

Original Article (Qualitative)

# Explaining the effective factors on organizational empathy in the framework of the Islamic value system with the foundation's data approach

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**Abstract**

The purpose of this research is to explain the factors affecting organizational empathy in the framework of the Islamic value system with the data-based approach. According to its purpose, the research method is practical, and in terms of implementation method, it is qualitative, based on the data-based method. The statistical population of the research includes 15 senior managers, religious experts, and clerics; familiar with the management issues of the Ministry of Education in 1401. The sample size was done by purposeful, non-random and snowball sampling method. A semi-structured interview was used to collect information. For data analysis, data-based technique along with open, central, and selective coding was used. According to the results of the findings, the concepts in the subcategories were categorized as follows: 1- dimensions and indicators of organizational empathy (demographic characteristics of the organization, personality characteristics of employees, psychological empowerment of employees, managerial and social factors, moral factors, and belief factors); 2- Consequences affecting organizational empathy (organizational productivity, organizational effectiveness, creativity and innovation, organizational commitment, and career and personal development); 3- Causal factors affecting organizational empathy (organizational climate, organizational structure, organizational factors, environmental factors); 4- Intervening factors affecting organizational empathy (strengthening employee participation, job burnout, employee satisfaction, employee social skills); 5- Background factors affecting organizational empathy (supportive and motivational factors, managerial support, performance evaluation system, personality and job suitability); 6- The design strategies of the organization's empathy model in the framework of the Islamic value system in the Ministry of Education (improvement of organizational processes, trust building in the organization, effective management, empathy training and organizational health of employees).

**Keywords:**

organizational empathy, Islamic value system, belief factors, managerial support, performance evaluation system

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## Extended abstract

### Introduction

Communication plays an essential role in the growth of organizations. A favorable level of organizational communication between people can provide a platform for healthy and constructive interaction for human and organization excellence. Today, the need for recognition and mutual understanding in order to accelerate the achievement of goals and objectives and to establish a principled and efficient communication has been accepted as a basic principle in management. Therefore, knowing the various components of organizational communication and the elements and factors effective in its improvement is a category of special importance in organization and management, so that the acquisition of science and knowledge regarding the types of organizational communication and its components and elements and gaining knowledge about the factors affecting the strengthening and improvement of communication as well as its obstacles in the organization can help the management of the organization to minimize the conflicts and differences in the organization as much as possible and to activate and strengthen empathy and common thinking at all levels of the organization (Abdi & Eslami, 2013). Islam pays special attention to social relations and cultivates the collective spirit in the form of divine standards and invites the society to piety, friendship, unity and empathy. The Qur'an, as the first and most important source for receiving religious teachings, plays an important role for empathy and says: "And hold fast to the rope of God and do not become scattered, and remember God's blessing upon you, when you were [others'] enemies, then He put bond among your hearts so that by His grace you became brothers and you were on the edge of the fire to save you from it. In this way, God will make His signs clear to you, so that you may find your way" (Al-Imran, 103) (Gholi & Khosrow Shahi, 2018). Based on this, the current research is looking for an answer to this question: how to explain the factors affecting organizational empathy in the framework of the Islamic value system with the data-based approach?

### Theoretical Framework

#### Sympathy; social necessity

Along with the laws that are necessary to maintain social life, emotional need is also a necessary thing that is shown in the form of human connection with each other. In a society where love and affection for each other is more effective and people love each other and want the honor, health and success of others; abnormalities, delinquencies, violence, aggression, stress and mental pressures are significantly reduced. In such societies, the index of life has increased both in the material dimension and in the spiritual and psychological dimension, and the hope of life surges in the soul of everyone (Rafiei & Kordi, 2015).

#### The importance of creating empathy from the perspective of the Holy Quran

If we want to explain the word equivalent to empathy based on Islamic teachings, "bonding hearts" is one of the appropriate words. Bonding, from the root of bond, means joining and mixing one thing with another. When this word is used about people, it means their gathering and love for each other. In this community, there is a kind of compassion and healing (Rafiei & Kordi, 2015).

