The Moral courage and its relationship to the Job commitment of Employees in the Directorate of Civil Status, Passports and Residence

By

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Abstract

The two researchers sought to know the correlation between moral courage and Organizational commitment among the employees of the Directorate of Civil Status, Passports and Residence through a set of objectives represented by identifying:

1   The moral courage of the employees of the Directorate of Civil Status, Passports and Residence.
2   The Organizational commitment of the employees of the Directorate of Civil Status, Passports and Residence.
3   The correlation between moral courage and Organizational commitment among the employees of the Directorate of Civil Status, Passports and Residence.

To achieve the objectives of the research, the researchers built the moral courage scale, which in its final form consisted of (22) items, and adopted the Meyer & Allen, 2004) scale, which in its final form consisted of (17) items after verifying their validity and stability and analyzing their paragraphs statistically on the research sample The amount of (400) employees of the Directorate of Civil Status, Passports and Residence of Dhi Qar Governorate, and they were selected in a random stratified manner and in a proportional manner, and the research reached the following results:

-The employees are morally brave.
-The employees are characterized by Organizational commitment.

There is a direct correlation and statistical significance between moral courage and Organizational commitment among the employees of the Directorate of Civil Status, Passports and Residence.

Based on the results of the research, the researchers developed a set of recommendations and suggestions.

Keywords: moral courage, Organizational commitment, employees of the Directorate of Civil Status, Passports and Residence

The Research problem

The moral courage plays an important role in many aspects of human behavior. This commitment is a factor that may result in a lack of respect for basic professional values, or a weak commitment towards the professional community in general. Dehghani et al., 2015: 1).

Given that social psychology researchers assert that the performance of individuals at work is positively affected by ethical issues and social interactions, these individuals will face many challenges when they are unable to carry out their work in a harmonious manner and these two factors (ethical issues, social interactions) due to limitations and challenges imposed by the institution in which they work (Mohadeseh et al., 2021: 184), and the objection to moral courage is one of these challenges, as individuals are unable to achieve the intended moral goals (Mohadeseh et al., 2021: 184)

on the other hand; An employee's practice of ethical behavior may lead to a feeling of hatred among some of his co-workers, especially those who feel relatively weak in their moral behavior, which requires that an employee who is morally courageous to deal with the reactions of these colleagues and managers who achieve various personal benefits from unethical practices, In this regard, the results of the study (Comer & Sekerka (2018) found that the reactions of employees who are characterized by moral courage are the most reasons for the penalties that can be inflicted on those who exercise this type of courage (Comer & Sekerka, 2018: 118). Weak moral courage, the results of the study of Sekerka, Bagozzi & Charnigo (2009) concluded that their weakness of moral courage will increase the weakness of moral effectiveness in the work environment, and weaken their adoption of moral values and their resistance to threats, in addition to compliance with orders that exceed moral standards by the highest official. (Khoshmehr et al., 2020:1).

According to the literature in the field of managerial and organizational psychology, the Organizational commitment that reflects the employee's commitment to the organization in which he works is another factor no less than moral courage in affecting the employee's efficiency at work and the productivity of the organization in which he works in general, as the employee who is characterized by Organizational commitment takes Taking into account the goals of the profession that are consistent with his goals and seeks to achieve them, while the decrease in this commitment may cause problems that sometimes push the employee to leave work in the institution, or excessive dropout (Khosravani et al, 2020: 2).

Based on the above, the research problem can be determined by answering a main question, which is: What is the contribution of the Organizational commitment to the moral courage of the employees of the Directorate of Civil Status, Passports and Residence after identifying the relationship between them?

The research importance

The importance of the employees in the Directorate of Civil Status, Passports and Residence comes as they are employees in one of the directorates of the Iraqi Ministry of Interior, which determines its tasks in issuing unified cards, passports, and official documents to Iraqi citizens, and is also concerned with the application of laws related to nationality (Al-Anbaki, 182:2009). Its employees are entrusted with providing social services aimed at the public interest of the state and serving citizens. Therefore, such persons are required to perform work honestly and responsibly in implementation of the orders specified by laws and instructions, and to maintain the

confidentiality of information and documents whose disclosure would harm the state or individuals.

