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**THE EFFECT OF JOB SATISFACTION AND
ETHICAL BEHAVIOR ON ORGANIZATIONAL
COMMITMENT AMONG BABYLON DISTRICT
DIRECTORATE OF NATIONAL EDUCATION**

Saif ALGBURI

Master's Thesis

Supervisor

Asst. Prof. Dr. Bella GULSHAN

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The thesis titled “THE EFFECT OF JOB SATISFACTION AND ETHICAL BEHAVIOR ON ORGANIZATIONAL COMMITMENT AMONG BABYLON DISTRICT DIRECTORATE OF NATIONAL EDUCATION” prepared and presented by Saif ALGBURI and submitted on 9/8/2023 was accepted **unanimously** for the degree of Master of Science Business Administration. Gürel TEKELİOĞLU

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ABSTRACT

THE EFFECT OF JOB SATISFACTION AND ETHICAL BEHAVIOR ON ORGANIZATIONAL COMMITMENT AMONG BABYLON DISTRICT DIRECTORATE OF NATIONAL EDUCATION

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In this study, the Babylon District Directorate of National Education in Iraq sought to determine how moral conduct and work satisfaction impacted organisational commitment. The workers of the directorate of national education in Babylon, Iraq, as well as 126 samples of employers, served as the statistical population and the data collection instruments employed in this study's descriptive methodology. The data were analysed using the multiple regression approach and the SPSS 26 application. Three hypotheses in this investigation have all been proven correct. The findings indicated that job satisfaction and ethical conduct have an impact on organisational commitment. Also, results of the study showed that ethical behaviour had a positive effect on both job satisfaction and organizational commitment, and job satisfaction also had a positive effect on organizational commitment. These findings suggest that promoting ethical behaviour and job satisfaction among the directorate of national education staff may lead to increased levels of organizational commitment. These findings have significance for managers of organisations looking to increase morale and work satisfaction among employees while also increasing staff retention and performance.

Keywords: Ethical Behavior, Job Satisfaction, Organizational Commitment, SPSS 26, National Education.

ÖZET

BABYLON İLÇE MİLLİ EĞİTİM MÜDÜRLÜĞÜ ÇALIŞANLARINDA İŞ TATMİNİ VE ETİK DAVRANIŞIN ÖRGÜTSEL BAĞLILIĞA ETKİSİ

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Bu çalışmada, Irak'ın Babil İlçe Milli Eğitim Müdürlüğü'nde ahlaki davranış ve iş tatmininin örgütsel bağlılığı nasıl etkilediği belirlenmeye çalışılmıştır. Irak'ın Babil kentindeki milli eğitim müdürlüğü çalışanları ve 126 işveren örnekleme, bu çalışmanın betimsel metodolojisinde kullanılan istatistiksel evren ve veri toplama araçları olarak hizmet etmiştir. Veriler çoklu regresyon yaklaşımı ve SPSS 26 uygulaması kullanılarak analiz edilmiştir. Bu araştırmadaki üç hipotezin hepsinin doğruluğu kanıtlanmıştır. Bulgular, iş tatmini ve etik davranışın örgütsel bağlılığı etkilediğini göstermiştir. Ayrıca, çalışmanın sonuçları etik davranışın hem iş tatmini hem de örgütsel bağlılık üzerinde olumlu bir etkiye sahip olduğunu ve iş tatmininin de örgütsel bağlılık üzerinde olumlu bir etkiye sahip olduğunu göstermiştir. Bu bulgular, milli eğitim müdürlüğü personeli arasında etik davranışın ve iş tatmininin teşvik edilmesinin örgütsel bağlılık düzeylerinin artmasına yol açabileceğini göstermektedir. Bu bulgular, çalışanlar arasında moral ve iş tatminini arttırmak ve aynı zamanda personelin kurumda kalmasını ve performansını arttırmak isteyen kurum yöneticileri için önem taşımaktadır.

Anahtar Kelimeler: Etik Davranış, İş Tatmini, Örgütsel Bağlılık, SPSS 26, Milli Eğitim.

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1. INTRODUCTION

Our world is the world of organisations and its main elements are human beings who are the ones who give life to the body of organizations and enable the realization of goals, without human beings, organization is meaningless and management is imaginary (Kwak, 2018). There may be a suspicion that in the world to come, machines will replace humans in organizations and the role of man in the organization will diminish, but it will not be like this at all, and with the automation and mechanization of work, the type of human activity in the organization will change, and according to him, a scientist named Peter Drucker will give way to knowledge work but the defining role of man, as the organizational ruler, will continue to be established (Patti, 2022). According to several academics, organisations shape and organise modern societies in various ways and for various goals, but all of them are unquestionably controlled by the physical and cerebral labour of their human resources. Therefore, it can be said that having an efficient workforce is a critical indicator of an organization's superiority versus competitors.

The availability of human resources dedicated to the organisation can significantly improve organisational performance, employee vitality, and reduce absenteeism, delays, and relocation, and better realise the organization's aspirational aims, as well as achieve personal ambitions. (Halbusi, 2019). Since education is the most important pillar for achieving development and transformation, with developed education, society can be put on the path of growth in various dimensions, so schools are more in need of committed manpower and realization the goals of education should be based on the efforts of teachers, but now it is seen that the unfavorable situation of teachers in many countries has led to teachers leaving their jobs or tending to second jobs, some teachers do the job at a high level and conscientiously, while others do not pay much and they do not and do the job as much as possible and do not express their interest and show their dedication to the organization, therefore, in order to employ and maintain them, appropriate rules and conditions must be established so that their abilities can be used in educational activities, because satisfactory efforts lead to more and more continuous commitment and ultimately to the better lives of human beings and the development and progress of societies (Danish, 2020).

Every behavior that takes place in a specific situation towards another shows the commitment that a person has towards others, without commitment, human behavior loses its meaning, Therefore, commitment is one of the human characteristics that exists in everyone, but not everyone adheres to it equally (Azmy, 2021). Organizational commitment can be defined as heart satisfaction and practical commitment to the duties assigned to a person, with the condition that without any monitoring system, the person performs his duties in the best possible way (Kim, 2021). One of the major concerns of efficient managers at different levels is how to create suitable platforms for human factors working in all professions, so that they can do their profession with a sense of responsibility and full commitment and observe the ethical principles governing their job and profession (McKenna, 2020). Several factors cause the level of commitment to be different in different people, Therefore, many researches have been done in this field and they have considered factors such as religious beliefs, culture, sense of belonging, economic status, level of education, income, place of service, work experience, including ethics and job satisfaction, on the level of commitment of people (Zulhelmi, 2019).

1.1 PROBLEM STATEMENT

Finding the connections between moral conduct, job happiness, and organisational commitment in the Iraqi Babylon District Directorate of National Education is the main objective of the current study. Recently, employees—particularly those in the education sector—have paid more attention to how moral behaviour and work happiness may impact organisational commitment. Ethical behavior refers to the actions and decisions that are consistent with moral principles, whereas job satisfaction refers to the extent to which an individual is content with their job (Ismail, 2015). Organizational commitment refers to the degree to which an individual is dedicated to the goals and values of the organization (Demir, 2020). Despite the growing interest in this topic, there is still a gap in the literature regarding the relationship between ethical behavior, job satisfaction, and organizational commitment among Babylon district directorate of national education in Iraq. This study providing a new perspective aims to fill this gap on the relationship between these three variables. The study will investigate the connections between moral conduct and job satisfaction, organisational commitment and job satisfaction, and the relationship between moral conduct and job happiness. The findings of this study will be of interest to

administrators, employees and policymakers as they will provide insight into how to improve staff retention and performance by enhancing ethical behavior and job satisfaction among Babylon district directorate of national education in Iraq. The results of this study will be interesting to managers, staff members, and policymakers since they will shed light on ways to boost morale and work satisfaction among Babylon District Directorate of National Education in Iraq, which will help to increase staff retention and performance. The results of the study will also inform the development of policies and practices that promote ethical behavior, job satisfaction, and organizational commitment among Babylon district directorate of national education in Iraq.

1.2 RESEARCH QUESTIONS

- a. How does ethical behaviour affect the organization's commitment?
- b. How does job satisfaction affect organizational commitment?

1.3 PURPOSE OF THE RESEARCH

Based on the problem explained in the present study, the objectives of the research are:

- a. Assessing the effect of ethical behaviours on the organizational commitment among Babylon district directorate of national education in Iraq.
- b. Assessing the effect of job satisfaction on organizational commitment among Babylon district directorate of national education in Iraq.

2. LITERATURE REVIEW

Examining the historical path of organizational commitment studies indicates that this issue has received wide attention in recent years and behavioral science experts have provided different definitions of it by studying and investigating in the field of organizational commitment. (O'Reilly, 1986) define organizational commitment as emotional support and connection with the goals and values of an organization, for the sake of the organization itself, not as a means to achieve other goals. According to (Xie, 2008), Individuals' sense of identification and dependence towards an organisation is known as organisational commitment. according to them, commitment and adherence affects important behaviors such as displacement and absenteeism and can have many positive and negative consequences. Employees who have commitment and adherence are more disciplined in their work, stay longer in the organization and work more. To check loyalty of employees towards the organization and their desire the Organizational commitment is a type of attitude that shows the high level of interest, attachment and to stay in the organization, this attitude can be caused by a person's desire, obligation or need and has three emotional, continuous and normative dimensions (Allen and Mayer, 1990). (Aras, 2019) have defined organizational commitment as the dependence of an individual on the organization due to the investments that the individual makes in the organization and the side benefits that he obtains through working in the organization. According to (Fu, 2013), organizational commitment is a state in which a person considers the organization to be his representative and wishes to remain in the organization. (Chordiya, 2017), in their studies, have defined organizational commitment as the degree of loyalty of an individual to the organization, organizational commitment is an attitude that states how much the members of the organization identify themselves with the organization they work in and how much they are involved in it. (Mayer, 1998) I really think that organisational commitment is a system in which the people who make up the organisation are obligated and committed to ideas and deeds that will support their efforts and commitments to the workplace. Organisational commitment is described by (Gade, 2017) as the capacity and ability to compel individuals to engage in certain behaviours and activities in support of one or more objectives.

