nine TQM implementation constructs, "top management commitment, supplier quality management, continuous improvement, product innovation, benchmarking, employee involvement, reward and recognition, education and training, and customer focus, and one outcome construct (product quality)". The study reached to a point that the top management is necessary to perform as leaders for implementing TQM. Companies who implement each of the nine TQM principles have high leadership competencies and therefore they perform more effectively and are can provide products with higher quality. The study recommended that Future research should be extended by using other performance variables as the outcome of TQM.

Al-Zoubi (2012) study entitled: "***Leadership Competencies and Competitive Advantage: Empirical Study on Jordan Telecommunications***".

The study was applied in the Jordanian telecommunications industry, to investigate the impact of leadership competencies on competitive advantage. The sample of the study included all companies in the Jordanian telecommunications industry. 2 companies out of 3 were selected by using a simple random sampling technique. The survey of the study was distributed on and analyzed by the middle line departments' mangers, team leaders and employees with superior managerial

level. 120 questionnaires were administered to the samples. The Study showed that leadership competences in the Jordanian market, especially in the telecommunication companies have a clear effect on competitive advantage, as well as a survival relationship between leadership competences and competitive advantage. Also, The study also showed that Leadership in the Jordanian Telecom industry is greatly stratified with the International standards and espousing the competencies that are mentioned by the American Management Association such as: "Strategy development, communication skills, fostering innovation and creativity, developing leaders, and hiring talent." The researcher suggested that "Jordanian Telecommunications Company's can play a major role in creating more jobs in the local market since 2/3 of the Jordanian people are under the age of 30 years.

Hosseini, Khalili, & Nazemipour, (2013) study entitled: ***"THE EFFECT OF MANAGERS' MORAL INTELLIGENCE ON BUSINESS PERFORMANCE"***

The study was applied on managers of SHOKOHIE corporate' to investigate the effect of manager's moral intelligence on business performance. The study applied a survey with correlation method. The study was applied on, 112 managers were chosen through simple random sampling. Questionnaire was the instrument for data collection. The study used : "Confirmatory factor analysis, structural equation modeling, path analysis, Pearson correlation and made use of qualitative indicators of structural model for data analysis and hypothesis testing, by means of SPSS and Lisle" . The outcome and results of the study indicated that moral intelligence of managers had a significant and positive effect on business performance. Plus that, qualitative indices of structural model reflected that the study model had good composite reliability.

The study recommends that corporate and managers should show great compassion for attracting customers, defining their needs, and generally provide the customers with satisfaction.

Lee; Park & Lee (2013) study entitled: "***Role of leadership competencies and Team Social Capital in IT Service***".

The study examined the function of Team Social Capital and leadership competencies in IT Service. The study used a model that includes emotional, cognitive, and social intelligence competencies of project managers (PM) that in turn leads to the outcome and performance of the study. A mediator (team social capital) was between leadership competencies and team project performance. An analysis of 285 data gathered through an established questionnaire showed the followings: "(1) emotional intelligence competencies of PM directly influence the project performance, (2) social intelligence competencies of PM indirectly influence project performance only via team social capital, and (3) cognitive intelligence competencies of PM maintains direct influence on project performance in shorter term projects, but indirect influence only via the accumulated team social capital in longer term projects."

Alban-Metcalfe & Alimo-Metcalfe, (2013) study entitled: "***Reliability and validity of the leadership competencies and engaging leadership scale***".

This study was done to give and show evidence of the reliability and validity of the "Local Government 360 (LG360)". The estimation of the "what" (leadership competencies) and the "how" (leadership behaviors) was necessary for a good description of individuals' strengths and developmental needs. The study sample included 288 staff from local government, 143 were women and 77 were men; 58 members were from a Black racial and Minority Ethnic background and 220 were White. The finding showed that (reliability) and the criterion and discriminated validity of the tool, among an opportunity sample comprising 288 local government staff, of whom 143 were female and 77 male; 58 were from a Black and Minority Ethnic background and 220 were White. The study recommended that the way in which a leader behaves can have a significant effect on staff attitudes and wellbeing at work.

Altai; AL-saig & AL-Thabhawi (2013) study entitled: "***The role of the moral intelligence in the management of Organizational Reputation an applied research for the opinions of a sample of the university leadership in the college of science and agriculture at the University of Kufa***".

The study aimed to define the relation and the impact between moral intelligence extents and the Department of Organizational Reputation dimensions. The study population consist of (166) from the university leadership at the University of Kufa College of science and agriculture. The study sample consist of (36) university leadership by using random sample. The descriptive analytical research method was used. The study found there is a statistical significance effect of moral intelligence in Organizational Reputation.

Piriyakul1 & Wingwon, (2013) study entitled: "***Effect of corporate ability and reputation on organizations' performance and CSR***".

The study was applied in SMEs in Northern Region of Thailand to investigate the effect of corporate reputation and ability on corporate organizations' performance and corporate social responsibility of. Business contractors were the sample of the study. A questionnaire was distributed on 331 business entities from 900 SMEs in "Chiangmai, Lamphun and Lampang provinces in Northern Region of Thailan". 308 of the questionnaires were used in analysis. The results of the study showed the following: 1) Corporate reputation has direct effect on CSR. 2) Corporate reputation has direct effect on corporate organizations' performance. 3) Corporate ability had direct effect on CSR. 4) Corporate ability has indirect effect on organizations' performance through corporate reputation.

Mottaghi; Janani; Rohani & Mottaghi (2014) study entitled: "***The relationship between the leadership styles and moral intelligence***".

Aimed to investigate and determine the leadership and moral intelligence styles. 108 people of physical training experts working in 52 medical sciences college were accidentally selected and entered into the related study. Through using the descriptive and correlation the information was collected by the questionnaire of Clark leadership style and moral intelligence questionnaire. The results showed that the democratic leadership style has the highest score among the subscales of the leadership styles. Also, there is a direct significant correlation between the democratic leadership styles and moral intelligence. The relationship between the democratic leadership and moral intelligence can be a high potential foundation of organizations' success effectively. The study recommended that, it is necessary to apply the managers of the colleges to raise the moral intelligence of people. The limitations can be subjected to the inequality of female and male expert and their age distribution at various universities.·

Najafian; Najafian & Lessani (2014) study entitled: "***Exploring the Relationship between Moral Intelligence and Achievement Motivation among Academic Professors of Iran Universities***".

The study Aimed to investigate the Relationship between Moral Intelligence and Achievement Motivation among Academic Professors of Iran Universities. the study population consists of 5250 professors of Iran universities such as state, Payam-e-Noor, Azad and Non- profitable ones. 358 professors were selected by aligned random sampling method from that wider frame. Results of the study revealed that most of the professors have high moral intelligence and achievement motivation and there is a significant and directional relationship between these two variables. Hence, academic community should confirm the code of ethics and improve moral intelligence among professors. The study recommended that:

Academic community should emphasize the code of ethics and improve moral intelligence among professors as a continuum prerequisite for observing and enhancing morality at scientific and pedagogical settings. Perhaps, it requires devoting more attention to their achievement motivation as an important factor in fulfilling organizational and individual's goals.

Feldman; Bahamonde & Bellido, (2014) study entitled: "***A new Approach for measuring corporate Reputation***".

The study was done to describe the term of corporate reputation and investigates the measurement methods related to it. 15 different industrial sectors in Peru were used in this study .1500 individuals for 69 companies belonging to it were selected, The findings showed that the "proposed index variables are not necessarily of greatest interest to the study sample in which companies have a better performance. Also greater memorial companies aren't necessarily those that enjoy a greater corporate reputation. Managerial implications for the organizations in the process of managing and monitoring the dimensions involved of this key asset are also referenced".

Vafaei & Kargar, (2015) study entitled: ***"Survey of the Relationship between Moral Intelligence and Performance of Employee of Water and Sewage Company of Gilan Province"***

The aim of the research is a survey of the relationship between moral intelligence and the performance of employees of Water and Sewage Company of Gilan province. The main hypothesis of the research is that, there is a meaningful relationship between moral intelligence and the performance of employees of Water and Sewage Company of Gilan province, and its subsidiary hypotheses includes the relationship between integrity and performance, responsibility and performance, compassion and performance, and forgiveness and performance that there is a meaningful relationship between them. The research method is of correlation and statistical analysis methods, Pearson correlation coefficient and regression analysis. The statistical population of employees of Water and Sewage

Company of Gilan province is 623 persons, which the statistical samples were selected using 216 Cochran table. Standard questionnaires of Kiel and Lenik moral intelligence and performance questionnaire of (EQ-i) have been used for measuring information which their reliability and validity were assessed and then reliability correlation of the performance questionnaire and reliability coefficient of moral intelligence obtained 0/76 and 0/83 respectively. The results of the study were:

1. There is a significant relation-ship between the integrity and performance of employees of Water and Sewage Company in Gilan province.

2. There is meaningful relationship in the Gillan Water and Sewerage Department s personnel responsibility.

3. There is meaningful relevance between Gillan water and sewerage personnel tenderness and their performance.

4. There is a meaningful relevance between forgiveness and Gillan water and sewerage department personnel performance.

The study recommended that there should be effort to increase the employee intelligent to make a ground to develop Gilan water and sewerage department employee's performance level.