Since morality in general has a great impact on the practice of various types of behavior, the need to encourage moral forces in the fields of work, and these moral courage forces (Beheshtifar & Esmaeili Tarsi, 2011: 34-35) as a concept of great importance in positive psychology has increased. Its importance recently for many researchers as a result of its connection with the virtues (positive traits) of job performance, in addition to the mediating role played by moral courage in the relationship between servant leadership and ethical behavior (Numminen et al., 2016: 880), on the other hand, a group of The researchers pointed out that the moral courage of subordinates is positively related to the extent to which the bosses act ethically and refrain from immoral acts and show the positive social actions that are implemented to achieve the welfare of the institution and its employees and pro-social behavior, and this was confirmed by the results of the study (Hannah et al. (2011 to The important aspect of enhancing moral courage among workers is what leaders show at work from an ethical perspective, self-awareness, and to establish transparency and openness with their followers because courage is the brother I find an important intervention mechanism that links real leadership to the followers' ethical pro-social behavior (Hannah et al., 2011: 566-571).

On the other hand, previous literature in the field of moral courage indicates that employees who exercise moral courage may willingly bear some personal risks caused by openness and courage at work. Organizational commitment contributes to improving the performance of employees (Afsar et al., 2019: 3431).

In the field of psychology, studies have focused on the concept of Organizational commitment and its relationship to other variables such as job climate and moral intelligence. And managers based on mutual trust and respect improve the degree of Organizational commitment (Qarih, 2: 2020).

And the results of the study of Al-Shahoumi and others (2020) concluded that there is a positive, statistically significant correlation between Organizational commitment and the employees' sense of the justice of the institution in which they work in terms of rights and duties, which forms the basis for their job satisfaction. The job and the level of effort exerted by them to achieve the mission and objectives of the institution (Al-Shahoumi et al., 5: 2020).

Organizational commitment in service institutions is also an important factor because it gives work in general respect and appreciation, and through which employees succeed by investing their efforts instead of wasting them. And his relationship with his colleagues, and his superiors (Al-Muslat and Al-Mikhlafi, 181:2021).

The Research Objectives

The research aims to identify:

1   The moral courage of the employees of the Directorate of Civil Status, Passports and Residence.
2   The Organizational commitment of the employees of the Directorate of Civil Status, Passports and Residence.

3   The correlation between moral courage and Organizational commitment among the employees of the Directorate of Civil Status, Passports and Residence.

Define terms

Moral Courage defined by Sekerka et al (2009): an individual's ability to stand up for moral beliefs when their principles are threatened and his willingness to do what is good for others regardless of perceived or actual risks to which he is likely to be exposed (Sekerka et al. ,2009:567).

Organizational Commitment defined by Meyer & Allen (2004): the individual's positive feeling towards the institution to which he belongs, which is evident through his feeling of pride in his association with it, and the continuous commitment to work and stay in it, commitment to its values and loyalty to its objectives (Meyer & Allen, 2004: 121).

Theoretical background

The Moral Courage

The Professional Moral Courage Perspective was developed by Sekerka, Bagozzi, & Charnigo (2009) and covers five aspects of moral courage: moral agency, multiple values, threat tolerance, noncompliance, and moral goals (Khoshmehr et al., 2020: 2).

The Moral Activity

It is the ability and will of individuals to perform ethical behavior. Ethical individuals have the internal readiness to strive towards the right action. These individuals describe their direct participation and are ready to address the problem upon awareness of it. However, this does not mean taking immediate action as much as it indicates a quick assumption of responsibility to manage the problem. This capacity signifies responsibility, ownership of the issue, and a willingness to pursue ethical decision-making as a matter of course, suggesting that these individuals may be more likely to perceive ethical issues as they view themselves as moral agents, they do not spend time trying to decide whether or not they should participate. They assume that they have to do so—that is, they automatically take ownership of the challenge. This requires them to spend little time and energy on participating or not, as individuals move quickly to begin the process of forming moral judgment (Sekerka et al., 2009:568).

Multiple Values

Ethical rules are often superficially linked to a profession or organizational role without concern for their general application, but individuals who respond to ethical challenges embrace a variety of values ascribed to multiple identities. Individuals in an organization integrating professional and personal values into a decision-making model Ethical respondents demonstrate the ability to petition, combine, and reconcile a variety of values (Connor, 2017:3).

