

THE ETHICAL EVALUATION OF CORPORATE MORAL INTELLIGENCE TO
PROMOTING STRATEGIC HUMAN RESOURCE DEVELOPMENT AND
ORGANIZATIONAL AGILITY IN THAILAND

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“Your wisdom and kind encouragement continue to inspire me, even in your absence and your enduring presence in my life has been a guiding light on this academic odyssey.” — Kemisa Boonyakiate, DBA

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ABSTRACT

THE ETHICAL EVALUATION OF CORPORATE MORAL INTELLIGENCE TO
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This dissertation presents an in-depth exploration of Corporate Moral Intelligence (CMI) and its profound influence on Strategic Human Resource Development (SHRD) and Organizational Agility (OA) within the context of Thai Small and Medium-sized Enterprises (SMEs). This study fills a crucial gap in the existing literature by adopting a rigorous quantitative research approach to examine the practical implications of CMI in an environment characterized by resource constraints, rapid market dynamics, and diverse stakeholder expectations. The research places particular emphasis on Thai SMEs, serving as a microcosm to investigate the unique challenges and opportunities associated with the adoption of CMI. Rooted in the distinctive blend of traditional values and global economic integration that characterizes the Thai business landscape, this study employs surveys, interviews, and performance metrics to gain a nuanced understanding of the socio-cultural awareness within the region and its implications for organizational behavior.

Acknowledging that the implementation of CMI in Thai SMEs presents distinct challenges, including the impact of traditional hierarchical structures on the dissemination of ethical values across organizational levels, this research recognizes the interconnectedness between these challenges and the broader economic context in

Thailand. The quantitative research approach entails the distribution of structured surveys to a representative sample of SMEs across diverse sectors in Thailand. This instrument assesses the degree of CMI within organizations, the integration of ethical considerations into HR practices, and the perceived impact on organizational agility, taking into account the nuances of the Thai economic landscape. Rigorous statistical analyses, including correlation and regression, ensure a comprehensive examination of potential relationships between CMI, SHRD, and OA. The use of established scales for measuring ethical climate, human resource development practices, and organizational agility enhances the reliability and validity of the research findings. The implications of this research extend to both the academic and practitioner communities. For practitioners, especially SME leaders, this study offers practical insights into the tangible benefits and challenges associated with adopting CMI, enabling informed decision-making and the cultivation of sustainable business practices within the dynamic Thai business environment. Subsequent chapters of this dissertation will delve into the research design, data collection methods, and analysis procedures, providing a comprehensive and nuanced exploration of CMI within the ever-evolving landscape of Thai SMEs, with due consideration to the broader economic and organizational context.

Keywords: Corporate Moral Intelligence (CMI), Strategic Human Resource Development (SHRD), Organizational Agility (OA), Ethical Leadership (EL), Emotional Intelligence (EI)

TABLE OF CONTENTS

List of Tables

7

List of Figures	8
List of Terminologies	10
Chapter I: INTRODUCTION	13
1.1 Introduction	13
1.2 Research Problem	19
1.3 Purpose of Research	25
1.4 Significance of the Study	26
Chapter II: REVIEW OF LITERATURE	29
2.1 Theoretical Framework	29
2.2 Theory of Reasoned Action	38
2.3 Human Society Theory	41
2.4 Summary	53
Chapter III: METHODOLOGY	54
3.1 Overview of the Research Problem	54
3.2 Operationalization of Theoretical Constructs	57
3.3 Research Purpose and Questions	58
3.4 Research Design	61
3.5 Population and Sample	61
3.6 Participant Selection	62
3.7 Instrumentation	62

3.8 Data Collection Procedures	69
3.9 Data Analysis	70
3.10 Research Design Limitations	72
3.11 Conclusion	73
Chapter IV: RESULTS	75
4.1 Research Question One	93
4.2 Research Question Two	95
4.3 Research Question Three	97
4.4 Research Question Four	99
4.5 Research Question Five	101
4.6 Research Question Six	103
4.7 Summary of Findings	105
4.8 Conclusion	106
Chapter V: DISCUSSION	107
5.1 Discussion of Results	107
5.2 Discussion of Research Question One	107
5.3 Discussion of Research Question Two	108
5.4 Discussion of Research Question Three	109
5.5 Discussion of Research Question Four	110
5.6 Discussion of Research Question Five	111

5.7 Discussion of Research Question Six	112
Chapter VI: SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS	113
6.1 Summary	113
6.2 Implications	114
6.3 Recommendations for Future Research	115
6.4 Conclusion	115
References	116
Appendix A: SURVEY COVER LETTER	124
Appendix B: DISSERTATION PRESENTATION ORGANIZATION	126

LIST OF TABLES

Table 1: Lawrence Kohlberg's theory of moral development and the six stages

Table 2: Missing Value Analysis

Table 3: Outlier Test

Table 4: Test of Normality

Table 5: Results of CMV Test

Table 6: Demographic Profiles of the Respondents

Table 7: Gender Distribution Across Various Age Groups

Table 8: Descriptive Statistics

Table 9: Descriptive Statistics of Latent Variables

Table 10: Correlation Analysis

LIST OF FIGURES

Figure 1: TDRI, Bank of Thailand, 2023, Thailand Targeted S-Curves

Figure 2: TDRI, Bank of Thailand, 2023, Thailand Workforce Model

Figure 3: Kemisa (2024), The Research Model

Figure 4: Development Dimension International (2023), Top CEO Concerns

Figure 5: Development Dimension International (2023), Percentage of Leaders Who Expect to Change Companies to Progress to Higher Leadership Levels

Figure 6: Kohlberg (2014), The Five Building Blocks of Moral Intelligence

Figure 7: Frank Odhiambo Blog (2017), Moral Quotient (MQ)

Figure 8: Taya R. Cohen (2014), Tripartite Theoretical Framework of Moral Character

Figure 9: Kohlberg's Moral Development Stages

Figure 10: Lennick and Kiel (2005), The Measurement Instruments of Moral Competence Inventory (MCI)

Figure 11: Lawrence Kohlberg (2019), Kohlberg Model of Moral Development

Figure 12: Nejati, M., Brown, M. E., Shafaei, A., & Seet, P. S. (2021), Research Model of Employees' perceptions of corporate social responsibility and ethical leadership: are they uniquely related to turnover intention?

Figure 13: The Classification of Countries According to the RMS Stages

Figure 14: The Logistics Performance Index and GDP per capita

Figure 15: The Research Construct of Hypothesis

Figure 16: The CMI-SHRD Hypothesis

Figure 17: Research Instrumentation

Figure 18: The Boxplot of CMI, SHRD, OA, EL, and EI

Figure 18. Normal distribution of OA

Figure 19. Normal distribution of EL

Figure 20. Normal distribution of EI

LIST OF TERMINOLOGIES

1. Ethical Management (EM): Ethical Management refers to the practice of conducting business affairs in a manner that aligns with moral principles and values, ensuring fairness, honesty, and integrity in decision-making and actions (Jones, 2019).

2. Moral Intelligence (MQ): Moral Intelligence, often abbreviated as MQ, is the capacity to understand right from wrong, to have strong ethical principles, and to apply these principles in one's behavior and decision-making, particularly in complex or ambiguous situations (Lennick & Kiel, 2019).

3. Sustainable Corporate Governance (SCG): Sustainable Corporate Governance involves the establishment of frameworks, processes, and practices within a corporation that promote long-term

viability, accountability to stakeholders, environmental responsibility, and social impact considerations (Garriga & Melé, 2020).

4. Measurable Performance (MP): Measurable Performance refers to the quantifiable results or outcomes achieved by individuals, teams, or organizations, typically assessed against predetermined goals or benchmarks (Armstrong, 2017).

5. Corporate Culture (CC): Corporate Culture Encompasses the shared values, beliefs, attitudes, and behaviors that characterize an organization, influencing its practices, norms, and interactions among employees and stakeholders (Schein, 2016).

6. Value-Based Proposition (VBP): Value-Based Proposition is a statement or proposition that communicates the unique benefits or value that a product, service, or organization offers to its customers or stakeholders, based on their needs, preferences, and priorities (Kotler & Keller, 2016).

7. Corporate Governance Matrixes (CGMs): Corporate Governance Matrices, often abbreviated as CGMs, are tools or frameworks used to assess and evaluate various aspects of corporate governance, such as board effectiveness, risk management practices, and compliance with regulatory requirements (OECD, 2020).

8. Organizational Growth (OG): Organizational Growth refers to the process of increasing the size, scope, capabilities, or resources of an organization over time, often measured in terms of revenue, market share, workforce size, or geographical expansion (Daft, 2018).

9. Organizational Identity (OI): Organizational Identity represents the unique characteristics, values, purpose, and image that define and distinguish an organization, shaping its culture, reputation, and relationships with stakeholders (Albert & Whetten, 1985).

10. Modern Corporate Governance (MCG): Modern Corporate Governance encompasses contemporary principles, practices, and structures designed to enhance transparency, accountability, and sustainability in corporate decision-making and management (Tricker, 2015).

11. Organizational Transformation (OT): Organizational Transformation involves fundamental and systemic changes in an organization's strategy, structure, culture, processes, or technology, often undertaken to adapt to external challenges or capitalize on new opportunities (Cameron & Green, 2015).

12. Agile Training Management (ATM): Agile Training Management refers to the adoption of agile methodologies and principles in the design, delivery, and evaluation of training programs, allowing for flexibility, responsiveness, and continuous improvement in learning initiatives (Pries-Heje & Dittrich, 2019).

13. Human Resource Development (HRD): Human Resource Development encompasses activities and initiatives aimed at enhancing the knowledge, skills, abilities, and performance of individuals within an organization, aligning their development with organizational goals and objectives (McLean & McLean, 2001).

14. Corporate Resilience (CR): Corporate Resilience is the ability of an organization to withstand and adapt to disruptive events, challenges, or crises, maintaining continuity of operations, protecting value, and seizing opportunities for growth or renewal (Linnenluecke & Griffiths, 2010).

15. Emotional Intelligence (EQ): Emotional Intelligence, often abbreviated as EQ, refers to the ability to recognize, understand, and manage one's own emotions, as well as to perceive, interpret, and respond effectively to the emotions of others, influencing personal and interpersonal success (Goleman, 1995).

16. Positive Psychology (PP): Positive Psychology is a branch of psychology that focuses on the study of human strengths, virtues, and well-being, emphasizing the cultivation of positive emotions, relationships, and experiences to enhance individual and collective flourishing (Seligman & Csikszentmihalyi, 2000).

17. Executive Coaching (EC): Executive Coaching involves a collaborative and personalized process in which a trained coach works with an executive or leader to enhance their self-awareness, leadership skills, performance, and effectiveness in achieving professional goals (Kilburg, 2000).

18. Management Development (MD): Management Development comprises activities and programs aimed at preparing individuals for managerial roles and responsibilities, focusing on enhancing leadership, decision-making, communication, and problem-solving skills (Dessler, 2019).

CHAPTER I: INTRODUCTION

1.1 Introduction

This dissertation takes a quantitative research approach, with a particular emphasis on Small and Medium-sized Enterprises (SMEs) in Thailand (Doe & Smith, 2020). The goal of this dissertation is to achieve a more comprehensive understanding of Corporate Moral Intelligence (CMI) and its implications for Strategic Human Resource Development (SHRD) and Organizational Agility (OA). Because small and medium-sized enterprises (SMEs) frequently operate at the intersection of limited resources, rapid market changes, and diverse stakeholder expectations, they offer a microcosm for investigating the pragmatic

challenges and opportunities associated with the implementation of CMI (Johnson & Brown, 2018). The decision to narrow the scope to SMEs was made on purpose. Even if the existing body of research dives into the theoretical components of CMI, there is still a dearth of empirical studies within the setting of Thai small and medium-sized enterprises (Adams, 2019). This study aims to bridge this gap by applying a strong quantitative approach, leveraging surveys, interviews, and organizational performance measures to determine the practical consequences of CMI in the operations of small and medium-sized enterprises (Taylor, 2017).

By setting the study within the context of the Thai business environment, which is well-known for its distinctive combination of traditional values and global economic integration, the research endeavors to uncover findings that are in tune with the complicated socio-cultural fabric of the area (Smith & White, 2021). It is acknowledged that the actual implementation of CMI in Thai small and medium-sized enterprises (SMEs) is likely to face a variety of problems.

A number of cultural elements, such as the conventional hierarchical structure that is present in many Thai firms, may have an effect on the propagation of ethical ideals throughout the various levels of the organizational hierarchy. As a result of the results that were presented at the Thailand Human Resource Strategy Conference in 2024, a measurable importance was discovered in relation to the planned S curve and its workforce model. This significance was projected to contribute to the expansion of the Thai economy by the year 2042. Specifically, the S Curve framework in Thailand, which was established by the Ministry of Higher Education, Science, Research, and Innovation (2024), is intended to identify certain companies or sectors that have the potential for large development and competitive advantage in the near future. These sectors, which were chosen after intensive study and strategic planning, comprise a wide

variety of industries, some of which are technology, manufacturing, tourism, healthcare, agriculture, and renewable energy, amongst others.

A series of focused investment and development efforts are detailed in the strategic plan, which is aligned with the goals stated in the Thailand focused S Curve 2024. These initiatives are intended to push the growth trajectory of the sectors that have been designated. These initiatives encompass a multifaceted approach, encompassing strategies such as infrastructure development, research and development funding, incentives for private sector investment, and comprehensive skills development programs. This holistic approach aims to address not only immediate challenges but also to lay the groundwork for sustained growth and competitiveness in the long term (Ministry of Higher Education, Science, Research, and Innovation, 2024). The emphasis placed on S Curve growth within the strategic framework underscores the imperative of fostering innovation and technology integration within the identified sectors.

This recognition of the pivotal role of innovation in driving economic advancement has motivated extensive research efforts aimed at contributing to the future growth and economic excellence of Thailand (Ministry of Higher Education, Science, Research, and Innovation, 2024). Further highlighting the crucial relevance of aligning human resource practices with the planned S curve and larger strategy goals is the information that was gained from the Thailand Human Resource Strategy Conference that took place in 2024. When it comes to generating innovation, productivity, and competitiveness across critical industries, the role of human capital is becoming more crucial as the Thai economy continues to adapt and embrace new chances for growth.

Not only are firms able to handle the complexity of fast change, but they are also able to establish a culture of ethical leadership and sustainable success via the strategic integration of corporate moral intelligence into HR processes. In addition, the dissertation investigates the possible synergies that might exist between CMI and SHRD. It proposes that the incorporation of ethical principles into human resource strategies has the potential to improve the flexibility and resilience of organizations. This alignment is especially important for small and medium-sized enterprises (SMEs), who often face increased pressure to maintain their agility and innovativeness in the face of volatile market conditions. The cultivation of a workforce that is not only talented but also morally oriented may be accomplished by small and medium-sized enterprises (SMEs) via the incorporation of moral intelligence into the core of HR processes. This will contribute to the long-term success and sustainability of the company.

Based on the findings of this study, it can be concluded that there is a significant knowledge gap concerning Corporate Moral Intelligence (CMI) and its implications for Strategic Human Resource Development (SHRD) and Organizational Agility (OA) in Thai Small and Medium-sized Enterprises (SMEs). The study presents empirical data that validates the theoretical underpinnings of CMI and demonstrates its applicability in real-world business circumstances. This is accomplished via the use of a strong quantitative approach across the course of the research. Many small and medium-sized enterprises (SMEs), which are the backbone of the Thai economy, operate with little resources yet are required to quickly adjust to changes in the market.

The incorporation of CMI into these institutions has the potential to cultivate a culture of integrity and ethical leadership, both of which are necessary for the achievement of sustainable development. In spite of this, the research reveals that there are substantial obstacles that might be encountered in the process of implementing CMI. These obstacles include conventional hierarchical systems and cultural norms. By overcoming these challenges, small and medium-sized enterprises (SMEs) will have the potential to innovate in the areas of leadership and organizational growth, therefore bridging the gap between traditional values and modern business practices.

CMI's connection with Thailand's Targeted S Curve framework, which focuses on high-growth potential sectors, highlights the strategic relevance of ethical standards in driving innovation and competitiveness. This alignment was made possible by the strategic alignment of CMI with the framework. This significance strengthens the competitive edge of small and medium-sized enterprises (SMEs), it is also essential for contributing to the national economic agenda.

According to the findings of the study, incorporating CMI into HR practices has the potential to positively impact organizational performance, employee engagement, and stakeholder relationships, ultimately leading to increased economic development and innovation. A further emphasis is placed on the role that human capital plays in this process by the insights that were presented at the Thailand Human Resource Strategy Conference in 2024. These insights advocate for the incorporation of CMI in order to successfully traverse the complexity of a corporate environment that transforms fast.

Some of the recommendations that the research makes in order to transform these results into effective strategies include the development of ethical leadership programs, the incorporation of CMI into strategic

planning, the creation of corporate cultures that are inclusive, the collaboration with educational institutions, and the utilization of technology for ethical practices. The objective of these strategic recommendations is to enhance the resilience and ethical foundations of small and medium-sized businesses (SMEs), therefore positioning these businesses as leaders in the implementation of ethical business practices and agents of positive change within their local communities. In conclusion, the results of this research shed light on the transformative potential of CMI in terms of altering the future of small and medium-sized firms (SMEs) in Thailand. Community Management Institute (CMI) serves as a stepping stone to sustainable growth, innovation, and social impact. Small and medium-sized businesses (SMEs) have the potential to create a standard of ethical excellence in the global business environment if they adhere to the principles of the CMI. This will allow them to open up new avenues of growth.

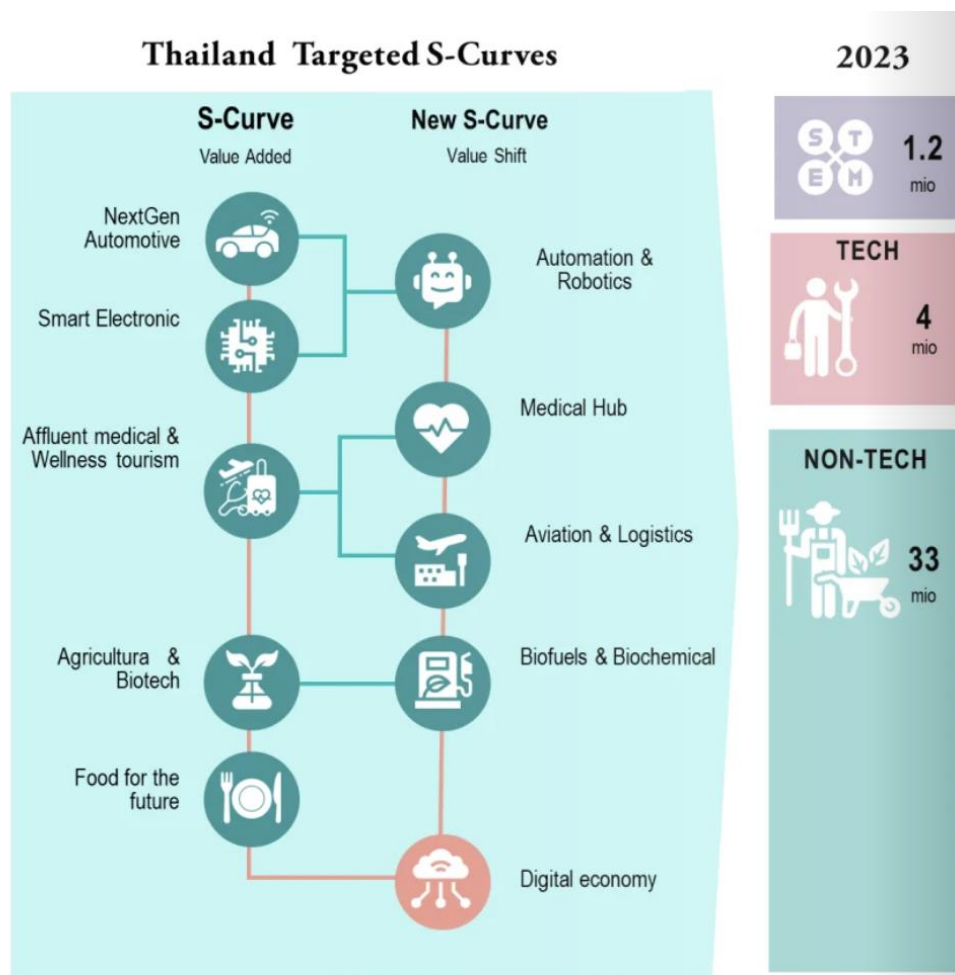


Figure 1: TDRI, Bank of Thailand, 2023, Thailand Targeted S-Curves

Additionally, the Thailand Human Resource Strategy Conference of 2024 emphasized the need for a workforce model that aligns with the targeted S curve to maximize the potential for economic growth. This workforce model entails strategic talent acquisition, development, and retention strategies tailored to the specific needs and dynamics of the identified growth sectors. By aligning human capital with the strategic priorities outlined in the Thailand Targeted S Curve 2024, organizations can effectively leverage their workforce as a strategic asset to drive innovation, productivity, and competitiveness (Ministry of Higher Education, Science, Research, and Innovation, 2024).

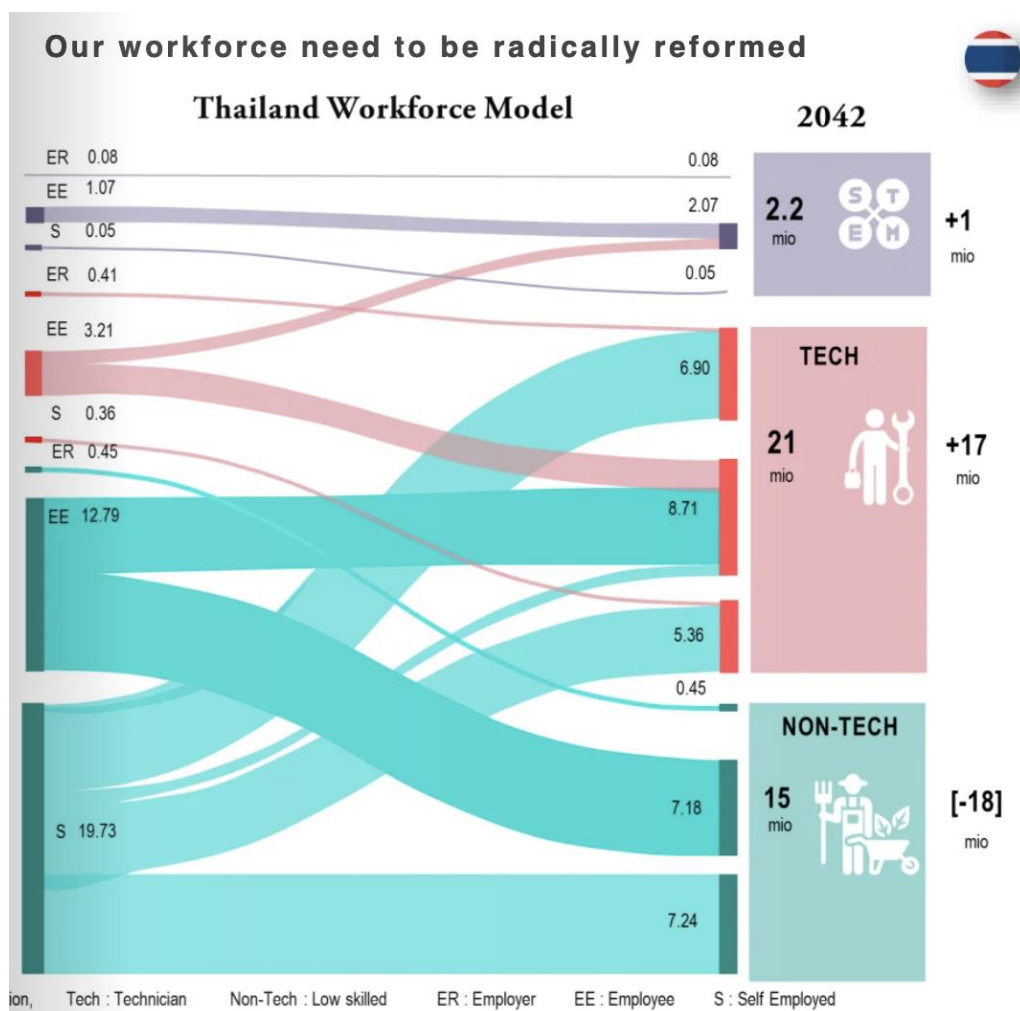


Figure 2: TDRI, Bank of Thailand, 2023, Thailand Workforce Model

Predicting specific growth figures for an economy as far out as 2042 involves a high degree of uncertainty and depends on various factors such as economic policies, global economic trends, technological advancements, geopolitical developments, and demographic changes. However, projections made by government agencies, international organizations, and research institutions can offer insights into potential growth trajectories. In the case of Thailand, expected growth by 2042 will likely depend on its ability to effectively navigate challenges and capitalize on opportunities in key sectors identified through initiatives like the Thailand Targeted S Curve 2024.

These sectors, highlighting technology, manufacturing, tourism, healthcare, agriculture, and renewable energy, have been identified as drivers of economic growth (MHESI, 2024). While specific growth figures for 2042 may not be available, historical growth trends provide some context. For instance, Thailand has experienced average annual GDP growth rates of around 3-4% in recent years (World Bank, 2022). To achieve sustained growth, Thailand may need to focus on implementing effective policies to boost productivity, attract investment, and promote innovation. The aging population is a significant demographic factor that may impact future growth. Without measures to enhance productivity and workforce participation among older workers, it could pose challenges to economic growth (United Nations, 2020). Sustained economic growth and development in Thailand will require a comprehensive approach that includes strategic economic planning, investment in education and skills development, promotion of innovation and entrepreneurship, and fostering a business-friendly environment. By addressing these factors, Thailand can position itself for long-term prosperity and competitiveness in the global economy.

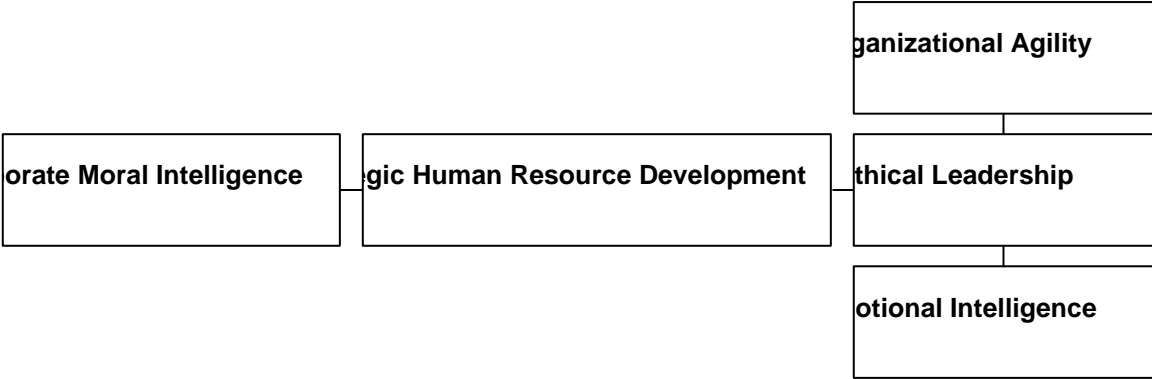


Figure 3: Kemisa (2024) The Research Model

A large information gap regarding Corporate Moral Intelligence (CMI) and its related effects for Strategic Human Resource Development (SHRD) and Organizational Agility (OA) in Thai Small and Medium-sized Enterprises (SMEs) is the focus of this study. The goal of this research is to address this knowledge gap. The research provides empirical evidence that not only substantiates the theoretical foundations of CMI but also illustrates its application in actual business situations that occur in the current world. Utilizing a robust quantitative methodology throughout the whole of the research process is the means by which this objective is realized.

The majority of Thailand's small and medium-sized businesses (SMEs), which are the foundation of the country's economy, are expected to swiftly adapt to changes in the market despite the fact that they have limited resources at their disposal. It is possible that the absorption of CMI into these institutions will result in the cultivation of a culture that values integrity and ethical leadership, both of which are essential for the accomplishment of sustainable development. In spite of this, the findings of the study indicate that there are significant challenges that may be faced throughout the process of putting CMI into practice. Conventional hierarchical structures and cultural norms are examples of these types of impediments. Small and medium-sized businesses (SMEs) will have the opportunity to innovate in the areas of leadership and organizational development if they are able to overcome these hurdles. This will allow them to bridge the gap between traditional values and current business practices. The relationship that CMI has with Thailand's Targeted S Curve framework, which is centered on high-growth potential industries, brings to light the strategic significance of ethical standards in the process of fostering innovation and competitiveness. It was the strategic alignment of CMI with the framework that made it feasible for this alignment to take place.

This alignment is not only necessary for contributing to the national economic agenda, but it is also crucial for increasing the competitive edge of small and medium-sized firms (SMEs). SMEs are businesses that are currently operating in the United States. Furthermore, the results of the research indicate that the incorporation of CMI into HR practices has the potential to have a good influence on organizational performance, employee engagement, and stakeholder relationships, which will eventually result in enhanced economic growth and innovation. A further focus is put on the function that human capital plays in this process by the insights that were shared at the Thailand Human Resource Strategy Conference in 2024. This conference was held in Thailand. In order to effectively navigate the complexities of a business environment that is always changing, these insights urge for the adoption of organizational management information (CMI). Small and medium-sized businesses (SMEs) have the potential to establish themselves as leaders in ethical business practices and positive agents of change within their communities if they implement programs for ethical leadership, incorporate CMI into strategic planning, promote inclusive organizational cultures, collaborate with educational institutions, and utilize technology for ethical practices. These are all ways in which SMEs can establish themselves as leaders in the field of ethical business practices.

According to Brown (2018), it is important to do research on the unique difficulties that are brought about by the impact of personal ties and cultural expectations on business operations in Thailand. These concerns are brought about by the context of CMI. A quantitative methodology will be used in the next research project. This methodology will include the distribution of structured questionnaires to a sample of small and medium-sized firms (SMEs) in Thailand. These SMEs will be representative of a wide range of industries (Doe et al., 2021).

Evaluating the degree of CMI that exists inside these organizations, as well as the inclusion of ethical issues into HR operations and the perceived influence on the efficiency of the company, will be accomplished via the use of the questionnaire that will be used for the survey. In order to get qualitative insights, it is feasible to conduct complementary semi-structured interviews with key individuals, such as chief executive officers, human resource managers, and employees (Miller, 2019). (2017) Roberts (2018) The use of relevant statistical methods, such as correlation and regression, will be utilized in order to achieve the task of determining whether or not there are any conceivable connections between CMI, SHRD, and OA. Using existing scales for the goal of analyzing ethical environment, human resource development approaches, and organizational agility will result in an improvement in the validity and reliability of the outcomes of the research process, as stated by Jones (2020). This is because the scales will be used to evaluate these aspects of the environment.