(2-4): Study Contribution to Knowledge

Some comparisons as follows have been made to illustrate what distinguishes the current study from previous studies:

• Regarding the environment: all studies were performed in American, European and Asian countries. however, the current study took a place in an Arab country, namely International Organization for Migration – Jordan

• Regarding Industry: Most of the last studies were specifically focusing on service industry fields, but this one is all about the International Organization for Migration - Jordan.

- First study to be conducted on the moderating effect of Moral Intelligence on the relationship between Leadership Competencies and Organizational Reputation in International Organization for Migration – Jordan.

- All previous studies investigated the relationships between two related variables, while this one is linking three variables together.

- This study is distinguished by the place where it's applied; the International Organization for Migration-Amman. IOM, which is a charity organization that offers services for humanity. Not like other studies where the application was on companies that almost offer Products and tangible things. Therefore in such organization morality is more truly to be studied than in other places.

- The study focused on Moral Intelligence and how it played a moderating role in the research, other studies none of the variables was playing a moderating or mediating role.

- This study is based on true facts and answers from employees that work in the international Organization for Migration.

- This study can lead to a significant effect for enhancement and improving things in the place where it's applied. The effect can be made directly after results are presented.

CHAPTER THREE
Study Methodology
Method and Procedures

(3-1): Introduction

(3-2): Study Methodology

(3-3): Study Population

(3-4): Study Sample, Personal and Occupational Characteristics

(3-5): Study Tools and Data Collection

(3-6): Validity and Reliability

(3-7): Study Variables

(3-8): Statistical Treatment

(3-9): Normal Distribution of Study Variables

(3-10): Validity and Reliability

(3-1): Introduction

In chapter three the researcher describes the methodology using. Then the population and sample of the study will describe. After that the personal and occupational Characteristics of the study sample It will be clarified, then explain the study tools, data collections and Study Variables. As well as, in this chapter the researcher explained statistical methods that used to tested study variables Normality and reliability analysis.

(3-2): Study Methodology

Empirical data were collected and analyzed through a quantitative approach. This approach was chosen because the current study was interested in testing the validity and discerning the suitability of the constructed evaluatory model.

Investigation research was considering the mainly suitable technique of measuring the quantitative data (Neuman, 2003). Leedy and Ormrod (2005) defined Investigation research as gathering of information about the subject of the object to be measured from the members of the study sample and analyzing their answers to series of questions that decide in advance.

This study is aiming to better understanding of the relationships among the current study variables. More specifically, the study intends to empirically investigate the mediating effect of Moral Intelligence on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan.

(3-3): Study Population

The study population consisted of all employees in International Organization for Migration – Jordan.

(3-4): Study Sample, Personal and Occupational Characteristics

The study sample consisted of all employees in International Organization for Migration – Jordan. After distributing (220) questionnaires on workers in International Organization for Migration – Jordan. A total of (203) from (220) answered questionnaires were retrieved, of which (7) were invalid, Therefore, (196) answered questionnaires from study sample were valid for study.

Tables (3-1); (3-2); (3-3); (3-4) and (3-5) shows the Personal and Occupational Characteristics of the unit of analysis (Age; Gender; Educational Level; Years of Experience and Job Title).

Table (3-1)

Age of the Study Sample

Variable	Categorization	Frequency	Percent
Age	Less than 25 Years	18	9.2
	From 25 – 29 Years	71	36.2
	From 30 – 34 Years	45	23
	From 35 – 39 Years	36	18.4
	From 40 – 44 Years	18	9.2
	45 and above	8	4.1
Total		196	100%

Table (3-1) shows that the (9.2) of the study sample range aged Less than 25 Years, (36.2) of the study sample range aged between 25 – 29 Years, (23) of the study sample range aged between 30 – 34 Years, (18.4) of the study sample range aged between 35 – 39 Years, (9.2) of the study sample range aged between 40 – 44 Years, Finally, (4.1) of the study sample range aged 45 Years or more.

Table (3-2) clarify the gender of the study sample, that (53.6) of the study sample were male and (46.4) of the study sample were female.

Table (3-2)

Gender of the Study Sample

Variable	Categorization	Frequency	Percent
Gender	Male	105	53.6
	Female	91	46.4
Total		196	100

Descriptive analysis of the Educational level in the table (3-3) shows that the (8.7) of study sample having Diploma, (67.3) of study sample having BSc, (18.9) of study sample having Master or high diploma, finally, (5.1) of study sample having PhD.

Table (3-3)

Educational Level of the study sample

Variable	Categorization	Frequency	Percent
Educational Level	Diploma	17	8.7
	BSc	132	67.3
	Master or High Diploma	37	18.9
	PhD	10	5.1
Total		196	100

As well as, table (3-4) shows that the(8.7) of study sample having Diploma, (20.4) of study sample having experience less than 5 Years, (33.2) of study sample having experience From 5 – Less than 10 Years, (25.5) of study sample having experience From 10 – Less than 15 Years, finally, (20.9) of study sample having experience 15 Years or greater.

Table (3-4)

Years of Experience of the study sample

Variable	Categorization	Frequency	Percent
Years of Experience	Less than 5 Years	40	20.4
	From 5 – Less than 10 Years	65	33.2
	From 10 – Less than 15 Years	50	25.5
	15 Years or greater	41	20.9
Total		196	100

Finally, table (3-5) shows that the (11.2) of study sample are manager, (10.7) of study sample are Manager Assistant, (5.6) of study sample are Director of Department, (14.3) of study sample are Head of section, (20.4) of study sample are Supervisor, finally, (37.8) of study sample are Administrative Employee.

Table (3-5)

Job Title of the study sample

Variable	Categorization	Frequency	Percent
Job Title	Manager	22	11.2
	Manager Assistant	21	10.7
	Director of Department	11	5.6
	Head of section	28	14.3
	Supervisor	40	20.4
	Administrative Employee	74	37.8
Total		196	100

(3-5): Study Tools and Data Collection

The current study is two fold, theoretical and practical. In the theoretical part, the researcher relied on the scientific studies that are related to the current study. Whereas in the practical side, the researcher relied on descriptive and analytical methods using the practical manner to collect, analyze data and test hypotheses.

The data collection, manners of analysis and programs used in the current study are based on two sources:

1. Secondary sources: Will be collected from books, journals, theses, researches, dissertations, articles, working papers, and the Worldwide Web.

2. Primary source: Framework and questionnaire will be used to collect data for the purpose of this study In this study, both primary and secondary data was used.

The questionnaire instrumental sections are as follows:

Section One: **Personal and Occupational Characteristics**. The Personal and Occupational Characteristics information was collected with closed-ended questions, through (5) Characteristics (Age; Gender; Educational Level; Years of Experience and Job Title)·

Section Two: **Leadership Competencies**. This section was measured the Leadership Competencies through (3) dimensions (Acumen, Results Orientation and Flexibility); (15) items as follows:

Leadership Competencies	Acumen	Results Orientation	Flexibility
No. of items	5	5	5
Items Arrangement	1 - 5	6 - 10	11 - 15

Section Three: **Moral Intelligence.** This section was measured the Moral Intelligence through (3) dimensions (Integrity, Responsibility and Cooperation); (15) items as follows:

Moral Intelligence	Integrity	Responsibility	Cooperation
No. of items	5	5	5
Items Arrangement	16 - 20	21 - 25	26 - 30

Section Four: **Organizational Reputation**. This section was measured the Organizational Reputation through (8) items, from (31 to 38).

All items of the questionnaire were measured on a Likert-type scale as follows:

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

(3-6): Validity

(3-6-1): Face Validity

Before using the questionnaire in the main survey, the questionnaire was pre-tested by seven lecturers with PhD qualifications, in from Middle East University and other universities specialized in faculty and practitioners Business Administration and to ensure that the questionnaire matched as closely as possible. Both groups contributed a few comments about the questionnaire, related to demographic profile and few comments related to measurement of the variable. The comments have been done and taken into consideration. the overall percentage of respond is (100%), (see appendix "1").

(3-6-2): Construct Validity

(3-6-2-1): Exploratory Factor Analysis

To assess construct validity, Exploratory Factor Analysis (EFA) was performed. The components of the Leadership Competencies, Moral Intelligence and Organizational Reputation constructs were tested in order to confirm the variables of the concept which have been defined and to indicate which of the items are most appropriate for each variable (Sekaran & Bougie, 2010).

To conduct the EFA, three suppositions were followed (Hair et al., 2010):

1- Kaiser-Meyer-Olkin measure greater than 0.5.

2- Eigen value to each factor must to be one.

3- A factor loading of 0.40 for each item.

For Leadership Competencies dimensions exploratory factor analysis, the KMO measure was (0.930), Bartlett's test of Sphericity Chi-square $\chi2$ was statistically significant ($p \leq 0.00$) in all cases. Based on that, factor analysis is important for data analysis in all instances. In addition to that, eigen values for the resulting factors in the cases of all constructs were greater than one (1), and all items had loadings greater than (0.40) exception of item number (10). Fulfilling the aforementioned assumptions, Leadership Competencies dimensions emerged explaining 68.647% of the total variance. The acumen Competence dimension explaining 54.951% of the total variance. The Results Orientation Competence dimension explaining 7.784% of the total variance. Finally, The Flexibility Competence dimension explaining 5.912% of the total variance.

one item of the 15 items originally developed to measure the Leadership Competencies construct was deleted (item 10) remaining 14 items loaded on three factors.