Endurance of Threats

Referring to the ability of individuals facing difficulties, whether a real or perceived threat, with endurance. Although moral challenges do not usually require physical courage, they do require moral courage, and thus moral responders realize that their situation, identity or personality may be in danger, But they deal with this anxiety because they manage the negative emotions that may accompany the circumstance (such as fear, anxiety, or doubt) as

they balance their desires to proceed with the moral act with other competing instincts to remain in the job. Being afraid, but knowing how to tolerate the threat Individuals who pursue a moral response seem to expect that their efforts will cost them something (loss of status, social ties, etc.) Related character Sekerka, et al., 2009: 569)).

Non Compliance

The Individuals who provide an ethical response have a proactive approach to business ethics. Instead of focusing only on preventing unethical behavior, they display an orientation that reinforces their moral aspirations with others without being overly bound by professional rules and regulations being aware of their purpose. Ethical responders integrate their concerns about compliance, but act Also to achieve moral ideals as these individuals not only take formal rules into account but think about their purpose and go beyond measures based on compliance to consider what is right, just and appropriate (Mansur, et al., 2020:23).

The Moral Goals

The Individuals who engage in ethical response use a combination of virtues, for example, wisdom, honesty, and justice during the decision-making process to achieve an ethical outcome. This includes using goal-setting strategies to achieve a solution that benefits the public interest. and his institution, and ethical respondents have goals that go beyond self-interest that influences the formation of their moral judgment, since ethical respondents reflect greater intentions that show respect and consideration for others, and thus the moral goal is based on a more objective application of virtues at work (Sekerka, etal., 2009:569).

Secondly. Organizational Commitment

The Triple Commitment Theory This theory was presented by Meyer & Allen (1991) in which they distinguished between three cases or components of Organizational commitment, and these three components differ in terms of the sources of attraction for the relationship with the institution and are referred to as emotional commitment, continuous commitment, and normative commitment (Estigoy et al. ., 2020: 163)

Affective Commitment:

The desire to maintain membership in an organization is the result of work experiences. It is assumed that employees want to remain in organizations that provide them with positive work experiences because they value and expect those experiences to continue. In addition, they are more likely to make an effort, and to contribute to organizational effectiveness as a way to maintain equity in Their relationship with the organization (Meyer & AIIen, 1991: 69) The value of emotional commitment may be that it is a construct that psychologically reflects considerations of fairness and expectation. They are willing to make an effort on behalf of the organization because of the benefits they derive from this relationship, so employees become committed to the organizations they share values (Estigoy et al., 2020: 165).

Continuance Commitment

This type of commitment is a more straightforward cumulative process, as anything that increases the cost associated with leaving the organization has the potential to create an ongoing commitment. Acceptance of a task that requires specialized training in specific skills. In other cases, potential costs may accumulate over time without the employee's knowledge. For example, the market value of an employee's skills may gradually erode without their knowledge. Regardless of the reasons, the potential costs of leaving will only lead to continued

commitment. (Bonds,2017:22).

Normative Commitment

The feeling of commitment to stay with an organization results from the assimilation of normative pressures, and the theory finds that socialization experiences play an important role in this perceived commitment, which may start from the observation of role models or with the conditional use of rewards and punishments, for example. Staying loyal to their employer may pave the way for a strong normative commitment to the organization in their children. On a more comprehensive level, cultures may do the same for their members by emphasizing the importance of the group rather than the individual. Similarly, organizations may provide new employees with socialization experiences, and this type of commitment has cultural or organizational foundations in origin in addition to the aforementioned socialization processes The reciprocity mechanism may also be effective in developing normative obligation, because receiving private services or investments from the institution, may oblige it to remain even when more attractive alternatives are available. To Behavior (Bonds,2017:23).

The Research community and sample:

The current research community is determined by the employees of the Directorate of Civil Status, Passports and Residence of Dhi Qar Governorate for the year 2022, and their number is (1040), by (932) males and (108) females.

The research sample was chosen in a stratified random manner and in a proportional manner, which amounted to (400) male and female employees of the Directorate of Civil Status, Passports and Residence in Dhi Qar Governorate, with a percentage of (38.461%) from the research community, and (358) employees, and their percentage reached (89.5%) from The research sample, with (42) female employees, and their percentage reached (10.5%) of the research sample, of whom (55) male and female employees whose service years range from (1-5 years) and at a rate of (13.75%) of the research sample, and (345) male and female employees whose service ranges (5 years - and more), at a rate of (86.25%) of the research sample, and table (1) shows this.

