International Journal of Ethics & Society (IJES)
Journal homepage: www.ijethics.com
Vol. **2**, *No.* **2 (2020)**

(Original article)

Analyzing Relationship between Meritocracy & Individual Consequences in Public Organizations: Moderating Role of Islamic Ethics Values

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Abstract

Background: Islamic ethics is a cultural and religious perspective that leads to meaning in the work and personal life of individuals and the need to study the relationship and its effect in our country's organizations is of great importance. Therefore, the purpose of this study is to investigate the effect of moderating Islamic ethics of employees on the relationship between meritocracy and individual consequences (perceived organizational justice, organizational commitment and organizational citizenship behavior).
Method: This study is an applied research and in terms of purpose and research method is a descriptive-correlation study. The statistical population of the study is the managers and experts of the selected executive bodies during the years 2015 to 2017. Due to the limited number of members of the statistical population, the census method was used and 386 were selected as the sample by the available sampling method. The research tool was a standard questionnaire and for statistical analysis of data, structural equation test and partial least squares method were used.
Results: The results of this study showed that there is a positive and significant relationship between organizational competence and individual outcomes. Also, the moderating effect of employees' Islamic ethics on the relationship between organizational competence and organizational justice has been understood and organizational commitment has been confirmed.
Conclusion: Due to the obligation of commitment, organizational citizenship behavior and more perceived organizational justice, it is important to pay attention to attracting worthy individuals and employees who have Islamic moral values.

Keywords: Islamic ethics, Meritocracy, Perceived organizational justice, Organizational commitment

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Received: 18 Nov 2020
Accepted**:** 30 Nov 2020

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Introduction

One of the most valuable resources of the organization is human resources, which can be expected to achieve organizational goals and strategies by using it properly along with other visible and invisible resources of the organization. Given the importance of human resources, researchers today refer to it as human capital because it is an organizational resource that is unimaginable, and having a workforce with high learning power and strength provides organizations with a competitive advantage. In the meantime, one of the issues that should be considered is whether having only human capital helps the organization to achieve its goals or conditions should be provided for this purpose? Researchers have given different answers to this question, including the condition of attracting the right people and putting people in the right place with their ability, experience and capability (1), which happens in a meritocratic system.

The system of attracting human resources in government organizations is one of the main concerns and needs of managers and paying attention to attracting qualified personnel has a high priority, if other management tasks (planning and organizing, etc.) are realized in practice when the force there is a suitable and specialized human being to implement it (2). Because disproportionate selection, i.e. the selection of those who do not have the ability and competence to perform job duties, have limited job satisfaction, or those who leave the organization after a while, and this imposes heavy costs on the organization and the realization of goals and goals. They make policies difficult. Recruiting and hiring qualified employees is one of the key tasks of strategic human resource management in the company (3).

In traditional human resource management, staff recruitment is the basis for performing other HR functions such as training and development, evaluation and reward, but in competency-based recruitment, HR actions seek to discover skills, knowledge and characteristics that indirectly contributes to the success of the organization. This approach makes human resource processes more efficient and will facilitate the vision of organizations to achieve the goals (4). Not only the recruitment department but also all the functions of human resources should be done considering the cultural context and conditions and the situation in which the organization is located, in other words, considering the Islamic nature of Iran, the use of moral values in recruitment Competent forces are important.

Work ethic is a concept that affects the efficiency and satisfaction of employees and productivity in the organization that should be given more attention, because as an example have been organizations that have achieved significant success with minimal facilities and financial resources and On the other hand, organizations with maximum facilities and financial resources have been eliminated, in which the important role of Islamic work ethic can be examined. It should also be borne in mind that ethical research in the West has focused on Protestant work ethic, and that it should be borne in mind that each society has its own culture and values. (5).

In various researches, researchers have examined organizational competence from different aspects. Researchers in a study have determined the competency criteria of education staff managers (6). In another study, researchers examined the meritocracy model in the higher education system (1). Also, in a study, the effect of meritocracy in selecting managers based on religious traditions in reducing the incidence of crime was examined (7). In another study, meritocracy management has been examined based on the view of Nahj al-Balaghah (8). In most of these studies, researchers have presented a model based on the community under study, and few studies that examine the effects of using organizational meritocracy in recruiting skilled workers with respect to the role of Islamic moral values have not been observed. Research creates ambiguities for researchers and managers.