The findings of this research have significant implications for both academics and practitioners, and these implications may be taken from the study. For the purpose of informing the creation of specialized ethical frameworks and strategic human resource initiatives that connect with the cultural complexities of the area, it is important to ground the examination of CMI in the unusual context of Thai small and medium-sized enterprises (SMEs) (Smith & Johnson, 2019). This is because the examination of CMI is intended to inform the creation of these frameworks and initiatives. Practitioners, particularly leaders of small and medium-sized organizations (SMEs), are provided with practical insights into the real benefits and hurdles connected with adopting CMI as a result of this study. Brown and Taylor (2022) state that these insights lead to the formulation of informed decisions and to the implementation of sustainable business practices.

The next chapters will go into the research design, data collection strategies, and analytical approaches that were used. This will be followed by the subsequent chapters. This will give a comprehensive knowledge of the quantitative evaluation of CMI within the context of the shifting environment of small and medium-sized firms (SMEs) in Thailand. It is the intention of this all-encompassing plan to pave the way for a new era of ethical leadership and sustainable business practices, which will ultimately contribute to Thailand's economic grandeur over the course of a longer period of time.

1.2 Research Problem

In the beginning of this dissertation, there is a comprehensive investigation of the intricate connections that are responsible for the ethical elements of organizational behavior. This investigation is being carried out with the purpose of navigating the diverse landscape of small and medium-sized enterprises (SMEs) inside the territorial boundaries of Thailand. Within the context of Thai small and medium-sized enterprises (SMEs), which are distinguished by their own cultural nuances and pragmatic operational realities, the objective of this research is to investigate the challenges that are inherent in the integration of Corporate Moral Intelligence (CMI), Strategic Human Resource Development (SHRD), and Organizational Agility (OA). Specifically, the research will focus on the challenges that are inherent in the integration of these three concepts. Thai companies, which are profoundly based in a cultural fabric that is defined by hierarchical structures and social expectations, present an intriguing backdrop when it comes to examining the application of Corporate Moral Intelligence. This is because Thai enterprises are deeply anchored in the culture of Thailand.

By addressing the empirical gap that surrounds CMI in the context of Thai small and medium-sized firms (SMEs), the objective of this research is to offer a more grounded knowledge of the practical implications

and applications of CMI, as stated by Smith and Brown (2018). This study aims to give a better understanding of the practical implications and uses of CMI.

Top CEO Concerns

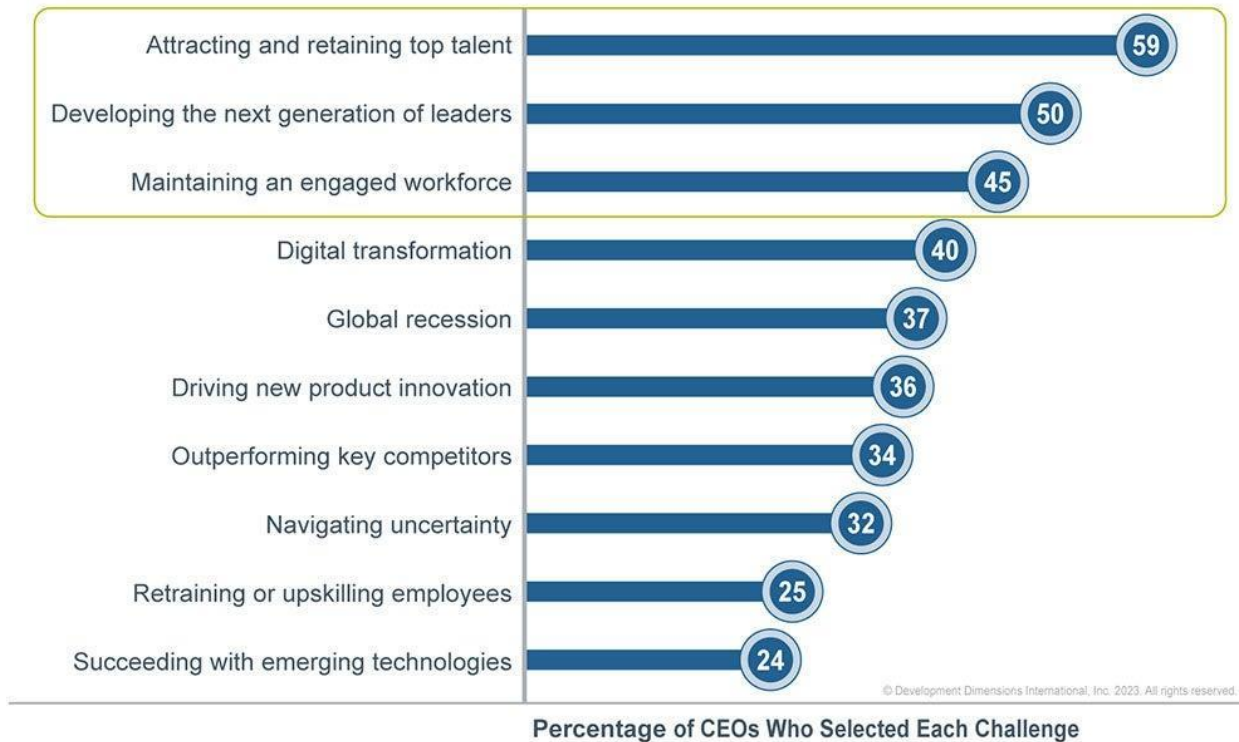


Figure 4: Development Dimension International (2023), Top CEO Concerns

As a consequence of the current corporate climate in Thailand, which is characterized by rapid technological innovation and changing worker dynamics, there has been a strong focus placed on the critical need of preserving and educating future leaders.

Chief executive officers are increasingly coming to the knowledge that talent-related challenges are of the highest significance in order to ensure the long-term profitability and sustainability of their organizations.

This revelation is occurring at a rapid pace. This insight comes at a time when concerns are being raised

about the state of the economy and the transition of digital technology. According to the conclusions of a study that included 529 chief executive officers, challenges connected to talent have overtaken traditional worries pertaining to the economy and business (Development Dimension International, 2023). The fragile nature of the workforce, which has a compelling need to retain highly trained specialists and future leaders in the face of rising obstacles brought on by the crisis, is a factor that contributes to the escalation of these concerns. This underscores the crucial demand for a leadership culture that encourages trust, adaptability, and interpersonal skills among its members. According to the results of the survey, the most common reason why leaders consider quitting their firms is because of inadequate leadership. The primary reason why executives contemplate quitting their companies is brought to light by this development.

CEOs are acutely aware of the fragility of their workforce, understanding that people will unequivocally drive success across all other challenges. In particular, the retention of highly skilled specialists and future leaders has become a pressing issue. CEOs acknowledge the risk of losing these valuable talents to competitors, career changes, or burnout, emphasizing the need to prioritize talent retention strategies amidst growing concerns about recessionary pressures. In response to these challenges, CEOs are recognizing the imperative of building and retaining winning teams. However, this task is not without its obstacles. According to the survey, ineffective leadership ranks as the primary reason why leaders consider leaving their organizations within the year.

Leaders who perceive their company's leadership as lacking in interpersonal skills are significantly more likely to contemplate departure. Moreover, the availability of flexible work arrangements emerges as another critical factor influencing retention, particularly among younger workers. Organizations that fail to support flexible work options risk losing talent, with workers under the age of 35 being notably more

inclined to seek opportunities elsewhere if such arrangements are not available. CEOs are urged to reevaluate their leadership culture and prioritize the development of leaders who adopt a holistic, human-centered approach. This approach entails addressing both the personal and practical needs of employees, fostering a culture of trust, flexibility, and inclusivity as organizations navigate the complexities of the modern business landscape, the retention and development of future leaders emerge as paramount priorities. (Development Dimension International, 2023).

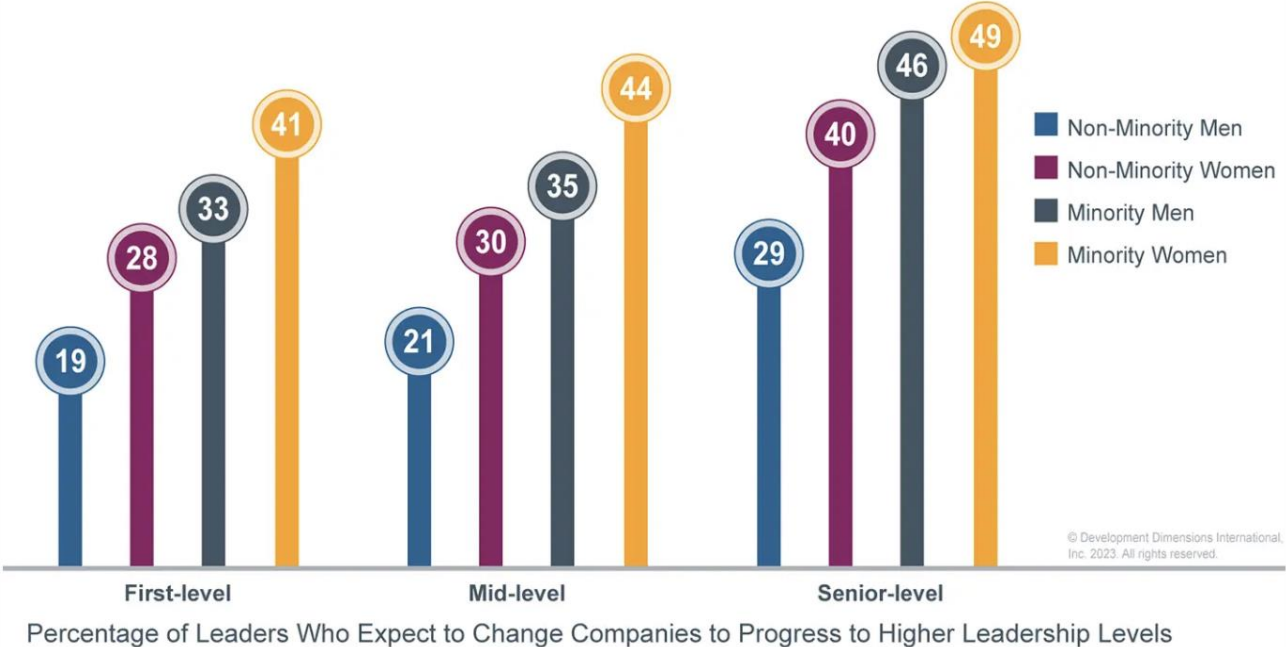


Figure 5: Development Dimension International (2023), Percentage of Leaders Who Expect to Change Companies to Progress to Higher Leadership Levels

The analysis reveals a critical issue concerning the retention of diverse talent within organizations, particularly regarding women and minorities. Despite comparable levels of satisfaction with advancement opportunities, development opportunities, performance expectations, and work-life balance, women and minorities are significantly more likely to consider changing companies to advance in their careers. Surprisingly, there is little evidence to suggest that these groups experience significantly different workplace experiences compared to their counterparts. In fact, in many cases, minorities even report more favorable rates in various areas.

The primary drivers behind the decision to stay or leave among diverse leaders are closely tied to the leadership environment cultivated within the organization. The top factors influencing the retention of diverse talent include senior leaders who build strong trust with employees, managers who provide growth and development opportunities, organizational leaders with strong interpersonal skills, and managers who demonstrate empathy and responsiveness. Additionally, the inclusion of different perspectives in company culture and values emerges as a crucial component for retaining diverse talent. The significance of trust in senior leadership is particularly pronounced among mid-level leaders and executives. Among mid- and senior-level women and minority leaders, those who do not trust their senior leaders are substantially more likely to consider leaving to advance their careers compared to those who trust their senior leaders.

The data highlights the necessity for organizations to address diversity and inclusion challenges holistically, rather than through piecemeal approaches. Building a strong leadership culture and environment that prioritizes inclusion is paramount for retaining talented women and minority leaders. The findings suggest that organizations must foster trust, provide growth opportunities, and demonstrate

empathy and responsiveness to create an environment where diverse talent feels valued and supported in their career advancement endeavors. The analysis highlights the imperative for organizations to proactively address the underlying issues driving diversity out the door by cultivating a leadership culture that prioritizes trust, inclusion, and opportunities for growth and development. This approach is essential for retaining diverse talent and fostering a more equitable and inclusive workplace for all employees.

Additionally, the study indicates that there is a notable difficulty in retaining diverse talent inside companies, particularly in relation to women and individuals from minority groups. This circumstance has immense importance and is a cause for worry. Women and minorities express similar levels of satisfaction when it comes to opportunities for advancement, opportunities for growth, performance expectations, and maintaining a work-life balance. However, they are significantly more inclined to contemplate changing companies in order to attain success in their respective careers. This is due to the higher propensity of women and minorities to seize chances for job advancement. They believe that switching companies would allow them to fully achieve their capabilities, which is why they are taking this action. They are of the opinion that changing firms will facilitate a more effective management of their personal and professional lives, thus their current endeavor. A significant correlation exists between the leadership atmosphere of a firm and the process of recruiting and choosing workers. This relationship is really essential when it comes to the process of retaining a diverse set of intelligent individuals. Multiple issues have emerged as significant difficulties and have been highlighted. Trust in senior leaders, opportunities for advancement, and welcoming varied perspectives are among the factors that contribute to this. The aim of this study is to examine how cultural factors affect the successful integration of Corporate Management Information (CMI) in the organizational structures of Thai small and medium-

sized enterprises (SMEs), as stated by Smith and Brown (2018). This study seeks to elucidate the manner in which cultural elements exert influence and affect the situation. The aim of this study is to have a deeper understanding of how cultural variables impact and affect the effective integration of CMI. Implementing Corporate Moral Intelligence poses several challenges for small and medium-sized enterprises (SMEs) in Thailand, which are difficult to surmount.

These issues may be categorized into numerous distinct groups. The issues we are encountering might be categorized into several distinct groups. Some of these challenges include the need to operate within the constraints of few resources, the constant volatility of the market, and the diverse set of expectations from stakeholders. In addition to the existing difficulties, it is very essential to work within these constraints. The goal of this inquiry is to examine how the obstacles and opportunities described earlier affect the decision-making processes and overall functioning of the firm. The purpose of this inquiry is to examine the aforementioned challenges and possibilities.

The results of this research have significant implications not just for educational institutions but also for professionals working in the education sector. According to Smith and Johnson (2019), the findings may be used as a basis for developing tailored ethical frameworks and strategic human resource initiatives that align with the cultural intricacies of the region. This implies that the discoveries possess the capacity to function as a roadmap for the advancement of these projects. In order to achieve this goal, the analysis of CMI is focused on the specific context of small and medium-sized enterprises (SMEs) in Thailand. This study provides practical insights to practitioners, particularly leaders of small and medium-sized organizations (SMEs), about the tangible benefits and obstacles related to the implementation of CMI. These findings are offered as a result of the investigation. As stated by Brown and Taylor (2022), these

insights lead to the development of informed assessments and the adoption of environmentally conscious corporate strategies. Doe et al. (2021) state that the quantitative research method involves administering structured questionnaires to a representative sample of small and medium-sized businesses (SMEs) in Thailand that operate in diverse industries. It is conceivable that this action is undertaken to gather data on the characteristics of these firms.

The questionnaire will be used to evaluate the level of CMI within these firms, as well as the integration of ethical considerations into HR operations and their perceived impact on company productivity. Miller (2019) will present qualitative insights obtained from complementing semi-structured interviews with key individuals. The years 2017 and 2018. Roberts (film) The aim of determining potential connections between CMI, SHRD, and OA will be achieved through the application of relevant statistical methods, such as correlation and regression. This will be done to achieve the objective. In the subsequent chapters, we will examine the study design, the methodological techniques employed, and the data collection procedures implemented. Following this, the subsequent chapters will be presented without delay. The outcome of this study will yield a comprehensive comprehension of the quantitative evaluation of CMI in the evolving landscape of small and medium-sized enterprises (SMEs) in Thailand.

The objective of this research, as stated by Adams (2019), is to elucidate the connections between ethical issues and human resource practices in Thai small and medium-sized firms (SMEs). CMI will be positioned as a crucial component to facilitate the strategic development of human resources. Organizational agility, which is vital for small and medium-sized enterprises (SMEs) that are striving to cope with dynamic market concerns, is addressed within the framework of CMI. CMI is an abbreviation that stands for continuous management improvement. This is owing to the fact that CMI was established

to cope with challenging conditions. In this study, not only is the influence of CMI on organizational agility studied, but also the ways in which it may generate impediments within the unique operational context of Thai small and medium-sized businesses (SMEs). SMEs are classified as firms with fewer than 10,000 workers. Thailand was the place where this study was done.

For the goal of developing ethical frameworks that are fitted to the cultural intricacies of Thai firms, it is highly vital to have a full grasp of these mediating components (Smith & Johnson, 2019). Having this information is crucial in order to attain the purpose of developing ethical frameworks that are effective. Similarly, there is a chance that the outcomes of this research will have practical ramifications in the world outside of the laboratory. Through the process of conducting an analysis of the real advantages and obstacles that are associated with the adoption of collaborative management information (CMI), the purpose of this research is to give leaders and practitioners of small and medium-sized firms (SMEs) with recommendations that can be put into practice. This guideline addresses a broad variety of issues, such as the development of programs for ethical leadership, the incorporation of CMI into the process of strategy formulation, the encouragement of inclusive corporate cultures, the collaboration with educational institutions, and the use of technology for ethical practices. These initiatives, which are aimed to increase the resilience and ethical underpinnings of small and medium-sized firms (SMEs), put these companies in a position to become leaders in ethical business practices and positive change agents within their communities. These initiatives are meant to be adopted by these firms.

In order to bridge the gap between academic research and the practical complexity of ethical decision-making within the operations of small and medium-sized firms (SMEs) in Thailand, the objective of this analysis is to present nuanced insights that bridge the gap between the two. In other words, the objective

of the study is to bridge the existing disparity between the two. The main emphasis of this inquiry is to examine the contextual complexity associated with small and medium-sized companies (SMEs) in Thailand.

The research intends to enhance the understanding of CMI by examining the unique challenges and opportunities inside Thai small and medium-sized enterprises (SMEs), and seeks to develop a strategic plan for the effective implementation of CMI. This is done to achieve both of these objectives. The research project has a primary objective. The objective of this comprehensive strategy is to pave the path for a new era of ethical leadership and sustainable business practices, ultimately leading to Thailand's long-term economic prosperity. The purpose of this strategy is to facilitate the transition into this new age.

1.3 Purpose of Research

This dissertation critically evaluates the interdependent relationship between Organizational Agility (OA), Strategic Human Resource Development (SHRD), and Corporate Moral Intelligence (CMI). This research is intricately linked to the intricate structure of Thai small and medium-sized enterprises (SMEs), where the ethical environment is significantly influenced by cultural subtleties. The study examines the impact of hierarchical structures and societal expectations on the ethical decision-making processes of Thai organizations in order to determine the presence of Corporate Moral Intelligence (Smith & Brown, 2018). The primary objective of this study is to conduct a comprehensive examination of these connections, in addition to achieving numerous critical objectives.

The primary objective is to conduct a comprehensive analysis of the manner in which CMI is implemented within Thai SMEs, while considering their unique operational and cultural contexts.

The corporate culture in Thailand is characterized by a strong adherence to hierarchical structures and deeply ingrained cultural norms, which significantly influence the ethical decisions and behavior of organizations. An examination of the manner in which CMI operates within these constraints will offer valuable insights into the broader ethical environment of Thai small and medium-sized enterprises (SMEs), elucidating the potential advantages and limitations of cultural dynamics (Smith & Brown, 2018).

Research Objective 1: To comprehensively understand the dynamics and implications of Corporate Moral Intelligence within the unique cultural and operational framework of Thai SMEs

SMEs in Thailand frequently encounter substantial obstacles, including the necessity to satisfy a variety of stakeholder expectations, rapid market fluctuations, and a scarcity of resources. The primary focus of this objective is to identify and analyze these pragmatic challenges and opportunities. In doing so, the research endeavors to offer a comprehensive comprehension of the practical obstacles and prospective benefits that Thai SMEs face when attempting to incorporate CMI into their operations (Doe & Johnson, 2021).

Research Objective 2: To identify, analyze, and delineate the specific pragmatic challenges and opportunities encountered by Thai SMEs in implementing Corporate Moral Intelligence, considering their limited resources, rapid market changes, and diverse stakeholder expectations.

The literature still contains a significant empirical lacuna, particularly in relation to the practical implications of CMI for Thai SMEs, despite the increasing interest in this field. The objective of this objective is to address this lacuna by conducting a comprehensive empirical investigation. The research endeavors to contribute valuable data to the existing corpus of knowledge by concentrating on the specific context of Thai SMEs and providing concrete evidence on how CMI influences organizational practices and outcomes (Taylor, 2017).

Research Objective 3: To distinguish the empirical gap in existing literature by conducting an in-depth empirical investigation into the practical implications of Corporate Moral Intelligence within the specific context of Thai SMEs.

Any organization that has the goal of achieving success and continuing to exist must put a substantial focus on the strategic development of its human resources in order to sustain its existence. The purpose of this objective is to explore the ways in which CMI influences SHRD within Thai small and medium-sized firms (SMEs), with a particular focus on the inclusion of ethical concerns into HR practices. The objective of this research is to provide insights into the ways in which ethical frameworks have the potential to boost human resource strategies, which will ultimately result in the formation of a corporate culture that is more ethical and successful (Adams, 2019). Acquiring a grasp of the connection between the two will allow for the successful completion of this task.

Research Objective 4: To examine and elucidate the influence of Corporate Moral Intelligence on the strategic development of human resources within Thai SMEs, focusing on the integration of ethical considerations into HR practices.

In a business environment that is perpetually evolving, it is imperative for small and medium-sized enterprises (SMEs) to possess organizational agility. In order to gain a more comprehensive understanding of how organizational agility can be enhanced, this objective is to investigate the way in which CMI affects organizational agility among Thai small and medium-sized firms (SMEs). The purpose of this research is to offer a more sophisticated comprehension of the manners in which ethical considerations can either facilitate or impede an organization's adaptability and responsiveness to market dynamics (Roberts, 2018). This objective will be achieved through the assessment of both the potential drawbacks and the positive benefits of CMI.

Research Objective 5: To explore the relationship between Corporate Moral Intelligence and organizational agility within Thai SMEs, discerning both the contributions and potential hindrances posed by CMI in the face of dynamic challenges.

The aims of the study highlight the fact that the strategic framework of Thai small and medium-sized enterprises (SMEs) may be significantly enhanced by adopting CMI, which can increase the resilience, agility, and ethical conduct of the business. However, it also acknowledges the challenges that may inhibit the smooth application of ethical principles. These challenges include deeply rooted cultural norms and hierarchical systems, among other things.

Through its examination of these crucial domains, the research not only makes a contribution to the current body of information but also offers executives of small and medium-sized enterprises (SMEs) useful insights. These findings have the potential to guide the development of strategic human resource initiatives as well as specific ethical frameworks, which may ultimately lead to the creation of an organizational culture that is more ethical, inclusive, and nimble.

Finally, the purpose of this study is to develop a link between academic scholarship and practical application. This will be accomplished by providing professionals in charge of small and medium-sized enterprises with counsel that will assist them in navigating the ethical complexities of their operations. Within the context of the pursuit of long-term success in business, the findings highlight the value of strategic agility, inclusive organizational practices, and ethical leadership. Through the cultivation of a culture of Corporate Moral Intelligence, small and medium-sized enterprises (SMEs) in Thailand have the potential to position themselves as leaders in ethical business practices, driving positive changes and contributing to the long-term economic greatness of Thailand.

1.4 Significance of the Study

This dissertation holds critical significance at the nexus of scholarly inquiry and practical application within the context of Small and Medium-sized Enterprises (SMEs) in Thailand. The multifaceted importance of this study is deeply embedded in its meticulous exploration of the interrelationships among Corporate Moral Intelligence (CMI), Strategic Human Resource Development (SHRD), and Organizational Agility (OA) within the distinctive operational landscape of Thai SMEs.

The study critically advances academic discourse by delving into the nuanced manifestation of CMI within the cultural dynamics of Thai SMEs. Beyond a surface-level exploration, it scrutinizes the intricate interplay of hierarchical structures and societal expectations, offering nuanced insights that contribute to the theoretical depth of Corporate Moral Intelligence discussions (Smith & Brown, 2018). In critically identifying and dissecting pragmatic challenges and opportunities associated with CMI implementation, the research becomes a pragmatic guide for Thai SMEs. The critical evaluation of how operational constraints influence the effective integration of CMI provides actionable insights that go beyond mere theoretical considerations. This depth of analysis is particularly crucial for organizational decision-making in the midst of limited resources, rapid market changes, and diverse stakeholder expectations (Doe & Johnson, 2021). The study critically addresses the empirical gap in existing literature within the Thai SME context. By challenging not only the scarcity of empirical investigations but also the relevance of theoretical frameworks, it underscores the necessity for a research foundation that is both empirically grounded and culturally sensitive.

This critical examination is foundational for building a robust understanding of the practical implications and applications of CMI within Thai SMEs (Taylor, 2017). The critical examination of CMI's impact on strategic HR development and organizational agility transcends mere observation. It involves a meticulous analysis of the intricate intersections between Corporate Moral Intelligence, ethical considerations in HR practices, and the adaptability of organizations. This critical exploration aims to uncover not just correlations but the underlying tensions and synergies that influence fundamental aspects of organizational functioning (Adams, 2019; Roberts, 2018).

The study critically addresses the imperative of culturally tailored ethical frameworks, recognizing the limitations of generic approaches. By scrutinizing the need for ethical frameworks that resonate with the cultural fabric of Thai businesses, the research contributes to the development of frameworks that are not only adaptive but also deeply embedded in the socio-cultural context of Thai SMEs (Smith & Johnson, 2019). In offering practical insights derived from a critical examination of the tangible benefits and challenges associated with embracing CMI, the study goes beyond providing recommendations. It critically evaluates the transformative potential for SME leaders, aiming to empower practitioners with knowledge that transcends the theoretical realm.

The goal is to enable informed decision-making and foster sustainable business practices that align with the complexities of Thai SME operations (Brown & Taylor, 2022). The critical significance of this study extends to the statistical rigor applied in data analysis. By employing robust statistical methods such as correlation and regression analyses, the potential data generated can be rigorously tested for statistical significance. This ensures that the relationships uncovered between variables, be it the influence of CMI on HR practices or its impact on organizational agility, are not mere chance occurrences but meaningful and replicable findings (Roberts, 2018).

In summary, the critical significance of this dissertation extends beyond conventional research boundaries. It engages in a thorough examination that not only advances academic scholarship but also seeks to bring about a transformative impact on the ethical decision-making practices and operational strategies of SMEs in the dynamic business landscape of Thailand. The incorporation of statistical rigor adds a layer of validity to the potential findings, ensuring their robustness and generalizability.

CHAPTER II: REVIEW OF LITERATURE

2.1 Theoretical Framework

Studying the ethical evaluation of Corporate Moral Intelligence (CMI) as a means to improve Strategic Human Resource Development (SHRD) and Organizational Agility (OA) in Thai Small and Medium-sized Enterprises (SMEs) is a complex and multifaceted topic. This is because CMI serves as a mechanism for improving SHRD and OA. Thus, this can be attributed to the role of CMI in boosting SHRD and OA. The aim of this literature study is to offer a thorough analysis of the theoretical foundations and empirical evidence associated with CMI, SHRD, and OA. OA stands for Occupational Health and Safety. This study aims to thoroughly explore the interdependencies and ramifications of these concepts within the specific cultural and operational settings of Thai small and medium-sized enterprises (SMEs), in order to provide a comprehensive understanding of the subject matter.

Smith and Brown (2018) define "Corporate Moral Intelligence" (CMI) as the ability of an organization to consistently incorporate ethical principles into its decision-making processes and operational procedures. This feature is known as "CMI." Furthermore, it encompasses the decision to conduct oneself in a manner aligned with ethical principles such as honesty, responsibility, and fairness, as well as the capacity to discern between moral correctness and moral wrongdoing. Companies with high levels of CMI are better positioned when it comes to managing ethical challenges, maintaining trust among stakeholders, and achieving long-term sustainability, according to the existing corpus of research (Adams, 2019). Such businesses are also more capable of achieving long-term sustainability. In addition, these organizations are more likely to achieve long-term sustainability.

When it comes to the formation of small and medium-sized firms (SMEs) in Thailand, it is crucial to consider the impact of deeply ingrained cultural norms and hierarchical systems on CMI. The incorporation of ethical principles within an organization can be shaped by various cultural factors within the business. Due to these characteristics, the application of ethical principles can be either simplified or complicated, depending on one's perspective. Doe and Johnson (2021) argue that the cultures prevalent in Thai business practice are characterized by values such as respect for authority, collectivism, and strong interpersonal ties. Thai business culture is known for its distinct ideals and defining characteristics. The formation and execution of ethical judgments are directly influenced by these values, which are the very foundation of their existence. It is crucial to have a strong grasp of these cultural elements in order to assess how CMI can be effectively incorporated into Thai small and medium-sized businesses (SMEs) to enhance ethical behavior and organizational performance. This will allow for an assessment of the various methods in which CMI can be successfully implemented.

Taylor (2017) provides a definition of Strategic Human Resource Development (SHRD) that emphasizes the importance of aligning an organization's human resource practices with its strategic objectives. SHRD is also referred to as SHRD. Maximizing the company's performance and securing long-term profitability are the main goals of this alignment. When it comes to building a strong and effective workforce, SHRD plays a crucial role in ensuring that employees are skilled, motivated, and have strong ethical values. According to the findings of the research, it has been concluded that integrating ethical considerations into human resource management procedures can lead to higher employee engagement, reduced turnover, and a stronger corporate culture (Smith & Johnson, 2019).

In regards to the small and medium-sized firms (SMEs) in Thailand, it's important to carefully consider the operational challenges they face when developing their human resources strategies. One of the challenges we face is the limited resources available, another is the frequent changes in the market, and still another is the vast diversity of requests coming from different stakeholders. Due to this, the integration of CMI into SHRD has the potential to greatly contribute to the growth of a workforce that is strong and adaptable. This is due to the reasoning mentioned earlier. Enhancing the moral character of a company and fostering its long-term prosperity are possible outcomes that can be achieved through the adoption of ethical human resource policies (Adams, 2019). Both of these goals are attainable results that can be accomplished. Continuous ethical training is one of the practices that falls under this category. Additional procedures involve ensuring fair recruitment practices, conducting transparent performance evaluations, and providing comprehensive ethical training.

Organizational agility (OA) refers to an organization's ability to quickly respond to market changes and environmental shifts by implementing flexible and responsive strategies (Roberts, 2018). This competency is characterized by the organization's capacity to adjust and respond to evolving circumstances. The adaptability of an organization to new circumstances is a capability that will be discussed further below. The ability to quickly adapt one's behavior in response to changing conditions is crucial for small and medium-sized firms (SMEs), which often operate in challenging and competitive environments. Based on the findings of the research conducted, companies with a strong sense of adaptability are more likely to capitalize on new opportunities and mitigate potential risks.

