



The Moral Organization Standards and Self-Assessment Tool: A Case of Evaluation, Improvement, and Revision from Thailand

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Abstract

Organizational morality is an important issue for various organizations. This research aimed to improve and revise the moral standards and moral self-assessment tools for organizations by conducting evaluation research through applying qualitative and quantitative approaches. The sample comprised of key informants and samples from the government sectors, private organizations, and communities. The data was collected through focus group discussions and questionnaires before the data was analyzed by utilizing a content analysis for qualitative data and a statistical analysis for quantitative data. The findings reveal that the revised moral standards for organizations consisted of three dimensions; system/mechanism, operation, and outcomes; and five components: sufficiency, discipline, honesty, volunteering, and gratitude, while the revised self-assessment tool included 41 items at a 5-level rating scale with an overall efficiency score for moral standards between 4.20 and 5.00, an index of item objective congruence (IOC) of .60-1.00, a discrimination power for each item (r) at .722 - .927 and a very high level of reliability ($\alpha = .991$). This study proposes several organizational moral standards within Thai organizations and recommends that these standards and self-assessment tools are implemented through organizations adopting the rules and regulations to help organizations become ethical organizations.

Introduction

Due to the complex and evolving societal changes, the institutions within Thai society are grappling with challenges related to both fostering moral values

and addressing ethical issues. Consequently, individuals, as integral members of society, are becoming more interconnected in an organized manner. Therefore, it is indisputable that the organization influences the way of

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life, values, and morals among its members (Ethics & Compliance Initiative, 2021; Hannah & Avolio, 2010; Lee et al., 2017). To achieve the ultimate goal of peaceful coexistence in society, the organization plays a key role in the development and promotion of morals of its members while at the same time being a source of creation for people in the organization to change their attitudes and practices to reflect morality in accordance with the changing society and suitability for Thai society (Darby & Pascual-Leone, 2017; Devi & Vijayakumar, 2016; Specker et al., 2017; Weber, 2006). This is an influential force in driving the community, society, and country forward to achieve an improved well-being for their members.

The National Moral Promotion Committee highlighted the importance of morality as a goal to promote to people in Thai society and is stated in the Master Plan for National Moral Promotion. Noteworthy morals were selected by considering the following criteria: the moral situation of the country, research findings, the results of public opinion surveys, and the royal speeches of His Majesty King Bhumibol Adulyadej (King Rama X). Key and foundational morals linking to the development of others in five areas were identified, which were honesty, discipline, responsibility, sufficiency, and volunteering (Department of Religious Affairs, Ministry of Culture, 2021; Jutarosaga & Charoensuk, 2019; Office of the Civil Service Commission, Ethical Promoting Center, 2017). Moreover, the National Moral Promotion Committee had foreseen the need for the communication of morals for the general public to gain a broader understanding. Therefore, "responsibility" was named "discipline", while "loyalty" was called "honesty", and the "public mind" for society was seen as "volunteering". To sum up, four morals were cultivated to promote for Thai people, namely sufficiency, discipline, honesty, and volunteering (Choootsri & Pakdeewong, 2019; Office of the Education Council, 2019; Panikabutr, 2019; The Moral Center (Public Organization), 2018).

The Moral Center's (Public Organization) main mission is to manage and develop the body of knowledge in the development of morals and to coordinate and support the organizational network concerning moral and ethical development. The objective is to develop the quality of the population in terms of morals and ethics and to maintain balance in the development of Thai society by promoting and establishing moral standards. In the fiscal year 2020, the Moral Center held a meeting

to propose a draft of organizational moral standards and the Moral Self-Assessments for Organizations (The Moral Center (Public Organization), 2018), which covered sufficiency (moderateness, rationality with prudence, and immunity), discipline (law and regulations abidingness, compliance with roles and responsibilities, and stakeholders' accountability), honesty (transparency, and corporate governance), volunteering (considering the use of common resources and sharing them with others and society). Based on these four dimensions, the indicators and assessments were divided into three levels, namely system, operation, and result. Although these four dimensions and three levels of indications have been set, people still question whether the dimensions and indicators could work in real life organizations (Chuennirun, 2017; The Moral Center (Public Organization), 2018).

Concerning the implementation of moral standards and the moral self-assessment within The Moral Center (Public Organization) (2018), there is a contention that these standards and assessments exhibit unclear definitions and explanations across various aspects. This lack of clarity poses limitations on the practical application of organizational moral standards and self-assessment. Additionally, it has been identified that certain aspects require further development and scrutiny for clearer results that can be effectively translated into practice. To address these issues, it is crucial to review and consider these aspects comprehensively.