(Han, 2008) Think of organisational commitment as a mental attitude that creates a sense of need, obligation, and desire to work for an organisation. Organisational

commitment, according to (Ismail, 2015), refers to employees' sentiments towards the entire company where they work, whether they are favourable or negative. Understanding a person's identity inside a certain organisation as well as the extent of his involvement, participation, and cooperation with that organisation is known as organisational commitment (Karrasch, 2017). According to (Salancik, 1977), commitment is a state in which an individual commits to beliefs via his actions, It drives him to continue those activities and take part in other group activities. The visibility of activities, the degree of immutability of the results of these actions, and the degree of a person's voluntary engagement in carrying out those actions are three features of behaviour that are significant in committing a person to his actions (Novitasari, 2019). According to (Armstrong, 2020), by involving employees in decision-making about actions, their commitment can be increased, and, in another definition, Porter (1974) considers commitment to be the relative power of a person to recognise a specific organisation and participate in it. Both definitions of commitment are based on the idea that they can be increased in order to help the organisation achieve its goals and attract the desired benefits. Commitment consists of three factors:

- a. A strong desire to remain a member of the organization.
- b. A strong belief, and therefore acceptance of the organization's values and goals.
- c. A readiness to pay maximum attention to the benefit of the organization.

2.1 IMPORTANCE OF ORGANISATIONAL COMMITMENT

Walton in 1985 revealed the importance of commitment, He believed that if the organization abandons its traditional methods of controlling employees, their commitment to the organization will increase and as a result their performance will improve (Armstrong, 2020). Also, research has shown that organizational commitment has a positive relationship with outcomes such as job satisfaction, attendance, extra social organizational behavior and job performance, and a negative relationship with the tendency to leave the job (Erben, 2020). Organizational commitment of employees, especially from the point of view of organization managers, is a very important issue in order to achieve organizational success and excellence, with the increasing speed of change in organizations, managers are looking for ways to increase organizational commitment in order to achieve a competitive advantage, on the other hand, the organizational

commitment of employees as a factor has a significant impact on their performance, and its process can affect many issues, if the employee remains loyal and committed to his job and organization, it will definitely increase the efficiency of education (Mwesigwa, 2020). Research has shown that employees who are interested and loyal to the organization have higher performance and productivity, they tend to stay longer in the organization, are less absent and have higher motivation, Thus, organizations can realize the desired goals of the organization by knowing the level of organizational commitment of their employees and changing the factors affecting it (Yuliaty, 2022).

2.2 MODELS OF COMMITMENT

2.2.1 Allen and Meyer's Three-part Model (1990)

Allen and Meyer proposed a three-part model in which they distinguished between attitudinal and behavioural commitment. According to this model, organizational commitment consists of three parts:

- a. Affective commitment
- b. Continuance commitment
- c. Normative commitment

According to Meyer and Allen (1984), positive commitment is the relationship between an employee's level of dedication to the company and their level of affiliation with the organisation. Moral leaders' actions demonstrate a connection between emotional and professional commitment. According to the findings of Demitras and Akdogan's (2015) research, affective commitment increases when a firm's ethical environment is viewed favourably. Affective commitment among employees has been shown to prevent them from quitting their jobs (Yousef, 2017), despite the fact that it influences job satisfaction. Despite the fact that affective commitment influences job satisfaction, this is the case. According to the findings of a number of academics, both emotional and organisational commitment function as stimulants, but the combination of the two may be considered as a strategy to discourage individuals from leaving their jobs. These "concepts" are the link between employee attrition and job burnout, according to research conducted by Peng et al. (2017).

According to Meyer and Allen (1984), a measure of an employee's commitment to

continuity is how strongly they feel obligated to remain with the organisation. (2009) (Lazaroiu et al., 2015) There are numerous reasons for making such a substantial commitment, including financial, professional, and social considerations. One of these factors is the employee's perception of the money and opportunities lost if he or she departs the organisation. For instance, a person may believe that abandoning their job would be detrimental to their accomplishments if they have spent a considerable amount of time at the same organisation or if their work has earned them a great deal of respect. If the employee leaves the company, they may no longer be eligible for their pension, income, seniority, or other benefits. The employee should remain with the company because, in every respect, staying is preferable to departing. According to Lambert, Kim, Hogan, Kelley, and Garland (2017), employees remain at their employment either because they desire to or because they believe the cost of quitting would be too high if the perceived benefits of quitting are not favourable. One facet of the concept of continuous commitment is the fact that employees have no incentive to perform to the best of their abilities while they are still employed by the organisation.

The study of various commitment theories forms the basis of ethical commitment. According to Briscoe and Finkelstein (2009), normative commitment has received the least quantity of research out of the three different types of dedication. According to Meyer and Allen (1984), normative commitment occurs when employees are invested in their work and want to remain with the organisation because its values align with their own. When an employer invests in an employee's future or gives them an opportunity that no other employer would, the employee may feel obligated to continue working for the company. Therefore, employees feel compelled to remain with their current employer. According to Liu, Loi, and Ngo (2018), the use of employee loyalty to pay off this debt makes it more difficult for employees to quit their employment. For example, an employee may resign if the company is experiencing a difficult time, but employees who sense a normative commitment to the organisation will remain even if it is not in their best interests to do so.

According to the findings of Tarigan and Ariani (2015), employee turnover negatively affects all three aspects of an organisation. On the other hand, Mathieu and Zajac (1990) assert that affective commitment has the strongest correlation with job fulfilment. According to Chang, Leach, and Anderman (2015), successful employee commitment is contingent on shared values between the individual and the organisation. According to

Chang et al. (2015), there is a correlation between commitment and job satisfaction; however, this does not imply that job satisfaction increases commitment levels. In addition, commitment to an organisation is more than mere loyalty to that organisation because the internal goals and external motivations of its employees are identical.

The goal in all three viewpoints is to cultivate a mindset that, first, makes the employee's relationship with the company clear and, second, implies the employee's continuous membership in the organisation in a subtle way. Consistent dedication: the person stays in the organization for the reason that he needs to stay based on the cost- benefit analysis, In other words, the person stays in the organization because of knowing the costs of leaving the organization and going to another organization, Of course, the longer a person's experience in the organization is, the harder it is to leave, Previously, people preferred to stay in the organization and go through the steps of promotion, lifelong employment on the one hand causes job security and on the other hand causes continuous commitment to the organization (Senen, 2017).

Emotional commitment: a person stays in the organization because he has a positive feeling towards its mission, values and goals, a person's inner and external emotional to the organization, emotional commitment means in this case, The individual will resign and leave the organisation right away if the organization's values and goals shift and become irreconcilable with their prior values (Kadir, 2016). Normative commitment: It means that the person stays in the organization due to the pressure of norms and ethics and does not leave the organization because he does not know how the employer and his colleagues will judge him after leaving the organization (Changho, 2017).

2.2.2 O'Reilly and Chatman Model

According to O'Reilly and Chatman (1986), the relationship between the individual and the organisation can take the form of identification and internalisation. This occurs when attitudes and behaviours that are in line with them are able to identify in order to receive specific rewards, assimilation occurs when a person accepts influence in order to establish or maintain a satisfying relationship, and internalisation occurs when a person engages in behaviour that reflects the values or goals and.

2.2.3 Angel and Perry Model

Based on the analysis of the questionnaire of Porter and his colleagues, Angel and Perry (1981) distinguished between value commitment and commitment to stay, the analysis of these two factors revealed the basis of the questionnaire, one factor is determined by questions that evaluate commitment to stay in the organization, and the other by questions that measure value commitment, value commitment of Angel and Perry shows a positive attitude to the organization, this type of commitment refers to mental and emotional commitment, the commitment to stay these two points to the importance of reward interactions, this type of obligation has an accounting obligation based on exchange and continuous obligation (Ryu, 2020).

2.2.4 Model of Five Key Commitments (Hersey, 1995)

Based on the work of McKinsey, which is a respected management consulting institute in the world, and with the help of the experiences gained from working with many companies, distinguished managers have reached a very useful model in the field of being distinguished in management, which is called the model of five key commitments, and it can be understood that excellence in management comes from commitment, the most effective managers act in a set of five commitments basically the same, these commitments are (Hakim, 2021):

- a. Commitment to the customer.
- b. Commitment to the organization.
- c. Commitment to yourself.
- d. Commitment to people.
- e. Commitment to duty (task).

Commitment to the customer: The first and perhaps the most important commitment of the management to the customer is emphasized, the work of some managers directly affects the external customer, in some cases, the main customer is an internal customer, managers show their commitment to the customer in two main ways, one is to provide service and the other is to create importance for him (Babu, 2018). Commitment to the organization: An effective manager is the image of his organization's pride, managers show commitment in a positive way in three ways, building a good name for the organization, supporting top

management and acting based on the organization's core values (Nurtati, 2020).

Self-commitment: An excellent manager means a person who combines power with a sense of humility, self-commitment can be seen from three specific activities, demonstrating autonomy, asserting your position as a manager and accepting constructive criticism (Musringudin, 2021).

Commitment to people: Managers show forgiveness and sacrifice towards those who work for them, this practice refers to the manager's use of the correct leadership method in order to help people achieve success in performing their duties, the manager's willingness to spend time and energy and work daily with subordinates shows his positive commitment towards people, In particular, three vital actions are part of this commitment, showing positive interest, recognition, giving progressive feedback and encouraging innovative ideas (Fu, 2020).

