

The organizational commitment of managers and its relationship to the ethics of strategic decision and its social responsibility (applied study at the University of Maysan)

Soulaf Abdalqadir Hameed Alsady
College of Nursing -Misan University
Soulafah@uomisan.edu.iq

Raghad Adnan Mahdi
Engineering College-Tikrit University
raghad.a.mhd@tu

Abstract:

The study aims to know the reality of the interest and consideration of those in charge of administration at the university in preparing strategic decisions according to the requirements of human resources in order to provide the best of their energies and competencies at work, in addition to their sincerity and commitment at work, and to clarify and interpret the relationships and influence between organizational commitment and the ethics of strategic decision. And diagnosing the level of organizational commitment of the managers at the university under study, diagnosing which dimension of organizational commitment has the most impact, and clarifying the theoretical and scientific implications and implications of organizational commitment and the ethics of strategic decision. The study was applied at the University of Maysan by designing a questionnaire. This form was distributed to individuals working at the university, and a set of appropriate statistical methods were used for this purpose. The study reached a set of conclusions, the most important of managers and the ethics of the strategic decision in the form that benefits the individual and society.

Keywords: organizational commitment of managers

to unleash the potential power that enabled humanity to progress, and importance in issuance of economic units commitment began from the past, The employees and workers in any institutional unit, whatever its type, and whatever it aims to, will enhance the commitment and adherence. The concept of commitment emerged in organizational behavior, as most studies and research focused on explaining the effects and roles of individuals for the comprehensiveness of organizational commitment to

Introduction:

Today, the University of Maysan strives to achieve its goals for which it was established, which represents the main purpose of its establishment. Therefore, we find it striving to achieve high levels of organizational commitment for managers in this university by following different policies and strategies by providing material, human and technological capabilities, and the ethics of strategic decision in the university is necessary

and its social responsibility measured. ?

4. Is there a relationship between organizational commitment and the ethics of strategic decision from the point of view of directors at the university? .

1.2. The importance of the study:

The study derives its importance from the importance of the topic it deals with, as it is concerned with studying the organizational commitment of managers and its relationship to the ethics of strategic decision and social responsibility, as the ethics of strategic decisions offer many advantages for institutions, the most important of which is the definition of the holistic concept of organizational commitment and its relationship with the ethics of strategic decision, and awareness of business departments and organizations of the importance of adopting More dealing ethics, and addressing the relationship between the organizational commitment of managers and the ethics of the strategic decision and its social responsibility in the organization, and whether the loss of the ethical decision can be an implicit reason for organizations, The issue of organizational commitment and its relationship to the ethics of strategic decision and social responsibility and its impact on the performance of organizations has become important because of the competitive advantage it achieves that helps to stabilize and stabilize organizations of all kinds.

1.3. The objectives of the study:

The aim of the study is to know the reality of the interest and consideration of those in charge of the administration at the university in preparing strategic

achieve big levels of its for managers in this university by different policies and strategies by providing material, human and technological capabilities .

The first subject: methodology of study

1-1. The problem of study:

Ethics has become one of the important topics in administrative work, especially in productive business organizations. The role of strategic decision ethics and its relationship to social responsibility plays a major role in the organizational commitment of workers in their work and their sense of the importance of what they do. The crystallized for the relationship of economic units to the ethics of strategic decision and social responsibility from the point of view of managers at the University of Maysan? The following sub-questions are derived from the main question:

1. What is organizational commitment and what are its levels from the point of view of managers at the University of Maysan. ?
2. What are the ethical implications of the strategic decision, and what is the extent of commitment to it in the higher education sector, and how is this commitment measured. ?
3. Is organizational commitment an important factor when making a strategic decision, and does it have positive or negative effects on the outcome of the decision, and how is the relationship between organizational commitment, the ethics of the strategic decision

(customer, employees, environment, society).

- The third main hypothesis: a change in the level of managements to a change in strategic decision, and the following sub-hypotheses are derived from this hypothesis:
 - Sub-hypothesis (1): There is a significant relationship between moral commitment and the level of strategic decision ethics.
 - Sub-hypothesis (2): There is a significant relationship between emotional commitment and the level of strategic decision ethics.
 - Sub-hypothesis (3): There is a significant relationship between continuous commitment and the level of ethics of the strategic decision

1.5. The model of the study:

The model includes the study variables that include two main variables and their secondary variables, as follows:

1. The independent variable: organizational commitment: it includes the following sub-dimensions: (Moral commitment, emotional commitment, continuous commitment).
2. The dependent variable: the ethics of strategic decision: It includes the following sub-dimensions: (customer, employees, environment, society).

decisions according to the requirements of human resources in order to provide the best of their energies and competencies at work, in addition to their sincerity and commitment to work, and in light of the foregoing, the objectives of the study were determined as follows:

1. Clarification and interpretation of the relationship and influence between organizational commitment and the ethics of strategic decision.
2. Diagnosing the level of organizational commitment of managers at the university under study.
3. Clarify the theoretical and scientific implications of organizational commitment and the ethics of strategic decision.
4. Building a scale on the relationship between the organizational commitment of managers and the ethics of strategic decision in higher education institutions.

