



## The Moral Intelligence of the Worker and Its Impact on the Organizational Prowess: An Exploratory Study of the Opinions of a Sample of Kufa Cement Plant Workers

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### ABSTRACT

This research aims to identify the impact of the moral intelligence of the worker in its dimensions (sympathy, conscience, self-censorship) in enhancing the organizational prowess in its dimensions represented by (exploring opportunities, exploiting opportunities, flexibility at work) in the Kufa cement factory, as the research problem lies in the extent of interest. In addition to the relationship between them, the importance of research is highlighted in diagnosing the impact of moral intelligence of the worker in its dimensions in enhancing organizational skill in its dimensions, and in order to achieve the goal of the research, a sample of workers in the Kufa cement plant was selected and the researcher relied on the questionnaire as a tool to collect the necessary data and in order to complete the research and achieve the objectives it seeks, (144) questionnaires were distributed, the researcher obtained (140) a questionnaire valid for statistical analysis, and the research included two hypotheses, the statistical program (SPSS v. 23) was used, and the research reached a set of conclusions. The ingenuity generally represents the extent of control and effectiveness of smart organizations in their development process in order to reach advanced ranks of advancement and progress, with a basic ability that requires exploration and exploitation of available opportunities and work to reduce difficulties, threats and disposal Ones at work.

**KEYWORDS:** Moral intelligence, organizational prowess, exploitation, Kufa cement plant.

## 1. INTRODUCTION

Moral intelligence is best developed about values and behaviors more than we think, is "intelligence", or some basics of Mental Insight as Intelligence (Osborne, 2011). Moral intelligence is the most recent, least studied, and best established cognitive and emotional intelligence. Social intelligence, however, has great potential to improve our understanding of learning and behavior (Clarcken, 2009). Moral intelligence is "the mental capacity to determine the universality of a human being". The principles must be applied to our values, goals and actions (Lennick & Keil, 2005). Borba (2001) define moral intelligence as the ability to understand right from wrong, to have a strong moral. Beliefs and actions to behave in a correct and honorable manner (Clarcken, 2009). In the simplest terms, moral intelligence is the ability to distinguish between good and evil as defined. Universal principles moral intelligence and emotional intelligence are two types of intelligence that are difficult for them. Your competition is in transcription. Many business leaders ignore these different skills because These are soft skills that are difficult to measure. The aim of moral intelligence is to make the interaction between the environment and the functional individual. The construction of moral intelligence is based on integrity, responsibility, tolerance and empathy.

Many challenges face business organizations, the most influential of which are fast climate changes, the uncertainty of forecasting threats, their magnitude, and the degree of the organization's adaptability and prosper, as the survey found that business organizations need to achieve organizational prowess, as many researchers have emphasized that creativity is the key to success in a dynamic setting (Kadim et al., 2021; Kadim et al., 2021). It represents one's willingness to seize resources in a tumultuous setting. Moral intelligence refers to looking for the influence and stimulate workers to innovate through empathy, conscience and self-control, and since the success of organizations is their ability to organizational prowess through (exploring opportunities, exploiting opportunities, flexibility), which increases their ability to cope with changing market conditions in the context of competition. Which requires them to give more importance to the dynamic capabilities in a way that is reflected in the achievement of their objectives and giving them the characteristic of ingenuity and the ability to innovate, and in order to study the influence and correlation relationship between the research variables, the researcher decided to explore the effect of moral intelligence of the worker in its dimensions in achieving organizational prowess in its dimensions in the researched laboratory for the important role that

the cement industry is carried out by the cement industry in society, in addition to being one of the sectors that keep pace with contemporary developments, so it is necessary to give the moral intelligence of the worker great importance as it affects the achievement of business in organizations and thus the achievement of organizational prowess (Kadim et al., 2021).

## **2. RESEARCH METHODOLOGY**

### **First: Research Problem**

The research problem can be formulated through the following main question:

What is the role of moral intelligence for a worker in achieving organizational prowess?