Commitment to duty: Successful managers relate and give meaning to the duties that people perform, they determine the focus and direction for the subordinates of the centre and ensure the successful completion of the tasks such a commitment is practical when the main goal is kept correct, simple and practical and makes the task appear important (Novitasari, 2019).

2.3 DIMENSIONS OF ORGANIZATIONAL COMMITMENT

Emotional commitment: (Mowday, 1982) have classified the preconditions of organizational commitment (emotional commitment) into four groups.

Personal characteristics: including age, service record, level of education, gender, race and other personal factors, age and service record are directly related to commitment, the level of education has an inverse relationship with organizational commitment.

Features related to the role: research shows that the enriched job increases the job challenge and leads to an increase in commitment, Also, the findings show that commitment has an inverse relationship with role conflict and role ambiguity.

Structural features: The degree of formality, duty reliance, and occasionally immoral behaviour seen in organisations have been found to have a positive link with commitment. in addition, commitment has a positive relationship with the degree of participation of people in decision-making and the degree of individual ownership of the production unit

and control of the organization, Therefore, structural changes can affect the commitment of employees to some extent.

Work experience: Work experience is considered as a major force in the process of socialization or effectiveness of employees, and it is a major force that has a positive effect on the psychological dependence of employees on the organization, Also, employees' feelings about the positive attitudes of colleagues are effective on individual commitment.

2.4 CONTINUOUS COMMITMENT

Continuous commitment shows the identification and determination of costs caused by leaving the organization by the individual, Therefore, any factor that can increase or change the aforementioned costs can be considered as one of the determining and effective factors on continuous commitment and the most frequent factors that have been studied in this connection are the savings or investments in the organization and the availability of job opportunities or existing alternatives (Senen, 2017). (ARAS, 2019) believes that the commitment to a specific course of activity is formed when a person has set aside capital for himself that he should lose if this activity does not continue. The aforementioned factors have different forms, but they can be related to work or unrelated to it. For example, the loss of time and efforts made to acquire non-transferable skills, loss of organizational recruitment benefits, loss of seniority or disruption of personal relationships, and impoverishment of family life can be considered as potential costs of leaving an organization.

2.5 NORMATIVE COMMITMENT

The feeling of commitment to remain in an organization can be the result of the internalization of normative pressures that affect the individual before entering the organization (cultural or family influence) and after entering the organization (Changho, 2017). In any case, when the organization considers rewards for the employee's progress (for example, paying tuition fees for education) or when the organization incurs costs to improve and develop his job skills or even hire him (for example, the costs related to providing job training), the commitment A norm can be formed in the employee. The diagnosis of the investments made by the organization can create an imbalance in the relationship between the individual and the organization, and according to these

investments and expenses made by the organization, this feeling arises in the employees, as long as this debt is their responsibility, they are obliged to compensate and in this way, they will feel a sense of commitment towards the organization, which is due to the appreciation of the organization and duty towards it (Meyer, 2002).

The following outcomes are achieved by the organisation because of organisational commitment: Employee desertion, reduced absenteeism and tardiness, improved organisational performance, and behaviours based on organisational citizenship (i.e., actions people take outside of the obligations outlined in their job descriptions for the organisation).

- a. The level of employee acceptance of organisational values and aims is strong.
- b. Employees work hard to provide for and fulfil organisational objectives and resources.
- c. They value their work and have positive feelings about it.
- d. Employees with dedication and adherence are more organised in their job, stay with the company longer, and put in more hours.
- e. Organisational commitment is an attitude towards the loyalty of the workforce and a continuous process that produces desired organisational outcomes, such as fewer employees quitting their jobs and increased participation and involvement of the workforce in organisational affairs.
- f. The requirement for exorbitant costs to develop precise and intricate monitoring and control systems is reduced by organisational commitment.
- g. Employee loyalty has numerous advantages for the business.

2.6 WHAT AFFECT ORGANISATIONAL COMMITMENT

(Salancik, 1977) believes that four major factors lead to organizational commitment and strengthen it.

Visibility or clarification: It is to motivate people to commit and participate in the affairs of the organization and to share the general information of the organization with them.

Openness or clarity: the visibility of the behaviour alone is not enough, in order to create organizational commitment in people, the behaviours should be clearly undeniable.

Stability and changeability: It means that the plans and procedures of the organization are stable and implemented as announced, sudden changes and instability will cause weak commitment.

Behaviour and personal factors: such as people's expenses, family, group of friends and spouse's job are factors that keep a person in an organization.

Steers and his colleagues have proposed some of the effective factors for increasing organizational commitment as follows:

Personal factors: The main personal factor is the degree of belonging and potential connection that the employee brings to the organization on his first day of work, people who show themselves to be very committed to the organization on their first day of work are likely to stay with the organization and people who are very committed at the beginning of joining the organization will probably accept additional responsibilities and continue their membership with the organization, this initial commitment process may be in the form of a self-reinforcing cycle, that is, if people put in a lot of effort when entering the organization, they may pay more attention to the organization based on their greater commitment.

Organizational factors: Organizational factors such as job scope, feedback and independence and autonomy at work, job challenge and job importance, increase engagement and behavioural participation, the ability to participate in job-related decision-making is effective on the level of commitment, consistency between work groups goals and organizational goals increases the commitment to these goals, organizational characteristics such as paying attention to the better interests of employees and ownership of employees positively increase organizational commitment.

Non-organizational factors: An important non-organizational factor that increases commitment is the ability to access job alternatives after choosing one's current job, research in an organization showed that people who did not find a high-paying job (weak external justification of their choice) showed significantly higher levels of organizational commitment than when alternative jobs were available to them, people who received a job with the highest salary (completely external self-justification) both when an alternative job was available to them and when an alternative job was available to them and when an alternative job was not available, the level of commitment They showed the same.

Organizational commitment is caused by different factors and variables that lead to different results, the figure below shows the factors affecting commitment and the results of organizational commitment, this model by (Steers et al., 1997).

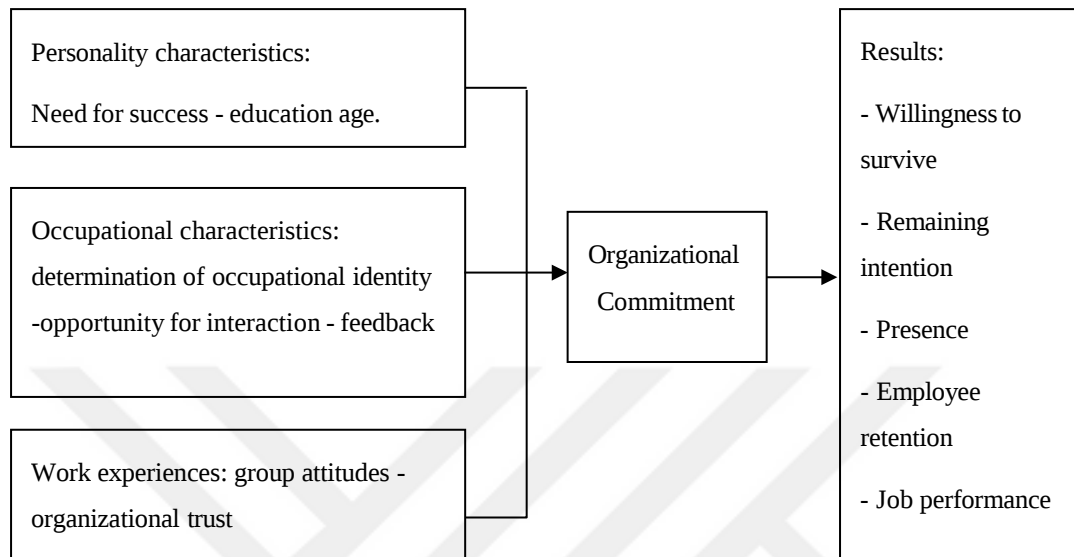


Figure 2.1: Organisational Commitment Model (Steers et al., 1997).

2.7 JOB SATISFACTION

The study of job satisfaction began with Hawthorne's studies in the early 1930s, and job satisfaction was widely studied from this year. Basically, job satisfaction became important because it convinced the early proponents of the approach in human relations, theorists and managers that a happy worker is a profitable worker. Despite the emphasis, our understanding of this concept is limited. However, there are agreements about the appropriate definition of job satisfaction. The classic attempt to define job satisfaction was made in 1985 by Robert Hoppock, he warned about the complexity of job satisfaction, and He described it as a confluence of psychological, physical, and environmental elements that lead someone to declare, "I'm satisfied with my job."z (Hutabarat, 2015). Job satisfaction as a general attitude formed and resulting from special job factors, personal characteristics and relationships outside the job (Novitasari, 2019).

Job satisfaction is a general way of thinking that belongs to a person during his job, and it is considered as a personal evaluation of the conditions in the job or work, administration, etc., which happens as a result of owning a job (Thurayah, 2020). job satisfaction is a set of compatible and incompatible feelings with which employees view their work, there is an

obvious and important difference between these feelings and another element of employees' attitude, that is, mental thoughts and behavioral intentions, these three elements together help managers of organizations to understand the reaction of employees towards their jobs, and to predict its effect on their subsequent behavior (Wang, 2011). Every employee brings a set of desires, needs, wishes and past experiences that create job expectations. When joining the organization, therefore, job satisfaction is a sign of the relationship between human expectations and the rewards that work provides (Supriyanto, 2013).