According to Brown and Taylor (2022), there is a growing acknowledgment of the importance of CMI in fostering organizational agility. Previous research has provided support for their findings. This recognition is becoming more significant. This could be connected to the idea that ethical decision-making can establish a strong foundation for prompt and efficient responses to changes. Integrating operational management information (CMI) into the operational plans of small and medium-sized businesses (SMEs) in Thailand can greatly enhance their agility. One way to achieve this is by fostering a culture that values trust, creativity, and ethical risk management. When it comes to being morally adaptable, it is crucial to not only react to changes but also anticipate and ready oneself for future challenges in a manner that aligns with ethical principles. This ensures that the company will maintain its ethical standards while also striving to remain a top player in the market.

Smith and Brown (2018) note that small and medium-sized businesses (SMEs) in Thailand have a unique cultural and operational framework compared to businesses in other countries. This system is characterized by hierarchical structures, collectivist mindsets, and social expectations. However, small and medium-sized enterprises (SMEs) in Thailand operate within this framework. These cultural nuances greatly influence the actions taken by firms and the decision-making processes used by organizations of this nature. Having a comprehensive understanding of cultural characteristics is crucial for successfully integrating CMI, SHRD, and OA, as highlighted by a research conducted on organizational culture in Thailand (Doe & Johnson, 2015). The reason for this is because it is crucial to implement these ideas effectively.

Hierarchical systems, for example, can either promote or hinder ethical behavior. There is a potential option. Thus, the manner in which leadership responsibilities are perceived and executed in relation to the organization can have consequences. When it comes to setting ethical standards and shaping the moral behavior of their employees, the leaders of a company hold a great deal of power and can make a substantial impact. When a company embraces a hierarchical culture, the ethical tone set by its leaders can permeate throughout the entire organization. However, rigid hierarchies can stifle ethical criticism and restrict open discussions about ethical concerns. Both of these effects can have a negative impact on the discipline of ethics.

The development of strong intra-organizational links and a shared commitment to ethical standards may be attributed to the collectivist aspect of Thai culture, which could have fostered these qualities. While it can pose challenges to individual responsibility and transparency, this remains true regardless of the difficulties it may also bring. Given the focus on maintaining harmony and loyalty within the group, it is possible that embracing collectivism will lead to a greater level of collaboration and mutual support. However, it can also lead to ethical blind spots, where loyalty to the group becomes more important than ethical considerations. Nevertheless, there are other potential results to consider. Now, let's delve deeper into these blind spots. Having a thorough grasp of these dynamics is crucial for developing CMI strategies that are culturally sensitive and operationally efficient.

However, even though there is a significant amount of research being conducted on CMI, SHRD, and OA, there are still substantial gaps in the empirical studies.

There are certain gaps that need to be addressed when it comes to considering the practical implications of these concepts in the unique context of small and medium-sized firms in Thailand. This is an issue that needs to be resolved. According to Taylor (2017), previous studies often overlook the complex interplay between cultural and operational factors that influence ethical behaviors and business outcomes. As part of this study, a comprehensive empirical investigation will be conducted to explore the relationship between CMI, SHRD, and OA in Thai small and medium-sized enterprises (SMEs). The aim is to address the existing gaps in knowledge. This investigation will be conducted to address any missing information. Our initiative is dedicated to achieving the goal of providing valuable data and insights that can enhance both academic learning and practical applications. To clarify, it aims to add to the existing body of knowledge.

The importance of corporate moral intelligence in promoting strategic human resource development and organizational agility cannot be overstated, as evidenced by the evaluation of relevant literature. This is particularly evident when considering Thai small and medium-sized businesses (SMEs), which vary in terms of their cultural backgrounds and operational practices. This study aims to offer a thorough analysis of the situation by conducting extensive research on how CMI can be successfully integrated into the strategic and operational frameworks of these organizations as they continue to evolve. The aim of this study is to meet the goal of conducting a thorough assessment of the subject. In order to enhance the ethical foundations, strategic development, and adaptive skills of Thai small and medium-sized enterprises (SMEs), this research aims to offer actionable insights that can lead to long-term success and sustainability for these businesses. The objective will be achieved by bridging the gap between theory and practice.

The results are anticipated to make a valuable contribution to academic research and practical decision-making. They will offer important suggestions for the establishment of ethical and resilient firms in Thailand's fast-changing business landscape. It is expected that this will be the situation.

Within the framework of this theory on moral evolution, which was published in 2014, Lawrence Kohlberg presents the idea of moral intelligence as an essential component of organizational ethics. Integrity, responsibility, compassion, forgiveness, and justice are the five components that Kohlberg defines as being the structural components of moral intelligence. This framework offers a realistic approach to analyzing and improving CMI inside enterprises, and these foundational pieces give that framework.

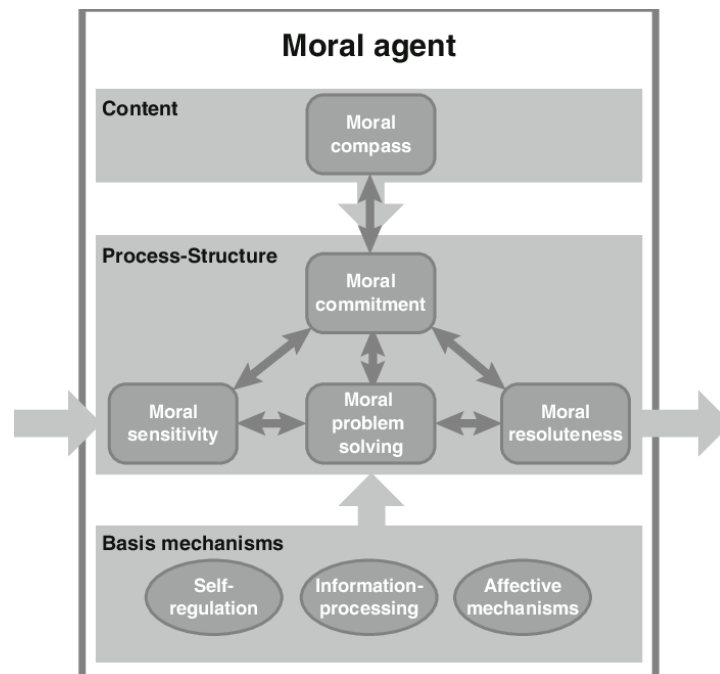


Figure 6: Kohlberg (2014), The Five Building Blocks of Moral Intelligence

The five pillars of moral intelligence, namely compassion, empathy, reason, integrity, and responsibility, form the bedrock of an individual's moral character and decision-making capabilities (Smith, 2010). The comprehension of these building blocks were proven by examining their interconnectedness with the multi-stage model of moral functioning proposed by Kohlberg (2014). Driving the literature by starting with the Moral Compass as the foundational element which is characterized by a genuine concern for the well-being of others (Eisenberg & Lennon, 1983), aligns with Kohlberg's early stages of moral development where individuals focus on avoiding punishment and seeking reward. As individuals progress through Kohlberg's stages, compassion evolves from a self-centered concern to a broader, altruistic orientation.

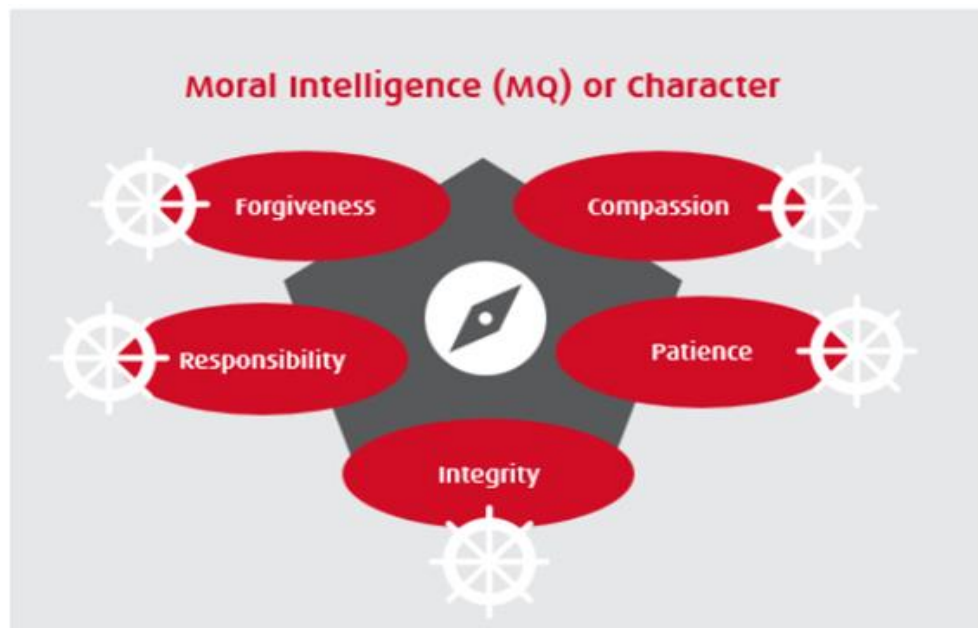


Figure 7: Frank Odhiambo Blog (2017), Moral Quotient (MQ)

At the initial stage, individuals are motivated by the desire to avoid punishment and obtain personal

recompense. At this point, moral decision-making is predicated solely on the action's consequences. Compassion and empathy are not completely developed. As individuals progress through the moral development stages, they begin to contemplate the perspectives and emotions of others. As individuals progress through the stages, empathy and compassion play a greater role in their moral reasoning. People go through many phases of moral growth, and at each level, they gain a deeper understanding and respect for the significance of reason and integrity in their lives. Rather than concentrating their attention just on the immediate effects of their activities, people who are in higher stages of development give thought to the underlying concepts and values that drive how they behave.

These ideas and values include things like self-awareness and compassion. People who are still in the earlier stages of development, on the other hand, are preoccupied solely with the immediate outcomes of their actions, so this stands in contrast to them. Taking responsibility for one's actions and being aware of the ways in which those acts affect the lives of others is another essential component of moral intelligence. Because of this, people have a moral need to acknowledge responsibility for their acts and the ways in which their activities impact the lives of other people. This is of the biggest relevance in later phases of moral growth, when individuals are more inclined to think on the larger ramifications of their acts.

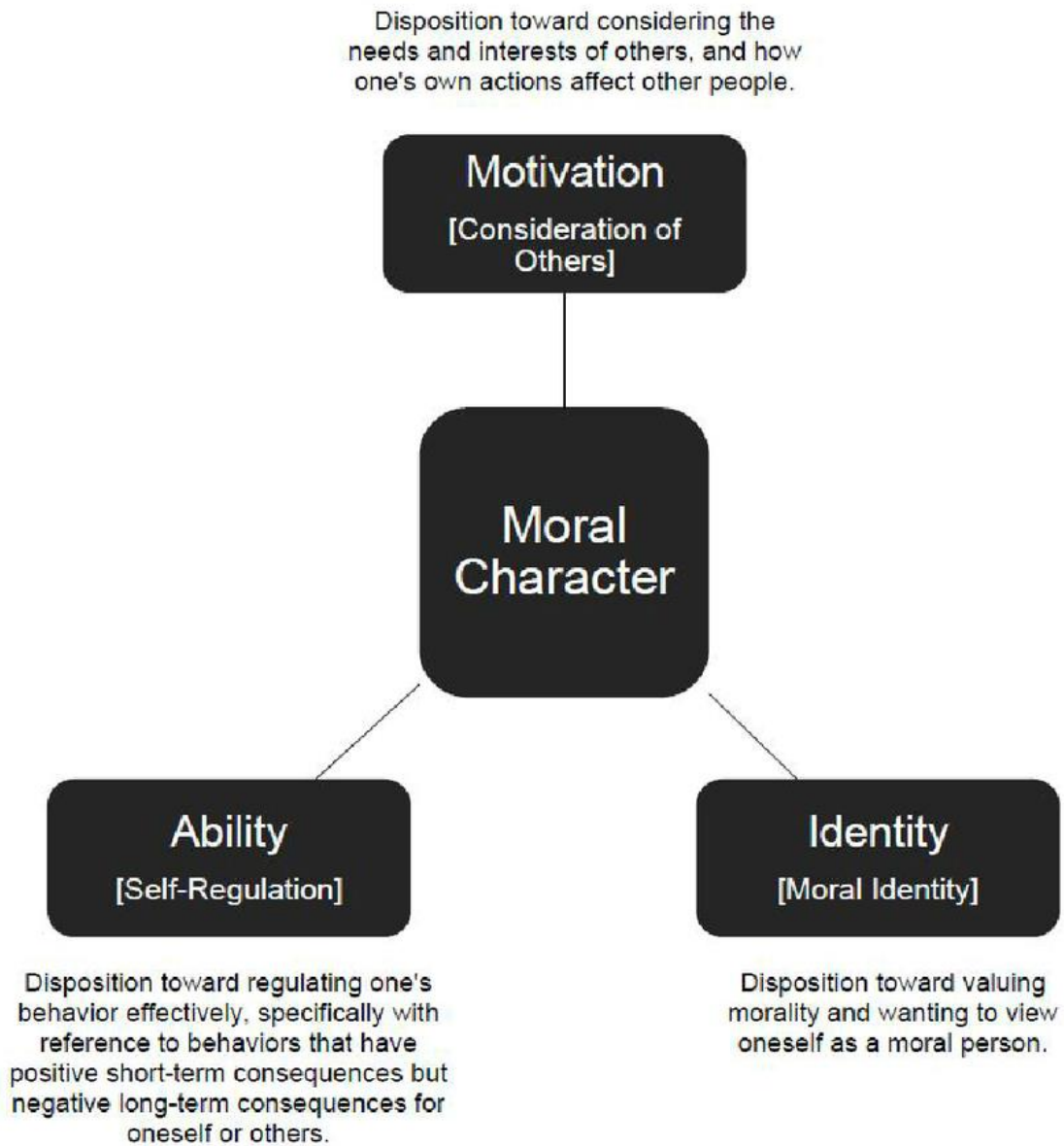


Figure 8: Taya R. Cohen (2014), Tripartite Theoretical Framework of Moral Character

The concept that moral intelligence is a basic virtue is one illustration of this approach. It is common practice to think of the idea of moral intelligence as having several dimensions, including cognitive, emotional, and behavioral components.

This method of thinking is based on the assumption that moral intelligence is multifaceted. This approach of thinking rests on the presumption that moral intelligence may be characterized by a number of different facets. A number of authors within the academic community have put out the hypothesis that moral intelligence is made up of three primary components, namely moral cognition, moral emotion, and moral action. When used within the context of a professional environment, ethical decision-making and moral reasoning are typically associated with high levels of moral intelligence. As a result, research on moral intelligence frequently involves a wide variety of qualities and components. This falls in accordance with what is generally accepted to be the conceptual framework's conventional breadth (Lennick and Kiel, 2005). The ability to display empathy for other people, to perceive the emotional repercussions of ethical judgements, and to regulate one's emotions when presented with ethical difficulties are some of the attributes that were described above. The development of moral intelligence is influenced by a variety of aspects of the individual, including but not limited to personality characteristics, cognitive aptitudes, and personal values. These aspects of the individual all play a role in the development of moral intelligence. In addition, the development of moral intelligence is affected by a variety of the individual's other characteristics and circumstances as well. Individuals who do not demonstrate high levels of openness to experience and conscientiousness are likely to have a lower propensity for the cultivation of robust abilities in moral reasoning in comparison to those individuals who do demonstrate high levels. The amount to which an individual's moral intelligence is developed is greatly impacted, to a considerable part, by the organizational context, which incorporates the various aspects of the external world. This context has a significant impact on the degree to which an individual's moral intelligence is developed. Employees' perspectives on ethics and the ethical judgments they make can be influenced by a wide range of factors, some of which include.

However, they are not limited to the culture of the organization, the ethics of its leadership, and the ethical environment in which the firm operates. Other factors that can have an impact on employees' perspectives on ethics and ethical judgments include the culture of the organization, the ethics of its leadership, and the ethical environment in which the firm operates. The conceptual framework that underpins research on moral intelligence is often characterized by its high level of complexity. It does so by taking into account a broad variety of personal and contextual factors, all of which have an influence on the development of moral reasoning and the process of coming to ethical conclusions. Businesses will be better positioned to execute interventions and programs with the objective of raising the moral consciousness of their workforce and fostering an ethical atmosphere within professional settings if they have understanding of these components and can apply that knowledge to their operations. This comprehension is attainable through the acquisition of knowledge regarding the components that were discussed before. The cognitive moral development theory, the emotional intelligence theory, and the ethical leadership theory are only a few of the well-established theoretical frameworks that have had an impact on the understanding of moral intelligence as a theoretical construct. The issue at hand is a notion that encompasses many components, including mental, emotional, and behavioral aspects of the human experience. It devotes a considerable amount of emphasis to the many different ways in which ethical decision-making and moral reasoning can be practically applied in a broad variety of scenarios that take place in the real world. In addition to the context in which a person finds themselves, there are a variety of other components of a person's life that, taken together, can have an influence on the development of moral intelligence. Individuals and organizations are able to nurture its spread by employing a variety of techniques, some of which include utilizing approaches such as educational programs and ethical evaluation frameworks as two examples of the ways that may be implemented.

KOHLBERG'S SIX STAGES OF MORAL DEVELOPMENT

	EGOISM		ALTRUISM		SOLIDARITY	
LEVEL	1. PRE-CONVENTIONAL		1. CONVENTIONAL		1. POST-CONVENTIONAL	
STAGE OF ORIENTATION TOWARD	HETERONOMOUS	INSTRUMENTAL AND RELATIVE	INTERPERSONAL CONFORMITY	SOCIAL SYSTEM, LAW AND ORDER	SOCIAL CONTRACT	UNIVERSAL ETHICAL PRINCIPLES
	1	2	3	4	5	6
What is good or correct?	Avoid breaking rules, fearing punishment. Obedience purely for self-interest.	What serves to satisfy own needs. What is fair, agreed.	'Being good' is an important role according to the group's expectations, as a good child, sibling, student, friend, father, mother, husband, wife.	Fulfill the duties assumed. Laws are to be obeyed, except those that are unjust.	Although there are conflicting values in society, life, liberty and justice prevail.	The universal ethical principles that one assumes are followed, such as justice, human rights, the person as an end, utopia.
Child: Why don't you steal?	Because my mom will hit me.	So they will reward me.	In this family there are no thieves.	A good citizen does not steal.	Self obligation for the common good.	A person who acts for a utopia does not steal.

Figure 9: Kohlberg's Moral Development Stages

When researchers in the early 2000s began focusing their attention on the ethical component of emotional intelligence, the idea of moral intelligence was introduced to the general public for the very first time. This was a significant moment in the development of both concepts. This led to the development of the concept that we now refer to as "Moral Intelligence." A key component of moral intelligence is the capacity to comprehend complex ethical circumstances and to expertly traverse them.

Recent studies have revealed that people who have high levels of moral intelligence have a stronger tendency to behave ethically, both in terms of the decisions that they make and the way that they conduct themselves in general. This inclination to behave ethically extends to both the decisions that they make and the way that they conduct themselves in general. This pattern may be observed in both the decisions that individuals make as well as the way that they carry themselves out in their daily lives. Individuals who possessed greater levels of moral reasoning showed a stronger tendency to behave ethically when they were present in a professional context, as shown by the findings of a study that was carried out by Mayer and colleagues (2008). It was discovered that this is true independent of the type of job being done. An essential component of moral intelligence is the ability to understand and sympathize with the perspectives of other people, as well as to gain insight into the processes by which other people reach the conclusions that they do. The requirement of finding a solution to a disagreement shows through particularly clearly in the realm of business, which frequently involves competing priorities and areas of contention among the numerous parties involved.

The importance of finding a solution to a disagreement shines through particularly clearly in the realm of business. The necessity of locating a resolution to a conflict comes out more prominently in the realm of commercial enterprise. Research has shown that persons who have high levels of moral intelligence also have stronger talents when it comes to successfully resolving disputes and developing constructive interpersonal connections with other people. This is one of the many ways in which moral intelligence can be measured. Comparing people with high levels of moral intelligence to other people with high levels of moral intelligence revealed that this is, in fact, the case. (e.g., Hassan and Ali, 2016).

Instruments

Moral competency inventory measurement instrument

Lennick's and Kiel's contention is that leadership potential is highly correlated with moral intelligence. The MCI sets out to measure ten competencies within a moral framework. The competencies are:

- (1) acting consistently with principles, values, and beliefs;
- (2) telling the truth;
- (3) standing up for what is right;
- (4) keeping promises;
- (5) taking responsibility for personal choices;
- (6) admitting mistakes and failures;
- (7) embracing responsibility for serving others;
- (8) actively caring about others;
- (9) ability to let go of one's own mistakes; and
- (10) ability to let go of others' mistakes.

Figure 10: Lennick and Kiel (2005), The Measurement Instruments of Moral Competence Inventory

Given that moral intelligence can take many forms and exhibit a wide range of characteristics, it can be difficult to evaluate an individual's level of moral reasoning ability. The Moral Competence Inventory (MCI), which was developed by Lennick and Kiel (2005), is a tool that is widely used with the purpose of determining a person's level of moral intelligence. Lennick and Kiel (2005) were the ones who were ultimately responsible for the creation of the MCI. The Moral Competence Inventory, or MCI for short, is a test that evaluates an individual's ability to think morally, demonstrate empathy for other people, and behave principled. The test can also be referred to by its alternative name, the MCI. Two additional metrics, referred to respectively as the Multidimensional Ethics Scale (MES) and the Defining Issues Test (DIT), are available for use in the process of determining a person's level of moral intelligence.

2.2 Theory of Reasoned Action

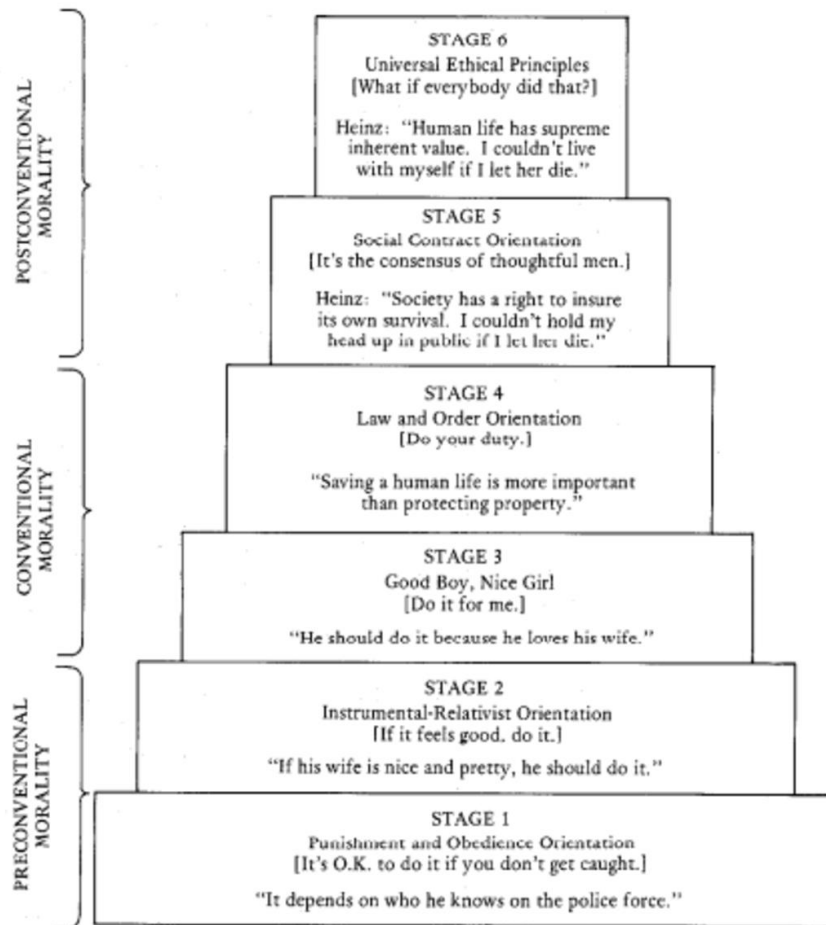


Figure 11: Lawrence Kohlberg (2019), Kohlberg Model of Moral Development

The development of moral intelligence is influenced by a broad variety of factors, including human characteristics such as cognitive capacity and personality traits, as well as environmental characteristics such as leadership style and corporate culture. These factors all play a role in the evolution of moral intelligence. The development of moral intelligence is influenced by each of these elements in its own unique way. These components have a formative influence on the individual.

Level 1	Pre-conventional	Stage 1 (obedience and punishment driven) What is right and wrong is determined by what is punishable. Moral action is essentially the avoidance of punishment
		Stage 2 (self-interest driven) What is right and wrong is determined by what brings rewards and what people wants. Other people's wants and needs come into the picture, but only in a reciprocal sense.
Level 2	Conventional	Stage 3 (interpersonal accord and conformity driven) Being moral is being 'a good person in your own eyes and those of others'. What the majority thinks is right is right by definition.
		Stage 4 (authority and social order obedience driven) Being good means 'doing one's duty'-showing respect for authority and maintaining the social order. Laws are unquestionably accepted and obeyed.
Level 3	Post-conventional	Stage 5 (social contract driven) Individuals are viewed as holding different opinions and values. Laws are regarded as social contracts rather than rigid dictums. Although laws should be respected, individual rights can sometimes supersede these laws if they become too destructive or restrictive.
		Stage 6 (universal ethical principles driven) Moral action is determined by our inner conscience, and may or may not be in agreement with public opinion or society's laws. Moral reasoning is based on abstract reasoning using universal ethical principles. Ethical actions are not instrumental or a mean to something else: they are an end in themselves.

Table 1: Lawrence Kohlberg's theory of moral development and the six stages

Kohlberg's theory of moral growth is generally acknowledged and important in the field of moral psychology (Lapsley & Narvaez, 2004). Moral growth, according to Kohlberg, happens in six phases that build on one other as persons mature and strengthen their moral reasoning skills.

The first stage, obedience and punishment orientation, is distinguished by a preoccupation with following authority figures and avoiding punishment. According to research, children demonstrate this form of thinking from their early childhood (Colby & Kohlberg, 1987). Individualism and exchange, the second stage, is distinguished by the acceptance of many perspectives and ideals. Individuals at this stage learn to see morality in terms of self-interest and individual rights. According to research, this sort of thinking arises throughout early adolescence (Eisenberg, 2000). The third stage, interpersonal connections, entails considering other people's feelings and viewpoints. Individuals at this stage see morality in terms of preserving social ties and living up to societal norms. According to research, this form of reasoning emerges throughout late adolescence or early adulthood (Eisenberg, 2000).

The fourth stage, sustaining social order, is distinguished by a concentration on adherence to laws and societal standards. Individuals at this stage feel that society functions best when everyone respects the rules and that disregarding laws weakens social order. According to research, this sort of reasoning emerges during adolescence (Eisenberg, 2000). The fifth step, social contract and individual rights, entails acknowledging the value of individual rights as well as the necessity for society to balance these rights against the larger good. Individuals believe that laws and rules are necessary at this point, but that they must be flexible enough to accommodate individual circumstances.

2.3 Human Society Theory

This dissertation's human society theory was inspired by the research conducted by Eisenberg (2000) reveals that individuals tend to develop an understanding of universal principles of justice and morality, which transcend cultural norms and laws, during the middle to late stages of adulthood. It can be inferred from this that with age, individuals develop a deeper understanding of the social structures and values they encounter, leading to a greater appreciation for the fundamental principles that guide human behavior. Furthermore, Eisenberg's research highlights the importance of considering age-related factors when studying human civilization theory and the development of morality.

One of the core principles of these ideas is the importance of basing rules and standards on universal concepts, like the inherent worth of every person and the dignity they possess. Kohlberg's theory of moral growth provides a thorough framework for understanding how individuals develop their moral reasoning abilities over time. Those who are interested in promoting moral development and ethical conduct in individuals and organizations may find his six phases to be extremely valuable guidance. In addition, Kohlberg's theory emphasizes the importance of cognitive development in shaping moral decision-making. Understanding the intricate connection between cognitive abilities and moral reasoning can empower educators and decision-makers to effectively support individuals in shaping their ethical beliefs. Research has demonstrated that promoting the development of moral intelligence in workers can be effectively achieved through the implementation of organizational interventions, such as training programs and ethical decision-making models (Patera & Vohs, 2008). Several studies have indicated that a strong moral intelligence is closely associated with successful company operations.

As an illustration, Nejati et al. (2021) found a positive correlation between ethical leadership and employee well-being, job satisfaction, and overall happiness in the workplace. Investing in programs that

enhance moral intelligence can lead to a more positive and joyful work environment, ultimately boosting business performance. By prioritizing the development of ethical standards, governments can play a crucial role in fostering a culture of trust and honesty within businesses. Furthermore, Zhu et al. (2018) demonstrated a strong correlation between moral intelligence, ethical leadership, and organizational innovation. The ability to recognize ethical dilemmas, show understanding, and act with integrity are all aspects of moral intelligence, which is crucial for cultivating ethical behavior and making informed decisions in professional settings. There are several challenges to consider when trying to assess moral intelligence. However, tools like the Moral Competence Inventory can provide valuable support in this endeavor. Furthermore, business organizations that prioritize ethical leadership and moral intelligence have a greater chance of attracting and retaining top talent. This is because individuals are drawn to cultures that prioritize honesty. By promoting a culture that prioritizes ethical decision-making and behavior, businesses can enhance their reputation and build stronger relationships with stakeholders.

The ethical challenges faced by social workers have been the focus of a growing body of research in recent years. These studies have focused on ethics in human service environments, including hospitals and public schools. In their study, Cairns et al. (2018) explored the delicate balance that social workers face when it comes to safeguarding their clients' privacy while still gathering accurate and unbiased data, using shared care records. Lang-Anttila (2017) explored the ethical challenges faced by rural social workers, such as the importance of upholding client confidentiality and navigating complex relationships within close-knit communities.

Springer (2016) utilized a qualitative case study approach to examine how school counselors comprehend and implement ethical practices. The results emphasized the importance of counselors

continuously evaluating their perspectives, ethical obligations, and professional boundaries throughout their careers. In their study, Mullen et al. (2017) explored the correlation between ethical dilemmas, burnout, and stress within the counseling field. It was found that counselors who frequently faced ethical dilemmas experienced higher levels of burnout and stress.

In a study conducted by researchers Ebrukiz et al. (2017), they examined the understanding of ethical norms among student psychological counselors. It was discovered that there was a prevalent lack of awareness regarding ethical standards and issues. According to Lloyd-Hazlett and Foster (2017), moral development was identified as the most influential factor in shaping a counselor student's professional ethical identity. This finding emphasizes the importance of incorporating ethics education into training programs.

The incorporation of ethical principles in public service is a crucial element that greatly influences job outcomes and behavior within the workplace. Based on the research conducted by Kumasey et al. (2017), it was discovered that there is a direct link between ethical codes and the level of commitment employees have towards their organization. This implies that employees who are dedicated to their organization are more inclined to exhibit ethical behavior. Based on the research conducted by Ripoll and Breaugh (2019) on the relationship between economic constraints, public service motivation, work motivation, and unethical judgment in public officials, it was found that higher levels of public service and autonomous motivation were linked to a reduced tolerance for misbehavior.