Table (1) *The research sample is distributed according to the variables of sex and length of service*

the sample	Males		Females		
	1-5	5- And more	1-5	5- And more	
Employees of the Directorate of Civil Status, Passports and Residence	45	313	10	32	400
total		358		42	

The research tools:

In order to measure research variables; The appropriate procedures were determined to build an appropriate scale by making use of the theoretical framework and relevant previous

studies, in addition to the ideas and opinions of the supervising professor, and accordingly (25) items were formulated to measure moral courage, and the Meyer & Allen scale, (2004), consists of (18) A paragraph to measure Organizational commitment In order to verify and reassure the suitability of these two measures to measure the moral courage and job commitment of the employees of the Directorate of Civil Status, Passports and Residence, the researchers carried out a number of procedures. Which :

Conceptualization of concepts

The theoretical definition of the two concepts was determined by adopting (Sekerka et al (2009) moral courage, and adopting the theoretical definition (Meyer & Allen, 2004) of Organizational commitment according to what was previously mentioned.

The opinions of the arbitrators in the paragraphs of the two scales and their instructions:

The two scales were presented in their initial form to (15) arbitrators specialized in the field of psychology, and the approved theoretical definition of each concept, instructions and alternatives to answering the paragraphs for the purpose of expressing their opinions and after taking the opinions and observations of the arbitrators and adopting a percentage of (80%) or more for the purpose of accepting or rejecting the paragraph. The items of the moral courage scale amounting to (25) items, and also all the items of the Organizational commitment scale amounting to (18) items were retained.

The statistical analysis

The detection of the scale's efficiency and ability to measure what it was set for is done by analyzing its paragraphs for the purpose of knowing their characteristics and deleting or modifying the paragraphs that are not suitable for measurement in order to reach a truthful and stable measure (Al-Zamili, 54:2017). In this regard, specialists in the field of Psychometrics The two methods of the two extreme groups and the relationship of the paragraph degree to the total degree of the scale are procedural appropriate in conducting statistical analysis.

The two extreme groups (external consistency)
The discriminatory power of the items is one of the important psychological measurement characteristics to evaluate the efficiency of each paragraph of the scale in measuring the trait to be measured. They get low grades (Al-Rahman, 1998:85).

After correcting the employees' answers and calculating the total score for each form and arranging it in descending order, a percentage (27%) of the forms with the highest score were selected, and it was called the "highest group" and the number of their forms reached (108) forms, and (27%) of the forms with the lowest scores were selected And their number reached (108) forms, and thus the total of the forms that were subjected to analysis in this way is (216) forms.

After extracting the arithmetic mean and standard deviation for each item in the upper and lower groups, the t-test for two independent samples was used to test the significance of the differences between the means of the upper and lower groups. With this procedure, it appeared that the calculated t-value for all items is greater than the tabular t-value of (1.96). At the degree of freedom (214), and at the level of significance (0.05), with the exception of paragraphs (13, 16, 18) for the moral courage scale, and paragraph (11) for the career commitment scale, and table (3,2) shows this.

Also, calculating the correlation coefficient between the degree of each item and the total score of the scale is considered an indicator of the homogeneity of the scale items on the one hand, and on the other hand they are moving in the direction in which the scale is going entirely (Murad and Suleiman, 325:2005), and using Pearson's correlation coefficient it was found that all correlation coefficients Statistically significant when compared with the critical value of the significance of the correlation coefficient of 0.098 at the significance level of 0.05 and the degree of freedom (398), and table (3,2) shows the two methods.