Moving forward, by addressing the aforementioned concerns and leveraging insights from studies (Abdelmotaleb & Saha, 2020; Khaltar & Moon, 2020), there is potential for the effective implementation of moral standards and moral self-assessment within the organization. These standards can be instrumental in shaping rules and guidelines applicable across diverse organizational contexts. Simultaneously, the moral self-assessment process provides valuable insights through evaluations, fostering organizational reflection on moral upkeep. This reflective process contributes to the enhancement and development of the organization by driving moral values, ultimately influencing its overall performance (Aquino et al., 2011; Lefebvre & Krettenauer, 2019; Ryan & Deci, 2000).

The moral standards in this study consisted of five moralities, namely; sufficiency, discipline, honesty, volunteering, and gratitude. Gratitude was added based on the 1st National Moral Promotion Master Plan (B.E.

2559-2564) (Chuennirun, 2017; The Moral Center (Public Organization), 2018). Each set standard has a component within that aspect of each morality, and each morality has another three dimensions that link to the organization's operation dimensions, which are the system/mechanism, operation, and outcomes. The moral standards for all five aspects with their sub-components and organization's operational dimensions have been used as a list of questions in the moral self-assessment for the organization. The moral self-assessment for the organization is a tool for promoting and developing moral standards as well as for developing a verification process to ensure the morals of social networks are promoted according to the objectives of the established Moral Center (Public Organization) (Jordan et al., 2015; Scott, 2002; The Moral Center (Public Organization), 2018; Wagner, 2011). The moral self-assessment for the organization was developed to provide organizations with basic tools for self-assessment in order to obtain information that can help reflect on the moral situation within a company. The findings could be used as information to create incentives to develop and improve the moral standards and to become a moral organization based on the shared goal of its members to implement the moral standards and self-assessment for the organization (Abdelmotaleb & Saha, 2020; Chen et al., 2018; Jones & Ryan, 1998).

Moral standards can lead to the application setting of rules and practices that can be applied in organizations in diverse ways across different contexts (Rupp et al., 2014; Sekerka et al., 2014). The moral self-assessment for the organization is a key tool as it provides information to reflect on the performance of the organization to drive morals, which are an important factor regarding the organization's operations (Abdelmotaleb & Saha, 2020; Chen et al., 2018). Consequently, it can be argued the moral standards and the moral self-assessment for the organization are just a fundamental framework and tool for organizations to have the information they need to plan and develop their own moral standards based on their contexts. Organizations can adjust the morals that are appropriate to the context and needs of their members as well as create their own assessments or evaluations in the future. In other words, organizations can concretely assess their own moral situation and use the results of the assessment as information when prioritizing the planning and development of the organization across their systems/mechanisms, and operations. This should result in an

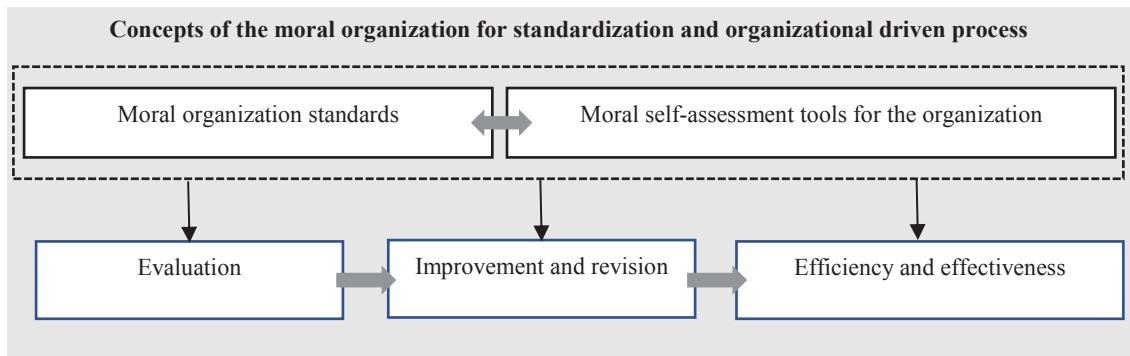
upgrade to a high standard of morals in an organization for the goodness of the members and the organization (Abdelmotaleb & Saha, 2020; Chen et al., 2018; Graham et al., 2020; Jones & Ryan, 1998; Laužikas & Miliute, 2019; Owens et al., 2019).