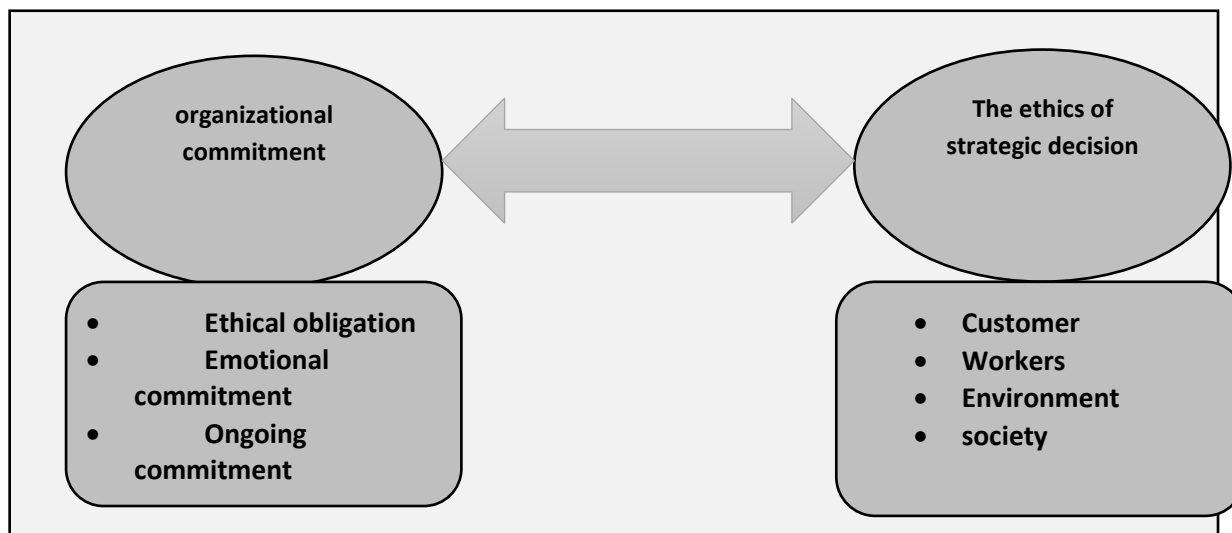
1.4. The hypotheses of the study:

The study was based on a set of main hypotheses, which are as follows:

- The first main premise: The level of organizational commitment is determined by the level (normative or moral commitment, emotional commitment, continuous commitment).
- The second main hypothesis: The level of ethics of the strategic decision is determined by the level of response to

The study model can be illustrated by the following figure:

Figure (1): study model diagram



Source: prepared by the researcher.

- a. Designing a survey list addressed to the principals working in the university under study.
- b. Distribute the survey list to the sample under study, reassemble it, encode it, and enter the data into the computer to get the results.

1.7. The limits of the study:

The limits of the study can be clarified through the following:

1. The study is theoretically determined by analyzing the concept and components of organizational commitment, the ethics of strategic decision, and the relationship between them.
2. The ethics of strategic decision take a variety of activities and areas, and the researcher has adopted four important areas in the decision-making process

1.6. The methodology of the study:

Two types of data will be used to prepare this study, as follows:

1. Secondary data: These are data that contribute to the formation of the intellectual framework for the subject of the study and are obtained from multiple sources, including the following:
 - a. Arabic and foreign references related to the subject of the study.
 - b. Scientific theses related to the topic and problem of the study.
 - c. Research and scientific studies published in journals.
 - d. Records and reports for the University of Maysan
2. Field data: includes the following:

organization in which he works, as it is the individual's willingness to exert a high degree of effort for the benefit of the organization in which he works with the presence of a real desire to continue (Barkhuizen & Rothmann, 2016:390).

Institution is one of prominent behavioral fixed and variables that highlighted, as the results of many wages confirmed high cost of absence, high late work and the labor about the employees leakage from institution, and job satisfaction show levels. A results also the importance of finding for the causes of negative result. Some studies confirms a clear functions of institution (Al-Kahlout, 2004: 19).

the levels of institution in the works in environment in a shows in the level of foremost of absenteeism for assessments from performing tasks so that appropriate to its workers and push for achieve the level of aims during the period (Coffman & Gonzalez, 2012: 178).

The important elements between institution concerned with working in times when institution cannot provide highest level of aims and achievement. The institution which they work is an modern factors more than works satisfaction in predicting their order in their institution, the works of each party's duties toward on the other, adherence to the values and objectives of the organization and a strong sense of belonging to it and defending it and the desire to continue with it (Elizur, et.al., 1996:36).

The field of organizational commitment has attracted both researchers and scientists in human behavior because of what it represents as a desirable behavior, as is

and in determining its ethics and social responsibility, which are (customer, employees, environment, society), and they will be applied in the relationship of each variable of organizational commitment.

3. The study was limited to the University of Maysan and its directors (the president of the university, assistants of the university president, deans of faculties and their assistants, directors of departments and branches, directors of divisions and administrative units.

1.8. The population and sample of the study:

The study population consists of principals working in the higher education sector, and the sample is represented by principals working at the University of Maysan in Maysan Governorate in Iraq.