Table(2) *Distinguishing the items of the moral courage scale by the method of the two extreme groups and the relationship of the item's score with the total score of the scale*

No.	senior group		lower group		Calculated T-value	correlation coefficient	Indication level (0.05)
	the middle Arithmetic	Deviation standards	the idle Arithmetic	Deviation standards			
1	4.953	0.211	4.305	0.554	11.350	0.461	Function
2	4.768	0.465	3.361	0.869	14.826	0.619	Function
3	4.944	0.330	3.879	0.679	14.644	0.610	Function
4	4.981	0.135	3.981	0.723	14.124	0.610	Function
5	4.972	0.165	4.000	0.761	12.972	0.601	Function
6	4.925	0.296	3.907	0.677	14.317	0.607	Function
7	4.037	1.259	2.685	1.227	7.986	0.444	Function
8	4.740	0.553	3.490	0.767	13.734	0.626	Function
9	4.925	0.263	3.731	0.815	14.481	0.655	Function
10	4.611	0.681	2.925	1.220	12.529	0.587	Function
11	4.759	0.609	3.351	0.889	13.566	0.651	Function
12	4.759	0.527	3.138	0.802	17.537	0.648	Function
13	3.425	1.408	3.851	1.092	-2.483	-0.191	Function
14	4.592	0.596	3.287	0.670	15.118	0.579	Function
15	4.675	0.577	3.379	0.706	14.763	0.651	Function
16	1.324	0.623	2.129	0.684	-9.036	-0.434	Function
17	4.824	0.508	4.018	0.626	10.378	0.499	Function
18	1.509	0.961	3.092	1.264	-10.357	0.049	Function
19	3.027	1.561	2.166	1.063	4.737	0.286	Function
20	3.814	1.153	2.814	0.855	7.238	0.421	Function
21	4.879	0.354	3.814	0.671	14.569	0.672	Function
22	4.925	0.263	3.824	0.653	16.260	0.660	Function
23	4.694	0.689	4.064	0.940	5.612	0.316	Function
24	4.916	0.338	3.972	0.742	12.035	0.599	Function
25	4.972	0.165	4.185	0.685	11.598	0.593	Function

Table (3) Distinguishing the items of the Organizational commitment scale by the two extreme groups and the relationship of the item's score with the total score of the scale

No.	senior group		lower group		Calculated T-value	correlation coefficient	Indication level (0.05)
	the middle Arithmetic	Deviation standards	the middle Arithmetic	Deviation standards			
1	4.601	0.594	3.361	0.990	11.162	0.593	Function
2	3.925	1.056	2.944	1.100	6.685	0.398	Function
3	4.166	1.089	3.111	1.096	7.097	0.374	Function
4	4.277	0.818	3.009	1.036	9.981	0.508	Function
5	4.425	0.787	3.277	1.158	8.516	0.417	Function
6	4.796	0.542	3.564	0.940	11.791	0.576	Function
7	4.768	0.445	3.407	0.896	14.126	0.628	Function
8	4.555	0.714	3.296	1.061	10.228	0.458	Function
9	4.250	0.996	2.861	1.036	10.039	0.495	Function
10	3.787	1.275	3.305	1.054	3.024	0.173	Function
11	3.370	1.180	3.379	1.116	-0.059	0.058	Function
12	4.000	0.853	2.981	1.102	7.592	0.394	Function
13	4.740	0.499	3.055	1.109	14.393	0.653	Function
14	4.555	0.674	3.064	1.061	12.319	0.567	Function
15	4.203	1.056	3.000	1.076	8.292	0.512	Function
16	4.824	0.508	3.657	1.120	9.854	0.539	Function
17	4.851	0.356	4.046	0.960	8.168	0.420	Function
18	4.703	0.478	3.463	0.961	12.008	0.570	Function

By conducting the two methods of statistical analysis mentioned above, the moral courage scale consisted of (22) items, and the Organizational commitment scale consisted of (17) items.

The Psychometric properties of the two scales:

The Honesty

Honesty has broad concepts, but the most common one is that the scale measures what it is designed to measure; The honest scale is a scale that measures the quality that it is designed to measure and does not measure anything else (Melhem, 270:2012). The construction validity of the two scales has been verified by the following indicators:

Two-way group method.

The method of the relationship of the degree of each paragraph with the total degree of the scale.

The Stability

Stability is a necessary condition in psychological measures, which means consistency and accuracy in the performance of individuals and stability in results (Awda, 429: 2005), and stability is achieved through:

Test-retest (external consistency)

The idea of this method is to apply the scale to a group of individuals and then re-apply the same scale to the same group of individuals after an appropriate period of time. Issawi, 1999:59, and to achieve this, the two scales were applied to a sample of (20) male and female employees of the Directorate of Civil Status, Passports and Residence in Dhi Qar Governorate. The two applications showed that the correlation coefficient of the moral courage scale was (0.83), and the correlation coefficient of the Organizational commitment scale was (0.76).