Therefore, this research aimed at studying and evaluating the usage of the draft moral standards and the moral self-assessment tools for the organization and improving and revising the moral standards and moral self-assessment tools for the organizations to achieve efficiency and effectiveness. This research was conducted by applying theory, perspectives, and methods from educational and behavioral sciences through the evaluation research approach which applied qualitative and quantitative approach of Caracelli & Greene (1997) and Buason (2013) for the improvement and revision of moral standards and the moral self-assessment tools for the organization so that lessons could be learnt from in-depth interviews and group discussions for feedback, opinions, and recommendations from agencies/organizations that used the standards and the self-assessment form themselves. This could then lead to the improvement and development of moral standards and the moral self-assessment for the organization to achieve efficiency by studying the effectiveness of the moral standards and the moral self-assessment by asking experts with expertise in morals and evaluating human resource development. They could also measure and evaluate their effects through content validity, discrimination power, and reliability of the assessment by looking at four aspects, which are accuracy, propriety, feasibility, and utility (Joint Committee on Standards for Educational Evaluations, 1994). To achieve the highest amount of effectiveness, the researchers applied the moral standards and the moral self-assessment for the organization to three organizations and communities, which were the government sector, the private sector, and the community enterprise to study the results obtained from their usage and used that information to improve and develop the standards for further use.

Objectives

1. To study and evaluate the usage of the draft moral standards and the moral self-assessment tools for the organization
2. To improve and revise the moral standards and moral self-assessment tools for the organizations to achieve efficiency and effectiveness.

Conceptual Framework



Research Methodology

1. Design

This evaluation research applied qualitative and quantitative approaches by collecting qualitative data and quantitative data to obtain comprehensive findings based on the provided evaluation research questions and objectives (Caracelli & Greene, 1997; Buason, 2013). This research began with a qualitative study and was subsequently followed by a quantitative study. The research design was divided into two phases based on the research objectives: phase 1, the study and evaluation of the usage of the draft of moral standards and the moral self-assessment tools for the organization, and phase 2, the improvement and revision of the moral standards and moral self-assessment tools for the organization.

2. Population and Samples

There were different samples for both phase 1 and phase 2. For phase 1, the 14 key informants consisted of those involved in the development and use of the draft of moral standards and the moral self-assessment tools for the organization, comprising the drafting committee of moral standards and the moral self-assessment for the organization, the Moral Center's working group (Public Organization) and representatives from organizations that had used the draft of moral standards and the moral self-assessment for the organization, totaling 8 participants through purposive selection. While, in phase 2, the key informants consisted of 6 participants in order to examine the effectiveness of moral standards and the moral self-assessment for the organization. This sample consisted of moral experts, human resource management and development experts, and measurement and

evaluation experts through purposive selection. The preliminary analysis to pilot the tool quality assessment employed the moral self-assessment tools among organizations and the community, which led to 55 samples from both public, private, and community sectors through simple random sampling. Key informants to study the effectiveness of moral standards and the moral self-assessment for the organization included 3 representatives from a government organization, private organization, and the community respectively, and they were chosen through purposive selection.

3. Data collection

For the data collection in phase 1, the researchers collected the data through a focus group discussion. As a method to comply with the COVID-19 measures regarding social distancing and avoiding face-to-face meetings with large crowds, the research team conducted the data collection through a group discussion in an online meeting via ZOOM. The data collection tool included issues for group discussion developed by the researchers as open-ended questions, consisting of initial questions and main questions. In the discussion group, the tool's quality was examined with an open-ended content validity by five experts, and the researchers improved the questions based on the recommendations of experts in the appropriate language while also improving the order of the content. Additional documents were also examined and a workshop at the Moral Center (Public Organization) was observed to understand the draft of moral standards and moral self-assessment for the organization and the method to apply them in practice for the improvement and development of the moral standards. For phase 2, the data on the study of moral standards and moral self-assessment for the organization's