As for the research sub-questions, they were as follows:

- 1- What is the reality of the moral intelligence of the worker (in the Kufa cement factory)?
- 2- What is the level of organizational prowess in (at Kufa Cement Factory)?
- 3- What is the form and nature of the relationship between the moral intelligence of the worker and the level of organizational prowess in (in the Kufa cement plant)?

### **Second: Importance of Research:**

The subject of moral intelligence for the worker is one of the important topics in the administrative fields, which have not received sufficient attention by writers and researchers, especially in the cement industry, and the importance of research is evident in two main aspects:

**A.** The importance of research variables: the research attempt to measure, test and diagnose the reality of the moral intelligence of the worker and its role in achieving organizational excellence in its dimensions (exploring opportunities, exploiting opportunities, flexibility at work).

**B.** Importance of the researched organization promotes employing the moral intelligence of the worker in applying the most appropriate practices and decisions to achieve organizational excellence.

**Third: Research Objectives:**

The research seeks to achieve the following objectives:

1. Knowing the level of application of moral intelligence for the worker by the researched laboratory.
2. Knowing the suitability of the methods used by the workers for the researched laboratory in the application of moral intelligence.
3. Knowing the level of organizational proficiency in the researched laboratory.
4. Disclosure of the nature of the relationship between a worker's moral intelligence and organizational prowess.

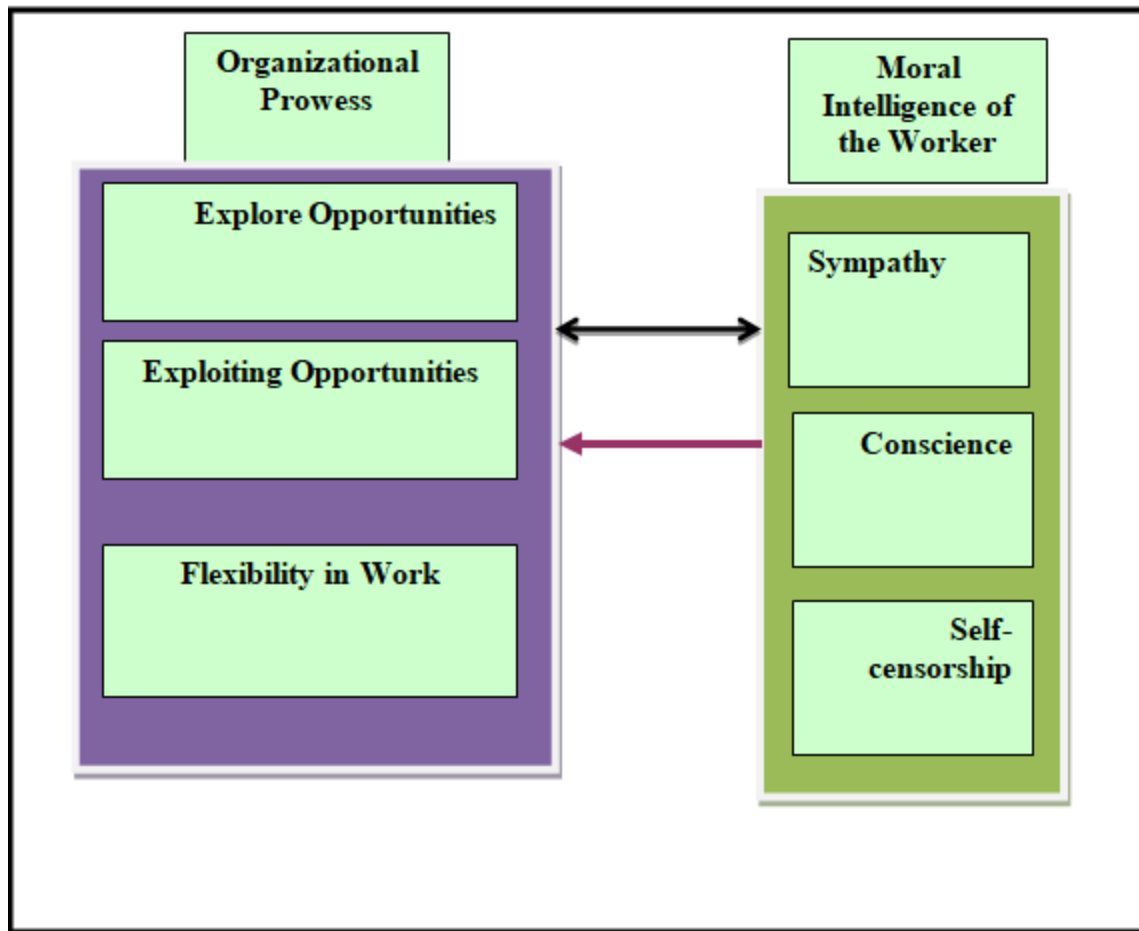
**Fourth: Hypothetical Outline of the Research:**