The second subject: Frameworks of study

2.1. The definition and importance for the organizational commitment of managers:

Organizational commitment is seen as a psychological and social condition that indicates the congruence of the aims of employees with the aims of the institution, the feeling of each party's duties towards the other, adherence to the values and objectives of the organization and a strong sense of belonging to it and defending it and the desire to continue with it (Bakker, et.al., 2008: 188).

Thus, the organizational commitment is represented in the functional link that links the individual with the

for the comprehensiveness of organizational commitment to achieve big levels of its.

2.2. Factors affecting the organizational commitment of managers:

There are a set of factors that develop and enhance the organization and make the individuals working in them closely related to their work environment, and these factors can be clarified through the following: (Freeney & Tiernan, 2016:132), (Bandura, 2010: 216)

1. Personal factors: These are factors related to the working individual himself, such as: the personality of the working individual, his ability to take responsibility, his expectations for the job, his psychological connection to the work or the organization, or his choice of work.
2. Organizational factors: These relate to practical experience or scope of work, such as challenge, feedback, independence, direct supervision, and cohesion of work group members with the organization's goals and their participation in decision-making.
3. Non-organizational factors: They are factors based on the availability of alternative job opportunities for the individual after his choice of his first decision to join the organization so that the level of commitment of workers is high when the wage available in alternative opportunities is greater than what he obtains in his organization, which gives

represented in the functional link that links the individual with the organization in which he works, as it is the individual's willingness to exert a high degree of effort for the benefit of the rate of work turnover (Abdel-Fattah, 2011: 16).

And that each element of organizational commitment in the organization has the importance through which it is related to the productivity of the individual within the organization, which has an impact on its productivity and effectiveness and ensuring its success and continuity. The importance of organizational commitment can be clarified as follows: (Bandura, 2010: 216), (Al-Ghamdi & Bin Abdullah, 2012: 23).

1. That organizational commitment can help to some extent in explaining how individuals find a purpose for them in life.
2. Institution is one of concern management of its, as it responsible for maintaining a healthy enables it to continue to research's human behavior in motivating it for increasing degree of values and achieved the goals.
3. The party's duties towards the other, adherence to the values and objectives of the organization and a strong sense of belonging to it and defending it and the desire to continue.
4. The commitment in the institution emerged in organizational behavior, as most studies and research focused on explaining the effects and roles of individuals

managerial skills of individuals (Freeney & Tiernan, 2016: 133).

The clarity of goals helps workers, the more clear and specific the goals, the greater the process of awareness and understanding of organizational commitment or loyalty by individuals with concerned with the taking into the modern business environment (Bakker, et.al., 2008:188).

2.3. The relationship between the organizational commitment of managers and the ethics of the strategic decision and its social responsibility:

Ethical behavior is a learned behavior that an individual acquires through his daily interaction with various life situations. On the other hand, psychologists also believe that moral behavior is not acquired all at once, but is acquired cumulatively or in parallel with the development of all personal aspects of the individual. The moral that works to strengthen social relations and enhance the individual's adaptation to himself, and to act according to his own beliefs, and this naturally helps the individual to make appropriate decisions for him (Al-Ghamdi and Bin Abdullah, 2012: 37).

Sound moral thinking helps the individual to achieve an appropriate amount of mental health. And avoiding the tensions and psychological conflicts that lead to building an integrated and harmonious personality, and finding a personality capable of taking moral responsibility and making decisions that serve the individual himself and his community (Abdel-Fattah, 2011: 18).

Ethical thinking is a central and pivotal issue for students because this will be

him a justification for choosing the first or when considers his choice to be relatively absolute

And that organizational commitment is affected by a set of factors that affect it, and among these factors are personal characteristics and the surrounding external factors and conditions, because it expresses an intangible state inferred by certain organizational phenomena that guarantee the behavior and behavior of individuals, and embody their loyalty to their organizations (Al-Tarawneh, 2006: 22).

The availability of appropriate systems leads to increased job satisfaction and thus increased commitment, higher performance and production rates, and reduced costs, as the good organizational climate within the organization encourages the creation of a positive work atmosphere, works to achieve stability for individuals and the organization, and makes workers feel important at work in terms of participation in Making decisions, formulating policies and feeling a high degree of mutual trust (Elizur, et.al., 1996:38).

Also, paying attention to satisfying the needs of workers and looking at them as members of a single work environment that establishes standards of outstanding performance for its members and works to provide a great degree of mutual respect between management and working individuals, and giving them a major role in participating in decision-making will result in an increase in the strength and cohesion of the organization and an increase in loyalty and commitment to it. The successful management is the management that is able to develop the

and achievement, as the impact of organizational commitment on the individual is divided. It is divided into two parts, as follows: (Allen & Meyer, 2000:4), (Luthans, et.al., 2007:542)

1. The first section: He believes that commitment has an impact on the job satisfaction increases, which makes him adopt the goals of the organization, and this is in his positive side.
2. He sees that the impact of organizational commitment is reflected on his career progress, as the employee with high commitment is usually diligent in his work, more and faster promotion and advancement in job ranks, more loyal and his confidence in the institution.