Job satisfaction as a feeling that results from job evaluation as a factor facilitating the achievement of job values, he describes job satisfaction as including four factors, bonus means salary and promotion conditions, job context means job conditions and benefits, human elements, interactions with coworkers and managers, and work qualities (Sagie, 1998). When we say that a person has high job satisfaction, we really mean that he likes his job a lot, through it he was able to satisfy his needs and as a result he has positive feelings towards it. Job satisfaction is defined by Feldman & Arnold in 1986 as the sum of positive tendencies or positive feelings that people have towards their jobs (Unal 2021).

According to Luthans (1998), three key factors for job satisfaction are the employee's vision of how to satisfy their significant expectations in the middle of their tasks. This answer cannot be directly observed, but it may be concluded that job satisfaction is an emotional reaction to working conditions (Kant, 2018). How well you fulfill expectations or achieve goals can influence your level of job satisfaction. A group of linked attitudes comprise job satisfaction. Job satisfaction is a good and pleasurable emotion that results from a person's work or work experience (Mwesigwa, 2020). Job satisfaction is an emotional response to work, physical and social circumstances of the workplace. Each person's thoughts about their jobs make up their sense of job satisfaction (Spector, 1997). According to Rojelberg (2007), job satisfaction relates to a person's overall thoughts and assessments of his or her job.

According to Soeharto (2015), job satisfaction is actually a type of background, propensity, inclination, interest, talent, readiness to respond favourably or unfavourably, or more generally, an attitude towards one's work environment. According to Vroom and Cranny, job satisfaction is the emotional response an employee has to the role they play at work. This emotional response is brought on by comparing the employee's expectations and

desires with the results that actually occurred (Fu, 2020).

Since managers work to advance the organization's objectives, many things should be considered in obtaining this important, paying attention to the job is most important part for satisfaction of employees, to get success the job satisfaction factor that increases efficiency and also the feeling of individual satisfaction (McKenna, 2020). Job dissatisfaction is an important variable for predicting high levels of job abandonment and absenteeism, when job satisfaction reaches the maximum, important scientific resources are obtained because leaving the job and absenteeism certainly involve costs, and when these two are at a minimum, organizational performance increases (Kwak, 2018). Many variables effect on job satisfaction, which can be classified into four main groups:

Organizational factors: Some of the organizational factors that are the source of job satisfaction are: salaries, promotions, and organizational requests.

Environmental factors: Environmental factors include supervision style and work groups.

The nature of work: to determine the level of job satisfaction work itself plays an important role, two aspects of job content has shown: one is the scope of the job, which includes the level of responsibility for work actions and feedback, the wider these factors are, it increases the job scope, which in turn provides job satisfaction. The second aspect is work diversity; research shows that moderate work variety is more effective, wide variety of work causes ambiguity and anxiety, and on the other hand, little variety causes monotony and fatigue, which ultimately leads to job dissatisfaction.

Individual factors: In addition to the external environment and the nature of the job as influencing variables, an individual's features and characteristics also play a significant impact in job happiness. For example, several personality traits have been shown to promote job satisfaction (Hutabarat, 2015).

Kant, 2018) considered the following five aspects of the job:

Autonomy or the nature of the job: how much the position offers fascinating duties, learning possibilities, and the ability to take on responsibilities.

Promotion opportunities: opportunity and chance to advance in the organizational hierarchy.

Payment: the reward and salary that a person receives and the amount that a person

considers his salary to be fair and just compared to the salary of other employees.

Supervision and control: Ability of the supervisor to display reassuring attitudes and practical guidance.

Colleagues: The degree to which coworkers are both technically proficient and viewed as a person's supporter socially.

Salary and income: a key factor in determining workers' job happiness. There is a strong correlation between income and job satisfaction in their study of more than 2000 managers, and Smith and Kendall found a similar correlation between industrial workers' annual income in 21 factories and their job satisfaction (Chordiya, 2017).

Self-employment is the nature of work: With the publication of the results of Herzberg's research in the book *Motivation at Work* in 1980, the role of self-employment in job satisfaction was noticed, the available evidence also shows that self-employment is an important and key factor in job satisfaction, employees are more or less interested in jobs that are challenging and exciting and avoid jobs that do not require thinking.

Three important aspects of the nature of work that affect job satisfaction are:

A lot of control over the methods of doing work and its quick measurement: if employees are allowed to choose the way of doing their work, they will be interested in their job and gain more job satisfaction, Instead, management control over work methods will cause a high level of job dissatisfaction, for employees, it is inhumane to force their supervisor to determine every activity. Moreover, diversity in the school of scientific management, there was a lot of emphases on specialization and separation of jobs and responsibilities to increase efficiency, but today it has been proven that specialization and repetition of activities in the job lead to job dissatisfaction, the average level of diversity in work includes the highest job satisfaction and the monotony of the job causes the employees to feel tired and unlike the great diversity, it creates a kind of psychological pressure. Further, the use of skills and abilities of people are motivated by successful adaptation to the environment, organizational research emphasizes the use of people's real skills and abilities, using skills and abilities makes employees feel progress, importance, self-confidence and self-confidence.

Evidence suggests a direct link between job satisfaction and prospects for advancement promotion obstacles is an important factor in creating negative motivation towards the

organization. Roga (2001) observed that the reasons for employees leaving the service were the lack of promotion opportunities, although it is difficult to name promotions as a direct source of job satisfaction. Also he has stated that promotion at the higher level of the organization includes changes in supervision, job enrichment and payments. High-level jobs in the organization and society usually have high-level salaries and income, more freedom, and less physical activity than lower-level jobs. Despite all these cases, the desirability of promotion is still stable and strong among executive and commercial managers, the root of this desirability is the achievement of higher salaries and better social status. In general, promotions have a moderate effect on job satisfaction, promotion to a higher level of the organization usually creates positive changes in supervision, wealth and job satisfaction and pay, jobs at higher levels of the organization usually have more freedom, more suitable job challenges and higher salaries, but the rewards and salaries that are assigned to special promotions are different from one situation to another.

The research conducted in this field shows that people who participate in the decisions related to workflow changes are satisfied with their jobs at a very high level, in the same way, the way of employee-oriented leaders also increases the job satisfaction of employees, although personal and situational variables have an effect on this relationship. For example, researchers found that employees at lower levels of the organization who have a mutual relationship with work groups prefer democratic leaders, and employees who are members of large work groups in which there is less opportunity to establish a relationship with the supervisor prefer autocratic leaders.

Co-workers group (group of colleagues) having good and friendly colleagues is one of the sources of job satisfaction, especially for people who don't like their workplace to be separate from others, the group of colleagues acts as a social support system for employees, they consult each other regarding their issues and problems. When workers have less opportunity to exchange ideas and mutual relations, they will be more dissatisfied and the probability of leaving the workplace is higher, when people have a relationship with their colleagues, they are more satisfied, but having a good relationship or colleagues is not as important as other job satisfaction factors (Patti, 2022).

Baron and Grinberg (1990) provide another classification of job satisfaction factors, they divide these factors into three main categories as described below. Organizational factors which include the appropriate reward system and payment methods, employee

participation in job- related decisions, giving responsibility and authority to people, and the quality of supervision and co-worker relationships, the existence of the above factors are effective in creating job satisfaction. Moreover, jobs and workplaces challenging jobs and jobs in which there is not much work pressure, also have a lot of diversity and there are friendly interactions between colleagues, usually creating higher levels of job satisfaction. Individual characteristics of individual differences are very important in organizational behaviour and creating job satisfaction, people with high self-esteem, high internal control, and a high level of seniority, have more job satisfaction than people who lack these characteristics, the fit between the job and the employee is also important, for example, specialized people who work in non- specialized jobs have less job satisfaction (Ismail, 2015).

2.8 JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

Two crucial elements that can significantly affect an organization's success are job satisfaction and organisational commitment. Employee effectiveness and contribution to the success of the organisation depend on both job satisfaction and organisational commitment, even though employee dedication is also organisational commitment (Azmy, 2021). Job satisfaction is the degree of contentment an employee feels with their job. Organisational commitment and work satisfaction are closely associated because the latter concerns an employee's fidelity and commitment to their employer, which is typically based on how they feel about their job. Employers should concentrate on developing a culture that encourages workers to be content in their positions and stay dedicated to the company. This can be done by offering competitive pay, opportunities for professional advancement, rewards for accomplishments, and a positive work atmosphere to employees (Demir, 2020). Job satisfaction and organisational commitment are essential elements of any successful organisation in order to foster a great work environment and maintain employees' motivation and productivity. Organisational commitment is a sense of loyalty and dedication to a company, whereas work satisfaction is the feeling of fulfilment that employees have with their jobs (Erben, 2020).

Job satisfaction contributes to organisational commitment because employees who feel valued and respected by their employers are more inclined to stay with them for longer periods of time. Businesses should make an effort to foster an environment where workers

may thrive by providing them with a stable job, competitive pay, opportunity for advancement, and appreciation for their work. This will guarantee that they remain committed to the company, which in turn boosts lev Job satisfaction and organisational commitment are the two factors that have the most effects on employee performance and productivity; a satisfied job is one in which a person feels at ease doing their work. The degree to which a person connects with a particular institution and its objectives is known as organisational commitment, and both of these elements have an immediate effect. Employers must foster an environment that encourages both job happiness and organisational commitment by providing staff with worthwhile work, competitive compensation, excellent benefits, flexible work hours, and opportunities for career advancement. By accepting employee opinions and suggestions and praising their achievements, businesses should give building a pleasant workplace culture a top priority (McKenna, 2020).

2.9 ETHICAL BEHAVIOUR

When we go back to the past, we see that in 1750 BC, Hammurabi, the ruler of Babylon in Iraq, had carved moral laws on a stone 3.5 meters long, and in it, there were some provisions to prevent unjust methods, which shows that ethical behaviors were concerned for a long time.