Factor one, with 54.951% of the total variance, was labeled "**Acumen**" and includes (6) items with numbers (1, 2, 3, 4, 5 and 6)

Factor two, with 7.784% of the total variance, was labeled "**Results Orientation**" and includes (4) items with numbers (7, 8, 9, and 14).

Factor three, with 5.912% of total variance, was labeled "**Flexibility**" and includes (4) items with numbers (11, 12, 13 and 15).

Tables (3-6) show the results of EFA for the Leadership Competencies dimensions (Acumen, Results Orientation and Flexibility)

Table (3-6)

Exploratory Factor Analysis results for Leadership Competencies constructs

	Questions	Factor 1 Acumen	Factor 2 Results Orientation	Factor 3 Flexibility
1	Our Organization leader emphasize the employee's work seriously with bright future	0.767		
2	Our Organization leader is interested in expanding the perceptions of employees via finding appropriate solutions to the problems they face	0.546		
3	Our Organization leader trying to build a comprehensive conception of the events related to the Organization work	0.735		
4	Our Organization leader careful study inclusive of all aspects before taking any decision related to Organization	0.737		
5	Our Organization leader own a high level of wisdom to control my actions	0.658		
6	Our Organization leader have a capable to identifying high levels of performance, depending on the business results	0.602		
7	The results of the work positively contribute to improvements existing services		0.756	
8	Our Organization leader care continuously to maintain beneficiary satisfaction		0.655	
9	Our Organization leader is constantly trying to achieve high levels of satisfaction		0.580	
14	Our Organization leader encourages employees to use practices that can improve the organization's efficiency		0.707	
11	Our Organization leader Open-minded			0.811
12	Our Organization leader encourages cooperation among Organization members to accomplish shared objectives			0.681
13	Our Organization leader deals with conflict constructively			0.488
15	Our Organization leader easily accepts challenges			0.695

For Moral Intelligence dimensions exploratory factor analysis, the KMO measure was (0.951), Bartlett's test of Sphericity Chi-square χ^2 was statistically significant ($p \leq 0.00$) in all cases. Based on that, factor analysis is important for data analysis in all instances. In addition to that, eigen values for the resulting factors in the cases of all constructs were greater than one (1), and all items had loadings greater than (0.40).

Fulfilling the aforementioned assumptions, a there-factor model of Moral Intelligence emerged explaining 76.843% of the total variance.

Factor one, with 66.215% of the total variance, was labeled "Integrity" includes (5) items with numbers (20, 22, 24, 25, and 30)

Factor two, with 6.467% of the total variance, was labeled "Responsibility" and includes (5) items with numbers (16, 17, 18, 19 and 23).

Factor three, with 4.161% of total variance, was labeled "Cooperation" and includes (5) items with numbers (21, 26, 27, 28 and 29).

Tables (3-7) show the results of EFA for the Moral Intelligence dimensions (Integrity, Responsibility and Cooperation)

Table (3-7)

Exploratory Factor Analysis results for Moral Intelligence constructs

	Questions	Factor 1 Integrity	Factor 2 Responsibility	Factor 3 Cooperation
20	Our Organization leader take ownership of my decisions	0.710		
22	Our Organization leader actively support our efforts to accomplish goals	0.536		
24	Our Organization leader approach is to lead by serving others	0.605		
25	Our Organization leader pay attention to the development needs of employees	0.702		
30	Our Organization leader emphasize the honest participation in Staff meetings	0.810		
16	Our Organization leader behavior consistent with my beliefs		0.804	
17	Our Organization leader principles guided my actions		0.863	
18	Our Organization leader values guided my actions		0.791	
19	Our Organization leader think of me as an honest person		0.546	
23	Our Organization leader discuss my mistakes to encourage tolerance for risk		0.579	
21	Our Organization leader spend a significant time to removing obstacles			0.654
26	Our Organization leader involves other employees in solving problems facing the department			0.845
27	Our Organization leader effective in delegating work assignments			0.520
28	Our Organization leader treats employees with fairness			0.506
29	Our Organization leader participate actively in actions that show the social usefulness to the general public			0.537

For Organizational Reputation exploratory factor analysis, the KMO measure was (0.909), Bartlett's test of Sphericity Chi-square χ^2 was statistically significant

(p ≤ 0.00) in all cases. Based on that, factor analysis is important for data analysis in all instances. In addition to that, eigen values for the resulting factors in the cases of all constructs were greater than one (1), and all items had loadings greater than (0.40). Fulfilling the aforementioned assumptions, Organizational Reputation emerged explaining 68.920% of the total variance. All 12 items with numbers (31, 32, 33, 34, 35, 36, 37 and 38) originally developed to measure the Organizational Reputation was loaded on one factors. Tables (3-8) show the results of EFA for the Organizational Reputation.

Table (3-8)

Exploratory Factor Analysis results for Organizational Reputation

	Questions	Organizational Reputation
31	Our Organization contributes actively to the social improvement	0.741
32	Our Organization stands behind its services with good quality that meet beneficiary aspirations	0.775
33	Our Organization emphasize on treats beneficiary courteously, communicates with them and takes care of their safety	0.858
34	Our Organization generates respect, admiration esteem	0.858
35	Our Organization recognized, seeks constant overcoming	0.895
36	Our Organization looks like a good organization to work	0.803
37	Our Organization is a organization with values that obeys the transparent	0.857
38	Our Organization supports good causes that benefits society	0.845

(3-6-2-2): Confirmatory Factor Analysis

Consequently, a confirmatory factor analysis (CFA) is conducted for each factor of study variables and the results are presented as follows:

(3-6-2-2-1): Confirmatory Factor Analysis for Moral Intelligence

Moral Intelligence is presented by three dimensions and 15 items and based on results of the confirmatory factor analysis as shown in figure (3-1), Moral Intelligence constructs indicate an excellent fit with $\chi2$ statistic of (146.700) with DF = 80 and p < 0.000, with the $\chi2$ /df ratio having a value of (1.834). Arbuckle (2008) suggested that it should be less than 5 which indicating good fit. The goodness fit index "GFI" was (0.911), comparative fit index "CFI" was (0.975).

These values are very close to (1.0) where a value of (1.0) indicates perfect fit (Hair, et..al., 2006). The next set of fit statistics focus on the root mean square error of approximation "RMSEA" which is (0.065). Hair, et..al., (2006) proposed that values less than (0.08) indicates good fit. With regard to factor loadings, the standardized coefficient estimates are between (0.673) and (0.915). All these are considered good which is above the acceptable level of (0.001). Squared Multiple Correlations value are between (0.499) and (0.838) indicates the percentage of variation in each indicator, which is explained by the factor Moral Intelligence. Therefore, these 15 items can measure the construct "Moral Intelligence".

Figure (3-1)

Moral Intelligence Statistic results and factor loading
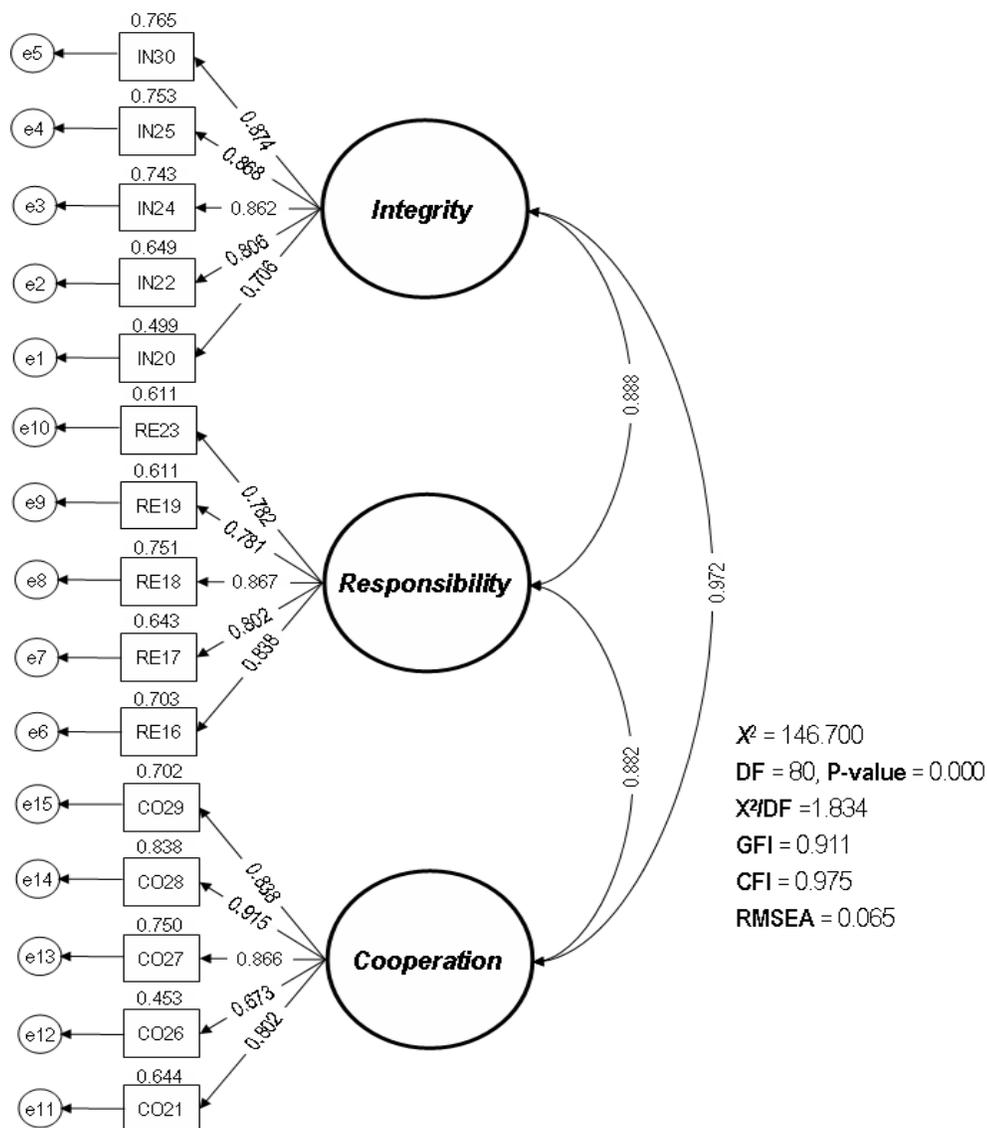
Based on the analysis, the researchers found that all of the standardized loadings were over (0.40) as Janssens, et..al., (2008) argue that the factor loading for each latent variable be equal to or greater than (0.40), and must also be significant.