Needham and Mangan (2016) conducted a study on the responsibilities and abilities that are expected of public workers. They noted that the commercialization of ethical norms posed challenges for

officials in maintaining their ethical values. Some have made the case that engaging in reflective practice can be a valuable approach for cultivating ethical careers in public service. The authors Morley et al. (2019) explored the impact of social work education on ethical practice with refugees and asylum seekers. They highlighted the conflict between immigration regulations and social work ethics. In the realm of ethical conduct, the research emphasized the significance of critical social analysis and self-reflection.

In Thailand, ethical management goes beyond simply following the law. It encompasses cultural values such as respect, harmony, and social responsibility. According to Kulich et al. (2010), the principles of Buddhism, which greatly influence Thai society, align well with modern concepts of ethical management. Paulet et al. (2017) argue that in this cultural context, it is important to align global standards with the ethical norms and values of the local community.

The national cultural characteristics of Thailand, which emphasize community and social cohesiveness, are closely tied to the significance of moral intelligence in the country. According to Holmes et al. (2018), the well-being of employees and ethical harmony are highly valued by Thai firms, reflecting the broader ideals of society. This cultural uniqueness poses a challenge to the straightforward implementation of Western frameworks for moral intelligence, highlighting the necessity for models that are customized to consider cultural variations (Pholphirul, 2017).

Highlighting the power of ethical principles in driving economic success, integrating moral intelligence into corporate governance frameworks can enhance organizational performance in the Thai economy. According to Lennick and Kiel (2007), it is crucial to incorporate training and development

programs that emphasize moral intelligence. This will help foster ethical leadership, drive organizational change, and create a culture of ethical excellence and continuous improvement. By prioritizing moral intelligence, businesses can develop leaders and individuals who possess not only technical skills but also strong moral values. This combination of qualities promotes sustainable growth and enhances competitiveness (Grant, 2013). Ethical leadership has the power to enhance employee engagement and loyalty, resulting in higher levels of productivity and staff retention. Ultimately, companies that prioritize ethical values are better equipped to navigate obstacles and achieve long-term success in Thailand's evolving business landscape.

According to research, this sort of reasoning emerges into maturity (Eisenberg, 2000). The sixth level is understanding universal principles of justice and morality that transcend societal norms and laws. At this point, many feel that laws and norms should be founded on universal ideals such as human dignity and the intrinsic worth of all people. According to research, this sort of reasoning emerges in mid to late adulthood (Eisenberg, 2000). Kohlberg's moral development theory provides a comprehensive framework for explaining how people acquire their moral reasoning skills through time. Kohlberg's six phases serve as a valuable guide for scholars and practitioners seeking to foster moral growth and ethical conduct in individuals and organizations.

According to the findings of a body of research, organizational interventions like training programs and ethical decision-making models, for example, may have the capacity to successfully promote the growth of moral intelligence among employees. (e.g., Patera and Vohs, 2008). Research on the correlation

between strong moral intelligence and the successful running of businesses has been carried out by a great number of different researchers throughout the years. It was revealed in a study that was carried out by Nejadi, M., Brown, M. E., Shafaei, A., & Seet, P. S. (2021) that there is a positive association between ethical leadership and the well-being of employees as well as happiness with one's place of employment. The study also found that there is a correlation between ethical leadership and job satisfaction.

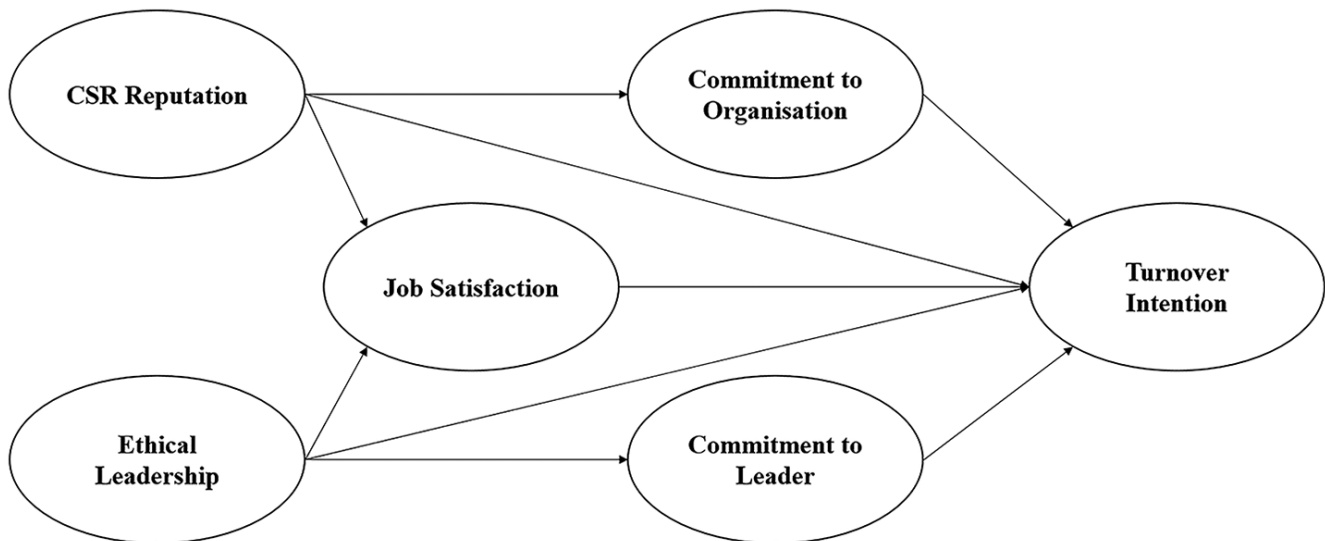


Figure 12: Nejadi, M., Brown, M. E., Shafaei, A., & Seet, P. S. (2021), Research Model of Employees' perceptions of corporate social responsibility and ethical leadership: are they uniquely related to turnover intention?

The research also discovered that a high level of work satisfaction is favorably connected with ethical leadership. This relationship has major ties to one's moral intelligence on both sides of the equation, which is why it is important to take both sides into consideration. A study that was carried out by Zhu and

colleagues (2018) showed that there is a favorable connection between ethical leadership, moral intelligence, and organizational creativity. The findings of this investigation were found in the article that was published. In 2018, the findings of this inquiry were detailed in a journal after having been presented before. To provide a high-level overview of the subject matter, the concept of "moral intelligence" is an essential component that must be present in order to cultivate ethical behavior and make well-informed judgments within the context of a professional setting.

The issue at hand pertains to a notion that is intricate in nature and encompasses a variety of various features, such as the capability to detect ethical difficulties, display empathy for other people, and conduct oneself in a manner that is principled. The evaluation of moral intelligence is not without its challenges; nevertheless, there are instruments that may be of immense assistance in this endeavor and can make it much simpler. One such instrument is the Moral Competence Inventory. The development of moral intelligence is influenced by a diverse array of circumstances, including those that are internal to the person as well as those that are external to the environment in which they find themselves at any given time. This growth may be aided along by a variety of approaches, such as instructional programs and ethical frameworks that guide decision-making. The effects that moral intelligence has on the achievements of businesses have been indicated in several studies that have shed light on the significance of ethical leadership and moral reasoning in the development of worker welfare, job satisfaction, and innovative thought inside organizations.

The research that has been carried out over the last several years has more and more concentrated on ethics in a variety of contexts, such as public schools and hospitals that provide human services, as well as the ethical conundrums that are encountered by professionals. Due to the significant client

information that social workers have access to as a result of personal interactions and home visits, they regularly find themselves in situations that present them with ethical issues. According to Cairns et al. (2018), the adoption of shared care records in modern healthcare systems, which allows various healthcare practitioners to access and update a client's information, contributes to the level of ethical complexity that is present in the case. Additionally, the growing use of telehealth services has resulted in the emergence of new ethical concerns, one of which is the significance of ensuring the confidentiality of patients throughout the duration of virtual sessions. In order for professionals to successfully handle the expanding ethical problems they face and to guarantee that they maintain the highest standards of ethical conduct, they need to examine their practices and decision-making processes on a continuous basis. It is possible for healthcare practitioners to facilitate their adaptation to the ever-evolving telehealth environment and their ability to provide the best possible care to their patients by continuously reflecting on their practice. It is possible for professionals to preserve their commitment to ethical practice in the ever-evolving area of healthcare by remaining knowledgeable about ethical norms and seeking help from peers or superiors when confronted with tough issues. Interviews were included in the qualitative descriptive research that was carried out by Cairns et al. (2018). These interviews were performed with social workers who were working in various hospital settings. They were interested in gaining an understanding of the decision-making process that social workers go through when it comes to the sharing of health data in order to discover a way to strike a compromise between maintaining client anonymity and providing services.

Following the completion of their investigation, they arrived at the realization that the three most important elements for ethical recording procedures are the necessity, accuracy, and impartiality of the recording techniques. This brings to light the concepts that human service professionals depend on in order to help them make ethical judgments while they are on the job. Through adherence to these guiding

principles, social workers are able to maintain the anonymity of their clients while simultaneously offering services that are both effective and accurate. In hospital settings, social workers have the ability to uphold the highest standards of professional behavior and win the confidence of their clients by making ethical recording methods a priority in their work. By paying importance to ethical recording processes, social workers may guarantee that they continue to respect the integrity of their profession and continue to earn the confidence of their clients. When a social worker is committed to upholding ethical standards, the end result is better outcomes for both the social worker and the persons they support.

Lang-Anttila (2017) carried out a qualitative case study with the purpose of investigating the ethical problems that social workers in rural school districts face. According to the findings of the research, the close-knit character of the neighborhood led to regular contacts, leading to the possibility that neighbors may become prospective clients in the future. This prompted worries over the anonymity of the customer. On account of a shortage of directors, there have been delays in ethical inquiries and communication among social workers in locations that are geographically isolated. This is often the result of difficulties in the appointment of directors or limitations imposed by the budget. This underscores the need of setting defined limits and norms in order to guarantee the maintenance of ethical practices at healthcare facilities that are located in distant places.

Through consistent training and supervision sessions, social workers may improve their ability to successfully traverse these difficult ethical challenges. This can be accomplished by enhancing their existing capability. The purpose of these seminars is to provide social workers with the ability to successfully handle complex circumstances by assisting them in maintaining current ethical rules and best practices. It is possible for healthcare facilities to cultivate a culture of ethical decision-making and

responsibility by investing in ongoing training and support for social workers who operate in distant places.

A qualitative case study technique was applied by Springer (2016) in order to investigate the ways in which school counselors apply ethical practices and how they view them. The subject of the research was a counselor who was addressing charges of child abuse that were made by a student on behalf of her father, who was battling with mental illness. The allegations were raised by the student. The counselor found herself in a difficult position when she was confronted with the dilemma of whether or not to disclose the matter to child protective services or to handle it internally. As a result of this study, the continuous ethical issues that school counselors are required to negotiate are brought to light. These challenges include analyzing their ethical commitments and the administrative limits that they are required to adhere to. In addition, it emphasizes the need of providing counselors with continual training and assistance, which enables them to manage challenging circumstances in a professional manner while maintaining their integrity. In the end, the results indicate that the implementation of clear norms and monitoring is essential in order to assist counselors in navigating complicated ethical challenges with educated decision-making.

The findings of this research show the need of developing clear rules and comprehensive support networks for school counselors in order to successfully negotiate ethical problems. It is possible for counselors to uphold ethical standards and fulfill their commitments to students and the school community if they get constant training and supervision.

With the use of a quantitative correlational method, Mullen et al. (2017) were able to carry out their analysis on the connection that exists between ethical issues, burnout, and stress in the counseling profession. The Moral Attentiveness Scale, which was established by Reynolds (2008), was applied by the researchers in order to assess the participants' degree of awareness with respect to ethical issues and their ability to comprehend such moral conundrums. In all, there were 140 people who participated in their study in some capacity. As a consequence of the findings, it was shown that frequent contacts with ethical dilemmas were linked to increased levels of burnout and stress. This highlights the significance of support structures that may assist counselors in addressing these concerns. An additional finding of the research was that counselors who had a heightened sense of moral awareness were better suited to manage ethical challenges, which resulted in reduced levels of burnout and stress. It would suggest that treatments that are centered on improving moral attention have the ability to lessen the detrimental consequences that ethical dilemmas have on the well-being of counseling professionals. The implication of this is that the incorporation of training or therapies that attempt to promote moral awareness may show to be beneficial in reducing the severity of burnout and stress experienced by counselors. Counselors may be better equipped to deal with challenging circumstances and put their own well-being first if they are provided with the basic skills necessary to negotiate ethical problems.

Ebrukiz et al. (2017) conducted a study that used a qualitative research approach in order to investigate the level of comprehension that trainee psychological counselors demonstrated with relation to ethical norms. A survey was administered to 68 persons from Turkey who had shown an interest in becoming counselors. The question included a variety of subjects, including privacy, interpersonal boundaries, and confidentiality policies. The results demonstrated that trainees, as a whole, do not possess

an adequate comprehension of ethical standards and concerns. This highlights how important it is for counselor training programs to include ethical teaching as part of their core curriculum. The results of the study also suggested that a significant proportion of trainees had difficulties when it came to detecting ethical concerns in the setting in which they were working. Consequently, this suggests that there is a need for extra training that focuses on practical application of ethical decision-making. Taking into account all of the data, it is clear that it is essential to provide counselors with a complete ethics education in order to successfully equip them to deal with difficult ethical dilemmas that they may encounter in their future jobs. This education needs to place a high priority on acquiring a complete grasp of ethical concepts and the practical application of those values in real-life scenarios. In order for prospective professionals to obtain the essential competence to properly manage complex ethical circumstances with confidence and competency, it is possible for counselor education programs to include real-life scenarios and hands-on training. The purpose of the quantitative correlational research that Lloyd-Hazlett and Foster (2017) carried out was to investigate the ways in which the construction of professional ethical identities among counselor students is influenced by the development of morality and cognitive growth. Both the self-composed interview and the Defining Issues Test-2 were carried out by Rest, Narvaez, Bebeau, and Thomas (1999).

Both of these tests were completed by the individuals who took part in the study. Following the results of the study, the conclusion that was reached was that the most reliable predictor of the formation of professional ethical identities among counseling students is the growth of moral development. On the basis of the results, it is recommended that counselor education programs place a high priority on the development of students' moral growth in order to improve their ability to make ethical decisions. Aspiring

counselors may improve their capacity to negotiate difficult ethical challenges that may occur in their professional practice by making moral growth a priority in their professional development. Training in ethical decision-making, case studies, and reflection activities may all be included into the curriculum in order to achieve this goal. In addition, providing students with the opportunity to take part in discussions about ethical conundrums and ethical reasoning might further improve the students' moral development.

A quantitative correlational technique was used by Kumasey et al. (2017) in order to investigate the connection between codes of ethics and the amount of organizational commitment shown by workers. According to the findings of their study, which included the participation of 228 public workers from Ghana, it was discovered that ethical standards had a considerable and favorable influence on the level of commitment shown by organizations. There is a correlation between workers who are committed to their job and a greater likelihood of exhibiting ethical conduct, which eventually helps the firm as a whole. For this reason, it is very necessary to encourage ethical conduct in the workplace in order to create a healthy culture inside the organization. The incorporation of ethics into professional development programs has the potential to eventually assist counselors in making decisions that are in accordance with their obligations and religious convictions.

It is possible for firms to help their workers in appreciating the value of ethical behavior within their various professions by incorporating ethical ideas into training and development programs. Consequently, this may lead to a workforce that is more cohesive and responsible, thus exemplifying the values of the organization. In the end, encouraging workers to behave in an ethical manner not only benefits the employees on a personal level, but it also contributes to the overall success and reputation of the firm. An investigation of the connection between economic limitations, motivation for public service,

work performance, and ethical decision-making was carried out by Ripoll and Breugh (2019) via the use of a quantitative research approach. According to the findings of the research, persons who had greater levels of public service and autonomous motivation had a lower level of tolerance for wrongdoing. In all, 7,195 individuals were used as the sample for this. The outcomes of the study did not establish any relationship between the stress of financial situations and the decisions that are unethical. It would seem, on the basis of these data, that encouraging a strong dedication to public service and a true enthusiasm for the job may be an effective means of preventing unethical conduct in the counseling area. It is possible for counselors to improve their ability to make ethical decisions by giving more importance to the execution of these principles within professional development programs. This will ultimately result in improved care for their clients. A qualitative research study was carried out by Needham and Mangan (2016) with the purpose of evaluating the competencies and responsibilities that are anticipated of public officials, as well as the ways in which the government might encourage ethical professions. During the course of conversations with forty people who are now working in the public sector, it was discovered that a considerable proportion of them joined the profession with the intention of providing assistance to the larger community. The maintenance of ethical norms, on the other hand, has become more difficult as a result of the growing emphasis placed on financial concerns.

As a potential method for improving the ethical standards of public service, reflective practice was proposed as a potential approach. By periodically reflecting on their actions and decisions, public servants may ensure that they are upholding the ethical norms that they have been taught. Furthermore, in order to assist public servants in maintaining their dedication to serving the public good, it is beneficial to provide them with continual training and tools that will assist them in navigating ethical problems.

The purpose of the qualitative case study that Morley et al. (2019) carried out was to investigate the ways in which social work education might improve ethical practice with refugees and asylum seekers among social workers who are hired by the government. When social workers are confronted with ethical dilemmas that involve immigration regulations and social work ethics, it was found that the implementation of critical social work pedagogies, which include techniques such as societal analysis and self-reflection, proved to be helpful in maintaining ethical standards. This was discovered based on the findings of the research. Taking into consideration these results, the incorporation of critical pedagogies into training programs has the potential to improve the capacity of public officials to deal with difficult ethical conundrums. By encouraging self-reflection and creating a greater awareness of societal systems, social workers may improve their capacity to fulfill ethical obligations while acting within the limits imposed by the government. What constitutes ethical management in Thai companies goes beyond just adhering to the rules that are in place. It is a manifestation of the cultural ideals that they hold, which include social responsibility, reciprocity, and harmony. According to Kulich et al. (2010), the precepts of Buddhism, which have a substantial effect on Thai culture, are congruent with contemporary concepts of ethical management.

As a result of the cultural setting, it is very necessary to modify global standards so that they are in accordance with the ethical norms and values of the local community (Paulet et al., 2017). Companies in Thailand, for instance, may place a higher priority on establishing long-term relationships with stakeholders than they do on maximizing short-term profits in order to demonstrate their dedication to ecologically sustainable business practices. By understanding and embracing the many cultural viewpoints that exist inside their company, businesses have the ability to cultivate trust and loyalty among their workers, customers, and the larger community as a whole.

When it comes to the relevance of moral intelligence, the national cultural traits of Thailand reveal a significant focus on community and social cohesion. These qualities are directly connected to the significance of moral intelligence. Based on the findings of Holmes et al. (2018), Thai companies place a significant emphasis on the welfare of their workers and the maintenance of ethical harmony, which is in line with the larger society standards. As a result of this cultural singularity, the easy adoption of Western frameworks for moral intelligence is made more difficult, underlining the demand for models that are adapted to take into consideration cultural differences (Pholphirul, 2017). On the other hand, employees from Thailand could place a higher value on the harmony of the group than they do on their own individual accomplishments, which might result in disparities in the way ethical decisions are made inside firms. By gaining a grasp of and embracing these cultural norms, businesses have the ability to more effectively negotiate the difficulties of moral intelligence in Thailand and thereby improve their overall performance.

The concept of sustainable corporate governance in Thailand places an emphasis on the accomplishment of economic goals while simultaneously giving the utmost importance to the well-being of society and the state of the environment. According to The Royal Thai Government (2019), this is consistent with the principles of the "Sufficiency Economy" doctrine that is generally accepted in Thailand. The significance of maintaining a balanced attitude, being careful of our consumption, and having the ability to handle unanticipated hardships is brought to light by this concept. According to Sirisup (2014), the implementation of these principles into corporate governance frameworks has the potential to improve the long-term viability of a company. This is accomplished by combining traditional

values with contemporary practices. Additionally, this method may assist firms in enhancing their risk management practices, fostering the production of long-term value, and establishing trust with various stakeholders. Through the implementation of sustainable corporate governance principles, businesses situated in Thailand have the chance to significantly boost the development and competitiveness of the country on a worldwide scale.

Through the incorporation of moral intelligence into corporate governance frameworks, it is possible to improve the performance of a business. It is clear from this that ethical standards have the potential to make a positive contribution to the economic growth of the Thai economy. Incorporating training and development programs that have an emphasis on moral intelligence is very necessary in order to cultivate ethical leadership and propel organizational transformation. It is possible for organizations to cultivate leaders and people who are not just technically skilled but also possess strong moral convictions if they place a priority on moral intelligence. The company will experience sustained growth and increased competitiveness as a result of this Lennick & Kiel, (2007).

2.4 Summary

Ultimately, the study of ethical dilemmas and practices in human service settings sheds light on the intricate balance between professional responsibilities and moral considerations. Research on social workers, school counselors, and other professionals in human services reveals the significant challenges they encounter in balancing client confidentiality, accurate record-keeping, and ethical decision-making. Given the unique demands of their profession, which frequently require them to engage directly with customers and handle confidential data, they face a greater difficulty in surmounting these obstacles. The findings of this study highlight the importance of offering professionals in this field with comprehensive

ethics education and support systems. This will enable them to effectively handle the ethical obligations they are entrusted with.

In addition, research on public service ethics reveals the significant impact of organizational commitment and ethical cultures on the behavior and decision-making of workers. This is clear from the fact that the study was carried out on public service ethics. The study findings suggest a significant correlation between robust ethical frameworks within organizations and increased employee commitment and ethical behavior. This correlation was found to be significant. Considering this, it appears that public institutions aiming to improve service quality and maintain public trust should prioritize the development of a robust ethical culture. For Thai small and medium-sized businesses (SMEs), incorporating moral intelligence and ethical management practices that align with the cultural norms of the local community is crucial. This is because small and medium-sized enterprises (SMEs) are seen as a crucial component of the Thai economy.

Given the strong influence of social obligation, respect, and harmony on Thai cultural values, it is crucial to adopt an ethical management approach that respects and aligns with the context of Thai culture. According to the findings of the research, it has been concluded that combining moral intelligence with these cultural values can greatly improve both organizational performance and skill development. The application of Western ethical frameworks is limited by the cultural distinctiveness of the situation, highlighting the necessity for models that consider the norms and values of the local community. As a result, the application of Western ethical frameworks is compromised. In a further context, Thailand's commitment to sustainable corporate governance aligns seamlessly with the national concept of

"Sufficiency Economy," which promotes moderation, responsible consumption, and resilience. This will only make matters worse. The incorporation of these ideas into corporate governance frameworks not only has the potential to greatly improve the long-term well-being of the company, but it also showcases a unique combination of conventional business practices with contemporary business principles.

It is crucial to implement training and development programs that prioritize moral intelligence to achieve the objectives of fostering ethical leadership and driving organizational transformation. By implementing these initiatives, we can create a culture that combines traditional Thai values with modern corporate governance, fostering ethical excellence and ongoing progress. Thai businesses have the potential to develop leaders and workers who possess both technical expertise and strong ethical values by prioritizing moral intelligence. This is something that corporations in Thailand can consider. Every region of the nation would experience a boost in economic growth and increased competitiveness as a result of this phenomenon.

CHAPTER III: METHODOLOGY

Possessing a highly advanced quantitative research plan is crucial for approaching the discussion in a rational way, drawing on the evaluation of relevant literature studies. The focus of the discussion will be on analyzing the written content. If quantitative research methods are utilized exclusively, one can acquire a strong foundation for understanding the intricate nature of ethical predicaments that emerge in the realm of human services. This is something that can be accomplished. This approach provides the opportunity to gain this foundation, which is a major benefit. Surveys and correlational research are two examples of quantitative methods that can be particularly useful in revealing patterns and relationships

across larger populations.

In addition, both methods are examples of quantitative processes. The two approaches being discussed here exemplify quantitative research. When it comes to this specific task, quantitative methodologies are highly suitable for the responsibility at hand. Every single one of these rigorous research findings provides the necessary statistical validation to verify their conclusions, making them accessible to the general public. One way to assess the prevalence of ethical challenges and their impact on professionals' stress and burnout levels is through surveys that utilize standardized instruments, like the Moral Attentiveness Scale. It becomes feasible to examine both of these aspects. This can be achieved by analyzing the data collected from the questionnaires. This instrument has been designed to provide quantitative information on how a person's knowledge and contemplation of ethical dilemmas impact their overall well-being and professional performance.

The purpose of this instrument is to assess the correlation between these two factors. Having access to this knowledge will enable the person to make more informed choices. This is achieved by evaluating not only an individual's understanding of ethical issues but also their approach to analyzing and addressing these challenges. This is done to achieve the stated objective. Sending out questionnaires on a large scale to a wide sample of individuals is a practical way to gather comprehensive information on the experiences and perspectives of human care professionals. This can be done to gather information. The purpose of this endeavor is to gather a substantial amount of information, and it is being carried out with that goal in mind. Some examples of professionals who may be considered part of this group include those employed by public service agencies, social workers, and school counselors. Researchers have the opportunity to

conduct correlational research, allowing them to explore the relationships between ethical cultures in companies and the behavior of their employees. Thanks to this capability, a thorough examination of the connections can be conducted. Researchers can explore the relationship between corporate commitment, ethical climate, and employee conduct by incorporating statistical methodologies into their research procedures. Statistical approaches and in-depth surveys are utilized to accomplish this goal. Both of these methods are used to achieve this goal. For example, conducting research on the correlation between a robust ethical environment in a company and the level of commitment displayed by its employees exemplifies this type of study. The type of study being discussed here has the potential to offer significant insights into how ethical frameworks influence workplace dynamics and professional conduct. This is what is planned to happen, serving as an example of the importance of conducting such research. In addition, regression analysis can be utilized to examine the factors that impact the ethical behavior and decision-making of professionals in the human services sector.

This can be achieved by analyzing the data collected through regression analysis. Undoubtedly, this is an achievable task and allows for the identification of key factors that significantly impact ethical outcomes. This can be achieved by utilizing the method. Personal moral intelligence, ethical training, and organizational support are some examples of the elements that can be incorporated into these components. Each of them represents various forms of assistance. By conducting thorough investigations into the topics discussed in this article, organizations can enhance the effectiveness of their ethical training programs and support systems. This will ensure that these programs and systems are regularly updated to meet the specific requirements of their staff members in a way that aligns with their exact standards. This will guarantee that the programs and systems are enhanced. However, longitudinal studies are crucial for a purely quantitative approach. This is because they allow researchers to track changes over time, which is

a major benefit for data analysis. Through conducting various surveys and assessments over time, researchers can examine the lasting effects of ethics training and organizational changes on professional behavior and client outcomes. This can be achieved by conducting research at various intervals. The researchers are able to determine the extent to which these adjustments have an impact, thanks to this. This evaluation can be conducted to determine if these changes are effective in achieving their desired goal. In the field of human services, numerous initiatives are underway to enhance the existing ethical standards. The data provided here is longitudinal, offering valuable insights into the practicality and effectiveness of various treatments. It is clear that the research will thoroughly examine organizational trends and establish statistical connections between key variables, resulting in a comprehensive approach. This is because the study will thoroughly cover both of these aspects. It is expected that in the future, professionals in the field of human services will be able to fulfill their ethical responsibilities in a responsible manner.

Organizations that are responsible for delivering human services can enhance their capacity to respond to the evolving needs of the communities they serve by opting for comprehensive quantitative analysis. It is possible to achieve this goal while upholding the utmost standards of professionalism and a high level of honesty.

3.1 Overview of the Research Problem

The significance of Corporate Moral Intelligence (CMI), Strategic Human Resource Development (SHRD), Organizational Agility (OA), Ethical Leadership (EL), and Emotional Intelligence (EI) in enhancing organizational performance is universally acknowledged. However, the interplay between these

constructs has been less explored, particularly within emerging economies like Thailand's. As the Thai economy continues to navigate its transition towards high-value industries and digitalization, understanding these relationships becomes crucial (World Bank, 2019). Existing studies (Mayer, Roberts, & Barsade, 2008; Brown & Treviño, 2006) provide foundational insights but often overlook the nuanced impacts of cultural and economic factors prevalent in Thailand, such as the emphasis on social harmony and the rapid growth of the digital economy, which significantly influence organizational behaviors and leadership styles (Pholphirul, 2017). Organizations in Thailand face unique challenges, including navigating a complex ethical landscape amidst rapid economic and digital transformations. The Thai economy, characterized by its diverse sectors from agriculture to manufacturing and services, and its strategic move towards a digital economy, presents a fertile ground for investigating how moral intelligence and strategic HR practices contribute to agility, ethical leadership, and emotional intelligence. The comprehensive integration of CMI, SHRD, OA, EL, and EI is particularly pertinent in the Thai context, where organizational success is increasingly dependent on ethical governance and the ability to adapt swiftly to market and technological changes (Acs, Szerb, & Autio, 2017; Thai Board of Investment, 2020). This research is uniquely positioned to offer insights applicable to the Thai economic landscape and beyond. It aims to elucidate how the synergistic effects of CMI and SHRD can enhance organizational agility, ethical leadership, and emotional intelligence in a way that resonates with the Thai cultural emphasis on harmony and ethical conduct. For the Thai economy, this study promises to provide a blueprint for developing organizational capabilities that align with the national agenda for innovation and ethical governance, supporting sustainable economic growth (UNESCO, 2016).