Some studies indicate that increasing the organizational commitment of employees reduces work turnover rates. Also, organizational commitment greatly helps to reduce absenteeism and reduce the problem of being late for work. On the other hand, it was found commitment, and therefore the success of the organization and its reaching its goals is closely related to the extent of the working individuals' belief in its goals, their conviction in them, and their striving to achieve them, And their feeling that these goals are compatible with their personal or subjective goals, or at least close to them (Kahneman, 2012: 86).

reflected on the students' ability to make sound decisions within the university environment. correct and effective; Consequently, many ways have emerged on how to take the appropriate decision among the students of the University of Jordan, which aims to help the student achieve himself, and express his potential and latent capabilities (Allen & Meyer, 2000:4).

Making the right decision ultimately depends on moral thinking because it depends on the effort that the student makes in order to become familiar with the various ethical aspects, and scrutiny of ethical issues and benefiting from the different opinions surrounding him are among the factors that qualify him to make sound decisions, but the most important and main factor remains in Decision-making is the student's ability to adhere to a method of thinking and acting in making any decision related to his future or the various affairs of his life, and moral thinking at its levels is that cognitive and emotional component that reflects what the student believes to be right or wrong, and through which he can take into account the interests of others. Here it helps him to build his personality according to customs, traditions, values and standards through which he can make the right decision (Chalofsky & Krishna, 2019:203).

There are some effects of organizational commitment within organizations, where organizational commitment directly affects many administrative phenomena, which are evident through the desire of individuals to stay in the organization, the extent of their commitment to come to work and the level of performance

questionnaire confirmed and distributed in study, and the Likert five-point scale was used. The tool or the questionnaire verified by using test of Cronbach's alpha for verify the consistency or homogeneity of its, it was (0.856) the measurement means large degree of credibility in answers from samplers. The sample can be distributed According to demographic characteristics, as shown in the following table:

The third subject: the applied of the study

3.1. The sample of study and the statistical approach at used:

The sample of study consists of a group of directors and leaders of departments and officials of divisions and units at the University of Maysan, a questionnaire designe consistency of this study, The reliability of the

Table (1): Distribution of the sample according to demographic characteristics

demographics for study sample		The study sample	
		Frequency	Percentage
sex	Mention	22	73%
	feminine	8	27%
Academic achievement	BA	4	13%
	Master's	8	27%
	PhD	18	60%
Years of Experience	From 5 to 10 years	3	10%
	10 to 15 years old	4	13%
	More than 15 years	23	77%

Table No(1) shows sample of study that consists of at (30) person, of whom (22) person are males, i.e. a ratio of (73%) of the total respondents and the rest are females. As for the study achievement, the percentage of holders of bachelor's, master's and doctoral degrees reached ratios (13%), (27%) and (60%) respectively, which helps the sample members understand the contents of the questionnaire. The study appear ratio (77%) of person more than (15) years concerned with experience. Methods used for analyze the data concerned with frequencies, percentages, standard deviations (SD), and (T) test.

3.2. Presentation of the results and testing of hypotheses:

During this section, a number of issues will be studied and analyzed, as follows:

3-2-1. The results of the 1st hypothesis test:

This hypothesis that: (the level of organizational commitment is determined by the level of normative or moral commitment, emotional commitment, and continuous commitment), the results as shown in the following table:

Table (2): Mean arithmetic and SD of the answers of sample members on 1st hypothesis paragraphs

No.	Paragraphs	mean arithmetic	standard deviation
1	The individuals working in the university work sincerely and feel that they belong to the university, as they consider the problems that occur in the university to be their personal problems.	4.612	0.564
2	University employees aspire to obtain a higher job rank, with a desire to participate in committees in order to serve the university as much as possible.	4.548	0.423
3	University employees accept any work assigned to them in exchange for continuing to work and serving the university	3.886	0.504
4	University employees feel proud when talking about the university with others, and it is always said that the university is a great place to work	4.216	0.482
5	University employees care about its situation and its future, and seek the best solutions in order to develop it and make it in the best possible way, looking to be distinct from other units.	4.334	0.397
Average		4.319	0.474

The first paragraph concerned with (individuals working in the university work sincerely and feel that they belong to the university, as they consider the problems that occur in the university to be their personal problems) achieved all of WA arithmetic (4.612) as well SD. (0.564), and that the paragraph (workers at the university look forward to By obtaining a higher job rank, with a desire to participate in committees in order to serve the university as much as possible) I achieved all of WA arithmetic (4.548) as well SD. (0.423), and the paragraph (the university employees accept any work assigned to them in exchange for continuing to work And the university's cheek) achieved all of WA arithmetic (3.886) as well SD. (0.504), And the paragraph (university employees feel proud when talking about the university with others, and it is always said that the university is a great place to work) achieved all of WA arithmetic (0.482) as well SD. (0.482), while the paragraph (the university employees care about its status and future) and striving for the best solutions in order to develop them and make them in the best possible way, searching to be distinct from other units) achieved all of WA arithmetic (4.334) as well SD. (0.397), and this indicates that the respondents' evaluation of these items was positive, and to test this hypothesis, it was used One-sample T-test, and the results of 1st sample test to that hypothesis variables can be clarified as shown in the following table:

Table (3): The results of a T-test for 1st hypothesis

mean arithmetic	standard deviation	T value	degree Freedom	level indication	difference in mean Arithmetic	confidence interval 95%	
						Lower	Upper
4.319	0.474	25.212	29	0.000	1.408	1.202	1.614

The (T) value was 25.212, this mean they consider the problems that occur at the university to be their personal problems, as the university workers aspire to obtain a higher job rank, with a desire to participate in committees in order to serve the university as much as possible, and university employees accept any work they are assigned in exchange for continuing to works and the service of the university, as university employees feel proud when talking about the university with others, And the talk is always that the university is a wonderful place to work, apart from that, the university employees care about its situation and its future, and seek the best solutions in order to develop it and make it in the best possible way, looking to be distinct from other individuals working in the university work sincerely and feel that they belong to the university, as they consider the problems that occur in the university to be their personal problems..

3-2-2. The results of the 2nd hypothesis test:

It concerned with (the level of strategic decision ethics is determined by the level of response to the customer, employees, environment, society), the results as follow:

Table (4): Mean arithmetic and SD of the answers of sample members on 2nd hypothesis paragraphs

No.	Paragraphs	mean arithmetic	standard deviation
1	Logical coherence and balance are among the effective actions of the organization's management in the organizational culture, where it works to improve trust and strengthen stability and cohesion so that the quality of service that is provided is excellent and so that the message is honestly delivered to all society and the individual	4.534	0.469
2	The management of the institution makes all the unremitting and strenuous efforts in order to confront crises and find an appropriate solution, as well as to prevent and stop the chaos resulting from non-compliance or disregard for ethical standards, and to provide ethical programs that express the achievement of positive, influential indicators well.	4.287	0.562
3	The management disciplines all or all the people of the work teams and work with a strong spirit and work to develop and improve the effectiveness of its productivity to support the growth of the working individuals and their implications to serve the whole organization	3.885	0.787
4	The policies and methods that are followed in the institution are ethical policies and methods and work to perpetuate as well as follow up the commitment to all behavior and ethical matters in the event of disturbances from any other party	3.743	0.354

5	Managing the values associated with the concepts and procedures of quality management, as well as strategic planning in the economic unit, as well as managing diversification in accordance with what requires extensive attention in the country in order to excel over others and excel, both of them with all meanings and standards	4.565	0.454
Average		4.203	0.525

The 1st paragraph (Logical coherence and balance are among the effective actions of the organization's management in the organizational culture, where it works to improve trust and strengthen stability and cohesion so that the quality of service that is provided is excellent and so that the message is honestly delivered to all society and the individual) achieved all of WA arithmetic (4.534).) as well SD (0.469), and the paragraph (The management of the institution makes all the unremitting and strenuous efforts in order to confront crises and find an appropriate solution, as well as to prevent and stop the chaos resulting from non-compliance or disregard for ethical standards, and to provide ethical programs that express the achievement of positive, influential indicators well.) achieved all of WA arithmetic (4.287) as well SD (0.562).), Also, the paragraph (The management disciplines all or all the people of the work teams and work with a strong spirit and work to develop and improve the effectiveness of its productivity to support the growth of the working individuals and their implications to serve the whole organization) achieved all of WA arithmetic (3.885) as well SD (0.787), and the paragraph (The policies and methods that are followed in the institution are ethical policies and methods and work to perpetuate as well as follow up the commitment to all behavior and ethical matters in the event of disturbances from any other party) achieved all of WA arithmetic (3.743) as well SD (0.354), While the paragraph (Managing the values associated with the concepts and procedures of quality management, as well as strategic planning in the economic unit, as well as managing diversification in accordance with what requires extensive attention in the country in order to excel over others and excel, both of them with all meanings and standards) achieved all of WA arithmetic (4.565).) as well SD (0.454), and this indicates that the respondents' evaluation of these items was positive. To test this hypothesis (2nd) explain in the following table:

Table (5): The results of a T-test for 2nd hypothesis

mean arithmetic	standard deviation	T value	degree Freedom	level indication	difference in Arithmetic	confidence 95%	
						Lower	Upper
4.203	0.525	24.675	29	0.000	1.475	1.407	1.543

The (T) value was 24.675, which that mean the management's contribution to refining strong work teams and refining their productivity during The management disciplines all or all the people of the work teams and work with a strong spirit and work to develop and improve the effectiveness of its productivity to support the growth of the working individuals and their implications to serve the whole organization and policies and methods that are followed in the institution are ethical policies and methods and work to perpetuate as well as follow up the commitment to all behavior and ethical matters in the event of disturbances from any other party for the values

associated with the concepts and procedures of quality management, as well as strategic planning in the economic unit, as well as managing diversification in accordance with what requires extensive attention in the country .