(3-6-2-2-2): Confirmatory Factor Analysis for Leadership Competencies

Leadership Competencies is presented by three dimensions and 14 items and based on results of the confirmatory factor analysis as shown in figure (3-2),

Leadership Competencies constructs indicate an excellent fit with χ2 statistic of (147.145) with DF = 72 and p < 0.000, with the χ2 /df ratio having a value of (2.044). Arbuckle (2008) suggested that it should be less than 5 which indicating good fit. The goodness fit index "GFI" was (0.902), comparative fit index "CFI" was (0.956). These values are very close to (1.0) where a value of (1.0) indicates perfect fit (Hair, et..al., 2006). The next set of fit statistics focus on the root mean square error of approximation "RMSEA" which is (0.073). Hair, et..al., (2006) proposed that values less than (0.08) indicates good fit. With regard to factor loadings, the standardized coefficient estimates are between (0.654) and (0.857). All these are considered good which is above the acceptable level of (0.001). Squared Multiple Correlations value are between (0.428) and (0.735) indicates the percentage of variation in each indicator, which is explained by the factor Leadership Competencies. Therefore, these 14 items can measure the construct "Leadership Competencies".

Figure (3-2)

Leadership Competencies Statistic results and factor loading
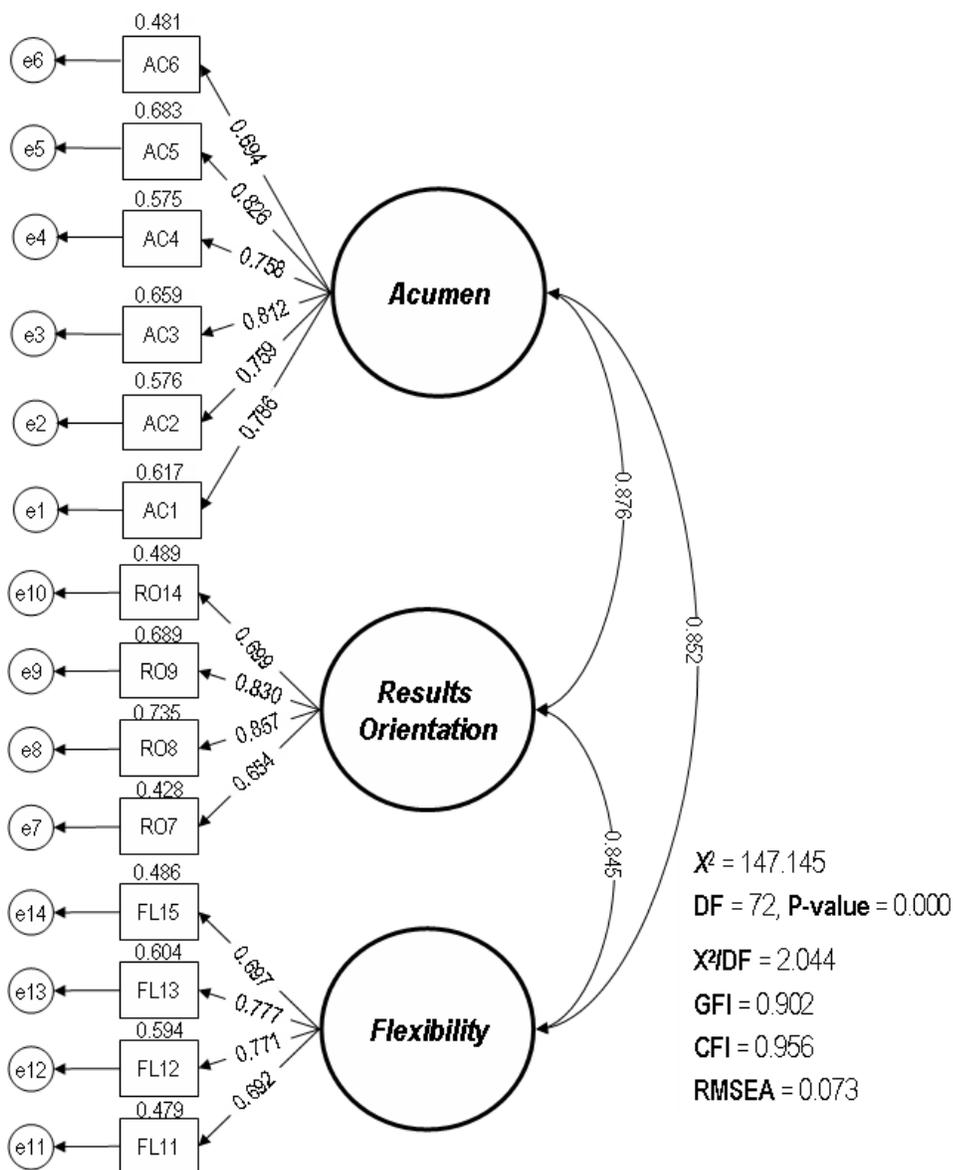
Based on the analysis, the researchers found that all of the standardized loadings were over (0.40) as Janssens, et..al., (2008) argue that the factor loading for each latent variable be equal to or greater than (0.40), and must also be significant.

(3-6-2-2-3): Confirmatory Factor Analysis for Organizational Reputation

Organizational Reputation is presented by one dimension and (8) items and based on results of the confirmatory factor analysis as shown in figure (3-3), Organizational Reputation constructs indicate an excellent fit with $\chi2$ statistic of (39.782) with DF = 16 and p < 0.001, with the $\chi2$ /df ratio having a value of (2.044). Arbuckle (2008) suggested that it should be less than 5 which indicating good fit. The goodness fit index "GFI" was (0.950), comparative fit index "CFI" was (0.980). These values are very close to (1.0) where a value of (1.0) indicates perfect fit (Hair, et..al., 2006). The next set of fit statistics focus on the root mean square error of approximation "RMSEA" which is (0.077). Hair, et..al., (2006) proposed that values less than (0.08) indicates good fit. With regard to factor loadings, the standardized coefficient estimates are between (0.671) and (0.885). All these are considered good which is above the acceptable level of (0.001). Squared Multiple Correlations value are between (0.450) and (0.784) indicates the percentage of variation in each indicator, which is explained by the factor Organizational Reputation. Therefore, these 8 items can measure the construct "Organizational Reputation".

Figure (3-3)

Results of the confirmatory factor analysis to Organizational Reputation
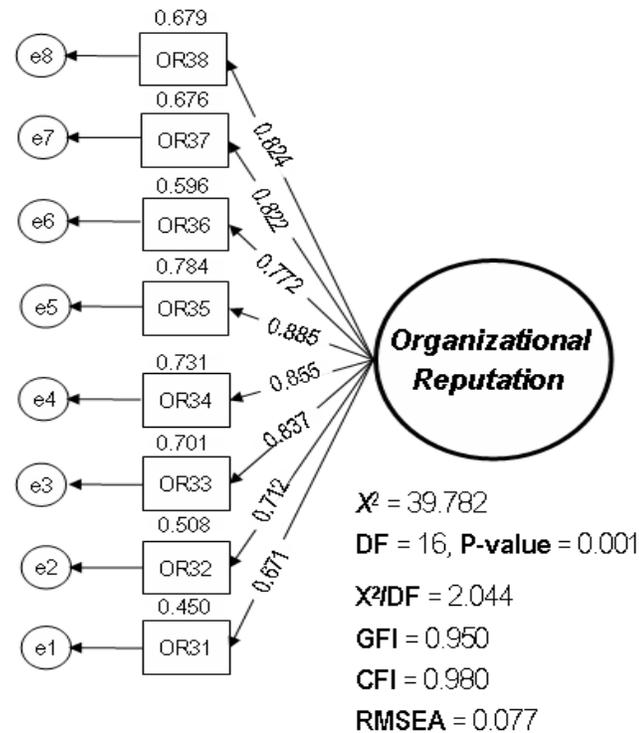
Based on the analysis, the researcher found that all of the standardized loadings were over (0.30) as Janssens, et. al., (2008) argue that the factor loading for each latent variable be equal to or greater than (0.30), and must also be significant.