The hypothetical scheme was designed based on the intellectual frameworks of the research variables, the moral intelligence of the worker, and the organizational prowess, as it embodies the logical relationship between the two main variables and their influence directions, as shown in Figure (1):

The independent variable (the moral intelligence of the worker) and the dependent or dependent variable (organizational prowess), and each of them includes a set of dimensions as follows:

- 1- The independent variable: (the moral intelligence of the worker) and his exclusion is represented by (sympathy, conscience, self-censorship).
- 2- The adopted variable: (organizational prowess) and its remoteness is (exploring opportunities, exploiting opportunities, and being flexible at work).

The diagram shows the existence of a direct correlation and influence relationship between the independent variable (the moral intelligence of the worker) with its dimensions and the dependent variable (organizational prowess) with its dimensions.



Source: Prepared by the Researchers.

**Figure 1:** Hypothesis Development

### **Fifth: Research Hypotheses:**

The research is based on two main hypotheses:

- 1- The first main hypothesis: There is a significant correlation between the moral intelligence of the worker and its dimensions with organizational prowess.
- 2- The second main hypothesis: There is a significant influence of moral intelligence of the worker in its dimensions on the organizational prowess in its dimensions.

### **Sixth: Methods of Collecting Data and Information:**

The data collection methods that were used by the researcher were represented in the following two methods:

1- The theoretical aspect: The researcher worked on enriching the theoretical side of the research by using various references such as books, academic journals, Arab and foreign periodicals, as well as Arab and foreign letters and dissertations.

2- The practical aspect: in order for the researcher to reach the research objectives and test his hypotheses, he relied on collecting data by distributing the questionnaire to the research sample. The questionnaire was designed by relying on sober scientific sources, as it dealt with the variables, dimensions and measures of the research, as the questionnaire is the main tool in collecting data on the practical side, and it included an introduction about the title of the research. It also contained two axes, the first included introductory information about the workers in the researched laboratory, and the second axis concerned the paragraphs of the research variables and their dimensions (moral intelligence of the worker, organizational prowess). Moreover, the researcher used the (LIKRT) five-point scale to determine the answer to these questions, according to the scores of the scale (strongly agree - agree - neutral - disagree - strongly disagree), as the degree of the answer ranged from (1-5) degrees.

#### **Seventh: Research Community and Sample:**

The research community reached (323) of the workers in the Kufa cement plant. The researcher chose the sample according to the research variables, as the moral intelligence of the worker and the dimension of organizational prowess are a task that falls on the shoulders of the company's workers. Hence the selection of the sample, as the sample size reached (140) individuals, and they constitute (43%).

#### **Eighth: Research Limits:**

1- Spatial boundaries: The research included workers in the Kufa cement plant.

2- Temporal limits: the period spent in the search for two months.

3- Scientific boundaries: I am committed to researching the variables of the moral intelligence of the workers and the exclusion of organizational prowess.