There are two distinct uses for ethics, sometimes ethics is used in the sense of mood, habitual behavior, but the other meaning of these words is knowledge that talks about good and bad behavior (Halbusi, 2019). Some have defined ethics as a set of spiritual objective processes that have a complete involvement in the real self-development and a process during which a balance is created in the function of characteristic units or spiritual organism, the first of which is scientific ethics and means the science of practicing ethics and it is self-cultivation, and the second one is the same theoretical ethics which is known as the science of distinguishing between good and bad (Danish, 2020). Ethical principles are also discussed about how people are and how they should behave in their respective organizations, and it examines good and fair tendencies in human behaviors and conduct, in general, the word ethics deals with standards related to the rightness and wrongness of behavior. Ethics are closely related to values and are viewed as a tool that turns values into action, ethics can be interpreted as the observance of spiritual principles and values that

govern the behavior of a person or group and states what is right and what is wrong (Fu, 2020).

Ethics has a considerable and decisive impact on actions and behaviours, decisions and selections, and interactions and communications, which is why it has emerged as one of the most important themes in the management world today (Guillén, 2017). Institutionalizing ethics at the organization level is a way to improve the quantity and quality of products, production, safety and security of employees and society, fighting financial and moral corruption of employees, paying attention to the dignity of employees, fair observance of laws and regulations, creating dynamism at the organization level, recruiting and appointing people without discrimination, in general, the institutionalization of ethics in the organization is a way to increase the standard of living at work and in the community in which the organisation operates (Lee, 2019). Ethics and ethical principles at the individual and organizational levels have attracted the attention of various researchers in the past four decades, so that it is mentioned as a fundamental challenge for various organizations in the world (Nurtati, 2020).

2.9.1 Ethical Standards and Legal Requirements

Ethics is something that is different from behaviour caused by the law, legal behaviour is rooted in a set of principles and regulations that determine the type of action of people, generally accepted by society, and they are valid and applied in the courts (Olsen, 2017). Moral principles are more related to behaviours that are not covered by legal regulations, legal regulations are applied to behaviours that are not necessarily covered by moral principles, legal laws are a reflection of spiritual and moral judgments, but all moral points are not included in it, for example, the issue of observing morality is foreseen in the case of saving someone who is drowning, but driving on the right side of the street has no moral basis but in areas such as theft and murder, national laws and moral principles exist in common (Zulhelmi, 2019). Many people believe that if someone does not violate the law, then he has followed the moral principles, but the scope of the moral principles does not extend to a legal aspect, many behaviours have not found a legal aspect, and managers should show more sensitivity in terms of the emergence of norms and values, ethical principles in management are those principles that morally guide and guide managers when making decisions and behavior regarding whether they are right or wrong (Lee, 2019).

Organizations in different sizes and sectors (private or government) have recognized the commitment to ethical commitment in their actions and this is done through the following policies (Boukamcha, 2022):

- a. Integration (internalization) of ethical standards in organizations.
- b. Development of charters (regulations or codes of ethics in organizations).
- c. Creating innovative educational methods to improve moral principles.
- d. Establishment of moral support units in the organization.
- e. Conducting evaluations and audits of ethical performance and awarding rewards to ethical behaviours and determining punishment for unethical behaviours.
- f. Creating ethics committees and changing and reforming internal structures to connect ethical standards with other levels of the organization.

All these measures can be fruitful in organizational decisions when ethical levels are taken into consideration in the organizational arena.

2.10 THEORIES OF ETHICS

First, a basic explanation of ethical ideas is provided. Eternal law, utilitarian theory, deontological theory, distributive justice, and individual freedom are some of these theories. The following will provide individual explanations for each of these theories.

Most religious leaders and some philosophers, including Thomas Aquinas and Thomas Jefferson, hold that there is an eternal law that was created by God, is manifest in nature, expressed and revealed in the holy book, and is accessible to men and women who have the opportunity to study it. If given the choice, these individuals will study the law of nature or the holy book, if they love us, we must also love others. This reciprocal exchange is summed up in the laws of religion and under the title of the golden rule, which is to treat others as you would like others to treat you (Carr, 2014). Religious leaders prefer to emphasise the evident sources of truth rather than the nature of reason. They also believe that this law's status is immutable, and the rights and duties are evident.

The solutionist hypothesis is a utilitarian theory. The goals and effects of people's actions are heavily emphasised in the solutionist approach to management ethics. The goal is obviously to produce the greatest amount of benefits for the most people with the least amount of losses or damages. Some of the most influential philosophers in the western world have stated that the moral value of personal behaviour can be determined by the

results of that behaviour, in other words, an action or a decision is right if it leads to benefits for people, and an action or a decision is wrong if it leads to loss or damage, Utilitarianism is a philosophy developed by the British thinker Jeremy Bentham (1832–1748). In the utilitarian hypothesis, this term refers to our understanding of the net benefits and costs associated with a particular action (Claudia, 2013). Utilitarianism focuses on results rather than individual intentions.

Defining deontology, the theory emphasises on one's duties and obligations; according to this view, the moral value of any action depends on the decision-maker's intention rather than the action's outcome because the latter is not known at the time the decision is made. Even if I lack the required efficiency, my acts are still commendable if I just want the best for others (Lazar, 2019).

Distributive justice: John Rawls' theory of distributive justice, which is unmistakably founded on the supremacy of the value of justice, was first put forth. I am not offended that you have more socioeconomic advantages than me, but I am against the situation where I try and you get more benefits, according to Rawls, who also claims that honesty is the first priority of intellectual systems, and that justice is the first priority of social organisations. According to this view, if a particular course of action increases societal cooperation, it is both right and appropriate. According to this perspective, potential cooperation serves as the foundation for social and economic advantages, whereas individual work is given minimal weight and is occasionally disregarded (Traub, 2020).

Individual freedom: Robert Nozick, a member of Harvard University who also proposed the theory of individual freedom, designed this ethical system based on the primacy of a single value. However, this value is individual freedom rather than justice, and it is believed that freedom is society's primary need, Because people must be given the freedom to choose among a range of actions that contribute to their own well-being, and because these choices can be made up until a certain point that gives others the same opportunities for informed choices, individual freedom must be extended from a market system of assets to a particular moral system of behaviour evaluation (Rudinsky, 2017).

2.10.1 Levels of Ethical Behaviour

Ethical behaviour in the organizational arena is influenced by four levels, which are:

Social level: At this level, the discussion of social responsibility is raised. Today,

organizations cannot stay away from public view for a long time and their actions and behaviour are clearly visible in the public eye, any decision and behaviour are exposed in mass media and many influential groups, Therefore, one of the key factors in the successful development of social responsibility and ethics programs is the management's ability to integrate real ethical values within the organizational culture, on the other hand, every society will change with different values, traditions, ideology and tendencies in moral and even legal, Therefore, with the descriptions provided, it can be said that nowadays organizations are under more pressure to make decisions based on ethical standards (Oh, 2022).

Legal level: This means that many of the legal and moral behaviours that are accepted by the society are the result of existing and approved laws in that society, these laws are similar to the standards and values of the society because they are derived from the culture of the society, but the legality of the behaviour is not always a proof of its being moral, it is also noteworthy that many behaviours are considered legal by the courts, but the society considers them immoral (Masood, 2020).

Organizational level: At the organizational level, according to the ethical guidelines announced in each organization, ethical behaviour is different from unethical behaviour, of course, in the organization, the level of commitment of managers to ethics can be an effective factor in the development of behaviour and ethics, Moreover, studies have also shown that ethical managers are successful managers (Kuenzi, 2019).

Individual level: Many people behave based on their personal values, and managers, as the main leaders of the organization, have values that help them balance good and bad, and these values will have a positive effect on their organizational behaviour (Kim, 2021).

2.11 ETHICAL BEHAVIOUR AND JOB SATISFACTION

Ethical behaviour in the workplace is essential for job satisfaction, as it helps to create a positive environment where employees feel respected and valued, employees who work in an ethical environment are more likely to be productive, loyal, and engaged, they are also more likely to stay with their employer longer, leading to a greater return on investment (Fu, 2020). Employers who encourage ethical behaviour in the workplace foster an environment of mutual respect and trust that improves communication between staff and management, which can increase employee job satisfaction and lead to higher productivity

and lower employee turnover rates. Ethical behaviour also aids employers in upholding a positive reputation with clients, partners, shareholders, and other stakeholders (Sopo, 2008). Companies should work to create a culture that encourages ethical behaviour from all employees. This can be done by creating clear policies and procedures, providing training on ethical issues, and rewarding employees for exhibiting good ethical behaviour. Additionally, employers should encourage ethical behaviour among all employees because it is a key component of job satisfaction. When employees feel that their workplace is a safe and respectful environment, they are more likely to be satisfied with their work. Employees who believe their workplace values ethics and their well-being are more likely to be satisfied with their jobs. This sense of satisfaction and contentment can have a positive impact on employee productivity and morale, which in turn can result in better performance and higher levels of job satisfaction (Chen, 2010). A workplace that promotes ethical behaviour also helps foster trust between employers and employees, which is essential for a successful working relationship. Furthermore, it encourages employees to take ownership of their work and strive for excellence, as they know that their efforts will be rewarded and also able to recognize accordingly. Ultimately, ethical behaviour leads to greater job satisfaction, which can lead to greater success in the workplace (Hassani, 2017).