(3-7): Study Variables

Independent Variable: The researcher identifies and measures the independent Variable (Leadership Competencies) through literature review based on Overby & Suvanujasiri (2012) and AL-Zu'bi (2015).

Moderate Variable: The researcher adopted the proposed idea from Beheshtifar, et al., (2011), Vafaei & Kargar (2015) in identifying and measuring the Mediate Variable (Moral Intelligence).

Dependent Variable: The researcher identifies and measures the dependent Variable (Organizational Reputation) through literature review based on Feldman, et al., (2014) and Wahjudono, et al., (2013).

All variables have been measured by five-point Likert-type scale to tap into the respondents'' perceptions, ranging from value 1 (Strongly disagree) to value 5 (Strongly agree) used throughout the questionnaire.

(3-8): Statistical Treatment

The researcher used Statistical Package for Social Sciences "SPSS Ver.22" & "Amos V.22" for analysis and conclusions. Finally, the researcher used the suitable statistical methods that consist of:

(3-8-1): Descriptive Statistics Methods

- Percentage and Frequency.

- Means and Standard Deviation.

- Relative importance, assigned due to:

    The Low degree from 1- less than 2.33

    The Medium degree from 2.33 – 3.66

    The High degree from 3.67 and above.

$$\text{Class Interval} = \frac{\text{Maximum Class} - \text{Minimum Class}}{\text{Number of Level}}$$

$$\text{Class Interval} = \frac{5 - 1}{3} = \frac{4}{3} = 1.33$$

(3-8-2): Inference Statistics Methods

- Normality Test through using Kolmogorov-Smirnov.

- Cronbach Alpha reliability (α).

- One sample t-test.

- Variance Inflation Factor and Tolerance to make sure that there are no Multicollinearity between independent variables.

- Multiple Regression analysis.

- Hierarchical .Multiple Regression.

(3-9): Normal Distribution of Study Variables

In order of verification of the study results, the researcher carry out the Kolmogorov - Smirnov Test, to verify the absence study data from the statistical problems that may adversely affect the results of the test study hypotheses, as is shown in the table (3-9).

Table (3-9)

Normal Distribution of Study Variables

No.	Variables	Kolmogorov – Smirnov	Sig.*	Result
1	Leadership Competencies.	2.987	0.116	Follows a normal distribution
1 - 1	Acumen	1.568	0.068	Follows a normal distribution
1 – 2	Results Orientation	1.249	0.088	Follows a normal distribution
1 – 3	Flexibility	1.217	0.074	Follows a normal distribution
2	Moral Intelligence	1.234	0.083	Follows a normal distribution
2 - 1	Integrity	1.269	0.056	Follows a normal distribution
2 - 2	Responsibility	1.487	0.079	Follows a normal distribution
2 - 3	Cooperation	1.593	0.080	Follows a normal distribution
3	Organizational Reputation	2.040	0.063	Follows a normal distribution

*Distribution is normal when the significance level (0.05> α).

In view of the above table and at the significance level of (α >0.05) it is apparent that the distribution of all variables was normal. Where the normal distribution ratios for each variable are is greater than (0.05) which is approved level in the statistical treatment of the current study.

(3-10): Reliability

Cronbach's alpha, was used to assess the reliability of the scales, according to Sekaran & Bougie (2010) Reliability should be (0.60) or higher to indicate adequate convergence or internal consistency· The results shown in Table (3-10) are acceptable levels as suggested by (Sekaran & Bougie, 2010: 184).

Table (3-10)

Reliability of Questionnaires Dimensions

No.	Variable	Dimensions	No of items	Cronbach's alpha Value
1	Leadership Competencies		14	0.937
	(1-1)	Acumen	6	0.896
	(1-2)	Results Orientation	4	0.844
	(1-3)	Flexibility	4	0.831
2	Moral Intelligence		15	0.963
	(2-1)	Integrity	5	0.911
	(2-2)	Responsibility	5	0.912
	(2-3)	Cooperation	5	0.915
3	Organizational Reputation		8	0.935
	Total		37	0.977

CHAPTER FOUR

Analysis Results & Hypotheses Test

(4-1): Introduction

(4-2): Descriptive analysis of study variables

(4-3): Analysis adequacy of the data to test the study hypotheses

(4-4): Study Hypotheses Test

(4-1): Introduction

This chapter describes the results of the statistical analysis for the data collected according to the research questions and research hypotheses.

(4-2): Descriptive Analysis of Study Variables

(4-2-1): Leadership Competencies

To determine the item importance and importance level of leadership competencies items researcher used mean, standard deviation, one sample t-test, as shown in Table (4-1), (4-2)and (4-3).

Table (4-1) Clarifies the importance level of Acumen, where the arithmetic mean for these variable ranges between (3.591 - 3.892) compared with General Arithmetic mean amount of (3.707). We observe that the highest mean for the "*Our Organization leader emphasize the employee's work seriously with bright future"* with arithmetic mean (3.892), Standard deviation (0.718). The lowest arithmetic mean was for the "*Our Organization leader own a high level of wisdom to control my actions*" With Average (3.591) and Standard deviation (0.909). In general, it appears that the Importance level of Acumen in International Organization for Migration – Jordan from the study sample of Analysis viewpoint was high.

Table (4-1)

Arithmetic mean, SD, one sample t-test, item importance and importance level of

Acumen

No.	Acumen	Mean	St.D	t- value Calculate	Sig	Item importance	Importance level
1	Our Organization leader emphasize the employee's work seriously with bright future	3.892	0.718	17.390	0.000	1	High
2	Our Organization leader is interested in expanding the perceptions of employees via finding appropriate solutions to the problems they face	3.602	0.879	9.579	0.000	5	Medium
3	Our Organization leader trying to build a comprehensive conception of the events related to the Organization work	3.673	0.705	13.361	0.000	3	High
4	Our Organization leader careful study inclusive of all aspects before taking any decision related to Organization	3.653	0.811	11.267	0.000	4	Medium
5	Our Organization leader own a high level of wisdom to control my actions	3.591	0.909	9.109	0.000	6	Medium
6	Our Organization leader have a capable to identifying high levels of performance, depending on the business results	3.831	0.814	14.290	0.000	2	High
General Arithmetic mean and standard deviation		3.707	0.657	16.115	0.000	-	High

t- Value Tabulate at level ($\alpha \leq 0.05$) (1.652)
t- Value Tabulate was calculated based on Assumption mean to item that (3)

Table (4-2) Clarifies the importance level of results orientation, where the arithmetic mean for these variable ranges between (3.622 - 3.765) compared with General Arithmetic mean amount of (3.667). We observe that the highest mean for the "***The results of the work positively contribute to improvements existing services***" with arithmetic mean (3.765), Standard deviation (0.788). The lowest arithmetic mean was for the "***Our Organization leader care continuously to maintain beneficiary satisfaction & Our Organization leader encourages employees to use practices that can improve the organization's efficiency***" With Average (3.622) and Standard deviation (0.791) ; (0.888) respectively. In general, it appears that the Importance level of results orientation in International Organization for Migration – Jordan from the study sample of Analysis viewpoint was Medium.

Table (4-2)

Arithmetic mean, SD, one sample t-test, item importance and importance level of results orientation

No.	results orientation	Mean	St.D	t- value Calculate	Sig	Item importance	Importance level
7	The results of the work positively contribute to improvements existing services	3.765	0.788	13.590	0.000	1	High
8	Our Organization leader care continuously to maintain beneficiary satisfaction	3.622	0.791	11.014	0.000	3	Medium
9	Our Organization leader is constantly trying to achieve high levels of satisfaction	3.658	0.847	10.871	0.000	2	Medium
14	Our Organization leader encourages employees to use practices that can improve the organization's efficiency	3.622	0.888	9.804	0.000	3	Medium
General Arithmetic mean and standard deviation		3.667	0.685	13.627	0.000	-	Medium

t- Value Tabulate at level ($\alpha \leq 0.05$) (1.652)
t- Value Tabulate was calculated based on Assumption mean to item that (3)

Table (4-3) Clarifies the importance level of flexibility, where the arithmetic mean for these variable ranges between (3.596 - 3.857) compared with General Arithmetic mean amount of (3.757). We observe that the highest mean for the "*Our Organization leader Open-minded & Our Organization leader encourages cooperation among Organization members to accomplish shared objectives*" with arithmetic mean (3.857), Standard deviation (0.933) ; (0.784) respectively. The lowest arithmetic mean was for the "*Our Organization leader deals with conflict constructively*" With Average (3.596) and Standard deviation (0.862). In general, it appears that the Importance level of flexibility in International Organization for Migration – Jordan from the study sample of Analysis viewpoint was high

.