### **3. PREVIOUS STUDIES AND THEORETICAL FRAMEWORK**

#### **First: Moral Intelligence of the Worker**

## 1- The Concept and Importance of Intelligence

The interest in teaching ethics and values is due to the Noble Qur'an. The word "creation" was mentioned in the Noble Qur'an and its word and meaning was revealed even though the entire Qur'an is full of lofty ethical principles. In addition to that, morals in Islam can radically change a person and his actions, and make the righteous morals of the person separate between right and wrong, so he proceeds to the righteous deed, because he hopes for good as in this world and the hereafter, and he leaves regarding the evil act, knowledge of morality alone is useless unless it is followed and accompanied by actual application to reflect its effects and show its meanings on the individual, the organization, and society.

People vary in their lives with intellect, which is commonly related to a different collection of inherent factors. The definition of intelligence reflects the capacity to think and read, as well as it is used as a representation of learning and use of skills and it's being used as explanation of learning and application of knowledge and people differ in their lives with intelligence, which would be usually attributed to a different range of innate factors (inherited and acquired). In general, it has a lot to do with cognitive skills. On the other hand, is characterized as a person's general success in behaviors that are guided by thought; psychology describe intelligence as the capacity to work successfully in the world; and knowledgeable individuals are those that have a store of information (knowledge and skills). There is a critical part of intelligence that refers to the idea that the world is a diverse and evolving place, and previous expertise and experience, in addition to intelligence, might not be adequate to face a current task, and being ethical is a complicated and challenging method in the field of intelligence. Furthermore, ethics is a strategic cornerstone for every organization, as it is known that integrity is the first cornerstone of corporate legitimacy, and it is a foundation for management, and managers must adhere to the highest ethical principles of their organizations' lives. (Malikeh & colleagues, 2011).

The word intelligence appeared at the hand of the philosopher "Cicero", and it is originally a Latin word "Intelligentia." This word has become common in modern European languages in the same way. It is in English and French (Intelligence) which linguistically means mind, mind, understanding and wisdom, and it translates into Arabic with the word intelligence. As stated in the dictionary Al-Wasit, "Intelligence" is what is done by thinking, inference and constructing perceptions," and according to what was mentioned in the "Webster" dictionary, intelligence is

the ability to learn, understand, or deal with new situations or the ability to know when dealing with the environment or abstract thinking that is measured according to Objective criteria, gardener pointed out in 1999 that intelligence is a term that includes a group of mental abilities related to problem-solving and planning, as well as the ability to think, feel, express feelings and understand the feelings of others. Intelligence has been clarified, "It is the ability of individuals and groups to learn and adhere to values and principles. According to the various rules of behavior that regulate work in organizations and support them to achieve their planned goals, as well as enable them to obtain market share, "and thus there is a confident correlation between intelligence and Business systems, whenever the organization possesses the components of comprehensive intelligence, this has led to the building of a smart organization that is able to overcome various environmental risks due to the convergence of all individuals who possess super intelligence each from his position at work, which contributes to increasing its immune system, and thus it can solve its problems internally by relying on capabilities Through this, all the desired moral values can be demonstrated by working that are in line with the general ethical rules and using them according to the concept of moral intelligence and work, to support the reputation of the organization through moral intelligence and build a good reputation in comparison with competitors (Nadia, 2018).

## **2- Dimensions of the Moral Intelligence of the Worker**

The moral intelligence of the worker includes a group of exclusion, and those exclusion are considered essential virtues to be the whole curriculum and construction for the formation of (the moral intelligence of the worker) for individuals who need to understand right and wrong and do what is right and resist the pressures that challenge their coherent personal habits and the ethics of a good life, and by taking the opinion of some Researchers and writers who have dealt with the subject of moral intelligence of the worker can be identified three main dimensions: (conscience, empathy, self-censorship) (Burba, 2003).

### **A- Empathy:**

As a concept closely related to responsibility, it means (forgiveness and tolerance) and in other words it is "abandoning the mistakes of others." In addition, the efficiency of empathy increases the independence of employees and contributes to maximizing their creativity by giving them a message that mistakes are natural and can be tolerated. Encouraging it at times and those leaders



who are not perfect and allow people to make mistakes are paving the way for high-level performance.