The problem that researchers have acknowledged is the existence of inefficiency in our country's organizations. One of the reasons for this inefficiency is the presence of inappropriate people in organizational positions who, despite inefficiency and noncompliance with ethical principles, make important

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organizational decisions. Which leads to high costs for organizations (9, 6). Therefore, due to the specialized nature of jobs in organizations, this study seeks to answer the main question of how Islamic moral values affect the relationship between organizational competence and its consequences. Figure 1 presents the theoretical model of the research.

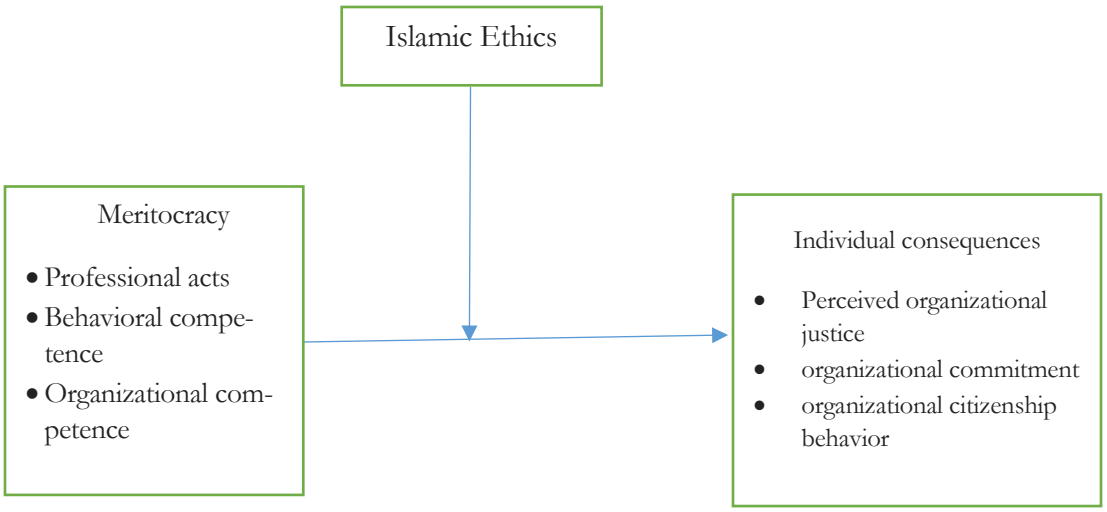


Fig1: Theoretical model of Research

Material and Methods

This research is applied in terms of purpose and correlation in terms of descriptive method. The statistical population of the study is selected executive bodies based on the evaluation results announced by Shahid Rajaei Festival in 2015, 2016 and 2017, which includes Infrastructure Communications Company, Veterinary Organization, Civil Registration Organization, Regulatory Organization and Radio Communications, The National Standard Organization is the country's welfare organization, the joint-stock company for the management of production, transmission and distribution of Iran's electricity (Tavanir's specialized mother), the country's education evaluation organization, and Iran's Mines and Mining Industries Development and Renovation Organization. Due to the limited size of the statistical population, the census method has been used and all members of the statistical population have been selected as a sample. From the number of distributed questionnaires, 386 correct questionnaires were analyzed, so that the return rate of the questionnaire was 0.965, which is a good number. 294 males (76.1%) and 92 females (23.9%) participated in this study. The demographic characteristics of the research sample are presented in Table 1.

Table1: Demographic characteristics of the research sample

Variable	Type	No.	Percentage
Gender	Male	294	76/1
	Female	92	23/9
Marriage	Married	348	91/2
	Single	38	9/8
Education	B.A	186	48/20
	M.A	161	41/71
	Ph.D	39	10/09
Work experience	Under 5_{ys}	22	5/46
	5 to 10_{ys}	104	27/01
	10 to 15_{ys}	96	24/94
	Up to 15_{ys}	164	42/41

The research tool was a questionnaire. The research questionnaire consisted of two parts, the first part asked demographic questions such as gender, marital status, etc., and the other part included standard questions with a Likert scale of 5

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options extracted from previous research by researchers (10-12). The validity and reliability of the questionnaire are presented in Table 2. SPSS22 and Smart PLS software were used to analyze the data and structural equation modeling was used to test the hypotheses.