Cronbach's alpha (internal consistency)

This method is based on dividing the scale into a large number of parts, and it requires calculating the correlation of each of these parts with each other, as well as the correlation of each of them with the scale as a whole. Thus, the main idea of this method is to identify the homogeneity or consistency in the respondents' answers to all the items that make up the scale, and that is why it is called the internal consistency method (Mikhail, 218:2016), and accordingly, the stability of the two scales was verified using the Alpha Cronbach coefficient. The reliability coefficient of the courage scale reached Ethical (0.84), (0.78) for the Organizational commitment scale.

Presentation, interpretation and discussion of the results:

The first goal: to know the moral courage of the employees of the Directorate of Civil Status, Passports and Residence.

Statistical treatments indicate that the arithmetic mean of the employees' scores on the moral courage scale was (91.160) and with a standard deviation of (10.124), while the hypothetical mean was (66). The calculated t-value (49.702) is greater than the tabular t-value of (1.96) at the significance level (0.05) and at the degree of freedom (399), which indicates that the employees have moral courage, and table (4) shows this.

Table (4) *The significance of the difference between the arithmetic and hypothetical means on the moral courage scale*

0.05	Tabular T-value 0.05	Freedom Calculated T-value	hypothetical degree	middle norm	Arithmetic deviation	middle sample	number of people
Function	1.96	49.702	399	66	10.124	91.160	400

This result may be due according to the adopted model (Sekerka et al. (2009) to the keenness of the employees of the Directorate of Civil Status, Passports and Residence in Dhi Qar Governorate, who adhere to ethical behavior and show their personal values during their professional practices, and bear and face the difficulties of the reality of work in an ethical manner and work in accordance with the law and justice, All this makes them have moral courage in dealing on the one hand and during ethical decision-making in the institution on the other.

The second objective: To know the Organizational commitment of the employees of the Directorate of Civil Status, Passports and Residence.

Statistical treatments indicate that the arithmetic mean of the employees' scores on the Organizational commitment scale was (69.550) and with a standard deviation of (8.409), while the hypothetical mean was (51). The calculated t-value (44.117) is greater than the tabular t-value of (1.96) at a significance level (0.05) and a degree of freedom (399), which indicates that employees have a Organizational commitment, and table (5) shows that.

Table (5) the significance of the difference between the arithmetic and hypothetical means on the Organizational commitment scale

0.05	Tabular T-value 0.05	Freedom Calculated T-value	hypothetical degree	middle norm	Arithmetic deviation	middle sample	number of people
Function	1.96	44.117	399	51	8.409	69.550	400

The researchers believe that this result may be due, according to Meyer & Allen (1991) model, that the employees of the Directorate of Civil Status, Passports and Residence in Dhi Qar Governorate have a positive feeling towards their institution resulting from the rights granted to them compared to the employees of other institutions, and this is what makes them characterized by Organizational commitment and achievement The duties assigned to them, and this result and the results of the study of Al-Shahoumi et al. (2020) agree with the difference in the culture of the community and the target sample.

The third objective: the correlation between moral courage and Organizational commitment among the employees of the Directorate of Civil Status, Passports and Residence.

In order to identify the correlation between moral courage and Organizational commitment among employees, the Pearson correlation coefficient was used for the employees' scores in both the moral courage and Organizational commitment scale. 0.05), degree of freedom (398), and table (6).

Table (6) Correlation between moral courage and Organizational commitment

0.05	Degree Freedom	Table T-value	Calculated T-value	Connection factor	Variables
Function	398	1.96	7.478	0.351	The moral courage /fixed beliefs

This result may be explained by the fact that the employees of the Directorate of Civil Status, Passports and Residence have an emotional, moral and continuous connection (they are characterized by Organizational commitment).

The Recommendations

12-1. Cooperation with the Ministry of Interior and its affiliated directorates in order to introduce psychological practices and programs that help in developing and enhancing the positive characteristics of its employees, including moral courage and Organizational commitment.

12-2 Media institutions of all kinds introduce moral courage at work and the laws that support it, and differentiate between them and reckless behavior and job exploitation.

12-3 Increasing employees' awareness of Organizational commitment as it is an important factor that reduces negative behaviors at work and maintains the respect of others (employees, citizens) for the employee and establishes mutual trust between them.

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