Empathy counts as caring as much as possible about the choices and goals of others, and sometimes when combined with a desire to increase others' self-efficacy beliefs, this may include “taking other people's goals more seriously than they feel” (Topak & karakus, 2018). The attention of many people during recent years because of the importance of social behavior as it needs anticipation and power, and the sense of the choices of others, it may be enough power to motivate a group of people for the benefit of another individual, in the field of marketing has a positive role because it is one of the main mental active components because of its Influencing customer attitudes and through empathy helps to discover customer behavior and what they can be when displaying advertisements to direct his behavior towards a specific thing (Argo et al, 2008), and leaders can facilitate the sympathetic response of the organizers at two different levels:

(1) The context of meaning, by developing the different work environment where the employees are not afraid to express and discuss what they are feeling, they can create a context for the meaning.

(2) The work context, by means of the different work environment where the employees who are going through unwanted incidents are provided with ways to alleviate the distress effect, where they can create a work context.

### **B- Conscience:**

The conscience represents knowledge of the correct and fair way and acting according to it, in addition to that it is what helps a person to distinguish between right and wrong because it is the strong inner voice that helps the person to make this distinction, and therefore the person continues on the straight approach and abides by the dictates of the conscience to resist deviation and adhere to the right action, this virtue enhances the power of the human being to do the right thing and resist the temptation to which he is exposed, and therefore it is the basis for the human being to display the virtues of integrity, dignity and responsibility. And moral perspectives, and that constructive criticism according to levels of intelligence depends on moral and personal identity and listening based on conscience. (Gerjolj, 2008).

## **C- Self-censorship**

Self-censorship is useful in building an individual's strong personality because it works to make the individual focus on responsibilities and thus move away from whims and pleasures. Self-censorship is like a warning bell for the individual to inform him of the results of dangerous actions that he takes. It helps the individual to control his emotions through the use of reason. Diestel and Schmide (2009), that successful self-censorship is one of the beneficial processes in the composition of personality as it is linked to a wide and desirable variety of results (Mehta, 2010). It is considered as the pulse of conscience and the distribution of creation that stems from a sense of responsibility and a sense of duty with respect to organizations, and that many individuals have problems and discomfort from self-censorship carried out by others, in the higher levels of self-control the personal relationships of individuals are better, and there is something that affects the control. Self-esteem, self-esteem and high self-acceptance represented by emotional problems. Individuals look with respect and appreciation to departments that have self-censorship and thus give them confidence and Justice is more than other departments. Baumeister (2002), that self-censorship is the ability of the individual to resist temptations and stimuli by overcoming primary individual tendencies, and that the individual needs to feed him with valid information even.

### **Second: Organizational Excellence:**

#### **1- Concept and Importance of Organizational Prowess**

The word ambidexterity is derived from the Latin word (ambos), meaning both or both express the power of using two hands or a person who is able to use both hands together with the same skill. In his knowledge, and what I saw was more proficient than him and did not excel from him, (Lisan al-Arab 2/380), and in the (Oxford) dictionary, the word (Ambidextrous) means the ability to work with both hands with equal ease, and in the (Modern Resource) dictionary between them it means able to be working with both hands with equal ease, is exceptionally adept. In the field of business, ingenuity indicates the degree to which competing viewpoints are achieved to achieve a specific goal, or between internal and external approaches to determine the nature and types of strategies necessary to achieve external competition and develop reality strategies for organizations by reconsidering the nature the vision and mission of the organization is to achieve marketing objectives and defines ingenuity as "the pursuit of

exploiting current resources and exploring new potentials, that is, reconciling operations that focus on the company's exploitation of its resources to enhance its competitive position and To explore that focuses on new opportunities in the future (Al-Mousawi, 2018), and as a result of the development in all fields and the constant search by organizations for excellence and leadership, this has led to the emergence of marketing prowess as one of the basic variables through which marketing excellence can be achieved. Especially in complex industries (Duan & Zhang, (2010), and Prange & Schlegelmilch, (2009) argue that although some types of ingenuity have been widely studied in the various management literature, the study of the concept of organizational prowess is still in its stages. First, there was a focus on studying organizational prowess for its direct role in achieving flexibility to balance between exploring and exploiting various opportunities.