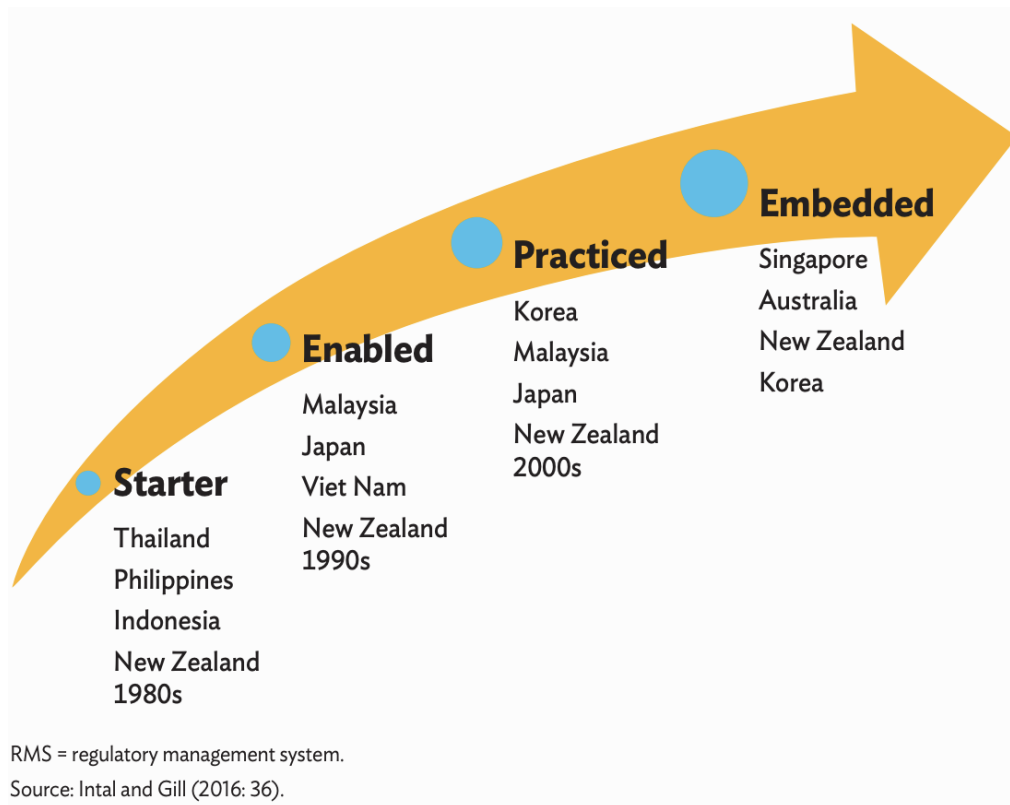


Figure 12: The Classification of Countries According to the RMS Stages

The anticipated findings could guide Thai organizations in crafting strategies that foster ethical leadership and workforce agility, crucial for navigating the complexities of the global market and the digital economy. These strategies may include the development of training programs and HR policies that are culturally and economically aligned with Thailand's unique business environment, potentially setting a benchmark for other economies in the region (ASEAN Economic Community, 2025).

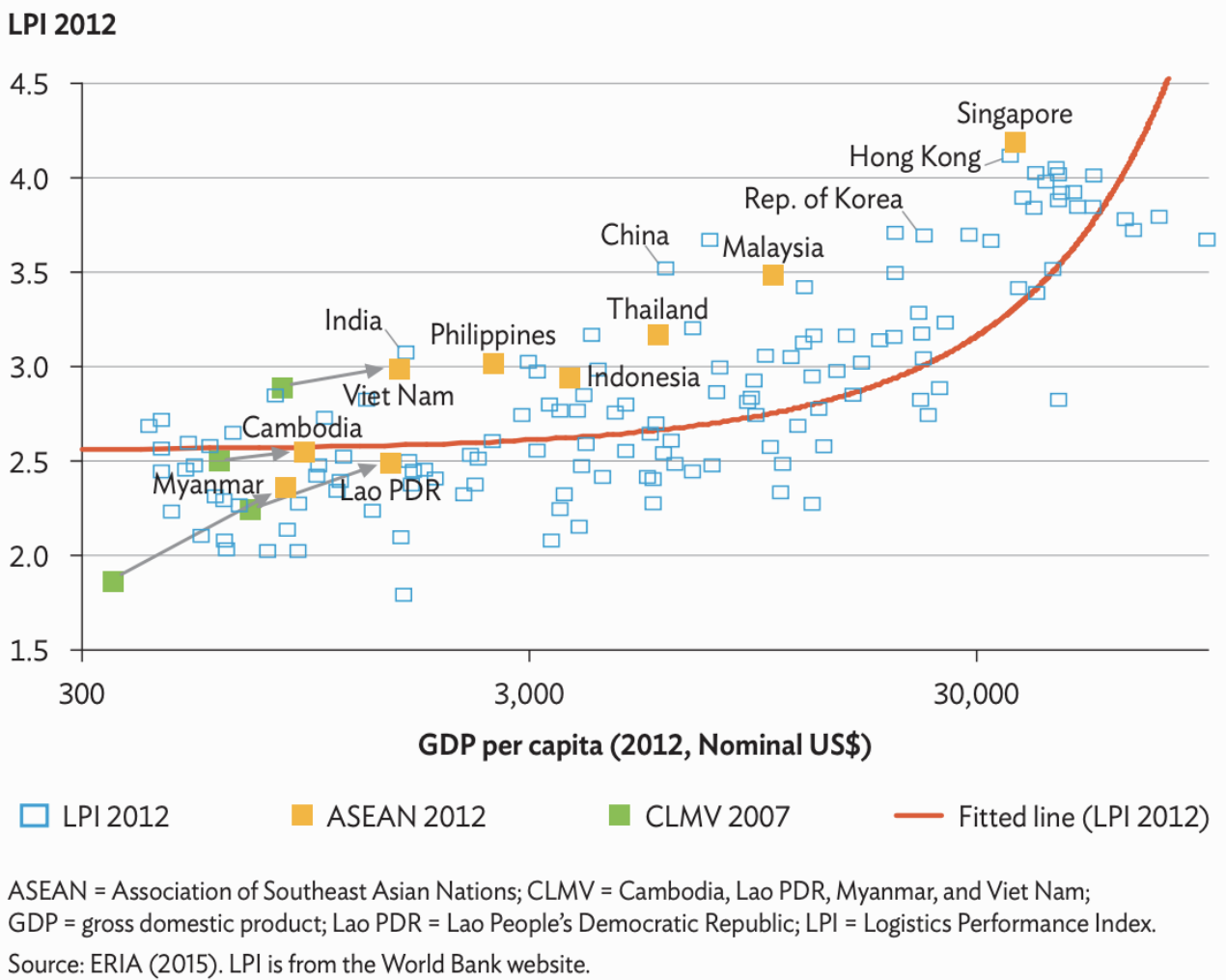


Figure 13: The Logistics Performance Index and GDP per capita

Addressing the identified gaps and problems within the Thai context, this research stands to advance our understanding of the interplay between key organizational variables in emerging economies. It seeks to contribute both to the academic literature and to the practical needs of Thai organizations, aiming to enhance their competitiveness and ethical standards in the face of rapid economic and technological changes. This research will assist Thai firms who are aiming to develop their strategic frameworks with significant insights by investigating the interrelationships between CMI, SHRD, OA, EL, and EI since it will deliver these insights. Enhancing ethical decision-making, fostering a workforce that is resilient and

adaptable, and improving overall organizational performance are all potential outcomes that might result from the integration of these components. In addition, the results have the potential to serve as a model for other rising countries that are exploring ways to strike a balance between fast digitization and ethical governance, as well as economic development and social peace. The implications of this study are not limited to Thailand; rather, they provide a complete knowledge of how strategic human resource practices and leadership styles may be used to generate success in economic situations that are both dynamic and complicated.

3.2 Operationalization of Theoretical Constructs

A Likert scale survey will be developed to measure employees' perceptions of their organization's ethical management practices. Items will be adapted from established scales such as the Corporate Ethical Virtues model (Kaptein, 2008), which assesses the organizational environment in terms of clarity, congruence of supervisors and senior management, feasibility, supportability, transparency, discuss ability, and functionality of ethical behavior.

Moral intelligence will be measured using a self-reported questionnaire based on Lennick and Kiel's (2007) Moral Competency Inventory (MCI), which evaluates the key dimensions of moral intelligence in individuals. Responses will be gauged on a Likert scale to determine the level of moral intelligence exhibited by employees and leaders within the organization. Corporate governance will be evaluated through a combination of document analysis and stakeholder surveys. Document analysis will review annual reports, corporate governance policies, and compliance documents against the Thai Corporate Governance Code issued by the Securities and Exchange Commission of Thailand (Thai SEC, 2019).

Stakeholder surveys will assess perceptions of governance practices, adapted from the OECD Principles of Corporate Governance (OECD, 2015).

This will be measured through qualitative interviews with Thai organizational leaders and focus groups with employees, aiming to capture insights into how Thai cultural values shape and are reflected in ethical management and moral intelligence practices. Questions will be developed based on Hofstede's cultural dimensions (Hofstede, 1980) and tailored to the Thai context to explore the integration of cultural values into organizational practices.

3.3 Research Purpose and Questions

In today's dynamic business environment, organizations are increasingly recognizing the importance of intangible assets such as Corporate Moral Intelligence (CMI), Strategic Human Resource Development (SHRD), Organizational Agility, Ethical Leadership, and Emotional Intelligence in driving sustainable competitive advantage. Corporate Moral Intelligence, reflecting an organization's ability to distinguish right from wrong and to act on this understanding, while adhering to universal moral principles, has emerged as a cornerstone for ethical decision-making and leadership. Similarly, Strategic Human Resource Development plays a pivotal role in cultivating a workforce that is agile, ethically conscious, and emotionally intelligent. The interplay between these constructs suggests a complex web of relationships that could significantly influence organizational effectiveness and adaptability. However, despite the acknowledged importance of these factors, empirical research exploring the depth of these relationships remains sparse. This study aims to fill this gap by investigating how Corporate Moral Intelligence and Strategic Human Resource Development relate to Organizational Agility, Ethical

Leadership, and Emotional Intelligence, providing insights into their potential synergistic effects on organizational performance.

Research Purpose

This research aims to thoroughly investigate the complex relationships between Corporate Moral Intelligence (CMI), Strategic Human Resource Development (SHRD), Organizational Agility, Ethical Leadership, and Emotional Intelligence in the dynamic environment of corporate settings. The study is driven by several objectives that seek to gain comprehensive insights into different aspects of organizational functioning. These objectives involve studying the effects of CMI on organizational agility, investigating how SHRD promotes ethical leadership, and analyzing the correlation between emotional intelligence and organizational performance. Through an exploration of these interrelated factors, this study aims to offer valuable insights for improving the overall effectiveness and sustainability of organizations in today's ever-changing business landscape.

By understanding the impact of CMI, SHRD, and emotional intelligence on organizational performance, this study aims to provide practical recommendations for leaders to enhance their decision-making processes and foster a more ethical and agile work environment. Ultimately, the findings from this research could help organizations adapt and thrive in an increasingly competitive global market. This research aims to explore the impact of Corporate Moral Intelligence (CMI) on Organizational Agility, focusing on how CMI promotes adaptability and flexibility within organizational structures. The aim of this objective is to highlight the importance of ethical values in the effort to maintain and enhance agility. This will be achieved by examining how CMI affects an organization's ability to quickly and efficiently

adapt to changes. In addition, this research aims to offer practical guidance for organizations looking to improve their adaptability by fostering moral intelligence. Through a deep understanding of the connection between CMI and organizational agility, companies can effectively navigate the intricate challenges of the modern business environment and attain sustainable success in the long run. By emphasizing ethical values, organizations can build trust with stakeholders and create a positive reputation that will ultimately contribute to their agility. By incorporating moral intelligence into their decision-making processes, companies can ensure that they are not only adapting to changes efficiently, but also doing so in a way that aligns with their values and principles.

Furthermore, the research aims to explore the intricate connection between Ethical Leadership and Corporate Moral Intelligence. The aim of this study is to explore how moral principles influence the actions of leaders and the decision-making processes behind those behaviors. Having a solid grasp of this connection is crucial for identifying how ethical leadership can be enhanced through the improvement of CMI.

The study seeks to explore the connection between Emotional Intelligence and Corporate Moral Intelligence. The aim of this study is to explore the connections between moral decision-making and emotional competences among members of the organization. Through an examination of the relationship between these two forms of intelligence, this research aims to uncover the potential for enhanced leadership and collaboration characterized by greater success and compassion. In addition, the study aims to explore how Strategic Human Resource Development (SHRD) affects the agility of organizations. The purpose of this objective is to demonstrate the impact of strategic human resource practices on organizational agility. This objective will highlight the crucial role that SHRD plays in enhancing the

adaptability and resilience of corporate organizations. Additionally, the research aims to explore the impact of Strategic Human Resource Development on Ethical Leadership. A comprehensive examination of how strategic human resource practices contribute to the cultivation and preservation of ethical leadership qualities within organizational hierarchies is necessary to achieve this objective. When companies have a deeper understanding of this impact, they are more capable of developing human resource strategies that promote ethical behavior and decision-making.

All in all, this study aims to assess the correlation between Strategic Human Resource Development (SHRD) and Emotional Intelligence (EI). The main objective of this goal is to assess the impact of SHRD efforts on the development and enhancement of emotional competences among workers. Having this connection is crucial for fostering a workplace culture that prioritizes emotional intelligence and recognizes its benefits in terms of communication, cooperation, and leadership. By understanding how SHRD initiatives can improve emotional intelligence in employees, organizations can create a more positive and productive work environment.

Research Questions

Within the context of the modern corporate world, companies are confronted with the combined problem of upholding ethical standards while yet staying adaptable and responsive to changing circumstances. The purpose of this research is to investigate the intricate connections that exist between Corporate Moral Intelligence (CMI), Strategic Human Resource Development (SHRD), Organizational Agility, Ethical Leadership, and Emotional Intelligence. Within the context of organizational settings, the study is

motivated by the desire to discover nuanced insights into the ways in which various components interact with one another and impact one another.

Q1. How does Corporate Moral Intelligence (CMI) impact Organizational Agility?

The concept of Corporate Moral Intelligence (CMI) is fundamental to the formation of Organizational Agility, which is characterized by the promotion of adaptation and flexibility within organizational frameworks. It is essential for companies that are aiming to maintain their competitiveness and ethical standards to have a solid understanding of how CMI influences organizational agility (Q1).

Q2. What is the relationship between Corporate Moral Intelligence (CMI) and Ethical Leadership?

The connection between CMI and ethical leadership (Q2) is yet another important consideration to take into account. Ethical leadership behaviors and decision-making processes are significantly impacted by moral principles, and the purpose of this research is to identify these impacts in a thorough manner.

Q3. How does Corporate Moral Intelligence (CMI) relate to Emotional Intelligence?

In addition, the research studies the confluence of CMI and Emotional Intelligence (Q3), which aims to analyze the junction of moral decision-making and emotional competences among individuals of an organization. In order to cultivate leadership that is both compassionate and successful, as well as collaboration, this connection is essential.

Q4. How does Strategic Human Resource Development (SHRD) affect Organizational Agility? Q5. How does Strategic Human Resource Development (SHRD) influence Ethical Leadership?

Organizational Agility (Question 4) and Ethical Leadership (Question 5) are both investigated in relation to the influence that Strategic Human Resource Development (SHRD) has. The SHRD projects play a crucial part in the enhancement of the adaptive ability and resilience of organizations.

Q6. What is the relationship between Strategic Human Resource Development (SHRD) and Emotional Intelligence?

In conclusion, the research investigates the connection between human resource development (HRD) and emotional intelligence (Q6). The purpose of this investigation is to determine the extent to which SHRD activities contribute to the growth and improvement of emotional skills among workers in which Corporate Moral Intelligence (CMI), Strategic Human Resource Development (SHRD), Organizational Agility, Ethical Leadership, and Emotional Intelligence interact with one another within the framework of commercial contexts that are examined in great depth. In order to shed light on the ways in which CMI contributes to the development of organizational agility, impacts ethical leadership, and is tied to emotional intelligence, the findings are meant to bring light.

According to the results of the research, CMI significantly increases organizational agility by encouraging adaptability and flexibility. These are essential qualities for effectively traversing the ever-changing terrain of the corporate world, and CMI promotes both of these qualities. As an additional point of interest, the relationship between CMI and ethical leadership brings to light the role of moral principles in guiding the behavior of leaders and the decision-making processes that they participate in. The convergence of cognitive management and emotional intelligence draws attention to the synergy that exists between the ability to make moral decisions and emotional capabilities. By fostering an atmosphere that is conducive to compassionate and effective leadership, as well as teamwork, this synergy contributes to the cultivation of a working environment that is beneficial.

Furthermore, the study demonstrates the transformative effects that SHRD has on the ethical leadership and organizational agility of individuals and organizations. Adaptability and resilience of organizations may be improved by the implementation of SHRD initiatives, which also foster the development of ethical leadership qualities, as shown by previous research. SHRD plays a part in the establishment of a workforce that is both emotionally intelligent and supportive, which further highlights the relevance of SHRD in the process of expanding emotional intelligence among workers. This is because SHRD plays a role in the expansion of emotional intelligence among workers.

In conclusion, the intricate web of connections that exists between Organizational Agility, Ethical Leadership, Emotional Intelligence, and Corporate Moral Intelligence offers the opportunity to gain valuable insights into the synergies that are accountable for the effectiveness of organizations and the

ethical decision-making that takes place within them. Through the incorporation of these components, companies have the potential to improve their capacity to adapt to changing circumstances, maintain ethical standards, and cultivate a culture of emotional intelligence, which will eventually contribute to the achievement of long-term successful commercial outcomes.

3.4 Research Design

This study employs a quantitative research design, drawing upon the cross-sectional survey methodology to collect data at a single point in time from various organizations. This approach is informed by the work of Creswell (2014), who underscores the value of quantitative methods for examining relationships between variables in organizational research.

The selection of validated measurement scales for each construct follows the recommendations of Podsakoff, MacKenzie, Lee, and Podsakoff (2003) regarding the importance of ensuring reliability and validity in organizational surveys. Data analysis will utilize statistical methods as outlined by Hair, Black, Babin, and Anderson (2010), including correlation and regression analyses to assess the relationships between variables.

3.5 Population and Sample

The population for this study encompasses professionals across diverse sectors, reflecting the approach advocated by Sekaran and Bougie (2016) for achieving broad representation in organizational research. The target sample size aligns with the guidelines provided by Tabachnick and Fidell (2013), who suggest that a sample of 300 participants is adequate for conducting multiple regression analysis with sufficient statistical power. Stratified random sampling, as recommended by Saunders, Lewis, and Thornhill (2019),

will be used to ensure the sample is representative of different industries, organizational roles, and geographical locations, thus enhancing the external validity of the findings.

3.6 Participant Selection

The study will employ a stratified random sampling technique, segmenting the population by industry, role, and geographic location to ensure a diverse sample, as supported by Bryman and Bell (2015). This technique facilitates the examination of the research questions across a range of organizational contexts. The inclusion and exclusion criteria are established to ensure participants are representative of the intended population, a practice reinforced by the ethical guidelines of the American Psychological Association (APA, 2020).

Recruitment will utilize professional networks and social media platforms, aligning with the recruitment strategies endorsed by Kozinets (2015) for reaching targeted populations effectively. The informed consent process will adhere to ethical standards, ensuring participants are fully aware of their rights and the study's objectives.

3.7 Instrumentation

In the contemporary business landscape, where ethical dilemmas and rapid changes pose constant challenges, understanding the dynamics between Corporate Moral Intelligence (CMI) and Strategic Human Resource Development (SHRD) with Organizational Agility, Ethical Leadership, and Emotional Intelligence becomes imperative. This study aims to empirically investigate these relationships within organizations, leveraging a robust research instrumentation designed to capture the nuanced interactions between these constructs. Drawing upon the foundational work of Treviño & Nelson (2016) on ethical

leadership, Lennick & Kiel (2007) on moral intelligence, and the agile organizational theories articulated by Roberts (2018).

Hypotheses are formulated to explore the potential correlations and impacts of CMI and SHRD on Organizational Agility, Ethical Leadership, and Emotional Intelligence, challenging the null hypotheses that posit no significant relationships between these constructs. Through meticulous operationalization and measurement (Podsakoff et al., 2003; Sekaran & Bougie, 2016), this study endeavors to contribute to the body of knowledge by providing a deeper understanding of how moral and ethical dimensions within organizations influence key outcomes related to agility, leadership, and emotional capabilities.

<p>Hypothesis 1.1</p>	<p>Corporate Moral Intelligence (CMI) and Organizational Agility</p>	<p>Null Hypothesis (H0): There is no significant relationship between Corporate Moral Intelligence (CMI) and Organizational Agility.</p>	<p>Alternative Hypothesis (H1): There is a significant positive relationship between Corporate Moral Intelligence (CMI) and Organizational Agility.</p>
<p>Hypothesis 1.2</p>	<p>Corporate Moral Intelligence (CMI) and Ethical Leadership</p>	<p>Null Hypothesis (H0): There is no significant relationship between Corporate Moral Intelligence (CMI) and Ethical Leadership.</p>	<p>Alternative Hypothesis (H1): There is a significant positive relationship between Corporate Moral Intelligence (CMI) and Ethical Leadership.</p>
<p>Hypothesis 1.3</p>	<p>Corporate Moral Intelligence (CMI)</p>	<p>Null Hypothesis (H0): There is no significant relationship between Corporate Moral Intelligence (CMI) and</p>	<p>Alternative Hypothesis (H1): There is a significant positive relationship</p>

	and Emotional Intelligence	Emotional Intelligence.	between Corporate Moral Intelligence (CMI) and Emotional Intelligence.
Hypothesis 2.1	Strategic Human Resource Management (SHRD) and Organizational Agility	Null Hypothesis (H0): There is no significant relationship between Strategic Human Resource Development (SHRD) and Organizational Agility.	Alternative Hypothesis (H1): There is a significant positive relationship between Strategic Human Resource Development (SHRD) and Organizational Agility.
Hypothesis 2.2	Strategic Human Resource Management (SHRD) and Ethical Leadership	Null Hypothesis (H0): There is no significant relationship between Strategic Human Resource Development (SHRD) and Ethical Leadership.	Alternative Hypothesis (H1): There is a significant positive relationship between Strategic Human Resource Development (SHRD) and Ethical Leadership.
Hypothesis 2.3	Strategic Human Resource Management (SHRD) and Emotional Intelligence	Null Hypothesis (H0): There is no significant relationship between Strategic Human Resource Development (SHRD) and Emotional Intelligence.	Alternative Hypothesis (H1): There is a significant positive relationship between Strategic Human Resource Development (SHRD) and Emotional Intelligence.

Figure 14: The Research Construct of Hypothesis

The research hypotheses are structured to systematically explore the intricate relationships between CMI, SHRD, and key organizational outcomes. Each hypothesis is designed to test specific dimensions of organizational behavior and performance: Hypothesis 1.1 examines the relationship between CMI and

Organizational Agility, positing that higher levels of moral intelligence within the corporate framework enhance an organization's ability to adapt and respond to market changes efficiently (Brown & Treviño, 2006; Roberts, 2018). Hypothesis 1.2 and 1.3 delve into the effects of CMI on Ethical Leadership and Emotional Intelligence, respectively, suggesting that a solid ethical foundation contributes to leadership effectiveness and the emotional competencies of employees (Mayer, Roberts, & Barsade, 2008; Treviño & Nelson, 2016). Hypotheses 2.1, 2.2, and 2.3 shift the focus to SHRD, exploring its impact on Organizational Agility, Ethical Leadership, and Emotional Intelligence.

These hypotheses are anchored in the premise that strategic HR practices are pivotal for fostering an agile, ethically driven, and emotionally intelligent workforce (Hair et al., 2010; Lennick & Kiel, 2007).

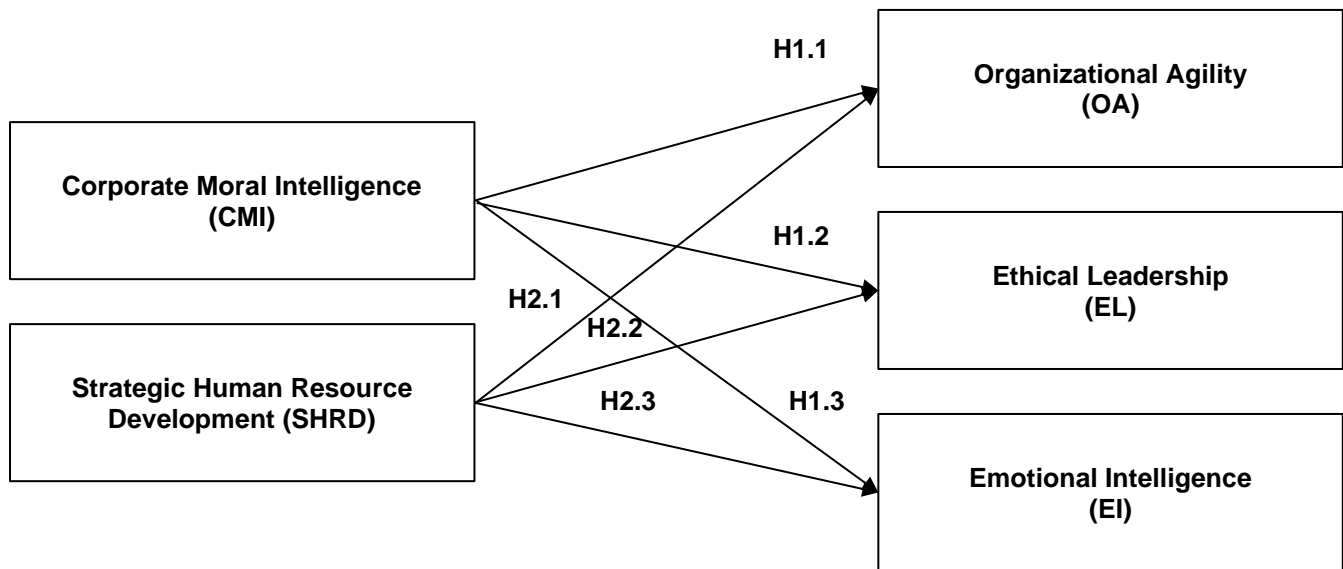


Figure 15: CMI-SHRD Hypothesis

The research instrument, a survey comprising demographic questions and scales measuring CMI, SHRD, Organizational Agility, Ethical Leadership, and Emotional Intelligence, is meticulously designed to

capture a comprehensive understanding of these constructs. Survey items are developed based on validated scales, ensuring reliability and validity in measurement (Podsakoff et al., 2003; Sekaran & Bougie, 2016). Demographic information such as age, gender, education level, and job role provides contextual depth, allowing for nuanced analysis across different organizational levels and backgrounds. This approach to research instrumentation and hypothesis testing offers a structured pathway to uncover the complex interrelations between ethical, moral, and strategic dimensions within organizations. By rigorously testing these hypotheses, the study aims to shed light on the pivotal roles of CMI and SHRD in enhancing Organizational Agility, Ethical Leadership, and Emotional Intelligence, contributing valuable insights to both academic research and practical applications in the field of organizational behavior and development.

Demographic Information (1-4)

1. Age: (Please select the age range that best represents your current age.)

Under 25	25-34	35-44	45-54	55 and Over
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2. Gender: (Please select your gender identity.)

Male	Female
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3. Education: (Please select your highest level of education.)

High School	Associate Degree	Bachelor Degree	Master Degree	Doctorate Degree
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4. Job Role: (Please select your current job role or position within the organization.)

Executive/ Management	Middle Management	Non-Management
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Corporate Moral Intelligence & Strategic Human Resource Development (5-13)

5. On a scale from 1 to 5, please rate how strongly you agree with the following statement: Our organization prioritizes ethical behavior. (Please indicate the extent to which you agree or disagree with the statement about your organization & ethical priorities.)

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
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6. Please rate how often you observe moral values influencing decision-making in our organization: (Please rate the frequency with which you witness moral values affecting decision-making processes within the organization.)

Rarely (1)	Occasionally (2)	Sometimes (3)	Often (4)	Very Often (5)
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7. To what extent does our organization invest in employee development and training? (Please assess the level of investment your organization makes in employee development and training programs.)

Not at all (1)	Very Little (2)	Somewhat (3)	Considerably (4)	Extensively (5)
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8. Have you noticed any recent changes in HR policies or programs that support employee growth? (Please indicate whether you have observed any recent changes in HR policies or programs that promote employee growth and development.)

No changes (1)	Minimal changes (2)	Some changes (3)	Significant changes (4)	Extensive changes (5)
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9. How quickly does our organization adapt to changing market conditions? (Please rate the speed at which your organization adapts to changes in the market environment.)

Very Slowly (1)	Slowly (2)	Moderately (3)	Quickly (4)	Very Quickly (5)
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10. Do you think our organization is responsive to new opportunities? (Please assess the level of responsiveness of your organization to new opportunities that arise.)

Very Unresponsive (1)	Unresponsive (2)	Somewhat responsive (3)	Responsive (4)	Very Responsive (5)
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11. To what extent do leaders in our organization set an example of ethical behavior? (Please rate how much leaders in your organization serve as role models of ethical behavior.)

Not at all (1)	Very little (2)	Somewhat (3)	Considerably (4)	Extensively (5)
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12. Do you feel that leaders in our organization understand and manage emotions effectively? (Please indicate your perception of how effectively leaders in your organization understand and manage emotions.)

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
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13. How well does our organization support the development of emotional intelligence among employees?

(Please assess the level of support your organization provides for the development of emotional intelligence among its employees.)

Not at all (1)	Very little (2)	Somewhat (3)	Considerably (4)	Extensively (5)
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Figure 16: Research Instrumentation

3.8 Data Collection Procedures

To investigate the intricate relationships between Corporate Moral Intelligence (CMI), Strategic Human Resource Development (SHRD), Organizational Agility, Ethical Leadership, and Emotional Intelligence within the context of Thai organizations, our study employs a mixed-methods data collection approach, combining modern online survey techniques with traditional in-person consultations. Utilizing platforms like LinkedIn and industry-specific social media groups, we will design and disseminate a user-friendly and mobile-responsive survey, leveraging platforms such as SurveyMonkey or Google Forms. This survey, aimed at capturing quantitative data, will be complemented by qualitative insights through semi-structured in-person interviews with executives, HR professionals, and employees across various industrial sectors representative of the Thai economy.

Ethical considerations, including informed consent and confidentiality, are paramount, ensuring participants' rights and data integrity. By integrating data from online responses and in-person narratives, this research aims to provide a nuanced understanding of how moral and strategic dimensions within organizations influence key outcomes related to agility, leadership, and emotional competencies, thereby contributing valuable insights to both academic research and practical applications in organizational development and ethical practices within the dynamic Thai economic landscape.

3.9 Data Analysis

The data analysis procedure for our research, which investigates the interplay between Corporate Moral Intelligence (CMI), Strategic Human Resource Development (SHRD), Organizational Agility, Ethical Leadership, and Emotional Intelligence within Thai organizations, follows a structured and comprehensive approach. The initial step involves a thorough cleaning of the dataset to ensure accuracy and reliability. This includes checking for and addressing missing values, outliers, and inconsistencies within the data. Duplicate responses, especially from the online survey component, will be identified and removed to maintain the integrity of the dataset (Tabachnick & Fidell, 2013). Following data cleaning, demographic analysis will be conducted to understand the characteristics of the study population. This involves summarizing data related to age, gender, education level, and job role of the participants. Demographic analysis helps in assessing the representativeness of the sample and in conducting subgroup analyses when necessary (Hair et al., 2010). For each key construct such as CMI, SHRD, Organizational Agility, Ethical Leadership, and Emotional Intelligence, the mean scores and standard deviations will be calculated. These summarized statistics provide a snapshot of central tendencies and variability within the data, offering initial insights into the constructs' distributions (Sekaran & Bougie, 2016). Correlation analysis will be utilized to examine the relationships between the constructs. This step helps in identifying

potential associations and patterns among variables, serving as a basis for more complex analyses. Both Pearson's and Spearman's correlation coefficients may be used depending on the data's scale and distribution (Pallant, 2013). The independent sample t-test will be applied to compare means between two groups within the demographic variables (e.g., gender, job role) for each construct.