#### Organizational behavior with an Islamic approach

The religion of Islam is complete, comprehensive and responsive to all human needs, and it also has instructions in the field of professional ethics. Studies in religious teachings lead us to provide solutions to institutionalize ethics and professional behavior in organizations (Ezadi, 2015). For the members of an organization to create effective and dynamic communication, it is necessary to act beyond their legal duties, to have a procedure of cooperation and collaboration; in other words, in order to solve the problems of the

organization and strengthen the communication between the members, a sense of common responsibility should be created in them, so that they can perform their duties in a friendly and loving atmosphere with a common sense of cooperation and collaboration in order to achieve the goals of the organization (Shafei, 2020) .

Yim & Park (2021) investigated the effects of union participation and focusing on organizational empathy in crisis situations. The results showed that the elites of the company are ahead of the group thinking that hinders the organizational empathy from working effectively in crises.

Gill et al, (2018) showed that maintaining empathy across professional and personal environments is challenging, because people can demonstrate the ability to maintain one of these methods of empathy: having time/free time for empathy, managing the expectations of others, professional boundaries, empathy justice.

### **Research methodology**

According to its purpose, the research method is practical, and in terms of implementation method, it is qualitative, based on the data-based method. The statistical population of the research includes 15 senior managers, religious experts, and clerics; familiar with the management issues of the Ministry of Education in 1401. The sample size was done by purposeful, non-random and snowball sampling method. A semi-structured interview was used to collect information.

### **Research findings**

For data analysis, data-based technique along with open, central, and selective coding was used. According to the results of the findings, the concepts in the subcategories were categorized as follows: 1- dimensions and indicators of organizational empathy (demographic characteristics of the organization, personality characteristics of employees, psychological empowerment of employees, managerial and social factors, moral factors, and belief factors); 2- Consequences affecting organizational empathy (organizational productivity, organizational effectiveness, creativity and innovation, organizational commitment, and career and personal development); 3- Causal factors affecting organizational empathy (organizational climate, organizational structure, organizational factors, environmental factors); 4- Intervening factors affecting organizational empathy (strengthening employee participation, job burnout, employee satisfaction, employee social skills); 5- Background factors affecting organizational empathy (supportive and motivational factors, managerial support, performance evaluation system, personality and job suitability); 6- The design strategies of the organization's empathy model in the framework of the Islamic value system in the Ministry of Education (improvement of organizational processes, trust building in the organization, effective management, empathy training and organizational health of employees).

### **hConclusion**

The current research was conducted with the aim of explaining the factors affecting organizational empathy in the framework of the Islamic value system with the data-based approach. These findings are in agreement with the research results of Shahrabi et al, (2020), Jaberimanesh et al, (2019), Yari Gholi & Bahadri Khosrow (2018), Ali Nasab (2018), Yim & Park (2021), Anaza et al, (2018), Gill et al, (2018), Jaberimanesh et al, (2019), Sanei & Shariati (2017), Koller et al, (2017), and Gerald et al, (2016). Yari Gholi & Bahadri Khosrow (2018) showed that Islamic principles emphasize good deeds, cooperation, collaboration, justice and fairness, which has the closest meaning to the concept of empathy from a psychological



point of view. In psychology, empathy is defined as the ability to understand the cause of others' reactions in different situations, which improves social relations and causes positive communication with others. In Islamic principles, cooperation, communication and doing good with others is mentioned as a concept close to empathy. Islamic psychology is the field of explorations, balanced rational-experimental efforts in the light of the guidance and clarifications of the pure teachings of revelation in order to identify obvious and hidden psychological truths and phenomena. There are common components in the methods of developing empathy from the perspective of Islam and psychology, and in some fields, different methods are observed in the development and cultivation of empathy.

According to the results obtained from the research, it is suggested:

- 1- The managers of the Ministry of Education should increase the level of awareness of people in these matters by holding in-service classes for teachers and employees in the field of increasing the level of empathy indicators according to the teachings of Islam.
- 2- The managers of the Ministry of Education should give encouragement to the teachers and managers who get a high score in terms of dimensions and indicators of empathy with annual evaluations of managers and teachers.