While Yu et al. (2010) believes that organizational prowess aims to provide incentives to the customer and confront the supposed environmental challenges that affect the ability of marketers and salesmen to market products, sense customer needs and pass them on to the research and development department to produce products that meet these needs. While (Dutta, 2013) sees that organizational prowess tries to draw the attention of senior leaders towards building immediate and future organizational plans while reviewing the infrastructure to face environmental challenges to achieve organizational discipline.

## **2- Dimensions of Organizational Prowess**

When reviewing the researchers' writings and their research contributions, we notice that there is no agreement from researchers in defining the dimensions of organizational excellence due to the limitations of studies and research, and in order to find out these dimensions we will use a model (Alpkanet al, 2012), which refers to three dimensions which are exploring opportunities, exploiting opportunities and flexibility in Work) that we will use to measure this variable.

### **A - Exploring Opportunities:**

It represents a marketing method and a strategy that aims to follow the organizational rules and controls that help in facing various difficulties, to develop the capabilities of employees who prepare the cornerstone of capabilities and capabilities necessary to implement strategic plans to search for scarce resources and opportunities available at the appropriate time and place for the

purpose of improving and developing capabilities and capabilities. The organization seeks to achieve acceptable results and stay in competition and encourages employees to explore new and innovative practices and ways of working, for the purpose of engaging in innovation, continuous development to achieve the desired marketing and strategic goals (Spicer & Holmqvist, 2012). Looy et al., (2005) also indicated that the activities of searching for new opportunities aim at developing a new product creating innovative products (processes or services) enables organizations to explore by searching for new markets, new products and customers, and new distribution outlets.

Moreover, opportunities exploration activities require expenditures and investments in financial and monetary resources, decentralization, broad cultures and less formalized processes (Al-Mousawi, 2018). The researcher believes that exploring opportunities represents one of the important strategies of the organization that helps it develop its capabilities. New ones differ from the available market capabilities, so that organizations cannot compete to access them, which enable them and obtain a sustainable competitive advantage.

### **B - Exploiting Opportunities:**

It represents an organizational and marketing strategy and the basic basis for the success of the strategic direction of business organizations towards the external market and the customer, as well as strengthening the necessary motives to achieve continuous growth, increase sales, address restrictions, improve various marketing capabilities and capabilities, as well as limit the impact of marketing alternatives on the overall performance of the organization, by being able to identify promising marketing opportunities and embarking on exploring them in a way that exceeds the competitors' ability, and leads to achieving a sustainable competitive advantage that achieves all desired marketing objectives. Shirokova et al (2013 :) the exploitation of new opportunities depends greatly on (selection, Production, efficiency, and application), so the units of exploitation and investment are more centralized, and operations related to innovative systems, and their exploitation is through continuous change and achieving ideal efficiency and control, in addition to that the exploitation of opportunities represents the ability of the organization to improve activities to create value in the short term, by providing customers with requirements in current markets, expanding current and future knowledge and skills, and

expanding products Current services and current distribution channels as well, and (Miles & Darroch, 2006) saw some new opportunities that could be exploited by the organization, namely:

**First** - The opportunities exploited by the possibility of greatly increasing sales (sales growth).

**Second** - Marketing products in new places and arenas (market development).

**Third** - improvement of existing products (product development).

**Fourth** - Greatly exploiting opportunities through diversification.

**Fifth**- Increasing the market share by merging the organization with other competing organizations (Al-Mousawi, 2018: 452). Either the researcher believes that it is the organization's response and its ability to exploit new opportunities and invest them efficiently and effectively in a manner that helps it improve its marketing capabilities and rapidly spread in the local and global markets, and then reach its desired goals and obtain a competitive advantage.