Table (4-3)

Arithmetic mean, SD, one sample t-test, item importance and importance level of flexibility

No.	Flexibility	Mean	St.D	t- value Calculate	Sig	Item importance	Importance level
11	Our Organization leader Open-minded	3.857	0.933	12.852	0.000	1	High
12	Our Organization leader encourages cooperation among Organization members to accomplish shared objectives	3.857	0.784	15.297	0.000	1	High
13	Our Organization leader deals with conflict constructively	3.596	0.862	9.686	0.000	4	Medium
15	Our Organization leader easily accepts challenges	3.719	0.864	11.657	0.000	3	High
	General Arithmetic mean and standard deviation	3.757	0.702	15.089	0.000	-	High

t- Value Tabulate at level (α ≤ 0.05) (1.652)
t- Value Tabulate was calculated based on Assumption mean to item that (3)

(4-2-2): Moral Intelligence

To determine the item importance and importance level of Moral Intelligence items researcher used mean, standard deviation, one sample t-test, as shown in Table (4-4), (4-5)and (4-6).

Table (4-4) Clarifies the importance level of Integrity, where the arithmetic mean for these variable ranges between (3.362 - 3.704) compared with General Arithmetic mean amount of (3.505). We observe that the highest mean for the "***Our Organization leader actively support our efforts to accomplish goals***" with arithmetic mean (3.704), Standard deviation (0.891). The lowest arithmetic mean was for the "***Our Organization leader take ownership of my decisions***" With Average (3.362) and Standard deviation (0.995). In general, it appears that the Importance level of Integrity in International Organization for Migration – Jordan from the study sample of Analysis viewpoint was high.

Table (4-4)

Arithmetic mean, SD, one sample t-test, item importance and importance level of Integrity

No.	Integrity	Mean	St.D	t- value Calculate	Sig	Item importance	Importance level
20	Our Organization leader take ownership of my decisions	3.362	0.995	5.094	0.000	5	Medium
22	Our Organization leader actively support our efforts to accomplish goals	3.704	0.891	11.062	0.000	1	High
24	Our Organization leader approach is to lead by serving others	3.505	0.999	7.072	0.000	3	Medium
25	Our Organization leader pay attention to the development needs of employees	3.423	1.056	5.609	0.000	4	Medium
30	Our Organization leader emphasize the honest participation in Staff meetings	3.530	1.004	7.394	0.000	2	Medium
General Arithmetic mean and standard deviation		3.505	0.851	8.307	0.000	-	Medium

t- Value Tabulate at level ($\alpha \leq 0.05$) (1.652)
t- Value Tabulate was calculated based on Assumption mean to item that (3)

Table (4-5) Clarifies the importance level of responsibility, where the arithmetic mean for these variable ranges between (3.433 - 3.617) compared with General Arithmetic mean amount of (3.516). We observe that the highest mean for the "***Our Organization leader think of me as an honest person***" with arithmetic mean (3.617), Standard deviation (1.008). The lowest arithmetic mean was for the "***Our Organization leader values guided my actions***" With Average (3.433) and Standard deviation (0.955). In general, it appears that the Importance level of responsibility in International Organization for Migration – Jordan from the study sample of Analysis viewpoint was Medium.

Table (4-5)

Arithmetic mean, SD, one sample t-test, item importance and importance level of responsibility

No.	Responsibility	Mean	St.D	t- value Calculate	Sig	Item importance	Importance level
16	Our Organization leader behavior consistent with my beliefs	3.530	0.930	7.984	0.000	3	Medium
17	Our Organization leader principles guided my actions	3.438	0.900	6.819	0.000	4	Medium
18	Our Organization leader values guided my actions	3.433	0.955	6.352	0.000	5	Medium
19	Our Organization leader think of me as an honest person	3.617	1.008	8.571	0.000	1	Medium
23	Our Organization leader discuss my mistakes to encourage tolerance for risk	3.561	1.003	7.832	0.000	2	Medium
	General Arithmetic mean and standard deviation	3.516	0.826	8.747	0.000	-	Medium

t- Value Tabulate at level ($\alpha \leq 0.05$) (1.652)
t- Value Tabulate was calculated based on Assumption mean to item that (3)

Table (4-6) Clarifies the importance level of Cooperation, where the arithmetic mean for these variable ranges between (3.454 - 3.724) compared with General Arithmetic mean amount of (3.559). We observe that the highest mean for the "***Our Organization leader spend a significant time to removing obstacles***" with arithmetic mean (3.724), Standard deviation (0.908). The lowest arithmetic mean was for the "***Our Organization leader effective in delegating work assignments***" With Average (3.454) and Standard deviation (1.029). In general, it appears that the Importance level of Cooperation in International Organization for Migration – Jordan from the study sample of Analysis viewpoint was Medium.

Table (4-6)

Arithmetic mean, SD, one sample t-test, item importance and importance level of Cooperation

No.	Cooperation	Mean	St.D	t- value Calculate	Sig	Item importance	Importance level
21	Our Organization leader spend a significant time to removing obstacles	3.724	0.908	11.158	0.000	1	High
26	Our Organization leader involves other employees in solving problems facing the department	3.515	0.963	7.489	0.000	3	Medium
27	Our Organization leader effective in delegating work assignments	3.454	1.029	6.176	0.000	5	Medium
28	Our Organization leader treats employees with fairness	3.474	1.039	6.388	0.000	4	Medium
29	Our Organization leader participate actively in actions that show the social usefulness to the general public	3.627	0.899	9.766	0.000	2	Medium
	General Arithmetic mean and standard deviation	3.559	0.838	9.341	0.000	-	Medium

t- Value Tabulate at level (α ≤ 0.05) (1.652)
t- Value Tabulate was calculated based on Assumption mean to item that (3)

(4-2-3): Organizational Reputation

To determine the item importance and importance level of Organizational Reputation items researcher used mean, standard deviation, one sample t-test, as shown in Table (4-7).

Table (4-7) Clarifies the importance level of Organizational Reputation, where the arithmetic mean for these variable ranges between (3.653 - 3.831) compared with General Arithmetic mean amount of (3.714). We observe that the highest mean for the "***Our Organization looks like a good organization to work***" with arithmetic mean (3.831), Standard deviation (0.926). The lowest arithmetic mean was for the "***Our Organization generates respect, admiration esteem***" With Average (3.653) and Standard deviation (0.998). In general, it appears that the

Importance level of Organizational Reputation in International Organization for Migration – Jordan from the study sample of Analysis viewpoint was high.

Table (4-7)

Arithmetic mean, SD, one sample t-test, item importance and importance level of Organizational Reputation

No.	Organizational Reputation	Mean	St.D	t- value Calculate	Sig	Item importance	Importance level
31	Our Organization contributes actively to the social improvement	3.658	0.810	11.369	0.000	6	Medium
32	Our Organization stands behind its services with good quality that meet beneficiary aspirations	3.724	0.820	12.369	0.000	4	High
33	Our Organization emphasize on treats beneficiary courteously, communicates with them and takes care of their safety	3.729	0.861	11.859	0.000	3	High
34	Our Organization generates respect, admiration esteem	3.653	0.998	9.157	0.000	8	Medium
35	Our Organization recognized, seeks constant overcoming	3.586	1.056	7.777	0.000	7	Medium
36	Our Organization looks like a good organization to work	3.831	0.926	12.564	0.000	1	High
37	Our Organization is a organization with values that obeys the transparent	3.719	0.970	10.380	0.000	5	High
38	Our Organization supports good causes that benefits society	3.811	1.007	11.270	0.000	2	High
General Arithmetic mean and standard deviation		3.714	0.775	12.896	0.000	-	High

t- Value Tabulate at level ($\alpha \leq 0.05$) (1.652)
t- Value Tabulate was calculated based on Assumption mean to item that (3)

(4-3): Analysis adequacy of the data to test the study hypotheses

Before test the hypotheses of the study, the researcher conducted some tests in order to ensure the adequacy of the data for the assumptions regression analysis, it was confirmed that there is no high correlation between the independent variables Multicollinearity using the Variance Inflation Factor (VIF) and test

Tolerance for each variable of the study variables taking into account the Variance Inflation Factor not to exceed the allowable value (10). And that the Tolerance value greater than (0.05).

Also it was ensured that the data follow the normal distribution calculates the skewness coefficient, as the data follow a normal distribution if the value of skewness coefficient is less than (± 1). Table (4-8) shows the results of these tests.

Table (4-8)

Results of Variance Inflation Factor, Tolerance and skewness coefficient

No.	Independent Variables	VIF	Tolerance	Skewness
1	Acumen	2.798	0.357	-0.276
2	Results Orientation	2.871	0.348	-0.434
3	Flexibility	2.436	0.410	-0.550

Evident from the results listed in Table (4-8) there is no Multicollinearity between the independent variables, confirms that the values of Variance Inflation Factor of the dimensions are (2.798; 2.871 & 2.436) , respectively, less than (10). As can be seen that the values of Tolerance are between (0.348 - 410) which is greater than (0.05). This is an indication that there is no Multicollinearity between the independent variables

To make sure that the data follow a normal distribution the researcher calculates the Skewness coefficient where the values were less than (± 1).

(4-4): Study Hypotheses Test

In this section the researcher have two main hypotheses, the first hypothesis testing in multiple regression analysis. The second hypothesis was testing through Hierarchical .Multiple Regression analysis.

Ho₁: There is no effect of Leadership Competencies (Acumen, Results Orientation and Flexibility) on organizational Reputation in International Organization for Migration – Jordan at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher uses the multiple regression analysis to ensure the effect of Leadership Competencies (Acumen, Results Orientation and Flexibility) on organizational Reputation in International Organization for Migration – Jordan. As shown in Table (4-9).

