

# The Impact of Parental Leadership on Organizational Commitment of those Working in the Iraqi Ministry of Higher Education and Scientific Research: The Intermediary Role of Ethical Climate

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## **Abstract**

*Parental leadership is one of the important strategies to improve the level of organizational commitment among employees, as well as to provide a suitable ethical climate for employees to help them face and overcome ethical dilemmas. The study aimed at exploring the impact of parental leadership on the level of organizational commitment of those working at the Iraqi Ministry of Higher Education and Scientific Research in the light of the presence of the ethical climate as an intermediary variable. To achieve the goal of the study, the Leader-Member Exchange Theory was used and a random class sample was taken, represented by the employees in the center of the ministry with the total sampling being (1000) employees. A 200 questionnaire copies were distributed which makes (20%) of the Ministry center from which the research sample was selected. The study led to the conclusion that the parental leadership, positively and with a statistical significance, affects both the organizational commitment and the ethical climate. The study also proved the partial intermediary role played by the ethical climate in the relationship between the parental leadership and the organizational commitment of employees working for the Ministry of Higher Education and Scientific Research, which in turn helps in improving the performance of those employees as well as in unveiling of all the gaps that may lead to a decrease in the level of ethical climate as well as in reducing the development level of the employees' organizational commitment.*

**Keywords:** *Parental Leadership, Organizational Commitment, Ethical Climate, Ministry of Higher Education and Scientific Research*

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## **I. Introduction**

The senior management in the Iraqi Ministry of Higher Education and Scientific Research seeks to meet the challenges and raise the level of commitment of its employees, considering the individual person as one of the most influential forces in shaping the contours of its future and identifying its identity, contributing to its capabilities, skills and competencies and effectively helps in achieving success and organizational excellence (Yogamalar and Samuel,2019), However, these capacities and human competences are determined by social energy and constructive human relationships between parental leadership and workers or employees, which assumes the responsibility of actively seeking to understand the behavior of employees, how to predict it and how to influence that behavior. This is important because leading workers and their managements that are based on tolerance, compassion, integrity, obedience, respect and a sense of responsibility, is obviously a greater task than merely the process of managing them, making decisions, making policies or applying regulations and instructions. (Chen et al.2018) The commitment of employees to abide by the organization's standards and laws is a professional morality that increases their sympathy for the orientation of the organization, encouraging their rush to communicate with it and to keep their loyalty to it and thus continue to work positively in servicing it (Chaudhary &Phoolka, 2019), That in turn would lead to the prevalence of spirit of friendliness and mutual respect among the members of the same organization (Saygili, et.al,2020), along with the application of laws and standards that are in line with the established professional ethics, which then reflects positively on the performance and success of the organization, hence the importance of the process of linking parental leadership and organizational commitment in addition to the real importance of the ethical climate and its potential impact on organizations in general and on the Iraqi Ministry of Higher Education and Scientific Research in particular as an intermediary variable.

Following the aforementioned, it is obvious that Iraq is in need of studies that address the following points:

1-There is no climate of freedom, constructive and effective participation between leaders and workers.

2- There is a bureaucratic system where there is no opportunity for the creativity of all those who are able to contribute to its growth and prosperity.

3. It has not taken into account the use of modern trends in the development of the skills and capabilities of its human resources that have the vision and the ability to prepare for an ethical climate and become creative organizations.

The current research tries to discuss this problem by examining the impact of practices of parental leadership and ethical climate on organizational commitment in an effort to reach results and conclusions to solve this dilemma.

## **II. Literature Review:**

### **2.1 The Intellectual Foundations of Parental Leadership and its Dimensions**

Parental leadership creates a cooperative climate and a family-like environment in organizations as it is based on the Confucian ideology that is founded on social relations, and the principles of selflessness, self-denial and sacrifice, like in the case of good leadership that fosters loyalty and the kindness a father shows in dealing with his sons and grandsons, as was noted by (Farh&Cheng, 2000: 90), Parental leadership, according to (Redding,1990), (Cheng,1995) and (Westwood,1997), is a pattern of leadership that differs between countries in terms of socio-cultural characteristics. It is more seen in societies that embrace collective cultures in the Middle East, Asia and Latin America. It is even safe to say that it represents eastern societies as many studies indicated, including those by (Farhet, et al, 2006), (Pellegrini, et al, 2010) and (Zhiying, 2017), where Chinese and Taiwanese were reported as greatly interested in the parental leadership as being a symbol of fatherhood where the father disregards his own wishes and sacrifices his own interests for the interests of the family, hence that of the organization and its goals, while the study by (Öge et al.2018:26) being based on that by (Aycan 2006) noted that the paternal leadership had a positive impact in turkey's organizations, which are characterized by creativity and considerations for others, putting Turkey as one of the most appropriate contexts in this field, as is the case with China, India and Pakistan.