3.2.3. The results of the 3rd hypothesis:

This hypothesis includes three sub-hypotheses, which can be tested as follows:

First: The results of the 1st sub-hypothesis test: It concerned with (there is a significant relationship between moral commitment and the level of ethics in strategic decision), the result of it as in table No (6):

Table (6): Mean arithmetic and SD of the answers of sample members on 1st sub-hypothesis

No.	Paragraphs	mean arithmetic	standard deviation
1	Ethical commitment helps the university maintain a clear vision of integrity towards external parties, which helps in achieving goals	4.228	0.541
2	Ethical commitment helps in approving and implementing that vision by senior management over time	4.328	0.451
3	Ethical commitment can help reward systems in the university according to the vision of integrity in the organization	4.260	0.409
4	Ethical commitment helps to define policies and practices in the organization in accordance with its strategic vision in a way that achieves the goals	3.670	0.372
5	The employees and workers in any institutional unit, whatever its type, and whatever it aims to, will enhance the commitment and adherence to the moral and legal matters and things. About any negative things and things, and all of this gives positive and motivating towards or towards their commitment to their affairs	3.642	0.510
Average		4.026	0.457

The variable (the moral commitment helps in maintaining the university with a clear vision of integrity towards external parties and in what helps in achieving the goals) achieved all of WA arithmetic (4.228) as well SD (0.541), and that the paragraph (the moral commitment helps in approving and implementing That vision by senior management over time) achieved all of WA arithmetic (4.328) as well SD (0.451), and the paragraph (moral commitment can help in reward systems in the university according to the vision of integrity in the organization) achieved all of WA arithmetic (4.260) as well SD (0.409), and the paragraph (the ethical commitment helps to determine the policies and practices in the organization in accordance with the strategic vision in it in a way that achieves the goals and individuals working in the university work sincerely and feel that they belong to the university, as they consider the problems that occur in the university to be their personal problems.) achieved all of WA arithmetic (3.670) as well SD (0.372), While the paragraph (The employees

and workers in any institutional unit, whatever its type, and whatever it aims to, will enhance the commitment and adherence to the moral and legal matters and things. About any negative things and things, and all of this gives positive and motivating towards or towards their commitment to their affairs) achieved all of WA arithmetic (3,642) as well SD (0.510), and this indicates To that the respondents' evaluation of these items was positive, and the T-test in the table No (7):

Table (7): The results of 1st sub-hypothesis

mean arithmetic	standard deviation	T value	degree Freedom	level indication	difference in mean Arithmetic	confidence interval 95%	
						Lower	Upper
4.026	0.457	31.089	29	0.000	1.623	1.338	1.908

The (T) value of 31.089, this mean ethical commitment can help reward systems in the university according to the vision of integrity in the organization for ethical commitment helps in approving and implementing that vision by senior management over time and ethical commitment can help reward systems in the university according to the vision of integrity in the organization and ethical commitment helps to define policies and practices in the organization in accordance with its strategic vision in a way that achieves the goals. The employees and workers in any institutional unit, whatever its type, and whatever it aims to, will enhance the commitment and adherence to the moral and legal matters and things. About any negative things and things, and all of this gives positive and motivating towards or towards their commitment to their affairs.

Second: The results of the 2nd sub-hypothesis test: It concerned with (there is a significant relationship between emotional commitment and the level of ethics in strategic decision), the result of it as in table No (8):

Table (8): Mean arithmetic and SD of the answers of sample members on 2nd sub-hypothesis

No.	Paragraphs	mean arithmetic	standard deviation
1	Emotional commitment helps the university maintain a clear vision of integrity towards external parties in a way that helps in achieving its goals efficiently and effectively.	3.886	0.495
2	Emotional commitment helps in approving and implementing that vision by senior management over time	4.210	0.563
3	Compassionate commitment can help in the reward systems in the university according to the vision of integrity in the organization	3.863	0.330
4	Emotional commitment helps define policies and practices in the organization in accordance with its strategic vision in a way that achieves the goals	4.106	0.342
5	The employees and workers in any institutional unit, whatever its type, and whatever it aims to, will enhance	4.200	0.673

	the commitment and adherence to the moral and legal matters and things. About any negative things and things, and all of this gives positive and motivating towards or towards their commitment to their affairs		
Average		4.053	0.481

The variable (emotional commitment helps the university maintain a clear vision of integrity towards external parties in a way that helps in achieving its goals efficiently and effectively) achieved all of WA arithmetic (3.886) as well SD (0.495), and that the paragraph (emotional commitment helps In approving and implementing that vision by the senior management over time) achieved all of WA arithmetic (4.210) as well SD (0.563), and the paragraph (Emotional commitment can help in reward systems at the university according to the vision of integrity in the organization) achieved all of WA arithmetic 3.863) as well SD (0.330), and the paragraph (emotional commitment helps to define policies and practices in the organization according to the strategic vision in it in a way that achieves the goals) achieved all of WA arithmetic (4.106) as well SD (0.342), While the paragraph (The employees and workers in any institutional unit, whatever its type, and whatever it aims to, will enhance the commitment and adherence to the moral and legal matters and things. About any negative things and things, and all of this gives positive and motivating towards or towards their commitment to their affairs) achieved all of WA arithmetic (4.200) as well SD (0.673), and this indicates that the respondents' evaluation of these items was positive. and the T-test in the table No (9):