Table (4-9)

Multiple regression analysis to ensure the effect of Leadership Competencies on organizational Reputation in International Organization for Migration – Jordan

Dependent[Variable	Model Summary			ANOVA			Coefficients			
	(R)	(R²)	Adjusted (R²)	F Calculate	DF	Sig*	β		T Calculate	Sig*
Organizational Reputation	0.777	0.603	0.597	97.193	3	0.000	Acumen	0.153	2.010	0.046
					192		Results Orientation	0.250	3.249	0.001
					195		Flexibility	0.446	6.277	0.000

Table (4-9) shows the effect of Leadership Competencies (Acumen, Results Orientation and Flexibility) on organizational Reputation in International Organization for Migration – Jordan. The regression model achieve a high degree of fit, as reflected by "R" and "R²" value (0.777) , (0.603), which asserted that (0.603) of the explained variation in organizational Reputation in International Organization for Migration – Jordan can be accounted for Leadership Competencies (Acumen, Results Orientation and Flexibility). On the other hand, Table (4-9) for the executive data set indicated the slope value of (0.153); (0.250) and (0.446) for the regression line. This suggested that for a one unit increase in

Leadership Competencies (Acumen, Results Orientation and Flexibility) can significantly predict a (0.153) ; (0.250) and (0.446) increase in organizational Reputation in International Organization for Migration – Jordan. As well as Table (4-9) shows that the analysis of variance of the fitted regression equation is significant with F value of (97.193). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level.

The results also indicate that Leadership Competencies (Acumen, Results Orientation and Flexibility) has an effect on organizational Reputation in International Organization for Migration – Jordan with a coefficient of (0.153) ; (0.250) and (0.446). Thus, Leadership Competencies (Acumen, Results Orientation and Flexibility) actually affected on organizational Reputation in International Organization for Migration – Jordan. This further supported the first hypothesis:

Leadership Competencies (Acumen, Results Orientation and Flexibility) on organizational Reputation in International Organization for Migration – Jordan

Leadership Competencies (Acumen, Results Orientation and Flexibility) has an effect on organizational Reputation in International Organization for Migration – Jordan at level (α ≤ 0.05).

Ho$_2$: There is no significant moderate effect of Moral Intelligence (Integrity, Responsibility and Cooperation) on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan at level (α ≤ 0.05).

To test this hypothesis, the researcher uses the Hierarchical .Multiple Regression analysis to ensure the moderate effect of Moral Intelligence (Integrity, Responsibility and Cooperation) on the relationship between Leadership Competencies and organizational reputation in International Organization for Migration – Jordan. As shown in Table (4-10).

Table (4-10)

Hierarchical Multiple Regression analysis to ensure the moderate effect of Moral Intelligence on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan

Dependent Variable	Independent Variables	Model 1			Model 2		
		β	T Calculate	Sig*	β	T Calculate	Sig*
Organizational Reputation	Leadership Competencies	0.762	16.409	0.000		-	
	Leadership Competencies X Moral Intelligence		-		0.640	9.194	0.000
	R		0.762			0.842	
	R²		0.581			0.709	
	ΔR²		0.581			0.128	

Table (4-10) shows the effect of moderate effect of Moral Intelligence on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan. The first model reflected based on the results the value of the correlation coefficient (R = 0.762), these demonstrates that there is a positive correlation between Leadership Competencies and organizational Reputation. The results also show the statistically significant effect of Leadership Competencies on organizational Reputation, with F value of (269.260) since the p-value is less than (0.05). As the value of the coefficient of determination (R^2 = 0.581), this indicates that the Leadership Competencies explains (58.1%) of the variance in organizational Reputation in International Organization for Migration – Jordan.

In the second model, the entry of the moderate variable (Moral Intelligence) to regression model, increased value of the correlation coefficient to become (R = 0.842) as well as the value of the coefficient of determination (R^2) increased (12.8%), and this percentage statistically significant, where the value of (ΔF =

84.530) and the significance level (Sig. $\Delta F = 0.000$) which is less than (0.05). As the slope value ($\beta = 0.640$) at Moral Intelligence and the (t Calculate) value was (9.194) since the p-value is less than (0.05). This confirms that there is a statistically significant effect of Moral Intelligence (moderate variable) on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan. Rejected the second null hypothesis and accept the alternative hypothesis:

There is a significant moderate effect of Moral Intelligence on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan.

Ho$_{2-1}$: There is no significant moderate effect of Integrity on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher uses the Hierarchical Multiple Regression analysis to ensure the moderate effect of Integrity on the relationship between Leadership Competencies and organizational reputation in International Organization for Migration – Jordan. As shown in Table (4-11)

Table (4-11)

Hierarchical .Multiple Regression analysis to ensure the moderate effect of Integrity on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan

Dependent Variable	Independent Variables	Model 1			Model 2		
		β	T Calculate	Sig*	β	T Calculate	Sig*
Organizational Reputation	Leadership Competencies	0.762	16.409	0.000	-		
	Leadership Competencies X Integrity	-			0.583	8.788	0.000
	R	0.762			0.837		
	R²	0.581			0.701		

	ΔR²	0.581	0.120
	ΔF	269.260	77.224
	ΔF Sig.	0.000	0.000

Table (4-11) shows the effect of moderate effect of Integrity on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan. The first model reflected based on the results the value of the correlation coefficient (R = 0.762), these demonstrates that there is a positive correlation between Leadership Competencies and organizational Reputation. The results also show the statistically significant effect of Leadership Competencies on organizational Reputation, with F value of (269.260) since the p-value is less than (0.05). As the value of the coefficient of determination (R^2 = 0.581), this indicates that the Leadership Competencies explains (58.1%) of the variance in organizational Reputation in International Organization for Migration – Jordan.

In the second model, the entry of the moderate variable (Integrity) to regression model, increased value of the correlation coefficient to become (R = 0.837) as well as the value of the coefficient of determination (R^2) increased (12%), and this percentage statistically significant, where the value of (ΔF = 77.224) and the significance level (Sig. ΔF = 0.000) which is less than (0.05). As the slope value (β = 0.583) at Integrity and the (t Calculate) value was (8.788) since the p-value is less than (0.05). This confirms that there is a statistically significant effect of Integrity (moderate variable) on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan. Rejected the sub second null hypothesis and accept the alternative hypothesis:

There is a significant moderate effect of Integrity on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan.

Ho$_{2-2}$: There is no significant moderate effect of Responsibility on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher uses the Hierarchical Multiple Regression analysis to ensure the moderate effect of Responsibility on the relationship between Leadership Competencies and organizational reputation in International Organization for Migration – Jordan. As shown in Table (4-12)

Table (4-12)

Hierarchical.Multiple Regression analysis to ensure the moderate effect of Responsibility on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan

Dependent Variable	Independent Variables	Model 1			Model 2		
		β	T Calculate	Sig*	β	T Calculate	Sig*
Organizational Reputation	Leadership Competencies	0.762	16.409	0.000	-		
	Leadership Competencies X Responsibility		-		0.385	5.957	0.000
	R		0.762			0.804	
	R^2		0.581			0.646	

	ΔR^2	0.581	0.065
	ΔF	269.260	35.489
	ΔF Sig.	0.000	0.000

Table (4-12) shows the effect of moderate effect of Responsibility on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan. The first model reflected based on the results the value of the correlation coefficient (R = 0.762), these demonstrates that there is a positive correlation between Leadership Competencies and organizational Reputation. The results also show the statistically significant effect of Leadership Competencies on organizational Reputation, with F value of (269.260) since the p-value is less than (0.05). As the value of the coefficient of determination (R^2 = 0.581), this indicates that the Leadership Competencies explains (58.1%) of the variance in organizational Reputation in International Organization for Migration – Jordan.

In the second model, the entry of the moderate variable (Responsibility) to regression model, increased value of the correlation coefficient to become (R = 0.804) as well as the value of the coefficient of determination (R^2) increased (6.5%), and this percentage statistically significant, where the value of (ΔF = 35.489) and the significance level (Sig. ΔF = 0.000) which is less than (0.05). As the slope value (β = 0.385) at Integrity and the (t Calculate) value was (5.957) since the p-value is less than (0.05). This confirms that there is a statistically significant effect of Responsibility (moderate variable) on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan. Rejected the sub second null hypothesis and accept the alternative hypothesis:

There is a significant moderate effect of Responsibility on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan.

Ho$_{2-3}$: There is no significant moderate effect of Cooperation on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher uses the Hierarchical Multiple Regression analysis to ensure the moderate effect of Cooperation on the relationship between Leadership Competencies and organizational reputation in International Organization for Migration – Jordan. As shown in Table (4-13).

Table (4-13)

Hierarchical Multiple Regression analysis to ensure the moderate effect of Cooperation on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan

Dependent Variable	Independent Variables	Model 1			Model 2		
		β	T Calculate	Sig*	β	T Calculate	Sig*
Organizational Reputation	Leadership Competencies	0.762	16.409	0.000		-	
	Leadership Competencies X Cooperation		-		0.509	7.590	0.000
	R		0.762			0.823	
	R^2		0.581			0.677	

	ΔR²	0.581	0.096
	ΔF	269.260	57.611
	ΔF Sig.	0.000	0.000

Table (4-13) shows the effect of moderate effect of Cooperation on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan. The first model reflected based on the results the value of the correlation coefficient (R = 0.762), these demonstrates that there is a positive correlation between Leadership Competencies and organizational Reputation. The results also show the statistically significant effect of Leadership Competencies on organizational Reputation, with F value of (269.260) since the p-value is less than (0.05). As the value of the coefficient of determination (R^2 = 0.581), this indicates that the Leadership Competencies explains (58.1%) of the variance in organizational Reputation in International Organization for Migration – Jordan.