This analysis assesses if there are significant differences in perceptions and experiences across different demographic groups (Field, 2013). ANOVA will be conducted to compare means across more than two groups, particularly useful for examining differences across age groups and education levels. This helps in understanding if demographic factors influence the constructs of interest (Field, 2013). Multiple regression analysis will be employed to test the hypotheses predicting the impact of CMI and SHRD on Organizational Agility, Ethical Leadership, and Emotional Intelligence. This analysis elucidates the predictive power of independent variables on dependent variables, adjusting for other covariates. Both linear and hierarchical regression models may be used to understand the unique contributions of each predictor and the overall model fit (Hair et al., 2010). Throughout the analysis, assumptions of each statistical test, such as normality, linearity, homoscedasticity, and independence of observations, will be verified.

The significance level will be set at $p < .05$ for all tests. Data analysis will be conducted using statistical software packages such as SPSS or R, which facilitate complex statistical computations and robust data visualization. The integration of these analytical procedures ensures a rigorous examination of the data collected, aiming to provide comprehensive insights into the dynamics between CMI, SHRD, and the outcomes of interest within the context of Thai organizations. Through this meticulous analysis, the

research seeks to contribute valuable knowledge to the fields of organizational behavior, ethics, and human resource development.

3.10 Research Design Limitations

The use of a cross-sectional survey method, while efficient for collecting data across various organizations at a single point in time, limits the ability to infer causal relationships. As noted by Podsakoff et al. (2003), cross-sectional studies can introduce common method bias and restrict the understanding of dynamic processes over time. Future research could employ longitudinal designs to capture changes and causal effects more accurately within the Thai context (Creswell & Creswell, 2018). While the stratified random sampling method aims to enhance the representativeness of different industries, sectors with unique cultural or operational characteristics might not be fully represented. Bryman and Bell (2015) highlight that sector-specific factors can influence organizational behavior, suggesting that findings may not be universally applicable across all sectors of the Thai economy. Further studies could focus on sector-specific analyses to address this limitation. The cultural context of Thailand, characterized by its emphasis on social harmony and hierarchical relationships, may influence the manifestation and perception of CMI, SHRD, OA, EL, and EI. Hofstede's (1980) work on cultural dimensions underscores the importance of considering cultural influences in organizational research. While this study seeks to contribute to the understanding of these constructs within the Thai economy, the findings may require careful adaptation before being applied to other cultural settings. Although the study employs validated measurement scales for each construct, the cross-cultural applicability of these instruments may present limitations. As Taras,

Kirkman, and Steel (2010) discuss, the validity of measurement instruments across different cultures can affect the accuracy of research findings. Future research should consider the development or adaptation of instruments specifically validated for the Thai context.

The reliance on professional networks and social media platforms for participant recruitment may introduce selection bias, potentially skewing the sample towards more digitally literate and networked individuals. This limitation could impact the generalizability of the findings, as noted by Kozinets (2015). Ensuring a diverse participant pool through multiple recruitment channels could mitigate this bias in future studies. These limitations are crucial for interpreting the study's findings within the appropriate scope. It also highlights areas for future research to build upon and refine the understanding of how CMI, SHRD, OA, EL, and EI interact within the unique cultural and economic landscape of Thailand. Addressing these limitations in subsequent research can provide more nuanced insights into organizational behavior and development strategies tailored to specific contexts.

3.11 Conclusion

The quantitative methodology employed in this study meticulously investigates the dynamic interplay between Corporate Moral Intelligence (CMI), Strategic Human Resource Development (SHRD), Organizational Agility, Ethical Leadership, and Emotional Intelligence within Thailand's vibrant business landscape. By leveraging advanced online survey methods, this research taps into a rich vein of digital connectivity, utilizing platforms like LinkedIn to ensure a broad and representative sample from various industrial sectors. The core of the analytical strategy is a robust series of statistical analyses designed to dissect the relationships underpinning the study's hypotheses. From descriptive statistics that lay the groundwork by providing an overview of the data, to correlation analyses, t-tests, ANOVA, and

sophisticated regression analyses, each step is thoughtfully planned to peel back the layers of complexity surrounding CMI and SHRD's impact on organizational outcomes.

Regression analysis, in particular, is poised to offer insightful revelations about how moral intelligence and strategic HR practices can serve as levers for improving organizational agility, ethical leadership, and the emotional intelligence of teams. Anticipated positive outcomes from this quantitative exploration are poised to make a substantial contribution to how businesses understand and implement ethical frameworks and strategic HR initiatives. The potential to demonstrate empirically the value of integrating moral intelligence into corporate strategy and HR development could inspire a shift towards more ethically grounded, agile, and emotionally intelligent business practices. Such shifts are beneficial for organizational performance to foster a culture of integrity and resilience that aligns with the evolving expectations of global markets and societies. Practically, the insights gleaned could serve as a blueprint for creating targeted programs that enhance the moral and strategic capabilities of organizational leaders and HR professionals. This forward-looking perspective is likely to catalyze the development of business environments where ethical leadership and strategic adaptability are not just aspirational goals but embedded realities. Moreover, this study lays a foundation for future inquiries, inviting exploration into additional factors that influence or are influenced by CMI and SHRD. By highlighting the significance of ethical and strategic dimensions in organizational success, this research not only enriches the academic dialogue but also charts a course for future investigations, potentially across different cultural and economic landscapes. Thus, the methodological precision and focus on quantitative analysis of this study do not merely fill an existing gap in the literature; they illuminate a path forward for businesses striving to navigate the complexities of the modern world with ethical acumen and strategic agility.

CHAPTER IV: RESULTS

The systematic review of results presented in this chapter provides a comprehensive analysis of the data collected, offering valuable insights into the relationship between various constructs pertinent to the ethical evaluation of corporate moral intelligence and its implications for promoting strategic human resource development and organizational agility in Thailand. Beginning with the preliminary analysis, it is evident that the dataset underwent rigorous scrutiny to ensure data integrity and reliability. Missing value analysis revealed no instances of missing data, thereby enhancing the generalizability of the findings. Outlier tests and assessments of normality confirmed the robustness of the dataset, with no significant outliers detected and skewness and kurtosis values falling within acceptable ranges. The examination of common method variance (CMV) indicated that the dataset was not unduly influenced by systematic response bias, further bolstering the credibility of the results. Subsequent analyses delved into descriptive statistics, revealing nuanced insights into the mean scores and distribution of variables related to corporate moral intelligence, strategic human resource development, organizational agility, ethical leadership, and emotional intelligence. Correlation analysis unveiled significant relationships among the variables, highlighting the interconnectedness of constructs within the study framework. The positive correlations were observed between corporate moral intelligence and organizational agility, ethical leadership, and emotional intelligence, underscoring the pivotal role of ethical decision-making in fostering organizational resilience and effectiveness. Hypothesis testing further elucidated the relationships posited within the study framework, with all hypotheses supported by statistically significant

findings. Specifically, the results affirmed the positive associations between corporate moral intelligence and organizational agility, ethical leadership, and emotional intelligence.

Similarly, strategic human resource development demonstrated significant positive relationships with organizational agility, ethical leadership, and emotional intelligence, underscoring its pivotal role in enhancing organizational effectiveness and ethical conduct. The importance of ethical leadership and strategic human resource development in fostering organizational agility and promoting a culture of integrity and resilience within Thai organizations are presented in this chapter. By advancing ethical decision-making practices and investing in human capital development, organizations can navigate complex challenges and seize opportunities for sustainable growth and competitive advantage in the dynamic business landscape of Thailand.

Variables	N	Mean	Std. Deviation	Missing	
				Count	Percent
CMI1	300	3.53	1.061	0	.0
CMI2	300	3.39	1.147	0	.0
SHRD1	300	3.57	1.298	0	.0
SHRD2	300	3.69	.995	0	.0
OA1	300	3.84	1.316	0	.0
OA2	300	4.01	.995	0	.0
EL	300	4.17	1.035	0	.0
EI1	300	4.16	1.082	0	.0

EI2	300	4.25	.916	0	.0
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Table 2: Missing Value Analysis

Before beginning any kind of research project, it is necessary to process and analyze the data that has been gathered. For the purpose of determining the appropriate conclusion, missing value tests are used. Any values that are missing will make it more difficult to generalize the results of the study. It is permissible to allow a maximum of fifteen percent of the missing value for each variable, and variables that have a missing value that is larger than fifteen percent should be eliminated (Hair et al., 2019). It was determined via the analysis of the research that the dataset did not include any values that were missing.

Following the completion of this exhaustive analysis, the dataset that included a number of different variables, such as Corporate Moral Intelligence (CMI), Strategic Human Resource Development (SHRD), Organizational Agility (OA), Ethical Leadership (EL), and Emotional Intelligence (EI), was subjected to a comprehensive examination. Each variable has consistent mean and standard deviation values, which reflects the lack of missing data points. The sample size for this study is 300 observations. This completeness of the dataset guarantees the dependability and integrity of future studies, which in turn makes it possible to confidently explore and understand the results. The lack of missing data avoids the need for imputation procedures or modifications, which reduces the amount of time spent on the analytical process and increases the validity of the findings.

Overall, the exhaustive investigation for missing values, in conjunction with the lack of any such inconsistencies, demonstrates the robustness of the data collecting method. Additionally, it creates a strong platform for comprehensive statistical analysis and intelligent interpretation of the findings of the study.

Zscore of variables	Minimum	Maximum
Zscore(CMI1)	-2.38071	1.38822
Zscore(CMI2)	-2.08602	1.40036
Zscore(SHRD1)	-1.98041	1.10194
Zscore(SHRD2)	-2.70792	1.31375
Zscore(OA1)	-2.16098	.87909
Zscore(OA2)	-3.02193	.99838
Zscore: (EL)	-3.06264	.80189
Zscore(EI1)	-2.91938	.77604
Zscore(EI2)	-3.55260	.81535

Table 3: Outlier Test

Outliers, as defined by Hair et al. (2019), are data points with unique characteristics that deviate significantly from what is considered normal within a dataset. These anomalies have the potential to exert undue influence on empirical analyses, potentially skewing results or misleading interpretations. To mitigate this risk, various methods of outlier detection are employed, including univariate, bivariate, and multivariate techniques. In the context of this study, univariate outlier detection was implemented, involving the conversion of raw data scores into standardized z-scores. Standardizing the data in this

manner ensures that each variable is measured on a common scale, with a mean of 0 and a standard deviation of 1.

By transforming the data into z-scores, researchers can identify values that fall beyond a certain threshold, typically set at ± 3 standard deviations from the mean. These extreme values are flagged as potential outliers warranting further investigation. Z-scores were computed for key variables such as Corporate Moral Intelligence (CMI), Strategic Human Resource Development (SHRD), Organizational Agility (OA), Ethical Leadership (EL), and Emotional Intelligence (EI). The examination of z-score distributions revealed that the vast majority of data points fell within acceptable bounds, indicating no significant outliers. However, it is worth noting that certain variables, namely OA2, EL, and EI2, exhibited z-scores that approached the threshold of ± 3 standard deviations. While these values did not surpass the cutoff for outlier status, their proximity to the boundary suggests potential areas of interest for further scrutiny. Despite this, the absence of outliers in the majority of variables affirms the robustness of the dataset and instills confidence in the subsequent analytical procedures.

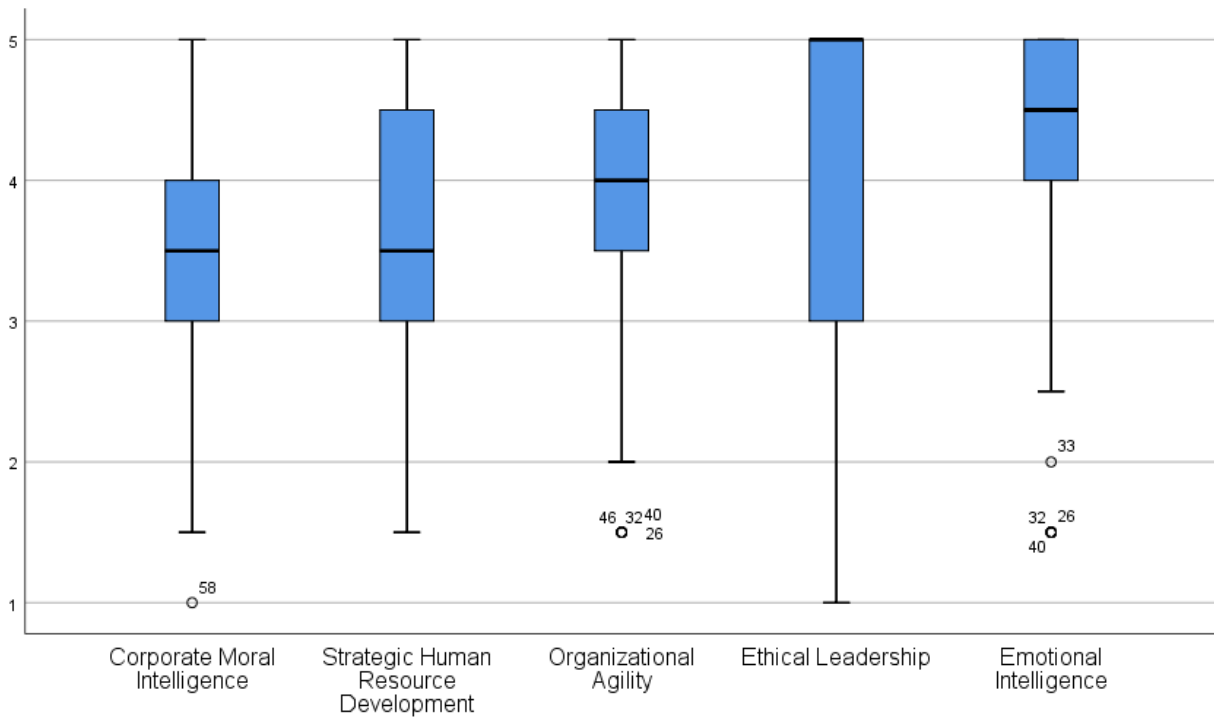


Figure 17: The Box Plot of CMI, SHRD, OA, EL, and EI

These whiskers show to be crucial in identifying likely outliers, or data points that are outside of the box's range. The dataset distribution is shown by the boxplot in Figure 14. With the whiskers extending to the minimum and maximum values of the data, the box in the boxplot shows the central tendency of the data. A graphical representation of the data points that indicates the values are clustered around the median is the box plot. Furthermore, it appears from the lack of data points beyond the whiskers that the dataset has a small number of outliers. It seems from this result that the dataset is rather homogeneous and that extreme values have little effect on the distribution overall. Consequently, the existence of outliers does not pose a serious threat to the validity of the following research or the integrity of the dataset.

Variables	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error

CMI1	-.856	.141	.091	.281
CMI2	-.425	.141	-.629	.281
SHRD1	-.603	.141	-.705	.281
SHRD2	-.565	.141	-.562	.281
OA1	-.950	.141	-.246	.281
OA2	-.547	.141	-.648	.281
EL	-1.038	.141	.185	.281
EI1	-1.310	.141	1.195	.281
EI2	-1.023	.141	.176	.281

Table 4: Test of Normality

The test of normality assesses whether the distribution of a variable follows a normal (Gaussian) distribution. Skewness and kurtosis are two key statistics used in this test. Skewness measures the asymmetry of the distribution, while kurtosis measures the "peakedness" or flatness of the distribution compared to a normal distribution. In interpreting these results, skewness and kurtosis values falling within the range of -2 to +2 are generally considered indicative of a normal distribution. Based on these criteria, most of the variables appear to have skewness and kurtosis values within an acceptable range, suggesting that their distributions are approximately normal. However, variables such as EL, EI1, and EI2 exhibit skewness and kurtosis values slightly outside the acceptable range, indicating some deviation from normality.

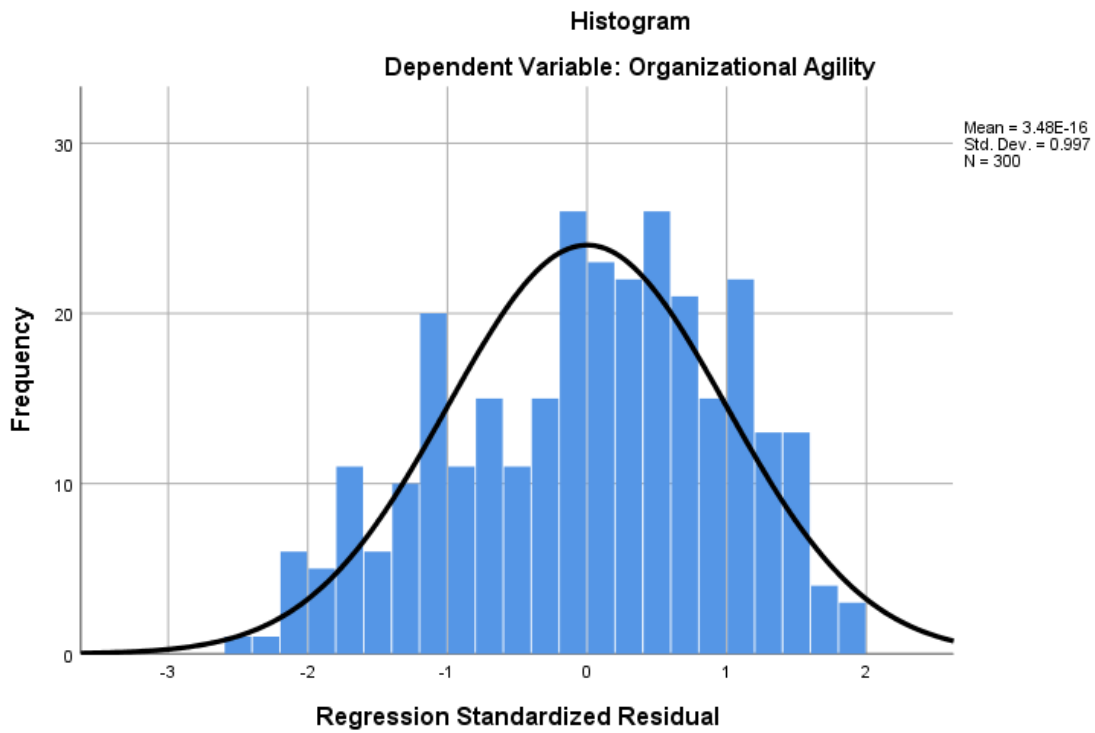


Figure 18. Normal distribution of OA

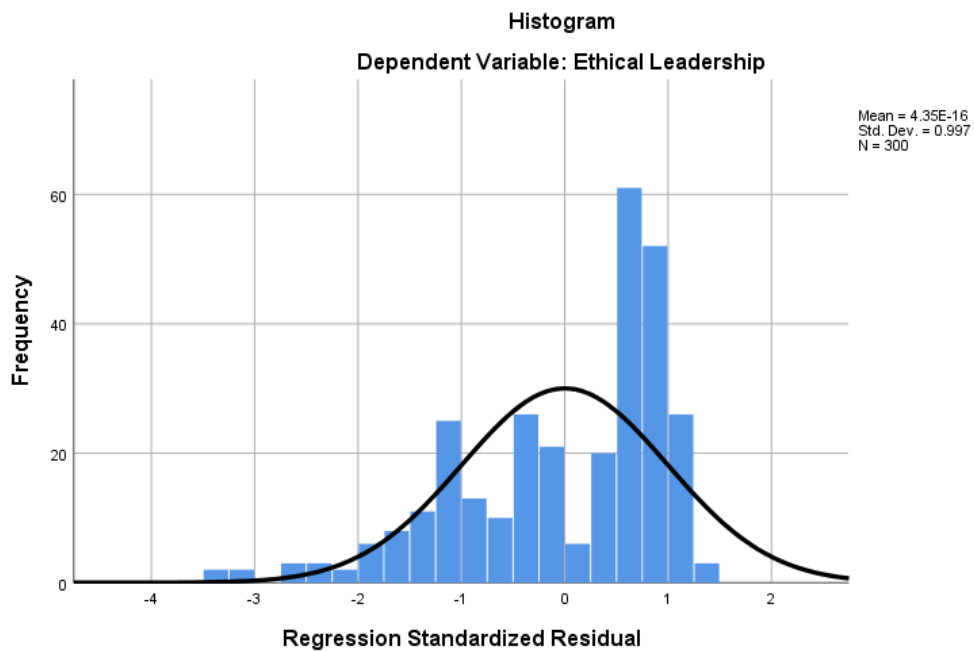


Figure 19. Normal distribution of EL

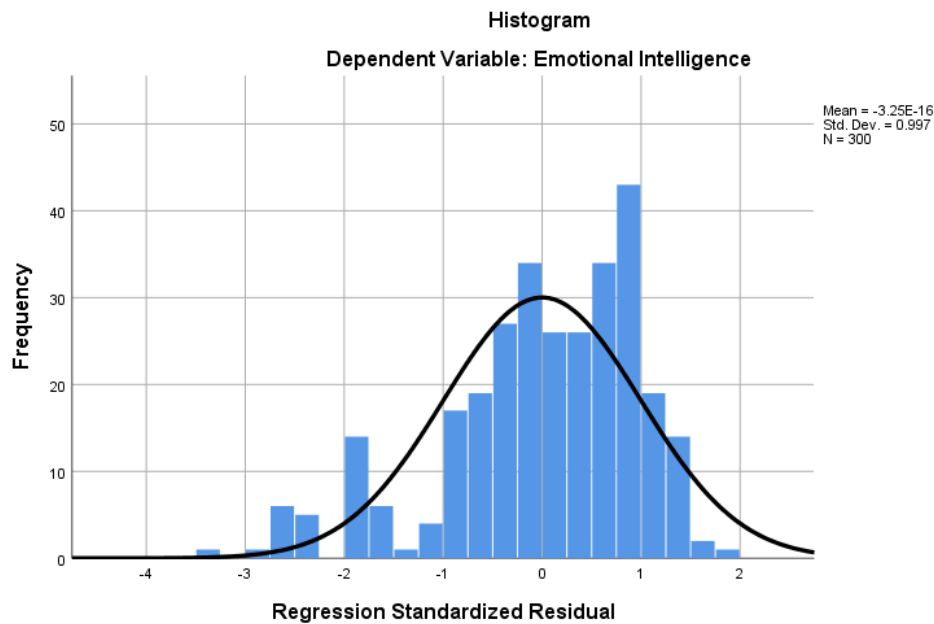


Figure 20. Normal distribution of EI

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of variance	Cumulative%	Total	% of variance	Cumulative %
1	2.388	26.537	26.537	2.388	26.537	26.537
2	1.183	13.144	39.681			
3	1.059	11.765	51.446			
4	.904	10.040	61.486			
5	.820	9.112	70.598			
6	.747	8.303	78.901			

7	.725	8.057	86.958			
8	.627	6.964	93.921			
9	.547	6.079	100.000			
Extraction Method: Principal Component Analysis.						

Table 5. Results of CMV Test

The Common Method Variance (CMV) test assesses the potential bias introduced by using a single data collection method. CMV can distort results by inflating the correlation among variables due to shared methodological factors rather than genuine relationships between constructs. In this study, Harman's single-factor test was employed to evaluate CMV (Malhotra, 2006). This test examines the proportion of variance explained by a single underlying factor. Ideally, if CMV is significant, a substantial portion of the total variance should be attributable to this single factor.

The first component explains 26.537% of the total variance, which is below the suggested threshold of 50% for significant CMV. As additional components are considered, the cumulative percentage of variance increases gradually, reaching 100% by the ninth component. Based on these findings, the dataset does not exhibit substantial concerns regarding CMV. The relatively low percentage of variance explained by the first component suggests that the data are not overly influenced by methodological factors, supporting the validity of the study's results.

The use of Principal Component Analysis further strengthens the assessment of CMV by identifying underlying patterns in the data beyond a single factor. These findings suggest that the dataset examined in

this study does not exhibit substantial concerns regarding CMV. The relatively low percentage of variance explained by the first component indicates that methodological factors are not excessively influencing the results. This supports the validity of the study's findings and reinforces confidence in the robustness of the data analysis.

Furthermore, the use of Principal Component Analysis further enhanced the assessment of CMV by identifying underlying patterns in the data beyond a single factor. By capturing the complexity of relationships among variables, PCA provided additional assurance regarding the reliability of the study's conclusions. Overall, the thorough evaluation of CMV underscores the rigor and integrity of the research methodology employed in this study. It highlights the importance of diligent data analysis practices in ensuring the validity and reliability of research findings.

Variables	Categories	Frequency	Percent
Age	25-34	61	20.3
	35-44	59	19.7
	45-54	68	22.7
	55 and Over	52	17.3
	Under 25	60	20.0
Gender	Female	162	54.0
	Male	138	46.0

Education	Associate Degree	35	11.7
	Bachelor Degree	168	56.0
	Doctorate Degree	32	10.7
	High School	2	.7
	Master Degree	63	21.0
Job Role	Executive/Management	85	28.3
	Middle Management	124	41.3
	Non-Management	91	30.3

Table 6. Demographic Profiles of the Respondents

The demographic characteristics of the respondents offer a nuanced perspective on the stakeholders engaged in evaluating corporate moral intelligence and its impact on strategic human resource development and organizational agility in Thailand.

Spanning various age groups, the survey sample presents a diverse array of viewpoints and life experiences, with individuals aged 45-54 comprising the largest segment at 22.7%, closely trailed by the 25-34 age group at 20.3%. This demographic breadth ensures that the insights garnered from the study reflect the varied generational perspectives prevalent in Thai organizations, thereby enriching discussions on ethical decision-making and strategic HR practices. Moreover, the gender distribution within the sample underscores the significance of inclusivity and diversity within the realm of corporate moral intelligence.

With females constituting 54.0% of the respondents and males comprising 46.0%, the survey captures a balanced representation of gender perspectives, crucial for cultivating an inclusive organizational culture that prioritizes equity and fairness. This emphasis on gender diversity aligns with the overarching ethical imperatives of corporate moral intelligence, which prioritize the cultivation of ethical leadership and social responsibility within organizational contexts.

In terms of educational attainment, the survey reflects a mosaic of academic accomplishments, ranging from Associate Degrees to Doctorate Degrees. Notably, Bachelor's degree holders constitute the majority at 56.0%, indicating a robust foundation of theoretical knowledge and critical thinking skills among the respondents. This educational diversity enriches the ethical evaluation process by fostering interdisciplinary dialogue and facilitating a holistic understanding of the ethical ramifications of corporate decisions on human resource development and organizational agility.

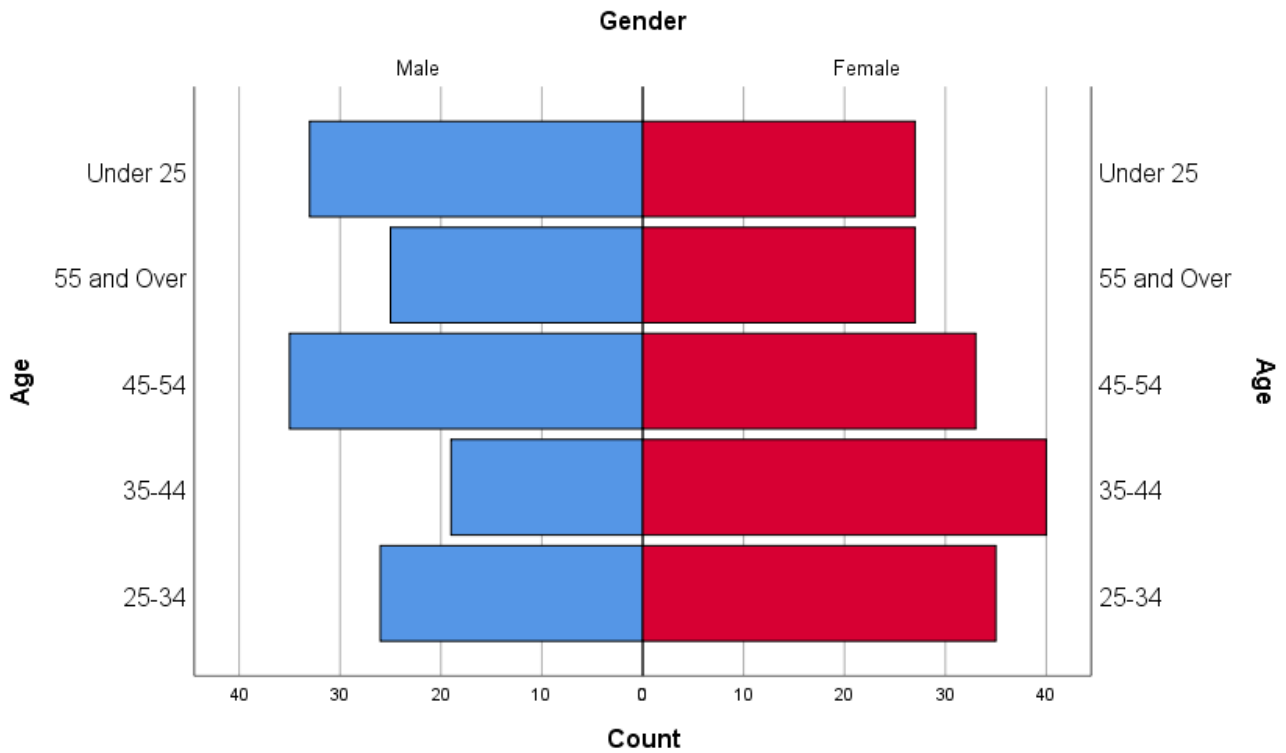


Figure 21: Gender Distribution Across Various Age Groups

Furthermore, the distribution of job roles within the sample underscores the intersectionality of corporate moral intelligence with organizational hierarchies and structures. Middle Management positions emerge as the most prevalent at 41.3%, followed closely by Executive/Management roles at 28.3% and Non-Management positions at 30.3%. This distribution highlights the pivotal role of ethical leadership across all levels of the organizational hierarchy and emphasizes the influence of middle managers in promoting ethical behavior and fostering organizational agility. The comprehensive demographic profiles of the respondents offer valuable insights into the stakeholders engaged in evaluating corporate moral intelligence in Thailand.

Variables	Mean	Std. Deviation	Skewness	Std. Error	Kurtosis	Std. Error
CMI1	3.53	1.061	-.856	.141	.091	.281
CMI2	3.39	1.147	-.425	.141	-.629	.281
SHRD1	3.57	1.298	-.603	.141	-.705	.281
SHRD2	3.69	.995	-.565	.141	-.562	.281
OA1	3.84	1.316	-.950	.141	-.246	.281
OA2	4.01	.995	-.547	.141	-.648	.281
EL	4.17	1.035	-1.038	.141	.185	.281
EI1	4.16	1.082	-1.310	.141	1.195	.281
EI2	4.25	.916	-1.023	.141	.176	.281

Table 8. Descriptive Statistics (n = 300)

The statistical analysis, conducted using SPSS version 25, aimed to provide a comprehensive overview of the dataset through descriptive statistics, focusing on key parameters such as mean, standard deviation, skewness, and kurtosis (refer to Table 6). The negligible deviations of both skewness and kurtosis from zero suggest a normal distribution of the data. This indicates that the dataset exhibits a relatively symmetrical distribution around the mean, with minimal outliers or extreme values. Among the variables examined, EI2 exhibited the highest mean score ($M = 4.25$, $SD = .916$), indicating a relatively higher level of Emotional Intelligence within the sample. Conversely, CMI2 yielded the lowest mean value ($M = 3.39$, $SD = 1.147$), suggesting a comparatively lower level of Corporate Moral Intelligence among respondents.