2.12 ETHICAL BEHAVIOR AND ORGANIZATIONAL COMMITMENT

Any successful company must have organisational commitment and ethical behaviour. Ethical behaviour refers to the norms of conduct that an organisation has established for its members. While organizational commitment refers to the level of dedication and loyalty that employees have towards their organization (Ryu, 2020). Organizations must ensure that their members adhere to ethical standards and demonstrate a high level of commitment in order to be successful, this can be done by setting clear expectations, providing training on ethical decision-making and fostering a culture that encourages ethical behaviour. Organisations should also reward staff members who show a strong commitment to the company's vision, values, and goals. By doing this, they may foster a culture in which acting ethically is not only expected but also rewarded (Mushtaq, 2020). Companies need to ensure that their employees understand the importance of ethical behaviour and that they are held accountable for their actions, by doing so, companies can

create a culture of trust that will lead to increased productivity, improved employee morale, and better customer relationships (Shahid, 2020). Organizational commitment is also important because it helps to ensure that employees are focused on achieving the company's goals, it encourages them to take ownership of their work and strive for excellence in all areas. Furthermore, it helps to foster a sense of loyalty amongst employees which can help increase retention rates and reduce turnover (Aryati, 2018).

Ethical behaviour is about making sure that all employees conduct themselves in a way that is consistent with the company's values and standards, it also involves taking responsibility for the decisions they make and the actions they take, and organizational commitment means that employees are devoted to their work, take pride in their organization, and strive to achieve its goals (Pio, 2020). Organizations should promote ethical behaviour by creating an environment of trust and respect among its members, this can be done through effective communication, setting clear expectations, providing training on ethical issues, and rewarding good behaviour, organizations should also ensure that they have policies in place that promote ethical decision- making, such as codes of conduct or anti-corruption measures, Finally, organizations should foster a culture of organizational commitment by recognizing employee contributions and encouraging them to participate in decision-making processes (Menes, 2020).

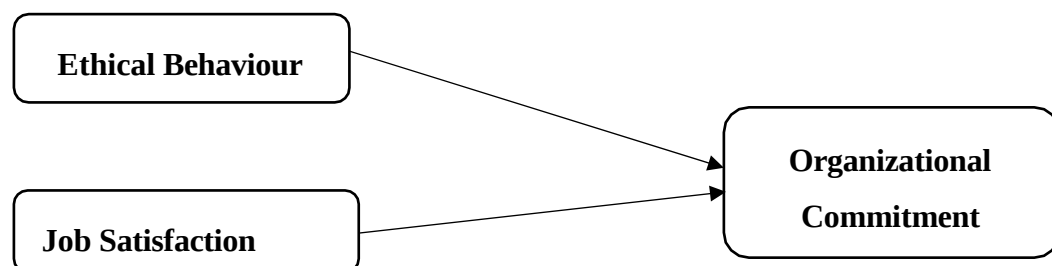


Figure 2.2: Theoretical Framework.

2.13 HYPOTHESES

Hypothesis 1: There is a positive effect of ethical behaviour on organizational commitment among the Babylon district directorate of national education in Iraq.

Hypothesis 2: There is a positive effect of job satisfaction on organisational commitment among the Babylon district directorate of national education in Iraq.

3. METHODOLOGY

In this chapter, the necessary details about the method of conducting the research, the method of collecting information, the method of sampling and estimating the sample size, the validity and reliability of the questionnaire, etc., are discussed considering the research's title and the relationship between the variables that serve as its primary foundation.

This chapter will provide an overview of the methods employed in the entirety of the research process for this study. As an integral part of the research strategy, the objective of this chapter is to examine and present a succinct overview of the key methodological principles that have affected the research methodologies and procedures employed in this study. The forthcoming discussion will centre on the manner in which the aforementioned principles exerted an influence on the research methodology that was implemented. Hence, this chapter presents an examination of the principal research methodology employed, the research strategy implemented in this study, the timeframe, and the requisite research procedures for data collection and analysis. Furthermore, it elucidates the rationale behind the choice of a specific philosophical standpoint for the sake of this inquiry. This chapter also incorporates a study timeline.

3.1 RESEARCH DESIGN

The subsequent chapter presents a comprehensive overview of the technique employed in the investigation. The purpose of this chapter, as an integral part of the research plan, is to analyse and describe the key methodological concepts that influenced the research methodologies and methodology employed in this study. The objective of this section is to offer a comprehensive elucidation of some fundamental scientific subjects. The central assertion of the discourse, together with the accompanying evidence, will pertain to the manner in which different worldviews exerted impact on the implementation of the study. Subsequently, the subsequent segment of this chapter will expound upon the principal research methodology, the research plan, the timetable, and the research instruments necessary for data collection and analysis. Furthermore, it provides clarification on the rationale for the choice of a specific philosophical standpoint as the framework for doing this research.

3.2 SURVEY

The cross-sectional survey used to collect the data.

3.3 SAMPLING

Due to the inherent impracticality of gathering data from a whole community, the initial stage of every research undertaking involves the careful selection of a sample that accurately reflects the characteristics and attributes of the entire population. The sample was collected from the employees of the directorate of national education in Babylon, Iraq. A total of 126 valid responses were collected.

3.4 MEASUREMENT SCALES

For a research attempt to yield valuable results, it is imperative to conduct the data collection process with precision, which entails employing a measurement device. For an instrument to be considered valid and reliable, it is imperative that it accurately measures the intended construct and consistently maintains a high level of precision. The measuring scale was adopted from (Jaramillo, 2006). Moreover, the ethical behaviour scale has 7-items, job satisfaction has 3 items, and organisational commitment was 3 items.

4. DATA ANALYSIS

In the present chapter, we subject diverse models and concepts to empirical examination in order to evaluate their validity. This chapter extensively examines the issue of data reliability and accuracy. Furthermore, factor analysis can be employed to identify factor loadings. Ultimately, the hypotheses are subjected to examination through the utilisation of a statistical method referred to as multiple regression analysis.

4.1 RELIABILITY

Cronbach's alpha is the prevailing approach for assessing the degree of coherence or consistency, commonly known as "reliability," in evaluating the fit between various components. In cases where it is imperative to assess the accuracy of a scale comprised of numerous Likert items within a survey or poll, it is frequently utilised. The findings of the survey are displayed in Table 4.1, indicating that Cronbach's alpha coefficient for the complete instrument is 0.825. The numerical value's importance serves as an indicator of the scale's reliability.

Table 4.1: Cronbach's Alpha Full Scale.

Cronbach's Alpha	N of Items
.825	13

Table 4.2 illustrate Cronbach's alpha for ethical behaviour is 0.819.

Table 4.2: Cronbach's Alpha for Ethical Behaviour.

Cronbach's Alpha	N of Items
.819	7

Table 4.3 illustrate Cronbach's alpha for job satisfaction is 0.619.

Table 4.3: Cronbach's Alpha for Job Satisfaction.

Cronbach's Alpha	N of Items
.619	3

Table 4.4 illustrate Cronbach's alpha for organisational commitment is 0.728.

Table 4.4: Cronbach's Alpha for Organisational Commitment.

Cronbach's Alpha	N of Items
.728	3

4.2 FACTOR ANALYSIS

Factor analysis is a statistical method that aids in the interpretation of extensive datasets. This is achieved by identifying latent variables that are already present in observable variables (sometimes referred to as manifest variables). There exist other perspectives from which one can analyse the various aspects in consideration, such as the principal axis factor, maximal probability, generalised least squares, unweighted least squares, and so forth. After the extraction of the basic elements, various modifications can be made to the remaining variables. The utilisation of conventional rotation techniques, such as varimax or equimax, presents a challenge in establishing connections between the segments. In contrast, the utilisation of an oblique rotation technique, such as promax, facilitates the establishment of connections among the segments. The imposition of this restriction is observed in the context of orthogonal movements, such as varimax and equimax, which place limitations on the attainable outcomes. It is vital to ascertain the overall quantity of components that are to be removed from the entirety. It is not unexpected that analysts who utilise the same dataset may arrive at divergent results, as there exist a multitude of methodologies and techniques available for conducting factor analysis. It is imperative for any analyst involved in the system to consistently prioritise the simplicity of the system. The overarching trend can be characterised by the extent to which each variable exerts impact on a particular aspect of the outcomes.

The values within this column denote the proportion of variation in each variable that can be accounted for by the conserved components. In the realm of common factors, a multitude of variables are linked to huge numbers, but their association with small numbers is limited. In the present scenario, there exists a lack of numerical values that may be classified as exceptionally low. The alterations were made to the duplicated sections before their inclusion in the manuscript. Table 4.5 illustrates that all the factor loadings are greater than 0.5.

Table 4.5: Factor Loadings.

	Initial	Loadings
JobSatisfaction	1.000	.871
JobSatisfaction	1.000	.841
JobSatisfaction	1.000	.675
OrganizationCommit	1.000	.831
OrganizationCommit	1.000	.825
OrganizationCommit	1.000	.730
EthicalBehavior	1.000	.541
EthicalBehavior	1.000	.519
EthicalBehavior	1.000	.619
EthicalBehavior	1.000	.737
EthicalBehavior	1.000	.684
EthicalBehavior	1.000	.722
EthicalBehavior	1.000	.793
Extraction Method: Principal Component Analysis.		

4.3 HYPOTHESES TESTING

4.3.1 Correlation Analysis

The Pearson correlation coefficient, ranging from -1 to +1, suggests that the association between two variables can be represented by a linear connection.

- a. A correlation coefficient of -1 between two scores signifies that an increase in one measure is accompanied by a decrease in the other measure.

- b. When there is no discernible relationship between the two variables under analysis, the correlation coefficient will be zero. However, there exists a potential relationship between the two variables that is both substantial and non-linear.
- c. A correlation coefficient of one signifies a perfect linear relationship between two variables, indicating that they exhibit a consistent and proportional expansion. It is expected that the values of the first variable will exhibit a consistent increase proportional to the numerical values linked with the second variable.

Table 4.6: Correlations.