### **C - Flexibility at Work:**

Flexibility is a broad term that reflects the general ability of the organization to adapt or change, which enables it to take actions and measures to respond to rapid environmental changes, or it is the ability of the organization to study changes in the surrounding environment and allocate resources quickly to new paths or new procedures in response to these changes without affecting the organization, and it means the ability of the organization to meet the needs and desires of customers quickly, introduce new products at the right time and exit strategic alliances quickly, and flexibility means the ability of the organization to respond to the change that occurs in the needs and desires of customers in different markets, it represents the ability and response of the organization In modifying and changing its products according to the changing needs and desires of customers in different markets. In addition, flexibility provides an opportunity for the company to focus on the market and generate a competitive advantage for it by being proactive with regard to products and markets (Al-Mousawi, 452: 2018), as the concept of flexibility is one of the basic concepts that the various administrative literature has focused on for a long time. The concepts related to this term for the researchers' desire to define the essence of the impact of unexpected external threats on the organization, Gylling et al (2012) and Combe & Greenley (2004) believe that flexibility expresses the desire of senior management to respond and

continuously adapt to the major changes that speaking about the tastes of customers and consumers for the purpose of making decisions that express the desire to achieve a set of organizational, marketing and strategic goals, as well as providing the implementation of marketing activities in a way that enables marketers to keep pace with the continuous changes in the surrounding environment to achieve the desires and requirements of the current and future customer.

#### 4. PRACTICAL SIDE

##### First - Honesty and Constancy

After extracting the coefficient of stability (Cronbach's Alpha) for the data, it became clear that the measuring instrument has a good degree of reliability.

**Table 1:** Factor of Validity and Reliability of The Research Variables

Variable Code	Factor of Honesty and Consistency of the Research Variables	
	Variables	Cronbach's Alpha
X	Sympathy	0.834
Y	Conscience	0.780
E	Self-censorship	0.863
K	Explore Opportunities	0.932
M	Exploiting Opportunities	0.817
B	Flexibility in Work	0.740

Source: Prepared by researchers

##### Second - Test Correlations Between Research Variables

The first main hypothesis: It states that (there is a significant correlation relationship between the moral intelligence of the worker and the organizational prowess). The correlation matrix table (2) shows that there are strong correlations (because its value is greater than 0.50), positive and

significant at the level (1%) between the moral intelligence of the worker, and the organizational prowess and their dimensions (exploring opportunities and exploiting opportunities and flexibility at work) as they reached the values of The simple correlation between these dimensions, respectively (0.817, 0.854, 0.784), and the coefficient of correlation of the moral intelligence of the worker with organizational proficiency was its value of 0.874). A moral sign between the worker's moral intelligence and organizational prowess in its dimensions), and this indicates that the research's laboratory can benefit from the employee's moral intelligence in improving his organizational prowess.

**Table 2:** A Matrix of Correlation Coefficients between the Worker's Moral Intelligence and Organizational Prowess in Its Dimensions

		Explore Opportunities	Exploiting Opportunities	Flexibility in Work	Organizational Prowess
The Moral Intelligence of the Worker	Pearson Correlation	0.817**	0.854**	0.784**	0.874**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000

Source: Prepared by the Researcher

### Third: Test Hypotheses of Influence Between Research Variables:

In conducting the test, the researcher relied on the use of the multiple regression analysis and using the backward method, and one of the most important advantages of this method is that it eliminates the dimensions that have an insignificant effect on the dependent variable (Field, 2009). The effect of the independent variables in the dependent variable will be measured by measuring the significance of (t) values calculated for the multiple regression coefficient, and the determination coefficient (R<sup>2</sup>), which measures the explanatory power of the independent variables in the dependent variable, was also used through the statistical program (SPSS V.23). The second main hypothesis states (there is a significant effect of moral intelligence of the worker on organizational prowess).