performance was collected by contacting experts and asking them to complete an assessment via an electronic file for content validity. The research team conducted the assessment with 55 people from the public sector, the private sector, and community to study the discrimination within, and reliability and internal consistency of the moral self-assessment so that the organization in question could revise the quality of the questions by using the standard assessment form of moral standards and the moral self-assessment for the organization. The questions included closed-ended questions which included a 5-rating scale and open-ended questions. This performance assessment looked at four areas: accuracy, propriety, feasibility, and utility of standards and moral self-assessments for the organization and the content validity of the moral self-assessment for the organization created by experts. In addition, a meeting was conducted with the research project advisor from the Moral Center (Public Organization) to consider the moral standards and the moral self-assessment for the organization as a whole after having passed the performance review conducted by experts and the trial assessment. Moreover, data was collected through a focus group discussion in the form of an online meeting via ZOOM to study the effectiveness of moral standards and the moral self-assessment for the organization. Group discussion questions were developed by the researchers and quality checks were employed by experts to evaluate their efficiency and effectiveness. This research was conducted after approval of the ethical review committee of institution. Informed consent was obtained from entire

participants before participation in this research. This evaluation research was approved by the ethical committee of Saint Louis College, the previous affiliation of corresponding author (Code: E.004/2564).

4. Data Analysis

The data analysis for this study consisted of a qualitative data analysis based on a content analysis using inductive conclusions to present the analyses through a descriptive qualitative approach and a quantitative data analysis through a descriptive statistical analysis, which included the mean (M), standard deviation (SD), index of item objective congruence (IOC), and discrimination (r) for the assessment form by analyzing the relationship between the questions and the total correlation for each item. The questions required a score greater than 0.2 ($r \geq 0.2$) to be seen as effective questions and to be included in the tool. As for the analysis of the reliability and internal consistency with the Cronbach Alpha's coefficient (α), the reliability for each item must be greater than 0.7 ($\alpha \geq 0.7$) (Suwathanpornkul, 2020).

Results

1. The results for the study and evaluation of the usage of the draft of moral standards and the moral self-assessment tools for the organization.

The findings of the study and evaluation of the use of the draft of moral standards and the moral self-assessment for the organization can be divided into 2 primary sections, 4 major themes, and 11 sub-themes with details as follows in Table 1.

Table 1 The findings of the study and evaluation of the use of the draft of moral standards and the moral self-assessment for the organization.

Primary issues 1: Results of the study and evaluation of the use of moral standards

Major themes	Sub-themes	Description	Example of quotes
1.1) Criticism of the draft of moral standards	1.1a) review of the words "indicator/dimension/indices/level" to see if they had inconsistent or unclear messages	The consistency of the indicators, dimensions, indices, and levels were found to be inconsistent across each aspect. Some issues were unclearly interpreted, leading to inaccurate interpretations and a wide variety of interpretations leading to confusion in responses or assessments. Therefore, the consistency of indicators, dimensions, indices, and levels should be reviewed, which ultimately should lead to clearer interpretations. This includes considering the level of practice as some questions may be operated from the operational level up to the structural and organizational levels or some dimensions may be operated from the organizational level to the structural or operational level.	"Some dimensions may be at a structural level and then go down to the operational level. Well, there should be something reflected here." (ID1)

Table 1 (continue)

Primary issues 1: Results of the study and evaluation of the use of moral standards			
Major themes	Sub-themes	Description	Example of quotes
	1.1b) overlapping of definitions across some dimensions and the adding of definitions to clarify the dimensions c	The definitions of moral issues to be measured and assessed are overlapping. Therefore, definitions of each element need to be added or clarified for consistency purposes. This will allow for the grouping of the definitions for each dimension to be clearly stated.	<i>“... immunity should be added to the honesty dimension as that would probably be more reasonable. It's like protection. Consequently, we think that immunity or risk is more likely to be reflected here.” (ID1)</i>
	1.1c) specified details about the “Indices” (System/Operation /Result)	The moral standards defined “level” was unable to reflect the intensity but does reflect the functions of work. It was suggested to edit by additional details for each level to be clearer and to create analysis of the indices more precise.	<i>“...if there are internal and external conflicts, a bullet point for separating details should make it clearer.” (ID2)</i>
1.2) Adjustment or application of the draft of moral standards in the organization	1.2a) Opportunity to design moral standards that fit the context of the organization	The organization's moral standards should be designed to fit the unique and diverse context of each organization. This will create an understanding and awareness of the strengths as well as moral issues that need to be worked on, including the development of moral operations in the organization.	<i>“...It needs a standard that is self-developed to be monitored. I also think about the certification process that we have started. It's probably the one that fits the context of this organization...” (ID6)</i>
	1.2b) Moral standards are applied with supervision and monitoring in the organization.	Many organizations have applied moral standards for internal supervision and monitoring as guidelines for work development and moral activities in order to supervise and monitor the operations of personnel concerning the morality among personnel and to determine any need for organizational development.	<i>“... We might have to tell them early what the purpose of this standard is. In our case, we just say that it is just a guideline, not a measure. If you use it for other things, it might not work...” (ID7)</i>
Primary issues 2: Results of study and evaluation of the use of the moral self-assessment tools for the organization			
2.1) Criticism of the moral self-assessment for the organization and suggestions for improving the assessment	2.1a) Clarity and consistency of questions	The moral self-assessment questions for the organization should have the same direction and the same perspective. Moreover, the questions should be grouped in a manner to give people the opportunity to answer clearly to ensure reduction in confusion. This will lead to clarity and mutual understanding among the respondents. Furthermore, the questions for each item should be consistent with the moral standards and each of their aspects.	<i>“When I tried to answer the question myself, I felt that I didn't know what to answer... What kind of work is mine? ... or what kind of work does our organization do? ...” (ID2)</i>
	2.1b) Opportunity to answer questions from the respondents	For improve the answers from the respondents, the questions should be defined or clarified for the respondents. For example, it is necessary to clarify if only one answer should be chosen. Respondents should be allowed to select more than one choice or select the morals in the order that are most important to them while also stating reasons for the respondents' perspective on the order of the morals chosen.	<i>“... If all items are important, I will tick every item to explain why it is important in order and give reasons to explain my first choice. Well, it seems like the most important thing to explain the first choice.” (ID4)</i>