Correlations				
		Ethic_Beha	Org_Commit	Job_satis
Ethic_Beha	Pearson Correlation	1	.325**	.149
	Sig. (2-tailed)		.000	.096
	N	126	126	126
Org_Commit	Pearson Correlation	.325**	1	.878**
	Sig. (2-tailed)	.000		.000
	N	126	126	126
Job_satis	Pearson Correlation	.149	.878**	1
	Sig. (2-tailed)	.096	.000	
	N	126	126	126
**. Correlation is significant at the 0.01 level (2-tailed).				

The bivariate correlation is tested at the level of 0.01 and the results indicate that all the variables are statistically significant. Table 4.6 illustrates that ethical behaviour is statistically significant as $r=0.325$ at $p\text{-value}=0.000$. Similarly, organisational commitment is highly significant with job satisfaction as $r=0.878$ and $p\text{-value}=0.000$.

4.4 REGRESSION ANALYSIS

In this SPSS output, organisational commitment is the dependent variable and ethical behaviour, and job satisfaction are the predictor. The overall fit of the model and strength of the model are detailed in the model summary. The percentage of the dependent variable's variation that can be predicted from the independent variable or variables is

expressed as the R-squared value=0.807. It indicates that ethical behaviour and job satisfaction create an 80.7% variation in the dependent variable of organisational commitment. Therefore, the goodness of fit of the model is highly significant. It is more accurate to estimate the proportion of variance in the dependent variable that can be anticipated from the independent variable or variables when there are several independent variables. For the Adjusted R Square, this result has a R Square value of 0.807. The average difference between the dependent variable's anticipated values and its actual values is measured by the Standard Error of the Estimate (SEE). A lower SEE score suggests that the model fits the data more accurately.

Table 4.7: Model Summary.

Model	R	R Square	Adjusted R Square	Error of the Estimate
1	.900 ^a	.810	.807	1.09874
a. Predictors: (Constant), Job_satis, Ethic_Beha				

Table 4.8 displays the results of the regression analysis as well as the predictions made for the dependent variable. Using predictability criteria, the results indicate that the regression model is capable of accurately predicting the variable. The regression row demonstrates, with a sig. of 0.000, that there is a statistically significant relationship between the regression model and the outcome (the degree of environmental success attained by a company).

Table 4.8: ANNOVA.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	634.313	2	317.156	262.715	.000 ^b
	Residual	148.489	123	1.207		
	Total	782.802	125			
a. Dependent Variable: Org_Commit						
b. Predictors: (Constant), Job_satis, Ethic_Beha						

The coefficients in Table 4.10 indicate the strength of the relationship or the importance of each variable in the model, as well as how each variable influences the dependent variable. With the

assistance of factors, theories can be evaluated. These are the research hypotheses.

Hypothesis 1: There is a positive effect of ethical behaviour on organizational commitment among the Babylon district directorate of national education in Iraq.

Hypothesis 2: There is a positive effect of job satisfaction on organisational commitment among the Babylon district directorate of national education in Iraq.

Table 4.9: Coefficients.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.301	.620		-2.097	.038
	Ethic_Beha	.085	.017	.199	5.002	.000
	Job_satis	.921	.043	.849	21.375	.000
a. Dependent Variable: Org_Commit						

H1: There is a positive effect of ethical behaviour on organizational commitment among the Babylon district directorate of national education in Iraq.

The values in Table 4.9 illustrate B=0.199, t-value=5.002, and p-value=0.000—the results indicate that the hypothesis is true since p-value=0.000 is less than the degree of freedom 5%. Thus, there is a significant change in organisational commitment (1% increase in ethical behaviour, the organisational commitment increases by 19.9%). Therefore, H1 is statistically significant.

H2: There is a positive effect of job satisfaction on organisational commitment among the Babylon district directorate of national education in Iraq.

The values in Table 4.9 illustrate B=0.849, t-value=21.375, and p-value=0.000—the results indicate that the hypothesis is true since p-value=0.000 is less than the degree of freedom 5%. Thus, there is a significant change in organisational commitment (1% increase in job satisfaction, the organisational commitment increases by 84.9%). Therefore, H2 is statistically significant.

The Motivation and Hygiene Theory, which was developed by Fredrick Herzberg and Bernard Mausner, serves as the conceptual underpinning for a sizeable percentage of the

work that has been done in the field of research aimed at determining the extent to which individuals are happy in their jobs. In their 1959 paper, Herzberg and Mausner proposed a conceptual framework for analysing job satisfaction. This framework consisted of two unique components. Both "intrinsic" and "extrinsic" factors are terms that are used interchangeably to refer to the two groups of variables that have been discussed thus far. Intrinsic aspects, often known as "motivators," are internal variables that are regarded to be the constituents contributing to an individual's overall job satisfaction. Intrinsic aspects are commonly referred to as "motivators." Motivating aspects in the job include things like obtaining recognition for one's efforts, being entrusted with additional responsibilities, and gaining satisfaction from the nature of one's work, among other things. The term "hygiene" variables refers to external elements that individuals face outside of their workplace that contribute to their overall discontent. These factors might include both positive and negative experiences. There is a significant amount of dissatisfaction among individuals with respect to a number of aspects of the business. These aspects include its policies, managerial practises, compensation structure, work environment, and supervision methods. People are also becoming dissatisfied with their bosses at their places of employment. There has been a debate going on for a considerable amount of time on the relative importance of the many characteristics and conditions that, when combined, contribute to an individual's level of joy while they are at work. According to the findings of Chomal and Baruah (2014), it has been discovered that the extent to which an individual is motivated to do their job is a substantially less relevant factor in determining their level of intrinsic job satisfaction than the opinions they hold. Tay and Harter (2013) found that there is a substantial connection between individuals' levels of job satisfaction and external factors such as wage rate through the research that they conducted. When referring to this relationship, the term "mediator" is typically employed.

This study focuses on the topic of outward hygiene concerns, commonly referred to as dissatisfiers in the professional realm. It is based on a comprehensive review of existing literature, which serves as the study's assumption and forms its foundational basis. Individuals possess diverse perceptions of the criteria that define a fulfilling occupation and the factors that contribute to personal contentment inside one's professional position. According to Castaneda and Scanlan (2014), job satisfaction can be understood as the subjective evaluation of employees about their self-perception as workers, their work tasks,

their supervisors, and their overall quality of life (p. 132). The developers took into account both internal and external factors during the formulation of their notion. The current paradigm lacks a distinction between the mechanisms through which entities exert influence on the external world and the mechanisms through which they impact individual emotions. Furthermore, it fails to elucidate the underlying connection between these two phenomena. In this study, Castaneda and Scanlan (2014) provide an analysis of the factors contributing to individuals' happiness in the workplace. Instead of focusing on external factors such as the work environment, the authors emphasise the significance of emotional connections that individuals establish with their employment. This change in viewpoint enables individuals to provide an explanation for the phenomenon of workplace happiness. It is conceivable that other scholars may contend that the aforementioned academics are flawed in their analysis due to their omission of the environmental factors that impact job satisfaction. In contrast, Ruiz-Palomino and his colleagues made use of Maslow's hierarchy of needs as a framework to develop their method.

One might establish specific objectives to enhance professional performance efficacy. Individuals have the capacity to attain their objectives through the assistance of both intrinsic and extrinsic motivators. In 1968, Locke did a study examining the relationship between employee performance and the level of difficulty and specificity associated with their goals. Locke and Latham (2002) suggest that the impact of goals on employee job performance can be categorised into five distinct dimensions. It was posited that in order to effectively incentivize individuals to exert considerable effort, it was imperative for goals to include certain characteristics, including specificity, challenge, fostering a sense of commitment, provision of feedback, and a distribution that aligns with the level of task difficulty. When establishing objectives, it is imperative to assess the suitability of the work environment in facilitating the attainment of these goals, while ensuring that it does not impede or constrain employees in any kind.

The integration of valence, instrumentality, and anticipation can be employed to formulate precise forecasts regarding the correlation between job satisfaction and employee motivation. The identification and modification of the elements that motivate employees is a crucial task that falls under the purview of management. If a company engages in the practise of hiring individuals who possess congruent attitudes, values, and core principles, the resulting commitment becomes more transparent and easily comprehensible.

Consequently, prioritising the establishment of a robust "cultural fit" among employees should be seen as the initial measure in the endeavour to enhance their motivation and overall satisfaction within the workplace. Lawler and Porter (1967) posited the concept that enhanced performance is correlated with the presence of extrinsic rewards. Nevertheless, as long as individuals consistently experience the anticipated benefits, their self-assurance will increase, leading to a shift from an extrinsic motivation to an intrinsic one. Vroom (2005) posits that the influence of external incentives on an employee's job happiness and performance surpasses that of internal incentives. When engaging in the process of employee recruitment, it is imperative for a business to take into account not just the candidate's compatibility with the organisational culture, but also their alignment with the motivational aspects of the company. In order to enhance productivity and job satisfaction, it is imperative to conduct a comparative analysis of the objectives, resources, and principles of the employees in relation to those of the organisation. It is conceivable that a compensation system which effectively incentivizes an employee at a certain stage of their career may not yield the same level of performance at a different juncture. The presence of workers who possess a desire for increased job satisfaction, together with work settings that facilitate the fulfilment of these desires, are essential elements for establishing a sustained correlation between job performance and overall contentment inside the workplace. The level of job satisfaction among individuals can be assessed by their evaluation of five essential dimensions inside their work settings. It is possible to enhance employee satisfaction in the workplace while generating new job opportunities by identifying factors that contribute to reduced employee productivity and effectively resolving such concerns.