**Table 3:** Test the Effect of the Dimensions of the Moral Intelligence of the Worker on Organizational Prowess by the Method of Retrospective Elimination

Model	Unstandardized Coefficients		Standardized Coefficients	t.test	Sig.	
	B	Std. Error	Beta			
1	(Constant)	0.310	0.092		3.392	0.001
	Sympathy	0.335	0.061	0.355	5.459	0.000
	Conscience	0.223	0.060	0.233	3.737	0.000
	Self-censorship	0.327	0.051	0.385	6.372	0.000
a. Dependent Variable: Organizational Prowess						
R <sup>2</sup> =0.77						
F=160						

Source: Prepared by the researcher

Table (3) shows the following:

**A-** The value of the factor's regression coefficient of moral intelligence on organizational prowess (0.335), which means that organizational prowess will increase by (0.335) if empathy increases by one unit in the researched laboratory. Note that this effect was significant at the level of (1%) because the value of (t) calculated for the regression coefficient reached (5.459), which is a significant value at the aforementioned level.

**B-** The value of the regression coefficient of conscience on organizational prowess is (0.223), and this means that organizational prowess will increase by (0.223) if the pronoun increases by one unit in the researched laboratory. Note that this effect was significant at the level (1%) because the value of (t) computed for the regression coefficient reached (3.737), which is a significant value at the aforementioned level.



**C-** The value of the self-control regression coefficient on organizational prowess (0.327), which means that organizational excellence will increase by (0.327) if self-control increases by one unit in the researched laboratory. Note that this effect was significant at the level of (1%) because the value of (t) computed for the regression coefficient reached (6.372), which is a significant value at the aforementioned level.

**D-** The value of the coefficient of determination (R<sup>2</sup>) is (0.77), which means that the multiple regression model explains (77%) of the changes that occur in organizational prowess, while the remaining percentage is due to other factors not included in the model.

**C-** The calculated value of (F), which measures the significance of the regression model, is (160), which is a significant value at the level of (1%).

From the advanced analysis, the researcher finds the correctness of the second main hypothesis, meaning (there is a significant influence of the moral intelligence of the worker in its dimensions on the organizational prowess in its dimensions) and this indicates that the researcher's laboratory can benefit from the moral intelligence of the worker if he wants to improve his organizational prowess. Note that the multiple regression equation takes the following form:

Organizational prowess = 0.310 + 0.335 empathy + 0.223 conscience + 0.327 self-control.

## **5. CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusions:**

**1.** We create a significant correlation association between the moral intelligence of the worker in its dimensions and the organizational prowess in its dimensions, and this indicates that the research laboratory can benefit from the moral intelligence of the worker in its dimensions if it is to improve his organizational prowess.

**2.** The moral intelligence of the worker contributes to enhancing the ability of the organization to face the rapid changes and then strengthening its competitive position by achieving and maintaining competitive advantage for the long term.

3. The moral intelligence of the worker contributes to adding innovative value through innovation, creativity, quality and cost savings, in the event that any organization adopts this variable.

4. Organizational prowess is an advanced method that works to enhance the behavior of employees and their leaders in the researched company and increases their attractiveness to their jobs. The ingenuity in general represents the extent of control and effectiveness of smart organizations in their development process in order to reach advanced levels of sophistication and progress, with a basic ability that requires exploration and exploitation of available opportunities. And work to reduce difficulties and threats and get rid of them at work.

### **Recommendations:**

1- Establishing a department concerned with the development of workers in the organization, so, the research sample identifies, draws strategies and methods that give to enhance the efficiency of moral intelligence (sympathy, conscience, self-control), that would positively return on forming good decisions and attaining organizational prowess.

2- The need to give the worker greater research attention to the topic of moral intelligence, as it is one of the intellectual controversies in contemporary literature in the field of management, and to highlight its role in achieving organizational prowess in the business environment by providing advanced research and studies on the topic.

3- Supporting the hard work of the management to pursue the best performance in the fields of empathy, conscience and self-control, and to advantage from the practices of booming organizations, which gives to developing and enhancing organizational prowess?

4- The management of the researched laboratory should adopt the moral intelligence of the worker in its dimensions in order to explore and exploit current and future opportunities and create new opportunities in the current and future markets.

5- Encouraging researchers and scientific research centers to analyze the strategic and applied implications of the topic, the harmonization between moral intelligence and organizational prowess as the most important source for strengthening and sustaining the competitive advantage by providing material and moral support to researchers and scientific research centers.

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