Table 1 (continue)

Major themes	Sub-themes	Description	Example of quotes
	2.1c) Extracting information and components from the executive and workers' responses	The responses and information provided by the executives and workers should have separated the information after they had answered the question. This is due to the finding that a majority of the organization's executives answered based on a systematic perspective while workers often answered based on an operational perspective. The results showed the assessment were in conflict at certain points. Moreover, the different proportion of managers and workers in the assessment may affect the results of the analysis to be more inclined towards workers rather than executives.	<i>"Perhaps, what executives think was not contributing to the workers, so they had different perspectives." (ID3)</i>
	2.1d) A review of the interpretation and key goals of the assessment criteria	The interpretation of the assessment criteria should have been based on clearer and more concrete criteria as the information obtained from the assessment responses was based on a self-assessment, so the suitability of the criteria may have to be considered, including the main goal of the assessment criteria, to certify that the answers reflect the level of morals or moral development within the organization.	<i>"... the results of this analysis were divided into colors, such as pink, yellow, and green, right? But in fact, I think this might be confusing. It represented low, middle, or high levels. I think the analysis result probably doesn't reflect it, right? It was unclear" (ID1)</i>
2.2) The ability to reflect on reality through the practical application of the organization	2.2a) Consideration of the use of empirical data within the assessment to determine whether it reflects the reality of the organization	The moral assessment of the organization should be based on the results of the self-assessment as well as on empirical data. Empirical data should be gathered related to the organization's moral performance. Moreover, empirical data based on the list of questions or moral standards should be used to assess the morals to reflect the reality of the organization's morals. This will ensure transparency and conformity with the reality of the organization at a higher degree.	<i>"... for a private sector's self-assessment, I would like to see beyond workers' perspectives towards the organization. I would like to see how the organization can prove itself with concrete evidence." (ID3)</i>
	2.2b) Developing a good and effective manual for successful practice of the organization	The development and usage of effective moral standards and the moral assessment for the organization manuals can help the organization to increase consistent understanding of the moral standards and the moral self-assessment. This will allow an organization to apply its understanding to improve the information in the manual and develop morality in the organization. As a result, it will improve the practical use of morals in the organization and reflect the reality of the organization.	<i>"The manual itself will be applied to many organizations. The preparation of the manual must be considered with the broader picture in mind so that it can be applied to every organization." (ID2)</i>

2. The results with regards to the needs for the improvement and revision of the moral standards and moral self-assessment tools for the organization.

The moral standards consisted of five aspects: (i) sufficiency, including three components: moderation, rationality with prudence, and immunity; (ii) discipline, including three components: law and regulation abidingness, compliance with the roles and responsibilities (inside the organization), and stakeholders accountability (outside the organization); (iii) honesty, including two components: transparency, and corporate governance, (iv) volunteering, including the consideration of the use of common resources and the sharing of resources to others and society; (v) gratitude, including two

components: the realization of good deeds, and rewards for goodness. Furthermore, each moral has three operational dimensions: (A) system/mechanism (initiation, planning, or creation of an organization's operating system/mechanism), (B) operation (an organization's operation), and (C) outcomes (the results from the organization's operations) along with aspects for the consideration of clear and concrete standards.