In his 2018 publication titled "What Makes a Team, Company, Society, or Civilization Work," Vince Lombard posited that the essential factor contributing to the functionality of a team, company, society, or civilization is the individual's dedication to a collective endeavour (Lombard, 2018, para. 1). This statement alludes to the level of dedication exhibited by a firm towards fulfilling its objective. The primary insight derived from this statement is that there exists a significant level of confusion among individuals regarding the differentiation between organisational commitment and work satisfaction. The concept of organisational commitment pertains to the affective attachment that individuals have towards the organisation they are employed by, whereas job satisfaction pertains to the emotional response individuals have towards the tasks and responsibilities they perform

within their employment. The fundamental distinction between these two notions lies in the fact that they are provided in separate articles. As an illustration, it is plausible that an employee may hold a favourable perception of the organisation, while concurrently experiencing discontentment with their current role. The study conducted by Meyer, Becker, and Vandenberghe (2004) revealed a significant relationship between the degree of dedication and motivation exhibited by employees inside an organisation and the overall outcome of the business. The concept of commitment is broad in nature and lends itself to several interpretations. Organisational commitment refers to the extent to which employees demonstrate concern for their job roles, exhibit dedication towards their professional growth, and exhibit a high level of engagement in their work tasks. Numerous empirical investigations have demonstrated a positive correlation between professional accomplishments and organisational commitment. There is an anticipation for further investigation to be conducted on organisational matters, including work satisfaction, staff turnover, and the impact of management style. This phenomenon can be attributed to the existence of a notable link between organisational commitment and work performance. In recent times, there has been a notable surge in the volume of theoretical scholarship dedicated to the exploration of organisational commitment.

The degree of apprehension exhibited by employees over the strategic decisions made by the leadership team plays a pivotal role in determining the likelihood of a business successfully attaining its goals. There exists a potential correlation between employee performance and their level of loyalty towards the firm. As a result of this advantageous impact, employees develop a perception of themselves as stakeholders within the organisation and cultivate a belief in the significance of their contributions to the overarching prosperity of the enterprise. Organisational citizenship behaviours (OCBs) encompass employee behaviours that surpass the prescribed job requirements, demonstrating a proactive commitment to enhancing the overall effectiveness and prosperity of the organisation. Based on the results of the research, it can be inferred that an individual's overall corporate citizenship behaviour (OCB) is influenced by their level of organisational commitment, which is contingent upon their ability to perceive their job for the organisation as meaningful and fulfilling. Individuals with elevated levels of Organisational Citizenship Behaviour (OCB) often possess a profound conviction regarding their obligation to the collective, hence motivating them to make substantial

contributions. When an individual exhibits Organisational Citizenship Behaviour (OCB), it signifies their adherence to a personal ethical framework that motivates them to actively engage in beneficial actions for the collective. I agree with the conclusions stated by Caldwell et al. (year) that the perpetual ethical code played a role in fostering a favourable organisational citizenship behaviour (OCB) among employees. The presence of moral leadership significantly enhances employee effectiveness by fostering a culture of high regard for ethical principles among individuals.



5. CONCLUSION

A positive association has been shown between ethical leadership and favourable workplace behaviour, organisational commitment, and job satisfaction. It is imperative for managers within the food and beverage industry to possess a comprehensive understanding of the paramount importance of maintaining ethical standards in their interactions with employees, consumers, and other stakeholders within the community. Jang and Kandampully (2017) assert that within the food and beverage industry, there exists a notable prevalence of personnel turnover and a substandard degree of organisational commitment. In order to mitigate employee turnover, it is imperative that workers possess confidence in the ethical conduct and equitable treatment of all employees by their Chief Executive Officer (CEO). Managers should exhibit ethical conduct when interacting with their staff in order to motivate them to adopt attitudes and engage in actions that are advantageous to the organisation. When employees hold the perception that their supervisors exhibit socially desirable qualities, it not only contributes to their job satisfaction, but also enhances their likelihood of maintaining employment within an industry characterised by a significant turnover of personnel.

In relation to the appropriate behaviour within a company setting, it is probable that employees within ethically guided firms will derive their guidance from the managers overseeing the food and beverage departments. Based on the findings of Jalalkamali et al. (2016), managers who exhibit altruistic tendencies are inclined to foster organisational behaviours such as teamwork, coaching, mentoring, and other practises that have the potential to yield enhanced productivity and heightened levels of job satisfaction. Managers exert influence not just on the productivity of their firms, but also on the organisational culture and the individuals under their supervision. Managers that possess empathy have the capacity to cultivate a feeling of community inside their businesses through the delegation of authority to their employees. The establishment of a strong sense of community is facilitated by managers who exhibit honourable conduct and serve as role models for their subordinates. The leader-member exchange theory is a theoretical framework that examines the dynamics and processes of social interactions. Understanding this connection necessitates a prior comprehension of the underlying concept. The dynamic between a leader and a follower yields beneficial outcomes for both employee attitudes and

habits. The present study aimed to examine the factors contributing to the high attrition rate observed within the food and beverage sector. A non-experimental quantitative correlation study was conducted within the food and beverage industry to investigate the potential impact of perceived ethical leadership on work satisfaction, organisational commitment, and organisational citizenship behaviours. The study aimed to determine the presence and degree of influence of perceived ethical leadership on these variables. On a daily basis, managers within the food and beverage business engage in close collaboration with the personnel they oversee. Research findings indicate that the ethical conduct of a manager can exert an influence on the overall organisational culture. This phenomenon can be attributed to the tight collaboration between the manager and their subordinates, resulting in the prominent exhibition of the boss's moral character and ethical conduct. Employees have elevated levels of both internal and external job satisfaction within their work surroundings when their supervisor assumes accountability for their actions. A manager who demonstrates strong moral principles can significantly influence the organisational culture of a company due to the exemplary behaviour they exhibit. This can facilitate the cultivation of a professional milieu that fosters organisational allegiance, job satisfaction, and ethical engagement within the corporate sphere. There is a potential correlation between ethical leadership and reduced turnover rates within the food and beverage industry, a sector known for its generally high turnover rates. When a corporation upholds elevated ethical standards within the workplace, it engenders satisfaction and contentment among the manager, employees, and the company's key clientele.

Decisions made by managers who adhere to ethical standards are grounded in a pre-established framework of principles. Prior to engaging in any course of action, ethical leaders have the opportunity to employ the systematic approach outlined by this framework in order to make decisions that are both well-informed and carefully considered. Managers who exhibit moral values are generally perceived favourably due to the perception that they possess high levels of intelligence and demonstrate genuine concern for the well-being of their employees, the organisation, and the broader societal context in which they operate. According to the findings of Brown et al. (2005) and Trevino et al. (2003), ethical managers are individuals who exhibit moral behaviour characterised by trustworthiness and honesty. According to the findings of Piccolo et al. (2010), leaders who exhibit ethical behaviour possess the capacity to imbue activities with a heightened feeling of

significance, hence resulting in enhanced employee performance. When employees hold the perception that their managers and other organisational leaders possess high moral standards, they tend to perceive them as benevolent and supportive, thereby demonstrating a commitment to the well-being of these employees. As a consequence, there is an enhancement in the quality of interactions between the management and the members, which also has the possibility of fostering the development of emotional connections, reciprocal assistance, and steadfast allegiance.

Ethical leaders have the capacity to inspire individuals to engage in actions that enhance their dedication to the organisation, enhance organisational conduct, and elevate levels of job contentment. Advocating for employees and maintaining consistency in decision-making are two highly efficacious strategies that CEOs in the food and beverage sector can adopt to enhance employee satisfaction. According to the findings of Kim and Brymer (2011), individuals who experience job satisfaction are less likely to actively seek alternative employment options. The study's findings indicate that ethical leadership is positively correlated with several aspects, such as job satisfaction, loyalty to the organisation, and engagement in corporate citizenship behaviours. These links may also serve as a deterrent for persons considering leaving the food and beverage business. In order to sustain growth and minimise costs, it is imperative for a company to address the issue of excessive employee turnover. Business enterprises that specialise in the provision of food and beverages may find it beneficial to explore educational programmes in management that have a strong emphasis on the development of moral leadership skills. The implementation of ethical criteria throughout the recruitment process and the provision of managerial training have the potential to enhance employee performance and foster company loyalty.

5.1 LIMITATIONS OF THE STUDY

The sample size of 126 employees may not be large enough to represent the population of all employees in the Babylon district directorate of national education in Iraq.

- a. The study was conducted at one location, the Babylon district directorate of national education in Iraq, and may not be generalizable to other locations or organizations.

- b. The study was conducted at a specific point in time, and the results may not be representative of the employees' perceptions at other points in time.
- c. The study relies on a single source of data, which is the employees' perceptions and may not take into account other factors that influence organizational commitment such as salary, benefits, and opportunities for professional development.
- d. The study's scope is restricted to Iraq's Directorate of National Education; therefore, findings may not generalise to other markets or nations.
- e. The study is based on quantitative data only, it may be beneficial to complement it with qualitative data to get a detailed commitment to the experiences and perceptions of the employees.
- f. The study is based on a specific occupation, so it may not be generalizable to other occupations.
- g. The study may have been limited by the specific context and population in which it was conducted, making it difficult to generalize the results to other settings or populations.

5.2 RECOMMENDATION OF THE STUDY

Based on the research objectives outlined in the present study, Future studies should concentrate on the following topics:

- a. To assess whether the results are generalizable, further research into the relationship between moral conduct and organisational commitment in other businesses and sectors is needed.
- b. To strengthen organisational commitment, research should be done into specific tactics or treatments that can be used to improve moral behaviour and job satisfaction.
- c. investigation of additional elements that, in addition to moral conduct and job happiness, may have an impact on organisational commitment.
- d. To determine whether the changes are maintained over time, research is being done on the long-term effects of interventions on organisational commitment.
- e. To provide more precise and reliable metrics, research should be done on the various ways that organisational commitment can be measured.

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