Table2: Mean variance extracted and reliability of questionnaire components

Variables	Dimensions	Composite Reliability	Cronbach's alpha	Average Variance Extracted	Ref.
Organizational meritocracy	Professional	0/763	0/778	0/774	(10)
	Behavioral	0/751	0/769	0/789	
	Context	0/768	0/774	0/812	
Islamic ethics		0/823	0/841	0/843	(11)
Consequences	Perceived organizational justice	0/763	0/771	0/728	(12)
	Organizational commitment	0/785	0/802	0/709	
	Organizational citizenship behavior	0/811	0/808	0/703	

Results

Pearson correlation coefficient measures the degree of linear correlation between two random variables. As the results of Table (3) show, there is a positive and significant relationship between all research variables.

Table 3: Pearson correlation coefficient to investigate the relationship between research variables

Organizational meritocracy	1		
Behavioral consequences	0/789*	1	
Islamic ethics	0./709*	0/880*	1

*α=0.01

One type of relationship between latent variables in a structural equation model is the direct effect type. The structural model examines the relationships between exogenous and endogenous secretions. In the following model, the organizational meritocracy variable is the latent and independent variable. The variable of Islamic ethics is the present variable endogenous and modifier and the variable of behavioral consequences with the dimensions of organizational commitment, perceived organizational justice and organizational citizenship behavior is the latent variable endogenous and dependent.
In the following and in Table 4, the statistical results of the hypotheses are presented.

Table 4: Path coefficients and T values for the relationships between variables

From	to	Standard coefficient	T	Result
Org. meritocracy	Justice	0/782	12/354*	Accepted
	Commitment	0/450	8/719*	Accepted
	Citizenship behavior	0/392	3/565*	Accepted
Mediating role	**Relationship**	**Standard coefficient**	**T**	**Result**
Islamic ethics	Meritocracy and Justice	0/148	3/171*	Accepted
	Meritocracy and commitment	0/017	4/343*	Accepted
	Meritocracy and citizenship behavior	0/032	0/341	rejected