The moral self-assessment tools for the organization consisted of four main sections; first, the general information about the organization, which included closed-ended question with a checklist and 4 open-ended questions about the organization, namely the organization's code, organization name, type of

organization, and the location of the organization. The second section focused on the general information of the respondents and has 7 closed-ended questions with a checklist and open-ended questions (in case the answer is not specified) about the gender, age, educational background, work position, work experience in the organization (from the beginning to the present), and employment status of the respondent. The third section focused on establishing the opinion on the organization's morals. This section had closed-ended question for which respondent's answered in order of importance and 8 open-ended questions to gather opinions about the "key morals" and "outstanding morals" of the organization with reasons, including opinions on the organization's morals that "need to be developed urgently" and opinions on the morals of "sufficiency, discipline, honesty, volunteering, and gratitude" with regards to the

The overall efficiency of the moral standards revealed that the accuracy was at a high level with averages between 4.40-5.00. Propriety was at the highest level for all morals with averages between 4.60-5.00. The feasibility was at the highest level with an average between 4.20-5.00. The utility was at the highest level for all morals with averages between 4.60-5.00. The overall efficiency of the moral standards for the organization are presented in Table 2.

When considering the content validity of the moral assessment for the organization, it was found that the overall index of the item objective congruence (IOC) was between .60-1.00. For discipline, volunteering, and gratitude, the IOC was 1.00. For sufficiency, the IOC was between .80-1.00. For honesty, the IOC was between .60-1.00. The discrimination power for each item (r) was between .722-.927 and the reliability for the whole tool

Table 2 The overall efficiency of the moral standards for the organization.

Moral Standards/ Dimensions	Accuracy		Propriety		Feasibility		Utility	
	M (S.D.)	Results						
1. Sufficiency								
- Moderateness	4.40 (0.55)	High	4.80 (0.45)	Highest	4.40 (0.55)	High	4.60 (0.55)	Highest
- Rationality with prudence	4.40 (0.55)	High	4.80 (0.45)	Highest	4.60 (0.55)	Highest	4.60 (0.55)	Highest
- Immunity	4.60 (0.55)	Highest	4.80 (0.45)	Highest	4.40 (0.55)	High	4.80 (0.45)	Highest
2. Discipline								
- Law and regulation abidingness	4.60 (0.55)	Highest	5.00 (0.00)	Highest	4.80 (0.45)	Highest	4.80 (0.45)	Highest
- Compliance with the roles and responsibilities (inside the organization)	4.60 (0.55)	Highest	4.80 (0.45)	Highest	4.60 (0.55)	Highest	5.00 (0.00)	Highest
- Stakeholders accountability (outside the organization)	4.60 (0.55)	Highest	5.00 (0.00)	Highest	4.60 (0.55)	Highest	5.00 (0.00)	Highest
3. Honesty								
- Transparency	5.00 (0.00)	Highest	5.00 (0.00)	Highest	4.40 (0.55)	High	5.00 (0.00)	Highest
- Corporate governance	5.00 (0.00)	Highest	5.00 (0.00)	Highest	4.40 (0.55)	High	5.00 (0.00)	Highest
4. Volunteering								
- Consideration of the use of common resources and the sharing of resources to others and society	4.80 (0.45)	Highest	4.60 (0.55)	Highest	4.40 (0.55)	High	5.00 (0.00)	Highest
5. Gratitude								
- Realization of good deeds	4.40 (0.55)	High	4.80 (0.45)	Highest	4.40 (0.55)	High	5.00 (0.00)	Highest
- Rewards for goodness	4.40 (0.55)	High	4.80 (0.45)	Highest	4.20 (0.45)	High	5.00 (0.00)	Highest

respondent's organization. Finally, the moral self-assessment for the organization had 41 closed-ended questions with a 5-level rating scale, with regards to the moral self-assessment of the organization based on the perceptions or opinions of the respondents across the 5 dimensions, which consisted of sufficiency, discipline, honesty, volunteering, and gratitude.