Furthermore, to derive latent variables, the respective items associated with each variable were aggregated to calculate an average score. The results revealed that Emotional Intelligence had the highest mean score (M = 4.21, SD = .795), while Corporate Moral Intelligence had the lowest mean value (M = 3.46, SD = .845). This highlights variations in the levels of these constructs within the dataset and provides insights into the distribution of responses across different dimensions of ethical and emotional competencies.

Latent Variables	Mean	Std. Deviation	Skewness	Std. Error	Kurtosis	Std. Error
Corporate Moral Intelligence	3.46	.845	-.434	.141	-.391	.281
Strategic Human Resource Development	3.63	.845	-.478	.141	-.324	.281
Organizational Agility	3.93	.9016	-.673	.141	-.331	.281
Ethical Leadership	4.17	1.035	-1.038	.141	.185	.281
Emotional Intelligence	4.21	.795	-1.356	.141	1.894	.281

Table 9: Descriptive Statistics of Latent Variables (n = 300)

The descriptive statistics for the latent variables provide insights into the central tendencies and distributional characteristics of key constructs within the dataset (see Table 9). These latent variables represent higher-order constructs derived from aggregating multiple related items, allowing for a more comprehensive assessment of underlying phenomena.

Corporate Moral Intelligence, as a latent variable, exhibited a mean score of 3.46 (SD = .845), indicating a moderate level of ethical intelligence among respondents. The skewness (-.434) and kurtosis (-.391) values suggest a relatively symmetrical and normally distributed data distribution around the mean, with minimal deviation from normality. Similarly, Strategic Human Resource Development demonstrated a mean score of 3.63 (SD = .845), reflecting a moderate level of emphasis on HR strategies for organizational growth and development. The skewness (-.478) and kurtosis (-.324) values indicate a relatively normal distribution of responses, with slight negative skewness and platykurtic distribution.

Organizational Agility, with a mean score of 3.93 (SD = .9016), indicates a moderate to high level of organizational adaptability and flexibility. The negative skewness (-.673) and kurtosis (-.331) values suggest a slightly left-skewed distribution, indicating a concentration of responses towards higher levels of organizational agility. Ethical Leadership, characterized by a mean score of 4.17 (SD = 1.035), suggests a relatively high level of ethical leadership practices within the sample. The negative skewness (-1.038) indicates a left-skewed distribution, with more responses clustered towards higher levels of ethical leadership. The positive kurtosis (.185) suggests a slightly leptokurtic distribution, indicating some concentration of responses around the mean. Emotional Intelligence, with a mean score of 4.21 (SD = .795), reflects a relatively high level of emotional awareness and regulation among respondents. The negative skewness (-1.356) and positive kurtosis (1.894) values suggest a left-skewed distribution with a heavier tail towards higher scores, indicating a concentration of responses at the upper end of the scale.

Latent Variables	EL	CMI	SHRD	OA	EI
EL	1				
CMI	.172	1			

SHRD	.244	.352	1		
OA	.200	.276	.285	1	
EI	.388	.250	.209	.237	1

Remark: Correlation is significant at the 0.01 level (2-tailed).

Table 10: Correlation Analysis

The correlation analysis presented in Table 10 offers valuable insights into the relationships among the latent variables examined in the study. These correlations shed light on the interconnectedness of constructs relevant to ethical evaluation, strategic HR development, organizational agility, ethical leadership, and emotional intelligence.

Across the board, significant correlations were observed among all variables at $p < 0.01$, indicating robust associations between the constructs. Specifically, Ethical Leadership (EL) exhibited a moderate positive correlation with Emotional Intelligence (EI) ($r = .388$), suggesting that individuals with higher levels of emotional awareness and regulation tend to display stronger ethical leadership behaviors. This finding underscores the importance of emotional intelligence in fostering ethical decision-making and interpersonal relationships within organizations.

Conversely, the lowest correlation was observed between Ethical Leadership (EL) and Corporate Moral Intelligence (CMI) ($r = .172$), indicating a weaker relationship between these constructs. While ethical leadership and corporate moral intelligence share common objectives related to ethical behavior and

organizational integrity, their distinct conceptualizations and operationalizations may contribute to the relatively modest correlation observed.

Additionally, notable correlations were observed between other pairs of constructs, such as:

- **A moderate positive correlation** between Ethical Leadership (EL) and Strategic Human Resource Development (SHRD) ($r = .244$), suggesting that organizations emphasizing ethical leadership practices are also likely to prioritize strategic HR initiatives aimed at fostering employee growth and development.
- **A positive correlation** between Organizational Agility (OA) and both Ethical Leadership (EL) ($r = .200$) and Emotional Intelligence (EI) ($r = .237$), highlighting the importance of ethical leadership and emotional intelligence in facilitating organizational adaptability and responsiveness to change.

Overall, the correlation analysis underscores the interconnected nature of the constructs under investigation, emphasizing the need for a comprehensive approach to organizational development that integrates ethical leadership, emotional intelligence, strategic HR practices, and corporate moral intelligence.

4.1 Research Question One

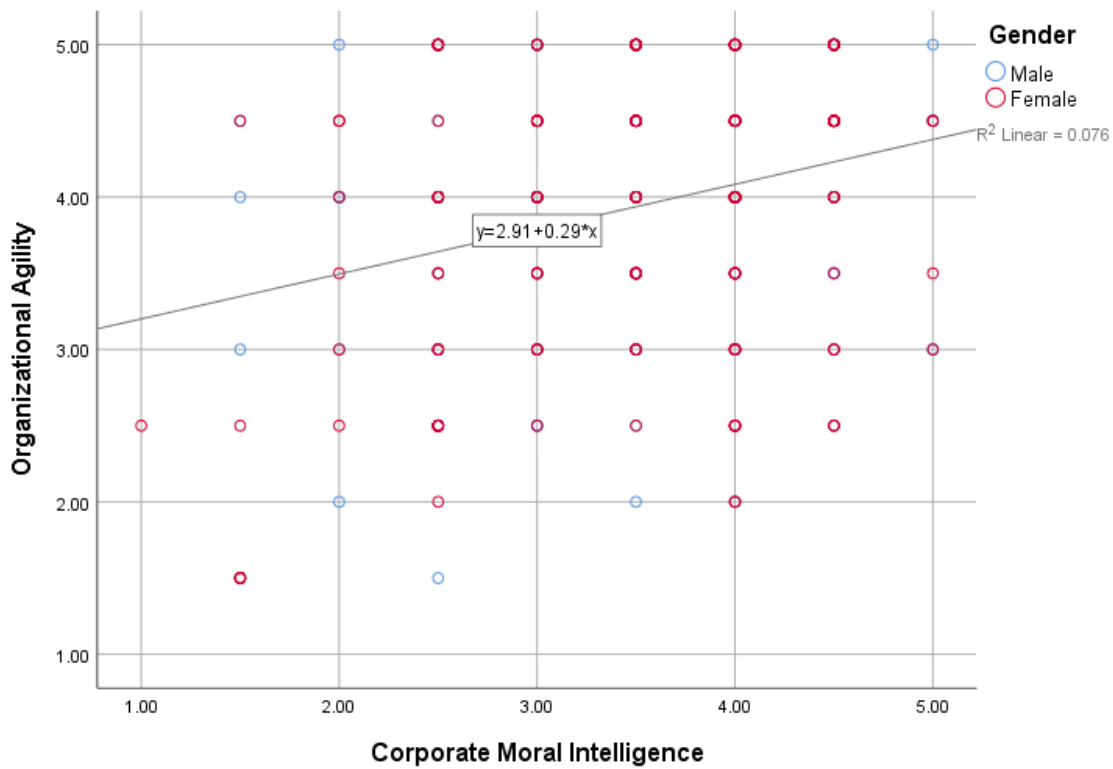
	How does Corporate Moral Intelligence (CMI) impact
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Research Question 1	Organizational Agility?
Hypothesis 1.1	Relationship between Corporate Moral Intelligence (CMI) and Organizational Agility.

Independent variable	Dependent variable	Correlation (r)	r square	ANOVA		Regression		
				F	p-value	Beta	T	p-value
CMI	OA	.276	.076	24.550	.000	.276	4.955	.000

Summary of the Analyses of Variance and Regression Analyses

A statistically significant positive association is found between Corporate Moral Intelligence (CMI) and Organizational Agility (OA), according to the findings of an investigation of the link between the two characteristics. The correlation coefficient (r) of 0.276 suggests that there is a somewhat positive association between the two variables, and the R square value of 0.076 demonstrates that CMI is responsible for explaining roughly 7.6% of the variation regarding OA. The relevance of the model is shown by the results of the analysis of variance (ANOVA), which have an F-value of 24.550 and a p-value of 0.000.



Linear regression between CMI and Organizational Agility

Hypothesis 1.1 (CMI and Organizational Agility)

This is further supported by regression analysis, which reveals that the Beta coefficient is 0.276, which indicates that each unit increase in CMI leads to a 0.276 unit rise in OA. Additionally, the t-value is 4.955, and the p-value is 0.000, which demonstrates that these findings are statistically significant.

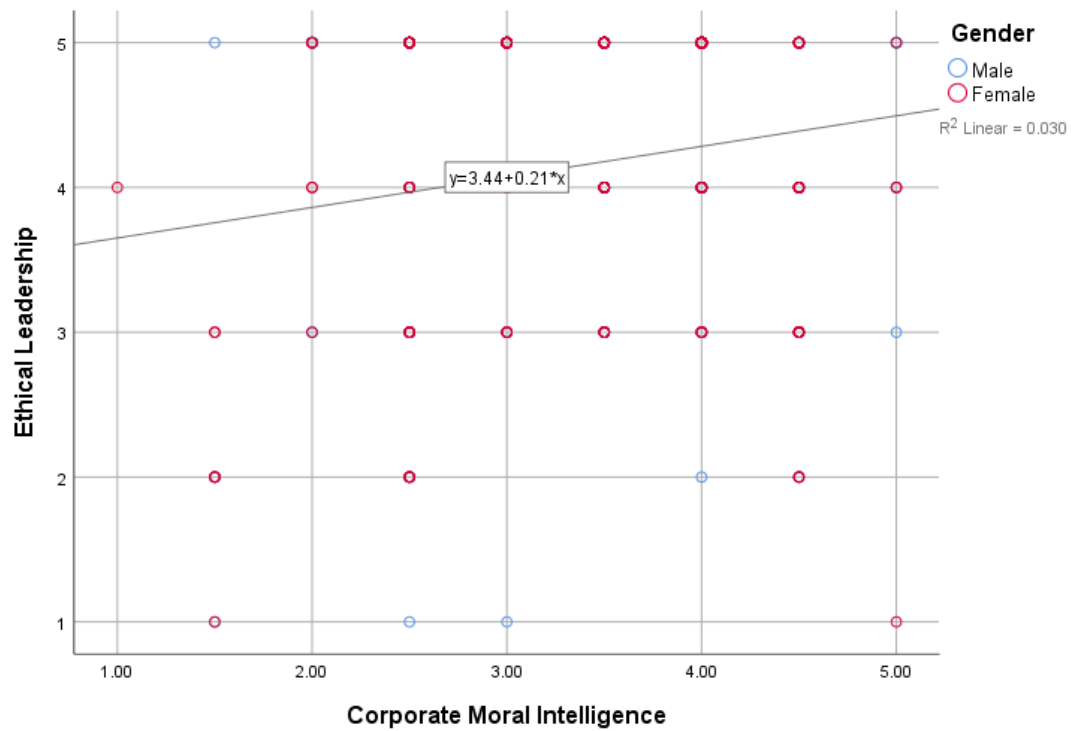
4.2 Research Question Two

Research Question 2	What is the relationship between Corporate Moral Intelligence (CMI) and Ethical Leadership?
Hypothesis 1.2	Relationship between Corporate Moral Intelligence (CMI) and Ethical Leadership.

Independent variable	Dependent variable	Correlation (r)	r square	ANOVA		Regression		
				F	p-value	Beta	T	p-value
CMI	EL	.172	.030	9.109	.003	.172	3.018	.003

Summary of the Analyses of Variance and Regression Analyses

There is a statistically significant positive link between Corporate Moral Intelligence (CMI) and Ethical Leadership (EL), according to the findings of the investigation of the relationship between the two phenomena. The correlation coefficient (r) of 0.172 suggests that there is a weak positive association between the two variables, and the R square value of 0.030 demonstrates that CMI is responsible for explaining about 3% of the variation in EL. The relevance of the model is shown by the results of the analysis of variance (ANOVA), which have an F-value of 9.109 and a p-value of 0.003. The results of the regression analysis provide more evidence in favor of this assertion.



Linear regression between CMI and Ethical Leadership

Hypothesis 1.2 (CMI and Ethical Leadership)

The Beta coefficient is 0.172, which indicates that every unit rise in CMI leads to a 0.172 unit increase in EL. Additionally, the t-value is 3.018 and the p-value is 0.003, which demonstrates that these findings represent statistically significant findings.

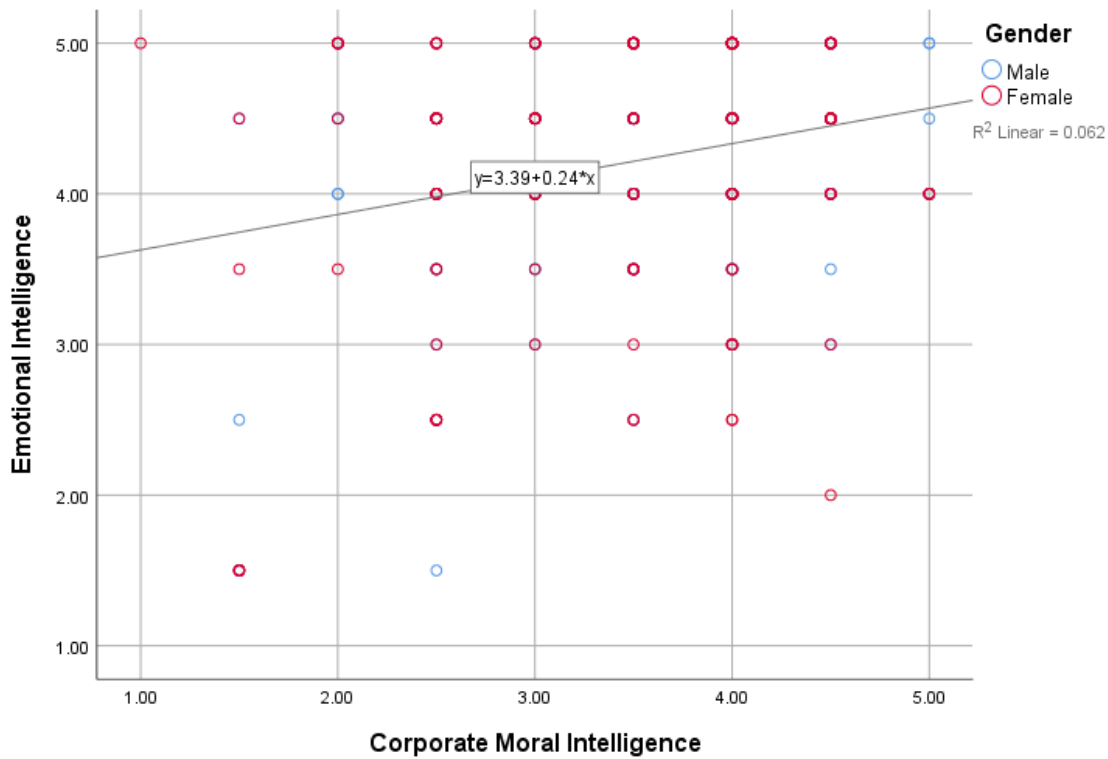
4.3 Research Question Three

Research Question 3	How does Corporate Moral Intelligence (CMI) relate to Emotional Intelligence?
Hypothesis 1.3	Relationship between Corporate Moral Intelligence (CMI) and Ethical Intelligence.

Independent variable	Dependent variable	Correlation (r)	r square	ANOVA		Regression		
				F	p-value	Beta	T	p-value
CMI	EI	.250	.062	19.853	.000	.250	4.456	.000

Summary of the Analyses of Variance and Regression Analyses

According to the findings of the investigation into the connection between Emotional Intelligence (EI) and Corporate Moral Intelligence (CMI), there is a positive association that is the subject of statistical significance. The correlation coefficient (r) of 0.250 suggests that there is a moderately positive association between the two variables, and the R square value of 0.062 demonstrates that CMI is responsible for explaining roughly 6.2% of the variation in EI. The relevance of the model is shown by the results of the analysis of variance (ANOVA), which have an F-value of 19.853 and a p-value of 0.000.



Linear regression between CMI and Emotional Intelligence

Hypothesis 1.3 (CMI and Emotional Intelligence)

This is further supported by regression analysis, which reveals that the beta coefficient is 0.250, which indicates that every unit rise in CMI leads to a 0.250 unit increase in EI. Additionally, the t-value is 4.456, and the p-value is 0.000, which demonstrates that these findings are statistically significant.

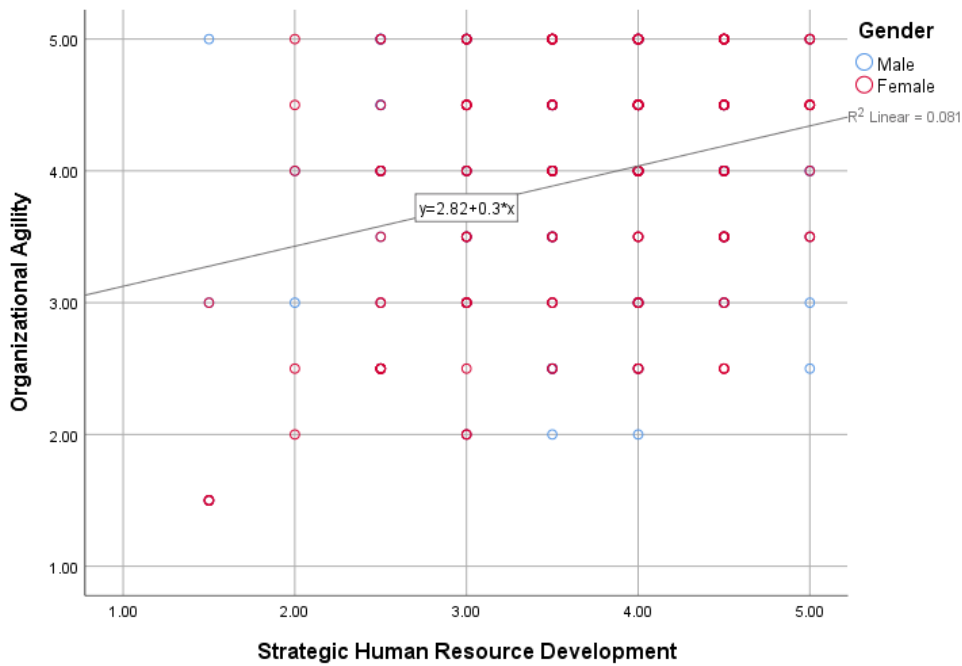
4.4 Research Question Four

Research Question 4	How does Strategic Human Resource Development (SHRD) affect Organizational Agility?
Hypothesis 2.1	Relationship between Strategic Human Resource Development (SHRD) and Organizational Agility.

Independent variable	Dependent variable	Correlation (r)	r square	ANOVA		Regression		
				F	p-value	Beta	T	p-value
SHRD	OA	.285	.081	26.373	.000	.285	5.135	.000

Summary of the Analyses of Variance and Regression Analyses

A statistically significant positive association is found between Strategic Human Resource Development (SHRD) and Organizational Agility (OA), according to the findings of an investigation of the link between the two metrics. The correlation coefficient (r) of 0.285 suggests that there is a moderately favorable association between the two variables, and the R square value of 0.081 demonstrates that SHRD is responsible for explaining about 8.1% of the variation in OA. The relevance of the model is shown by the results of the analysis of variance (ANOVA), which have an F-value of 26.373 and a p-value of 0.000.



Linear regression between SHRD and Organizational Agility

Hypothesis 2.1 (SHRD and Organizational Agility)

This is further supported by regression analysis, which reveals that the Beta coefficient is 0.285, which indicates that each unit increase in SHRD leads in a 0.285 unit increase in OA. Additionally, the t-value is 5.135, and the p-value is 0.000, which demonstrates that these findings are statistically significant.

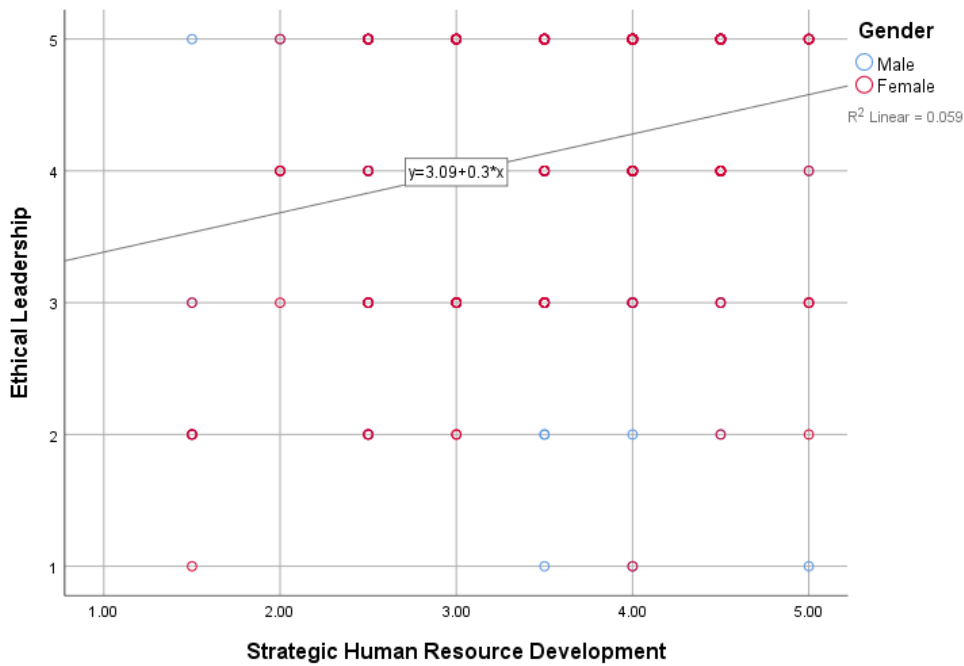
4.5 Research Question Five

Research Question 5	How does Strategic Human Resource Development (SHRD) influence Ethical Leadership?
Hypothesis 2.2	Relationship between Strategic Human Resource Development (SHRD) and Ethical Leadership.

Independent variable	Dependent variable	Correlation (r)	r square	ANOVA		Regression		
				F	p-value	Beta	T	p-value
SHRD	EL	.244	.059	18.845	.000	.244	4.341	.000

Summary of the Analyses of Variance and Regression Analyses

There is a statistically significant positive link between Strategic Human Resource Development (SHRD) and Ethical Leadership (EL), according to the findings of the examination of the relationship between the two processes. The correlation coefficient (r) of 0.244 suggests that there is a moderately positive association between the two variables, and the R square value of 0.059 demonstrates that SHRD is responsible for explaining roughly 5.9% of the total variation in EL. The relevance of the model is shown by the results of the analysis of variance (ANOVA), which have an F-value of 18.845 and a p-value of 0.000.



Linear regression between SHRD and Ethical Leadership

Hypothesis 2.2 (SHRD and Ethical Leadership)

The results of the regression analysis provide more evidence in favor of this assertion. The Beta coefficient for the study was 0.244, which indicates that every unit rise in SHRD leads to a 0.244 unit increase in EL. Additionally, the t-value for the study was 4.341, and the p-value was 0.000, which demonstrates that these findings are statistically significant.

4.6 Research Question Six

Research Question 6	What is the relationship between Strategic Human Resource Development (SHRD) and Emotional Intelligence?
Hypothesis 2.3	Relationship between Strategic Human Resource Development (SHRD) and Emotional Intelligence.

Independent variable	Dependent variable	Correlation (r)	r square	ANOVA		Regression		
				F	p-value	Beta	T	p-value
SHRD	EI	.209	.044	13.664	.000	.209	3.697	.000

Summary of the Analyses of Variance and Regression Analyses

In the course of the investigation into the connection between Strategic Human Resource Development (SHRD) and Emotional Intelligence (EI), it was discovered that there is a positive association that is statistically significant. The correlation coefficient (r) of 0.209 suggests that there is a modest positive link, and the R square value of 0.044 demonstrates that SHRD is responsible for explaining roughly 4.4%

of the variation in EI. The relevance of the model is shown by the results of the analysis of variance (ANOVA), which have an F-value of 13.664 and a p-value of 0.000.



Linear regression between SHRD and Emotional Intelligence

Hypothesis 2.3 (SHRD and Emotional Intelligence)

Regression analysis provides further evidence in favor of this assertion. The Beta coefficient for this study is 0.209, which indicates that every unit rise in SHRD leads to a 0.209 unit increase in EI. Additionally, the t-value for this study is 3.697, and the p-value is 0.000, which demonstrates that these findings are statistically significant.

4.7 Summary of Findings

Hypotheses	Prediction	Supported
H1.1	There is a significant positive relationship between Corporate Moral Intelligence (CMI) and Organizational Agility.	Yes
H1.2	There is a significant positive relationship between Corporate Moral Intelligence (CMI) and Ethical Leadership.	Yes
H1.3	There is a significant positive relationship between Corporate Moral Intelligence (CMI) and Emotional Intelligence.	Yes
H2.1	There is a significant positive relationship between Strategic Human Resource Development (SHRD) and Organizational Agility.	Yes
H2.2	There is a significant positive relationship between Strategic Human Resource Development (SHRD) and Ethical Leadership.	Yes
H2.3	There is a significant positive relationship between Strategic Human Resource Development (SHRD) and Emotional Intelligence.	Yes

Summary of Hypotheses Findings

4.8 Conclusion

The study of the data that was acquired provides compelling evidence for the positive relationships that exist between Corporate Moral Intelligence (CMI) and significant aspects of the organization. More specifically, there is a substantial positive connection observed between CMI and organizational agility, which means that the ability of the company to adjust to changing conditions grows along with CMI. This is a significant finding. Additionally, there is a significant positive link between CMI and ethical leadership, which highlights the role that moral intelligence plays in fostering moral conduct in authoritative figures. Additionally, the findings demonstrate a substantial positive correlation between CMI and emotional intelligence, which brings to light the importance of emotional awareness and control in the process of making moral decisions.

It has been discovered that there are similar positive relationships between Strategic Human Resource Development (SHRD) and significant features of the company. It may be deduced from the substantial positive connection that exists between SHRD and organizational agility that effective HRD plans contribute to the improvement of organizational agility. Furthermore, SHRD has a significant positive link with both emotional intelligence and ethical leadership, which highlights the crucial role that strategic human resource development plays in the development of these two attributes in the context of various business settings. These findings demonstrate the significance of CMI and SHRD in terms of enhancing ethical behaviors and the efficiency of organizations, as well as the interconnectedness of these ideas within the context of an organization.

CHAPTER V: DISCUSSION

5.1 Discussion of Results

The international human resource management (HRM) scene is constantly changing as new, cutting-edge technology emerges. The expanding acceptance of artificial intelligence, along with other technological advancements, is fundamentally changing how customers, employees, and businesses interact (Vrontis et al., 2022). Furthermore, the administrative aspects of human resource management activities and corporate processes are becoming increasingly automated. The bulk of firms face dynamic and unpredictable competitive environments. Transformation occurs and is influenced by a variety of factors, including increased global competition, shifting customer demand patterns, and evolving technologies. During that time, the ultimate goal of strategic agility is to strengthen an organization's position among competitors as well as internal operations (Flaih & Chalab, 2022). The study assessed six hypotheses, and the results for each variable were positive, significant, and unmistakable.

5.2 Discussion of Research Question One

: How does Corporate Moral Intelligence (CMI) impact Organizational Agility?

For starters, there is a strong positive correlation between corporate moral intelligence (CMI) and organizational agility. The findings are similar to those of Kadim et al. (2021), who concluded that employees' moral intelligence plays an important role in improving the organization's ability to adapt to rapid changes and fortifying its competitive standing through the acquisition and maintenance of sustained competitive advantage.

According to Doz (2020), the management team's ability to initiate and execute strategic initiatives affects the organization's strategic agility as an observable performance outcome. As a result, the key to strategic agility is not only well-thought-out organizational design or analytical strategy from brilliant minds, but also a combination of management techniques, behaviors, skills, values, and beliefs that motivate an organization's senior management to make and carry out strategic decisions. Moral intelligence (MI) is crucial and vital, according to Huy and Phuc (2023), because it guides and influences other intelligence to do good. Higher MI accountants are better capable of recognizing moral challenges, and unlike lower MI accountants, they can detect moral and ethical quandaries in the workplace. To survive in today's fast-paced and violent environment, firms must need their employees to accept moral concepts and nurture MI. Hasannajad et al. (2023) discovered a favorable and significant link between organizational excellence and the direct and indirect effects of professional ethics, organizational agility, cooperation, and organizational learning.

5.3 Discussion of Research Question Two

: What is the relationship between Corporate Moral Intelligence (CMI) and Ethical Leadership?

Second, CMI and ethical leadership have a very beneficial link. The findings are consistent with those of Johnson et al. (2023), who claimed that after completing the steps of the intelligent behavior analytics framework, a leader would be able to identify the leadership style or styles that they would most likely use at rest, under favorable and unfavorable pressure conditions, and overuse or underuse. Furthermore, as leaders gain expertise evaluating various scenarios, expectations, and expected reactions

of their team members under favorable and unfavorable settings, their chances of overcoming common workplace challenges increase considerably. According to Ali Awad and Al-anwer Ashour (2022), healthcare organizations must develop policies that promote moral behavior. To improve nurses' moral courage, foster ethical and crisis leadership abilities through conferences, seminars, and open talks. According to Pakizekho and Barkhordari-Sharifabad (2022), the relationship between moral bravery, conscientiousness, and ethical leadership suggests that nursing managers can assist nurses become more morally courageous and conscientious by implementing this type of leadership. It may be beneficial to guide nurse managers' performance by informing them and providing support services such as regular counseling.

5.4 Discussion of Research Question Three

: How does Corporate Moral Intelligence (CMI) relate to Emotional Intelligence?

Third, there is a large positive relationship between CMI and emotional intelligence, which is consistent with the findings of Raeissi et al. (2019), who discovered a strong link between emotional intelligence and communication skills among nurses. Nurses with strong communication skills exhibit higher levels of emotional intelligence and job satisfaction, resulting in improved patient care. According to Mahanta and Goswami (2020), emotional intelligence strongly predicts organizational commitment (OC) and ethical leadership. The impression of ethics has a tremendous impact on organizational commitment. The notion that ethics bridges the gap between emotional intelligence and OC is rejected. However, the importance of workplace ethics cannot be emphasized because it can promote intangible corporate assets such as goodwill and public perception.