Table (9): The results of 2nd sub-hypothesis

mean arithmetic	standard deviation	T value	degree Freedom	level indication	difference in Arithmetic	confidence 95%	
						Lower	Upper
4.053	0.481	22.191	29	0.000	1.440	1.326	1.554

The (T) value of 22.191, it mean this indicates the acceptance of this hypothesis by helping to define policies and practices in the organization in accordance with the strategic vision It is in a way that achieves the goals, and delegates individual responsibility for the work they do for emotional commitment helps define policies and practices in the organization in accordance with its strategic vision in a way that achieves the goals, through compassionate commitment it is possible to help delegate individual responsibility for the actions they do, and the basic rule of this type of organization in this area is the legitimacy that individuals are responsible for themselves. The employees and workers in any institutional unit, whatever its type, and whatever it aims to, will enhance the commitment and adherence to the moral and legal matters and things. About any negative things and things, and all of this gives positive and motivating towards or towards their commitment to their affairs

Third: The results of the 3rd sub-hypothesis test: It concerned with (there is a significant relationship between continuous commitment and the level of ethics of the strategic decision), the result of it as in table No (10):

Table (10): Mean arithmetic and SD of the answers of sample members on 3rd sub-hypothesis

No.	Paragraphs	mean arithmetic	standard deviation
1	Continuous commitment helps the university maintain a clear vision of integrity towards external parties in a way that helps in achieving its goals efficiently and effectively	4.226	0.350
2	Continuous commitment helps with the approval and implementation of that vision by senior management over time	4.230	0.561
3	Ongoing commitment to reward systems in the university in accordance with the vision of integrity in the organization can help	3.896	0.339
4	Continuous commitment helps define policies and practices in the organization in accordance with its strategic vision in a way that achieves the goals	3.990	0.516
5	The employees and workers in any institutional unit, whatever its type, and whatever it aims to, will enhance the commitment and adherence to the moral and legal matters and things. About any negative things and things, and all of this gives positive and motivating towards or towards their commitment to their affairs	4.102	0.442
Average		4.089	0.442

The variable (continuous commitment helps the university maintain a clear vision of integrity towards external parties in a way that helps achieve its goals efficiently and effectively) achieved all of WA arithmetic (4.226) as well SD (0.350), and the paragraph (continuous commitment helps In the approval and implementation of that vision by the senior management over time) achieved all of WA arithmetic (4.230) as well SD (0.561), and the paragraph (continuous commitment can help in the reward systems in the university according to the vision of integrity in the organization) achieved all of WA arithmetic (3.896) as well SD (0.339), and the paragraph (continuous commitment helps to define policies and practices in the organization in accordance with the strategic vision in it in a way that achieves the goals) achieved all of WA arithmetic (3.990) as well SD (0.516), Whereas the clause (The employees and workers in any institutional unit, whatever its type, and whatever it aims to, will enhance the commitment and adherence to the moral and legal matters and things. About any negative things and things, and all of this gives positive and motivating towards or towards their commitment to their affairs in order to continuous commitment helps with the approval and implementation of that vision by senior management over time) achieved all of WA arithmetic (4.102) as well SD (0.442), and this indicates that the respondents' evaluation of these items was positive and the T-test in the table No (11):

Table (11): The results of 3rd sub-hypothesis

mean arithmetic	standard deviation	T value	degree Freedom	level indication	difference in mean Arithmetic	confidence interval 95%	
						Lower	Upper
4.089	0.442	18.460	29	0.000	1.499	1.331	1.667

The (T) value of 18.460, it mean continuous commitment helps define policies and practices in the organization in accordance with its strategic vision in a way that achieves the goals during the continuous commitment helps with the approval and implementation of that vision by senior management over time ongoing commitment to reward systems in the university in accordance with the vision of integrity in the organization can help the employees and workers in any institutional unit, whatever its type, and whatever it aims to, will enhance the commitment and adherence to the moral and legal matters and things. About any negative things and things, and all of this gives positive and motivating towards or towards their commitment to their affairs and continuous commitment helps define policies in the organization in accordance with its strategic vision in a way that achieves the goals.

factors include personal qualities and the surrounding external factors and conditions.

4. Increasing the organizational commitment of employees reduces work turnover rates, reduces absenteeism and reduces the problem of being late for work, which helps in achieving the organization's goals efficiently and effectively.
5. The evidence and its findings point to finding a positive relationship between each of the organizational commitment as well as the other variable represented or expressed in the ethics of the strategic decision in the form that benefits the individual and society.

4.2 . Recommendations:

1. Determining the policies and practices of the organization in accordance with its strategic vision in a way that achieves the goals.
2. Working to provide procedural, clear and important assistance related to delegating

Fourth subject: conclusion and recommendation.