was at a very high level ($\alpha = .991$). For each aspect, it was between .956-.981. When considering the discrimination power and the reliability of the assessment form collected from the samples in government organizations, it was found that the discrimination power (r) was between .448-.968 and the reliability was overall at a very high level ($\alpha = .993$). The reliability for

each aspect was between .955-.989. When considering the discrimination power and the reliability of the assessment form collected from the samples in private sector organizations, it was found that discrimination power for each item (r) was between .440-.896 and the reliability was overall at a very high level ($\alpha = .984$). The reliability for each aspect was between .927-.971 and when considering the discrimination power and the reliability of the assessment form collected with the community sample, it was found that the discrimination power for each item (r) was between .697-.968 and the reliability was overall at a very high level ($\alpha = .994$). The reliability for each aspect was between .967-.986 as shown in Table 3.

in unclear meaning. This led for the need to establish principles during the development of moral standards that connect the big and small indicators/dimensions/indices/levels, namely, the components, dimensions (operations), and considerations. Considerations will be replaced with indicators in the original manual to reduce misunderstandings about moral standards that are compulsory and cannot be changed. Therefore, the word "consideration" was used as a medium to be a guideline for organizations to choose and adjust according to their own organization's context. With regards to the opportunity to design moral standards that fit the context of the organization, this aspect is the main aim of applying the moral standards and the moral self-

Table 3 The overall content validity, discrimination power, and reliability of the moral assessment for the organization.

Quality/Moral Standards	Sufficiency (12 items)	Discipline (10 items)	Honesty (8 items)	Volunteering (3 items)	Gratitude (8 items)	Overall (41 items)
Item Objective Congruence (IOC)	.80-1.00	1.00	.60-1.00	1.00	1.00	.60 – 1.00
r	.757 - .903	.836 - .891	.821-.928	.881-.934	.891-.951	.722 - .927
α	.967	.972	.974	.956	.981	.991

A study on the effectiveness of moral standards and the moral self-assessment tools for the organization can be divided into two primary issues and four secondary issues as follows. Primary issue I is the benefits obtained from applying the moral standards and the moral self-assessment for the organization, which led to two secondary issues: i.a) learning from and understanding the experiences of personnel members or members of the organization and i.b) application of the basic information received to improve the moral development for personnel members or members of the organization. Primary issue II is the development and extension of the application of the moral standards and the moral self-assessment for the organization, which caused two secondary issues: ii.a) the application to the organization by using rules and regulations to drive voluntary activities and ii.b) the development to be a moral organization.

Discussion

Based on the findings of the study and evaluation of the usage of the draft of moral standards and the moral self-assessment tools for the organization, it was found that there might be "indicators/dimensions/indices/levels" that may overlap and be inconsistent, resulting

assessment so that results are consistent with the direction and context of the organization and can be achieved (Ahmed et al., 2022; Al Halbusi, 2022; Gniewosz et al., 2022; Graupe et al., 2022; Konings et al., 2022; Zonghua et al., 2022). The results of this study can lead to the development of effective moral standards and self-assessment manuals for effective practical implementation in organizations and communities to reflect how the development of a moral organization is proceeding (Wang et al., 2022; Zonghua et al., 2022). Since the moral standards and the moral self-assessment for the organization prioritize the self-assessment of the members of the organization, the results of the assessment may be partially inconsistent with the actual situation since members of the organization might lack awareness or unable to communicate within the organization (Ogunfowora et al., 2022; van Grunsven, 2022). If the use of empirical data with the assessment was considered, it could have created a deeper reflection of the reality of the organization (Banks et al., 2022; Ellemers & de Gilder, 2022). Therefore, in the manuals of the moral standards and the assessment form which are the products of this research, the purposes and methods of application should be described. This includes a clear preliminary agreement on the interpretation and conclusion of the

assessment results. Moreover, the findings found that the overlapping of moral standards should be dealt with. In addition, the definitions of each dimension should be clearer, including the clarity and consistency of the questions, the review of the interpretation, and the key goals of the assessment criteria so that it can lead to the improvement and development of moral standards. This will in turn reduce the limitations of existing standards and help the assessments to contain clarity. Therefore, the results will be discussed in the following section.