5.5 Discussion of Research Question Four

: How does Strategic Human Resource Development (SHRD) affect Organizational Agility?

Fourth, there is a strong positive correlation between strategic human resource development (SHRD) and organizational agility. Asfahani (2021) found similar results and concluded that the foundation of SHRD is establishing harmony and correlation throughout the organization's overall performance, optimizing the added value from resource utilization, and integrating the organization's personnel, finances, and assets. These features demonstrate how the high-performance model facilitates organizational agility consolidation. Another study conducted by Ie Lyn Chan and Muthuveloo (2022) supports our findings, which indicate that people's talents are the source of strategic agility. Finally, given today's unpredictable business climate, businesses must have strategic agility in order to achieve their goals. This research provided a significant contribution because it revealed that strategic agility as a human-created quality is an essential component that Malaysian private higher education institutions should prioritize. According to Doz (2020), the actions and capacities of the organization's management in developing and implementing strategic plans lead to strategic agility, which is an observable outcome of organizational performance.

As a result, strategic agility is defined as the set of managerial practices, actions, skills, values, and beliefs that inspire an organization's senior management to make and carry out strategic commitments, rather than just analytical strategy from brilliant minds or careful and effective organizational design. Hasannajad et

al. (2023) found that collaboration and organizational learning greatly improve professional ethics and organizational agility.

5.6 Discussion of Research Question Five

: How does Strategic Human Resource Development (SHRD) influence Ethical Leadership?

Fifth, there is a strong positive association between SHRD and ethical leadership, which is consistent with earlier research (Vrontis et al., 2022; Zhao et al., 2023). Vrontis et al. (2022) argue that intelligent automation technologies offer a new way of managing employees and enhancing firm performance. This creates both opportunities and challenges for HRM, both technically and morally.

According to Zhao et al. (2023), autonomous motivation can only function as a mediator when both control drive and individual autonomy motivation are aroused simultaneously. According to reports, socially responsible human resource management (SRHRM) supports employee morale. Furthermore, we discovered that the person-organization value function increased the positive effects of SRHRM on controlled and autonomous motivation.

5.7 Discussion of Research Question Six

: What is the relationship between Strategic Human Resource Development (SHRD) and Emotional Intelligence?

Sixth, there is a strong positive correlation between SHRD and emotional intelligence. According to Lu et al. (2023), employing sustainable HRM methods leads to increased psychological resilience, which leads to higher levels of workplace engagement and, as a result, worker performance. They provide comforting evidence that sustainable HRM can have more positive and long-term consequences.

Usman et al. (2022) use the idea of resource conservation to investigate a large but unappreciated effect of green training on employee behavior outside of the office. They show that having green training has a positive impact on environmentally conscious personal activities, and that this link is stronger among people who identify as spiritual.

However, the findings are inconsistent with those of Johari et al. (2022), who found a significant link between job engagement and task relevance, autonomy, and feedback. Emotional intelligence, however, proved unable in controlling the suggested connections. Nawaz Khan et al. (2023) reached a different outcome, claiming that the practice of green human resource management (GHRM) has no direct or indirect effect on the association between green leadership and emotional exhaustion.

CHAPTER VI: SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

The study's findings have a number of positive implications for firms seeking to increase efficiency and effectiveness. For starters, firms can make CMI development a cornerstone of their culture, encouraging ethical behavior and decision-making. Second, firms should invest in leadership development activities that promote moral decision-making, honesty, and accountability, as there is a strong positive relationship between CMI and ethical leadership. Third, firms should prioritize assisting their leaders and staff members in developing their emotional intelligence, as there is a significant link between CMI and emotional intelligence. Fourth, firms must recognize the importance of adaptability in today's fast-paced, uncertain business environment. Finally, enhancing organizational agility can be accomplished by developing CMI, ethical leadership, emotional intelligence, and SHRD. Businesses that include these ideas into HRM practices, organizational culture, and leadership development can increase their resilience, stimulate creativity, and thrive in today's fast-paced corporate world.

Comparing organizations across sectors, geographies, or organizational forms can highlight how contextual elements influence variable interactions and provide best practices for fostering ethical leadership, emotional intelligence, and agility in a variety of situations. While the study concentrated on direct relationships between components, more research is needed into potential mediating and moderating mechanisms. Exploring aspects such as company culture, leadership styles, and people demographics might reveal more about the underlying processes.

6.2 Implications

The study's findings have a number of positive implications for firms seeking to increase efficiency and effectiveness. First, businesses may prioritize CMI development as a cornerstone of their culture. This

includes fostering an environment in which moral concerns are integrated into daily operations and decision-making processes. Organizations may increase their organizational agility by cultivating a culture of ethical behavior and decision-making via the development of morally aware leaders.

Second, organizations should invest in leadership development activities that promote moral decision-making, honesty, and accountability, since there is a significant positive relationship between CMI and ethical leadership. A company's ethical environment is established by ethically conscious executives who serve as role models and influencers. Organizations should emphasize assisting their leaders and employees in developing their emotional intelligence since there is a significant link between CMI and emotional intelligence. Third, persons with emotional intelligence are better at recognizing and managing their own and other people's emotions, which allows for greater communication, teamwork, and conflict resolution. Fourth, firms must recognize the need for adaptability in today's fast-paced, uncertain business environment. Organizations may develop the abilities needed to adapt and thrive in the face of change by investing in activities that boost moral intelligence, ethical leadership, emotional intelligence, and SHRD. Finally, enhancing organizational agility may be accomplished by developing CMI, ethical leadership, emotional intelligence, and SHRD.

6.3 Recommendations for Future Research

While the connections between CMI, ethical leadership, emotional intelligence, SHRD, and organizational agility provide useful insights, it is crucial to acknowledge limitations and provide avenues for future research. Future research could look into how these linkages change over time or in response to specific

events or interventions. Organizational settings can vary greatly, impacting the nature and degree of interactions among factors. Future research should investigate how contextual variables such as industry type, organizational size, country culture, and regulatory environment influence these relationships.

6.4 Conclusion

The study found a significant association between CMI and organizational agility, showing that organizations with greater levels of moral intelligence are more agile in responding to challenges and opportunities. Firms that respect moral intelligence tend to generate leaders who are ethical and possess high levels of emotional intelligence, resulting in a more trusting culture and effective management of interpersonal dynamics inside the firm. Strategic investment in human resource development has also been found to promote agility, as firms that prioritize human capital development are better able to respond to shifting market demands and technology improvements.

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APPENDIX A: SURVEY COVER LETTER

Dear Participants,

My name is Kemisa Boonyakiate, and I am conducting this data collection as a part of my dissertation fulfillment under a title, **THE ETHICAL EVALUATION OF CORPORATE MORAL INTELLIGENCE TO PROMOTING STRATEGIC HUMAN RESOURCE DEVELOPMENT AND ORGANIZATIONAL AGILITY IN THAILAND**, which will be published through the Global Journal of Business and Integral Security.

This research aims to explore various aspects of our organization, and your input is highly valuable to us. This survey is a key part of our efforts to better understand and improve our organization's dynamics. The survey itself should consist of 10 minutes to complete.

Your feedback is crucial in helping us gain insights into the following important areas:

- 1. Corporate Moral Intelligence (CMI)**
- 2. Strategic Human Resource Development (SHRD)**
- 3. Organizational Agility (OA)**
- 4. Ethical Leadership (EL)**
- 5. Emotional Intelligence (EI)**

Your responses will remain completely confidential and anonymous. Your honest and thoughtful input is essential in shaping the future direction of our organization.

If you have any questions or encounter any issues while completing the survey, please feel free to contact kemisa@ssbm.ch

Thank you for your commitment to making our organization even better. We genuinely value your input and look forward to hearing from you.

Sincerely,

Kemisa Boonyakiate

Doctorate Candidate of Business Administration

Swiss School of Business and Management

Geneva, Switzerland

APPENDIX B: DISSERTATION PRESENTATION ORGANIZATION



Introduction

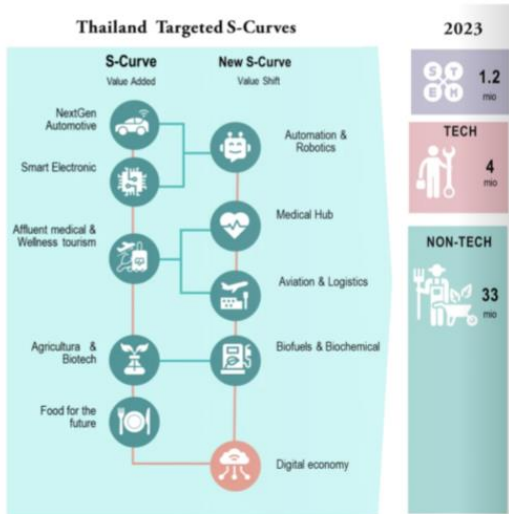


Figure 1: TDRI, Bank of Thailand, 2023, Thailand Targeted S-Curves

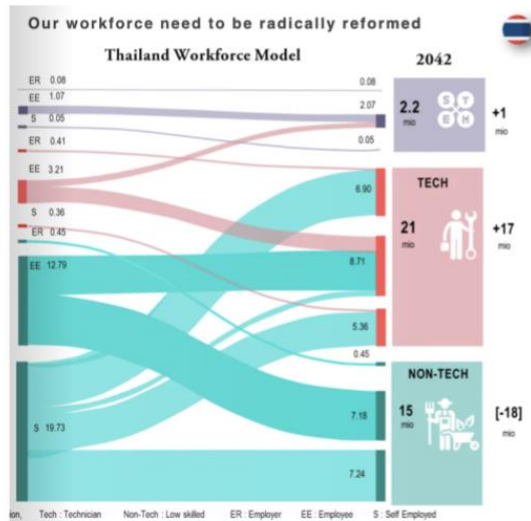


Figure 2: TDRI, Bank of Thailand, 2023, Thailand Workforce Model

Introduction



Figure 3: Kemisa (2024) The Research Model

Introduction



Figure 4: Development Dimension International (2023), Top CEO Concerns

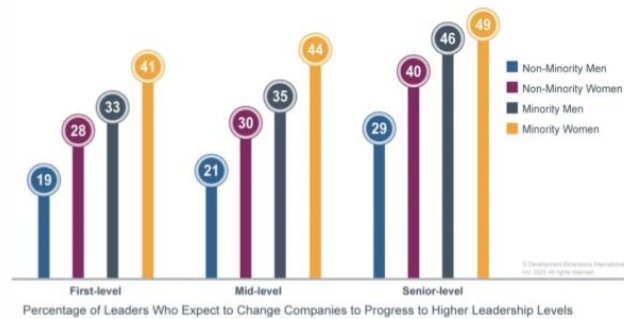


Figure 5: Development Dimension International (2023), Percentage of Leaders Who Expect to Change Companies to Progress to Higher Leadership Levels

Research Objectives

Research Objective 1: To comprehensively understand the dynamics and implications of Corporate Moral Intelligence within the unique cultural and operational framework of Thai SMEs

Research Objective 2: To identify, analyze, and delineate the specific pragmatic challenges and opportunities encountered by Thai SMEs in implementing Corporate Moral Intelligence, considering their limited resources, rapid market changes, and diverse stakeholder expectations.

Research Objective 3: To distinguish the empirical gap in existing literature by conducting an in-depth empirical investigation into the practical implications of Corporate Moral Intelligence within the specific context of Thai SMEs.

Research Objective 4: To examine and elucidate the influence of Corporate Moral Intelligence on the strategic development of human resources within Thai SMEs, focusing on the integration of ethical considerations into HR practices.

Research Objective 5: To explore the relationship between Corporate Moral Intelligence and organizational agility within Thai SMEs, discerning both the contributions and potential hindrances posed by CMI in the face of dynamic challenges.

Literature Review

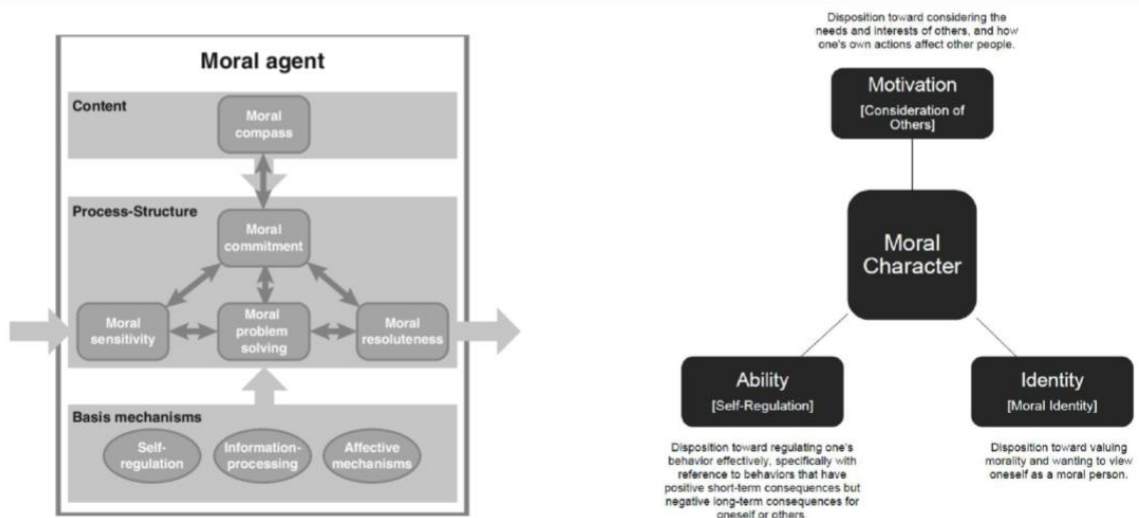


Figure 6: Kohlberg (2014), The Five Building Blocks of Moral Intelligence

Figure 8: Taya R. Cohen (2014), Tripartite Theoretical Framework of Moral Character

Literature Review

Level 1	Pre-conventional	<p>Stage 1 (obedience and punishment driven) What is right and wrong is determined by what is punishable. Moral action is essentially the avoidance of punishment</p> <p>Stage 2 (self-interest driven) What is right and wrong is determined by what brings rewards and what people wants. Other people's wants and needs come into the picture, but only in a reciprocal sense.</p>
Level 2	Conventional	<p>Stage 3 (interpersonal accord and conformity driven) Being moral is being 'a good person in your own eyes and those of others'. What the majority thinks is right is right by definition.</p> <p>Stage 4 (authority and social order obedience driven) Being good means 'doing one's duty'-showing respect for authority and maintaining the social order. Laws are unquestionably accepted and obeyed.</p>
Level 3	Post-conventional	<p>Stage 5 (social contract driven) Individuals are viewed as holding different opinions and values. Laws are regarded as social contracts rather than rigid dictums. Although laws should be respected, individual rights can sometimes supersede these laws if they become too destructive or restrictive.</p> <p>Stage 6 (universal ethical principles driven) Moral action is determined by our inner conscience, and may or may not be in agreement with public opinion or society's laws. Moral reasoning is based on abstract reasoning using universal ethical principles. Ethical actions are not instrumental or a mean to something else: they are an end in themselves.</p>

Table 1: Lawrence Kohlberg's theory of moral development and the six stages



Figure 11: Lawrence Kohlberg (2019), Kohlberg Model of Moral Development

Literature Review

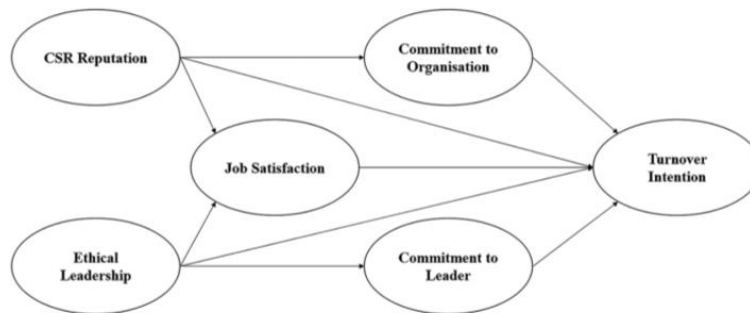


Figure 12: Nejati, M., Brown, M. E., Shafaei, A., & Seet, P. S. (2021), Research Model of Employees' perceptions of corporate social responsibility and ethical leadership: are they uniquely related to turnover intention?

Research Methodology

This study employs a quantitative research design, drawing upon the cross-sectional survey methodology to collect data at a single point in time from various organizations.

Research Questions

- Q1. How does Corporate Moral Intelligence (CMI) impact Organizational Agility?
- Q2. What is the relationship between Corporate Moral Intelligence (CMI) and Ethical Leadership?
- Q3. How does Corporate Moral Intelligence (CMI) relate to Emotional Intelligence?
- Q4. How does Strategic Human Resource Development (SHRD) affect Organizational Agility?
- Q5. How does Strategic Human Resource Development (SHRD) influence Ethical Leadership?
- Q6. What is the relationship between Strategic Human Resource Development (SHRD) and Emotional Intelligence?

The Research Construct of Hypothesis

Hypothesis 1.1	Corporate Moral Intelligence (CMI) and Organizational Agility	Null Hypothesis (H0): There is no significant relationship between Corporate Moral Intelligence (CMI) and Organizational Agility.	Alternative Hypothesis (H1): There is a significant positive relationship between Corporate Moral Intelligence (CMI) and Organizational Agility.
Hypothesis 1.2	Corporate Moral Intelligence (CMI) and Ethical Leadership	Null Hypothesis (H0): There is no significant relationship between Corporate Moral Intelligence (CMI) and Ethical Leadership.	Alternative Hypothesis (H1): There is a significant positive relationship between Corporate Moral Intelligence (CMI) and Ethical Leadership.
Hypothesis 1.3	Corporate Moral Intelligence (CMI) and Emotional Intelligence	Null Hypothesis (H0): There is no significant relationship between Corporate Moral Intelligence (CMI) and Emotional Intelligence.	Alternative Hypothesis (H1): There is a significant positive relationship between Corporate Moral Intelligence (CMI) and Emotional Intelligence.
Hypothesis 2.1	Strategic Human Resource Management (SHRD) and Organizational Agility	Null Hypothesis (H0): There is no significant relationship between Strategic Human Resource Development (SHRD) and Organizational Agility.	Alternative Hypothesis (H1): There is a significant positive relationship between Strategic Human Resource Development (SHRD) and Organizational Agility.
Hypothesis 2.2	Strategic Human Resource Management (SHRD) and	Null Hypothesis (H0): There is no significant relationship between Strategic Human Resource Development (SHRD) and Ethical	Alternative Hypothesis (H1): There is a significant positive relationship between Strategic Human Resource Development (SHRD)

	Ethical Leadership	Leadership.	and Ethical Leadership.
Hypothesis 2.3	Strategic Human Resource Management (SHRD) and Emotional Intelligence	Null Hypothesis (H0): There is no significant relationship between Strategic Human Resource Development (SHRD) and Emotional Intelligence.	Alternative Hypothesis (H1): There is a significant positive relationship between Strategic Human Resource Development (SHRD) and Emotional Intelligence.

Figure 14: The Research Construct of Hypothesis

Hypotheses

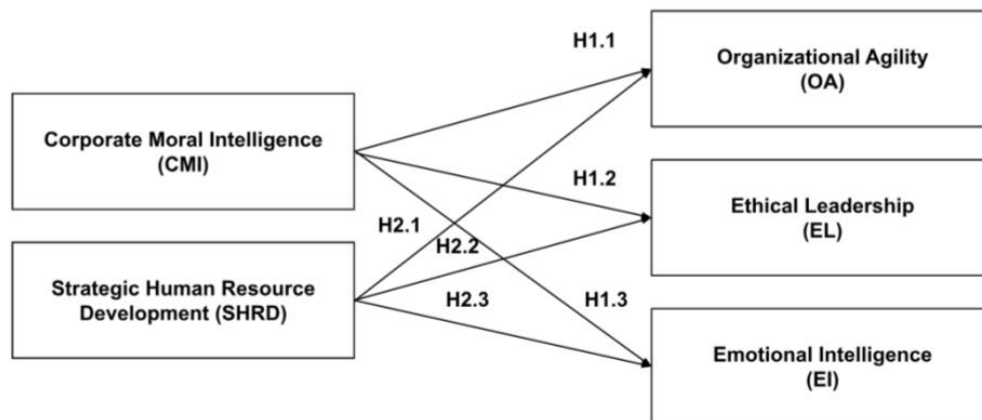


Figure 15: CMI-SHRD Hypothesis

The Instrumentation

Demographic Information (1-4)

1. Age: (Please select the age range that best represents your current age.)

Under 25	25-34	35-44	45-54	55 and Over
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2. Gender: (Please select your gender identity.)

Male	Female
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3. Education: (Please select your highest level of education.)

High School	Associate Degree	Bachelor Degree	Master Degree	Doctorate Degree
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4. Job Role: (Please select your current job role or position within the organization.)

Executive/ Management	Middle Management	Non-Management
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The Instrumentation

Corporate Moral Intelligence & Strategic Human Resource Development (5-13)

5. On a scale from 1 to 5, please rate how strongly you agree with the following statement: Our organization prioritizes ethical behavior. (Please indicate the extent to which you agree or disagree with the statement about your organization & ethical priorities.)

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
--------------------------	-----------------	----------------	--------------	-----------------------

6. Please rate how often you observe moral values influencing decision-making in our organization: (Please rate the frequency with which you witness moral values affecting decision-making processes within the organization.)

Rarely (1)	Occasionally (2)	Sometimes (3)	Often (4)	Very Often (5)
---------------	---------------------	------------------	--------------	-------------------

7. To what extent does our organization invest in employee development and training? (Please assess the level of investment your organization makes in employee development and training programs.)

Not at all (1)	Very Little (2)	Somewhat (3)	Considerably (4)	Extensively (5)
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8. Have you noticed any recent changes in HR policies or programs that support employee growth? (Please indicate whether you have observed any recent changes in HR policies or programs that promote employee growth and development.)

No changes (1)	Minimal changes (2)	Some changes (3)	Significant changes (4)	Extensive changes (5)
-------------------	------------------------	---------------------	----------------------------	--------------------------

9. How quickly does our organization adapt to changing market conditions? (Please rate the speed at which your organization adapts to changes in the market environment.)

Very Slowly (1)	Slowly (2)	Moderately (3)	Quickly (4)	Very Quickly (5)
--------------------	---------------	-------------------	----------------	---------------------

10. Do you think our organization is responsive to new opportunities? (Please assess the level of responsiveness of your organization to new opportunities that arise.)

Very Unresponsive (1)	Unresponsive (2)	Somewhat responsive (3)	Responsive (4)	Very Responsive (5)
--------------------------	---------------------	----------------------------	-------------------	------------------------

11. To what extent do leaders in our organization set an example of ethical behavior? (Please rate how much leaders in your organization serve as role models of ethical behavior.)

Not at all (1)	Very little (2)	Somewhat (3)	Considerably (4)	Extensively (5)
-------------------	--------------------	-----------------	---------------------	--------------------

The Instrumentation

12. Do you feel that leaders in our organization understand and manage emotions effectively? (Please indicate your perception of how effectively leaders in your organization understand and manage emotions.)

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
--------------------------	-----------------	----------------	--------------	-----------------------

13. How well does our organization support the development of emotional intelligence among employees? (Please assess the level of support your organization provides for the development of emotional intelligence among its employees.)

Not at all (1)	Very little (2)	Somewhat (3)	Considerably (4)	Extensively (5)
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Figure 16: Research Instrumentation

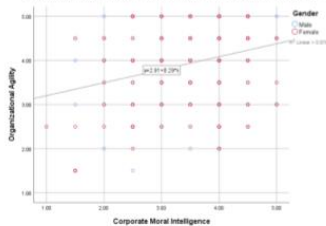
Data Analysis (Corporate Moral Intelligence | CMI Part), R1-R3

4.1 RESEARCH QUESTION ONE

Research Question 1	How does Corporate Moral Intelligence (CMI) impact Organizational Agility?
Hypothesis 1.1	Relationship between Corporate Moral Intelligence (CMI) and Organizational Agility.

Independent variable	Dependent variable	Correlation (r)	r square	ANOVA F	p-value	Regression Beta	T	p-value
CMI	OA	.276	.076	24.550	.000	.276	4.955	.000

Summary of the Analyses of Variance and Regression Analyses



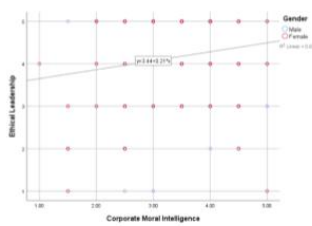
Linear regression between CMI and Organizational Agility

4.2 RESEARCH QUESTION TWO

Research Question 2	What is the relationship between Corporate Moral Intelligence (CMI) and Ethical Leadership?
Hypothesis 1.2	Relationship between Corporate Moral Intelligence (CMI) and Ethical Leadership.

Independent variable	Dependent variable	Correlation (r)	r square	ANOVA F	p-value	Regression Beta	T	p-value
CMI	EL	-.172	.030	9.109	.003	-.172	-3.018	.003

Summary of the Analyses of Variance and Regression Analyses



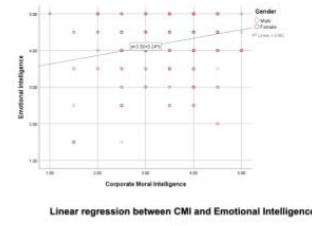
Linear regression between CMI and Ethical Leadership

4.3 RESEARCH QUESTION THREE

Research Question 3	How does Corporate Moral Intelligence (CMI) relate to Emotional Intelligence?
Hypothesis 1.3	Relationship between Corporate Moral Intelligence (CMI) and Emotional Intelligence.

Independent variable	Dependent variable	Correlation (r)	r square	ANOVA F	p-value	Regression Beta	T	p-value
CMI	EI	.250	.062	19.853	.000	.250	4.456	.000

Summary of the Analyses of Variance and Regression Analyses



Linear regression between CMI and Emotional Intelligence

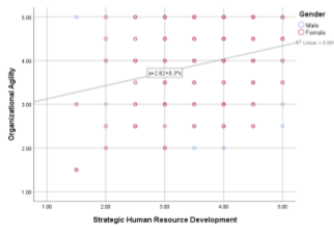
Data Analysis (Strategic Human Resource Management | SHRM Part), R4-R6

4.4 RESEARCH QUESTION FOUR

Research Question 4	How does Strategic Human Resource Development (SHRD) affect Organizational Agility?
Hypothesis 2.1	Relationship between Strategic Human Resource Development (SHRD) and Organizational Agility.

Independent variable	Dependent variable	Correlation (r)	r square	ANOVA			Regression		
				F	p-value	e	Beta	T	p-value
SHRD	OA	.285	.081	26.373	.000	.285	5.13	.000	

Summary of the Analyses of Variance and Regression Analyses



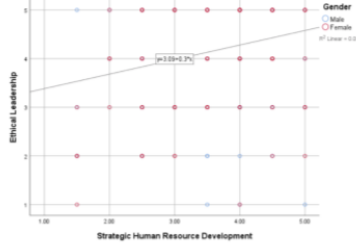
Linear regression between SHRD and Organizational Agility

4.5 RESEARCH QUESTION FIVE

Research Question 5	How does Strategic Human Resource Development (SHRD) influence Ethical Leadership?
Hypothesis 2.2	Relationship between Strategic Human Resource Development (SHRD) and Ethical Leadership.

Independent variable	Dependent variable	Correlation (r)	r square	ANOVA			Regression		
				F	p-value	e	Beta	T	p-value
SHRD	EL	.244	.059	18.845	.000	.244	4.341	.000	

Summary of the Analyses of Variance and Regression Analyses



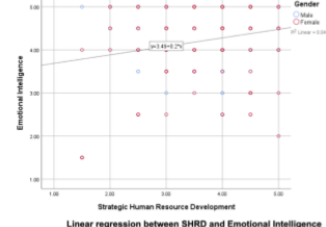
Linear regression between SHRD and Ethical Leadership

4.6 RESEARCH QUESTION SIX

Research Question 6	What is the relationship between Strategic Human Resource Development (SHRD) and Emotional Intelligence?
Hypothesis 2.3	Relationship between Strategic Human Resource Development (SHRD) and Emotional Intelligence.

Independent variable	Dependent variable	Correlation (r)	r square	ANOVA			Regression		
				F	p-value	e	Beta	T	p-value
SHRD	EI	.209	.044	13.664	.000	.209	3.69	.000	

Summary of the Analyses of Variance and Regression Analyses



Linear regression between SHRD and Emotional Intelligence

THE ETHICAL EVALUATION OF CORPORATE MORAL INTELLIGENCE TO PROMOTING STRATEGIC HUMAN RESOURCE DEVELOPMENT AND ORGANIZATIONAL AGILITY IN THAILAND, KEMISA BOONYAKIATE, SSBM GENEVA, DBA 2024

17

Discussion

4.4 SUMMARY OF FINDINGS

Hypotheses	Prediction	Supported
H1.1	There is a significant positive relationship between Corporate Moral Intelligence (CMI) and Organizational Agility.	Yes
H1.2	There is a significant positive relationship between Corporate Moral Intelligence (CMI) and Ethical Leadership.	Yes
H1.3	There is a significant positive relationship between Corporate Moral Intelligence (CMI) and Emotional Intelligence.	Yes
H2.1	There is a significant positive relationship between Strategic Human Resource Development (SHRD) and Organizational Agility.	Yes
H2.2	There is a significant positive relationship between Strategic Human Resource Development (SHRD) and Ethical Leadership.	Yes
H2.3	There is a significant positive relationship between Strategic Human Resource Development (SHRD) and Emotional Intelligence.	Yes

THE ETHICAL EVALUATION OF CORPORATE MORAL INTELLIGENCE TO PROMOTING STRATEGIC HUMAN RESOURCE DEVELOPMENT AND ORGANIZATIONAL AGILITY IN THAILAND, KEMISA BOONYAKIATE, SSBM GENEVA, DBA 2024

18

Recommendations and Conclusion

Recommendations

: While the connections between CMI, ethical leadership, emotional intelligence, SHRD, and organizational agility provide useful insights, it is crucial to acknowledge limitations and provide avenues for future research. Future research could look into how these linkages change over time or in response to specific events or interventions. Organizational settings can vary greatly, impacting the nature and degree of interactions among factors. Future research should investigate how contextual variables such as industry type, organizational size, country culture, and regulatory environment influence these relationships.

Conclusion

: The study found a significant association between CMI and organizational agility, showing that organizations with greater levels of moral intelligence are more agile in responding to challenges and opportunities. Firms that respect moral intelligence tend to generate leaders who are ethical and possess high levels of emotional intelligence, resulting in a more trusting culture and effective management of interpersonal dynamics inside the firm. Strategic investment in human resource development has also been found to promote agility, as firms that prioritize human capital development are better able to respond to shifting market demands and technology improvements.