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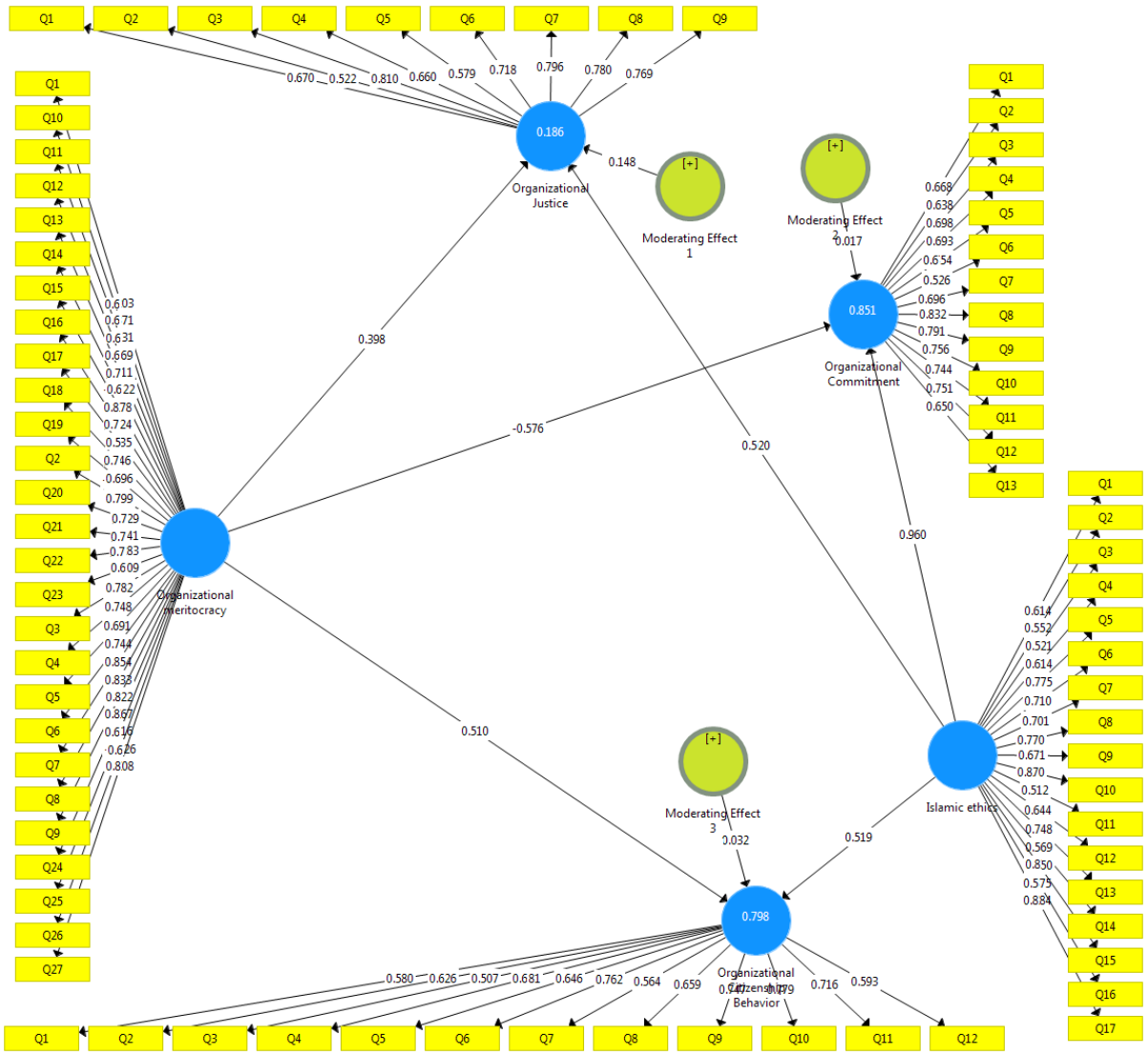


Fig. 2: The model in the case of path coefficient with the moderating effect of Islamic ethics

Discussion

According to the results obtained in the data analysis section, it was found that meritocracy has a positive and significant effect on individual outcomes (job commitment, perceived organizational justice and organizational citizenship behavior). It was also found that Islamic ethics has a moderating effect on the relationship between meritocracy and its individual consequences. The results obtained in this research are in line with the results of other researches (16-13). In this study, researchers found that employing and recruiting qualified personnel at the individual level leads to increased job commitment, perceived organizational justice, and the likelihood of extra-role behaviors (organizational citizenship behavior). The researchers also found that the existence of appropriate contextual conditions, such as the Islamic ethical environment in the organization and employees and managers who have moral values, further improves individual outcomes.

In this study, for the first time, the moderating effect of Islamic ethics on the relationship between job competencies and job outcomes has been

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studied, and in previous studies, only a direct relationship between variables had been investigated. Interested researchers are encouraged to test the model in other organizations and companies, as well as to measure the effect of ethical leadership that has not been explored in this study. It is also suggested to examine the effects of external factors such as public culture.

Conclusion

Today, given the importance of the workforce, it is very important to attract people who have the necessary qualifications for organizational positions, as well as to create conditions in which people can implement their abilities and talents. It is also very important for organizations to attract qualified people who can help the organization achieve its goals and strategies, and contrary to the traditional thinking of human resource management, which considers training as a solution for the wrong people, it is better to be qualified first. Conditions should be absorbed in the organization that are useful for the organization and the method of attracting people should be eliminated based on the orders of others, etc., because due to limited resources, in the future, organizations will face many problems due to attracting inappropriate employees. According to these results, due to the obligation of commitment, organizational citizenship behavior and more perceived organizational justice, it is important to pay attention to attracting worthy people and employees who have Islamic moral values.

Ethical Consideration

Ethical issues (including plagiarism, informed consent, misconduct, data fabrication and/or falsification, double publication and/or submission, redundancy, etc.) have been completely observed by the authors.

Acknowledgement

Researchers consider necessary for themselves to appreciate and be grateful to all those involved in this research, especially all the managers who sincerely helped the research team, and had an important role in this research

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