This research provided the results of the development of moral standards in five areas, which are sufficiency, discipline, honesty, volunteering, and gratitude. Gratitude was added from the 1st National Moral Promotion Master Plan (B.E. 2559-2564). Sufficiency consists of three components: moderateness, rationality with prudence, and immunity based on the concepts of the elements of Boriboon et al. (2022), Lunsakawong (2015), Nonthakhot & Somyana (2022), and The Moral Center (Public Organization) (2018). Discipline consists of three components: law and regulation abidingness, compliance with the roles and responsibilities (inside the organization), and stakeholders' accountability (outside the organization) based on the concepts of the elements of Ausubel (1972), Baruch (1949), Duckworth & Seligman (2005), and The Moral Center (Public Organization) (2018). Honesty consists of two components: transparency and corporate governance based on the concepts of the elements of Malik & Froese (2022), Tanner & Christen (2014), and The Moral Center (Public Organization) (2018). Volunteering considers the use of common resources and sharing to others and society based on the concept of the elements of Leget (2018), Morris et al. (2013), Sriboriboon, N. (2007), and The Moral Center (Public Organization) (2018). Gratitude consists of two components: the realization of good deeds, and reward for goodness based on the concept of the elements of Fitzgerald (1988), Fredrickson (2002), Garg et al. (2022), Shin (2022), and Smith (1991). Therefore, it is concluded that the development of moral standards in five areas, which consisted of sufficiency, discipline, honesty, volunteering, and gratitude was consistent with empirical literature in each component.

Moreover, the results of the development of the moral self-assessment for the organization consisted of four main parts: the first section focused on the general information about the organization, the second offered general information regarding the respondents, the third

delved into the opinions with regards to the organization's morals and the final section highlighted the moral self-assessment of the organization by covering five morals, which were sufficiency, discipline, honesty, volunteering, and gratitude. Within these sections, the researchers developed the self-assessment tool, keeping in mind not to offer too many questions. Limiting the questions allows for self-assessors to read it in a shorter time and understand it more quickly (Konings et al., 2022; Wagner, 2022). As for the results regarding the overall efficiency of the moral standards, it was found that the accuracy, propriety, feasibility, and utility were at a high or highest level across all aspects of morals (Luan et al., 2022). This shows the effectiveness of the assessments as all items met the specified criteria, which were the content validity, discrimination power, and reliability. The assessment can be applied to all items in accordance with the criteria when assessing the quality of research tools of McGuire et al. (2022), Suwathanpornkul (2020), and Vasylkovskyi et al., (2021). The study investigated the use and enhancement of moral standards and moral self-assessment within organizations and communities. The findings indicate that the results can serve as fundamental information for understanding and guiding the moral development of personnel or members within the organization. This information can be effectively utilized to shape the organization's moral landscape through the implementation of rules and voluntary efforts, ultimately transforming the organization into an entity that prioritizes moral values. (Bacq & Aguilera, 2022; Wen et al., 2022). However, the utilization and extension must be based on conditions and integration of linkages according to the organization's systems and mechanisms with clear operating procedures to achieve precise results which are consistent with the goals of the organization's development in becoming a moral organization (Sarwari, 2022; Sobirjonovich, 2022; Vargas-Hernández, 2022).

Conclusion

The revised moral standards for the organization consisted of the following three dimensions; system/mechanism, operation, and outcomes, and five components: (i) sufficiency, including three components: moderateness, rationality with prudence, and immunity; (ii) discipline, including three components: law and regulation abidingness, compliance with the roles and responsibilities, and stakeholders; (iii) honesty, including two components: transparency, and corporate governance, (iv) volunteering, the use of common

resources and sharing to others and society; (v) gratitude, including two components: the realization of good deeds, and reward for goodness. The revised organizational moral self-assessment tool consisted of four main sections; four items focused on general information about the organization, seven items about the general information of the respondents, eight items focused on the opinions of the organization's morals, and the moral self-assessment for the organization which consisted of forty-one items for which a 5-level rating scale was used to determine the perceptions or opinions of the respondents across five dimensions, which are sufficiency, discipline, honesty, volunteering, and gratitude. The overall efficiency of the moral standards, accuracy, propriety, feasibility, and utility, was 4.20-5.00, while the overall index of item objective congruence (IOC) was between .60-1.00. The discrimination power for each item (r) was between .722 - .927 and the reliability was overall at a very high level ($\alpha = .991$).

Suggestion

It is recommended that this organizational moral standards and self-assessment tool is implemented by organizational member's learning and understanding the tool prior to implementation so that they are more willing to create a moral organization through rules and their own willingness. However, the administrators or human resources in various organizations such as businesses, public and mental health, and educational organizations can apply the results or information from the assessment of organizations by using this organizational moral standards and self-assessment tool to determine the direction and policy of organizations to achieve a higher level of ethical organization. Moreover, this research has some limitations due to the small number of subjects in the preliminary analysis of the organizational moral self-assessment tool. It is suggested for further research to extend the sample into a large number which can generalize and utilize the research results to the practice.

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