4- 1. Conclusion:

1. The organizational commitment of the economic unit is related to the work and function of the persons or individuals within it who work and do what they are entrusted with in order to integrate, harmonize and harmonize in work and works and make the usual effort to achieve what they aim at.
2. As the overall and detailed level of organizational compliance procedures within the operational and work environment increases, the minimum level will progress to the level of a group of things and things that are undesirable and perhaps hated by those who are responsible for them in a way that either it is a complete content or it is part of the content.
3. The organizational commitment is affected by a number of factors that affect it, and these

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- individuals to the responsibility of each one for the operations in which they are entrusted, with reservations about conditionality and Sharia, and in a manner that does not harm or afflict any one of them.
3. The need for the university to maintain a vision that may be general or procedural and provoke concern about integrity, correction, conservatism, and arranging liabilities in a way that may or may be agreed upon towards external parties and parties in a way that helps in achieving its goals efficiently and effectively
Establishing an ethical charter with a social dimension that is binding on individuals in institutions at their various functional levels, and activating the role of the media in its various means in spreading social responsibility.
 4. The need for the state to provide additional privileges in favor of institutions that adopt citizenship, and to move away as much as possible from the principle of the end justifies the means as a justification for moral scandals, especially with the monitoring of these scandals by non-governmental organizations.

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Annex (1): Questionnaire Form

We put in your hands the tagged research questionnaire (the organizational commitment of managers and its relationship to the ethics of strategic decision and social responsibility - an applied study at the University of Maysan), through which we seek to explore your views on the existing paragraphs, and that your accurate answer will contribute to achieving the objectives of the research, so please kindly choose the answer that you see more in line with actual reality

First: personal information:

Please put an (X) in the appropriate box:

1. Age: From 30-40 years, From 41-50 years., More than 50 years..... .
2. Gender: Male....., Female..... .
3. Academic Qualification: Bachelor's....., Master's....., Ph.D..... ,
4. Years of Experience: From 5-10 years....., From 11-15 years....., More than 15 years..... .

Second: Questions related to the study variables:

Please put an (X) in front of the alternative that you see fit.

No.	Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	The individuals working in the university work sincerely and feel that they belong to the university, as they consider the problems that occur in the university to be their personal problems.					
2	University employees aspire to obtain a higher job rank, with a desire to participate in committees in order to serve the university as much as possible.					
3	University employees accept any work assigned to them in exchange for continuing to work and serving the university					
4	University employees feel proud when talking about the university with others, and it is always said that the university is a great place to work					
5	University employees care about its situation and its future, and seek the best solutions in order to develop it and make it in the best possible way, looking to be distinct from other units.					
6	Logical coherence and balance are among the effective actions of the organization's management in the organizational culture, where it works to improve trust and strengthen stability and cohesion so that the quality of service that is provided is excellent and so that the message is honestly delivered to all society and the individual					
7	The management of the institution makes all the unremitting and strenuous efforts in order to confront crises and find an appropriate solution, as well as to prevent and stop the chaos resulting from non-compliance or disregard for ethical standards, and to provide ethical programs that express the achievement of positive, influential indicators well.					
8	The management disciplines all or all the					

	people of the work teams and work with a strong spirit and work to develop and improve the effectiveness of its productivity to support the growth of the working individuals and their implications					
9	The policies and methods that are followed in the institution are ethical policies and methods and work to perpetuate as well as follow up the commitment to all behavior and ethical matters in the event of disturbances from any other party					
10	Managing the values associated with the concepts and procedures of quality management, as well as strategic planning in the economic unit, as well as managing diversification in accordance with what requires extensive attention in the country in order to excel over others and excel, both of them with all meanings and standards					
11	Ethical commitment helps the university maintain a clear vision of integrity towards external parties, which helps in achieving goals					
12	Ethical commitment helps in approving and implementing that vision by senior management over time					
13	Ethical commitment can help reward systems in the university according to the vision of integrity in the organization					
14	Ethical commitment helps to define policies and practices in the organization in accordance with its strategic vision in a way that achieves the goals					
15	The employees and workers in any institutional unit, whatever its type, and whatever it aims to, will enhance the commitment and adherence to the moral and legal matters and things. About any negative things and things, and all of this gives positive and motivating towards or towards their commitment to their affairs					
16	Emotional commitment helps the university maintain a clear vision of integrity towards external parties in a way that helps in achieving its goals					

	efficiently and effectively.					
17	Emotional commitment helps in approving and implementing that vision by senior management over time towards or towards their commitment					
18	Compassionate commitment can help in the reward systems in the university according to the vision of integrity in the organization					
19	Emotional commitment helps define policies and practices in the organization in accordance with its strategic vision in a way that achieves the goals in organization					
20	The employees and workers in any institutional unit, whatever its type, and whatever it aims to, will enhance the commitment and adherence to the moral and legal matters and things. About any negative things and things, and all of this gives positive and motivating towards or towards their commitment to their affairs					
21	Continuous commitment helps the university maintain a clear vision of integrity towards external parties in a way that helps in achieving its goals efficiently and effectively					
22	Continuous commitment helps with the approval and implementation of that vision by senior management over time					
23	Ongoing commitment to reward systems in the university in accordance with the vision of integrity in the organization can help					
24	Continuous commitment helps define policies and practices in the organization in accordance with its strategic vision in a way that achieves the goals					
25	The employees and workers in any institutional unit, whatever its type, and whatever it aims to, will enhance the commitment and adherence to the moral and legal matters and things. About any negative things and things, and all of this gives positive and motivating towards or towards their commitment to their affairs					