In the second model, the entry of the moderate variable (Cooperation) to regression model, increased value of the correlation coefficient to become (R = 0.823) as well as the value of the coefficient of determination (R^2) increased (9.6%), and this percentage statistically significant, where the value of (ΔF = 57.611) and the significance level (Sig. ΔF = 0.000) which is less than (0.05). As the slope value (β = 0.509) at Integrity and the (t Calculate) value was (7.590) since the p-value is less than (0.05). This confirms that there is a statistically significant effect of Cooperation (moderate variable) on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan. Rejected the sub second null hypothesis and accept the alternative hypothesis:

There is a significant moderate effect of Cooperation on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan.

CHAPTER FIVE

Results Discussion and Recommendations

(5-1): Results Discussion

(5-2): Recommendations

(5-1): Results Discussion

This study raised a number of questions, and developed hypotheses related to the study variables. The study results answered the study questions and came up with the following conclusions.

1. The Importance level of Leadership Competencies (Acumen, results orientation and flexibility) in International Organization for Migration – Jordan from the study sample of Analysis viewpoint was high.

2. The Importance level of Integrity in International Organization for Migration – Jordan from the study sample of Analysis viewpoint was high.

3. The Importance level of Moral Intelligence (responsibility and Cooperation) in International Organization for Migration – Jordan from the study sample of Analysis viewpoint was Medium.

4. The Importance level of Organizational Reputation in International Organization for Migration – Jordan from the study sample of Analysis viewpoint was high.

5. There is a significant statistical effect of Leadership Competencies (Acumen, Results Orientation and Flexibility) on organizational Reputation in International Organization for Migration – Jordan at level ($\alpha \leq 0.05$).

   These results agree with Rita Men (2010) results that found transformational leadership positively influences employees' perception of organizational reputation, not only directly but also indirectly, through empowering employees.

6. There is a significant moderate effect of Moral Intelligence on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan at level ($\alpha \leq 0.05$).

   These results agree with Altai; AL-saig & AL-Thabhawi (2013) results that found there is a statistical significance effect of moral intelligence in Organizational Reputation.

7. There is a significant moderate effect of Integrity on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan at level ($\alpha \leq 0.05$).

These results agree with Mottaghi; Janani; Rohani & Mottaghi (2014) results that found the democratic leadership style has the highest score among the subscales of the leadership styles. Also, there is a direct significant correlation between the democratic leadership styles and moral intelligence. The relationship between the democratic leadership and moral intelligence can be a high potential foundation of organizations' success effectively.

8. There is a significant moderate effect of Responsibility on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan.

These results agree with Najafian; Najafian & Lessani (2014) results that found the most of the professors have high moral intelligence and achievement motivation and there exists a significant and directional relationship between these two variables. Hence, academic community should emphasize the code of ethics and improve moral intelligence among professors as a continuum prerequisite for observing and enhancing morality at scientific and pedagogical settings.

9. There is a significant moderate effect of Cooperation on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan.

These results agree with Hosseini, Khalili, & Nazemipour, (2013) results that indicated that moral intelligence of managers had a significant and positive effect on business performance. Additionally, qualitative indices of structural model reflected that the research model enjoyed good composite reliability.

(5-2): Recommendations

Based on the results of the study, there are 2 recommendations:

- *In General:* Moral Intelligence and leadership competencies are two important concepts that constitute a major role in the organization's success and reputation. Therefore organizations should focus on how to help their employees develop and understand these two concepts.

- *In Specific:*

1) The International Organization for migration should help their employees to learn how to earn leadership competencies in order to achieve a superior performance that will lead to a good reputation.

2) The international Organization for migration should make sure that all employees are aware of the concept "Moral Intelligence" and how it affects the relationship between leadership competencies and the reputation of the company.

3) The international Organization for Migration should arrange courses to increase responsibilities of employees sense the results showed that the importance level of responsibility was medium.

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APPENDICES

(1): Names of arbitrators

(2): Abstract in Arabic

(3): Questionnaire

Appendix (1)

Names of Arbitrators

No.	Name	Specialization	University
1	Prof. Dr. Laith AL-Rubaiee	Marketing Management	MEU
2	Prof. Hasan AL-Zobi	Business Administration	ASU
3	Dr. Ahmad Ali Salih	Business Administration	MEU
4	Dr. Nidal Amin AL-Salhi	Business Administration	MEU
5	Dr. Ali Abas	Business Administration	MEU
6	Dr. Raed Momani	Marketing Management	Petra
7	Dr. Amjad Tweiqat	Business Administration	MEU

Appendix (2)

Questionnaire

Mr / Ms .... Greetings

The researcher aims to carry out a study entitled "**The Moderating effect of Moral Intelligence on the relationship between Leadership Competencies and Organizational Reputation: Case Study: International Organization for Migration – Jordan**". Where the study mainly aims to study the moderating effect of moral intelligence on the relationship between Leadership Competencies and organizational Reputation in International Organization for Migration – Jordan. I am currently enrolled in the master Business Administration program at the Middle East University, and I am in the process of writing my Master's Thesis. Your participation in this research project is completely voluntary. Your responses will remain confidential and anonymous. If you agree to participate in this project, please answer the questions on the questionnaire as best you can.

Personal and Occupational characteristics of the study sample

(1) Age			
Less than 25 Years	☐	From 25 – 29 Years	☐
From 30 – 34 Years	☐	From 35 – 39 Years	☐
From 40 – 44 Years	☐	45 and above	☐
(2) Gender			
Male	☐	Female	☐
(3) Educational Level			
Diploma	☐	BSc	☐
Master or High Diploma	☐	PhD	☐
(4) Years of Experience			
Less than 5 Years	☐	From 5 – Less than 10 Years	☐
From 10 – Less than 15 Years	☐	15 Years or greater	☐
(5) Job Title			
Manager	☐	Manager Assistant	☐
Director of Department	☐	Head of section	☐
Supervisor	☐	Administrative Employee	☐

Section Two: Please state your opinion on the following items to determine the extent of agreement of *Leadership Competencies*.

No.	items	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Acumen						
1	Our Organization leader emphasize the employee's work seriously with bright future					
2	Our Organization leader is interested in expanding the perceptions of employees via finding appropriate solutions to the problems they face					
3	Our Organization leader trying to build a comprehensive conception of the events related to the Organization work					
4	Our Organization leader careful study inclusive of all aspects before taking any decision related to Organization					
5	Our Organization leader own a high level of wisdom to control my actions					
Results Orientation						
6	Our Organization leader have a capable to identifying high levels of performance, depending on the business results					
7	The results of the work positively contribute to improvements existing services					
8	Our Organization leader care continuously to maintain beneficiary satisfaction					
9	Our Organization leader is constantly trying to achieve high levels of satisfaction					
10	Our Organization leader monitor the performance of workers to overcome the weaknesses					
Flexibility						
11	Our Organization leader Open-minded					
12	Our Organization leader encourages cooperation among Organization members to accomplish shared objectives					
13	Our Organization leader deals with conflict constructively					
14	Our Organization leader encourages					

	employees to use practices that can improve the organization's efficiency					
15	Our Organization leader easily accepts challenges					

Section Three: Please state your opinion on the following items to determine the extent of agreement of *Moral Intelligence*

No.	items	Answer alternatives				
		Strongly agree	*Agree*	*Neutral*	*Disagree*	*Strongly Disagree*
Integrity						
16	Our Organization leader behavior consistent with my beliefs					
17	Our Organization leader principles guided my actions					
18	Our Organization leader values guided my actions					
19	Our Organization leader think of me as an honest person					
20	Our Organization leader take ownership of my decisions					
Responsibility						
21	Our Organization leader spend a significant time to removing obstacles					
22	Our Organization leader actively support our efforts to accomplish goals					
23	Our Organization leader discuss my mistakes to encourage tolerance for risk					
24	Our Organization leader approach is to lead by serving others					
25	Our Organization leader pay attention to the development needs of employees					
Cooperation						
26	Our Organization leader involves other employees in solving problems facing the department					
27	Our Organization leader effective in delegating work assignments					
28	Our Organization leader treats employees with fairness					
29	Our Organization leader participate					

	actively in actions that show the social usefulness to the general public					
30	Our Organization leader emphasize the honest participation in Staff meetings					

Section four: Please state your opinion on the following items to determine the extent of agreement of *organizational Reputation*

No.	items	Answer alternatives				
		Strongly agree	*Agree*	*Neutral*	*Disagree*	*Strongly Disagree*
31	Our Organization contributes actively to the social improvement					
32	Our Organization stands behind its services with good quality that meet beneficiary aspirations					
33	Our Organization emphasize on treats beneficiary courteously, communicates with them and takes care of their safety					
34	Our Organization generates respect, admiration esteem					
35	Our Organization recognized, seeks constant overcoming					
36	Our Organization looks like a good organization to work					
37	Our Organization is a organization with values that obeys the transparent					
38	Our Organization supports good causes that benefits society					