However, parental leadership has been subjected to different definitions by different scholars starting with (Van DeVeer, 1986) who defined it as being the person who interferes in others affairs for the purpose of backing and achieving their personal interests, while combining authoritarian power, care, virtue and self-sacrifice since it is rooted in the spiritual bonds that arise from the family atmosphere (Cheng et al, 2004: 93).

Parental leadership is also the role of the leader in providing guidance, protection and care to subordinates according to (Ugurluoglu,et.al,2018:48), in the time when (Saygili,et.al2020:4) defines it as that played by leaders who have a strong influence on employees and who give those employees the opportunity to explain their own ideas and allow joint decisions while keeping their surveillance on those employees but with encouraging them to be creative, The Western industrial cultures that are based on equality and individualism defined parental leadership as being a "utilitarian dictatorship" that nears compulsive exploitation and is therefore viewed negatively (Mansur, et al,2017). The western industrial culture has identified special and unique phenomena of parental leadership across cultures, of which they indicated two models, namely the exploitative parenthood and the parenthood that aims at good. According to (Chen&Farh,2010:611) and also (Liao,et.al,2016:2) the most important factors that lead to idealizing or modeling of the parental leadership is the presence of a harmonious atmosphere between individuals, and reciprocity, since they see it as a characteristic in which the individual gets to the highest degree of sublimity within the ethical ladder.

Based on the above, all researchers interested in this field have agreed that parental leadership is made up of three dimensions that were measured by (Cheng et al. 2000,2004). They are the authoritarian leadership, the good leadership, and the ethical leadership):

**1-Authoritarian Leadership:** It refers to the highest degree of authoritarianism, dictatorship and tyranny, while showing no charity or morality. It emphasizes absolute power and control over subordinates who are asked to obey without any discussion or debate (Cheng et al,2004:91).

**2- Good Leadership:** where the individual devotes his or her efforts for the sake of the welfare and care of subordinates while encouraging them to achieve positive results, common benefits and to find solutions when faced with certain problems and take positive measures (Saygili et al,2020:3).

**3-Ethical Leadership:** refers to chastity, integrity, ethical superiority and selflessness, i.e. the high degree of good manners that encourages team development and preference of organizational interests over personal interests in the long run (Ugurluoglu,et al.,2018:48).

## **2.2 The Concept of Ethical Climate and its Dimensions**

The ethical climate is considered one of the organizational climates existing in the organization, which was first introduced in 1987 by Victor and Cullen, who were considered the "fathers of the ethical climate". They likened the organization to an individual who had a certain set of ethics that defined its personality and identity. They were inspired by Schneider's point of view (Schneider, 1975:474), who linked the concept of ethical action to (organizational climate) and (organizational culture) that express the organization's values, customs and traditions.

Organizational climate is accordingly defined as the set of jointly agreed upon psychological beliefs concerning the right behavior through which the way of dealing with ethical issues and the behavior of individuals within the organization are determined (Sarand, et al, 2019), The researchers assumed the existence of many types of environments within the organization and so categorized those types into two main categories. The first one was related to how they perceived the structure and types of rewards as well as the discipline system within their own organization, The second one had to do with the rules adopted in backing certain ethical values within the organization. They considered the first category to fit within the organizational climate whereas regarded the second as belonging to the ethical basis that regulates the professional (functional) behaviors of the members of the organization (Kökalan and Şevik,2019).

Following (Victor & Cullen, 1988:101), the researchers defined the ethical climate as the "shared perceptions of what is considered ethical behavior and the way in which ethical issues should be addressed". In the same context (Martin&Cullen new, 2006:177), defined ethical climate as "the right behavior, that represents the mechanisms through which the ethical issues of the organization can be resolved, and that which affects the decision-making process and subsequent behaviors in response to the emerging ethical dilemmas within the organization where organizational values are translated into actions that impacts the different outcomes of the work", The study by (Yamin, 2019:295), on the other hand, had explained ethical climate as a set of values and standards commonly shared between the individuals of the organization and which represent guidelines for managers in charge of the ethical decision-making process as well as the differentiation between what is good and what is bad, what is right and what is wrong. Hence the researcher concludes the procedural definition of the "ethical climate" as being the perception of the right behavior represented by a group of commonly shared values and standards that are translated into actions and procedures through which decisions are made to address ethical issued within the organization.

The ethical climate according to (Victor&Cullen) is consisted of two dimensions: the ethical criterion and the ethical analysis position from where the decisions and behaviors of both individuals and groups is stemming. Also, (Victor and Cullen, 1987:57) indicated through their model that the ethical standard or criterion is divided into three sub-dimensions (according to ethical philosophy and the (Kohlberg,1981) theory of moral-intellectual development which are: love of the self, interest (benefit) and the ethical principle, meaning that the decisions made by the organization members as well as their behaviors either be linked to their selfish interests or to the goal of achieving the greatest amount of individuals' beneficial interests. However, it could also be based on "the right and wrong" principle, i.e. ethical principles. On the other hand, the dimension of ethical analysis is divided into three analytical positions (Victor and Cullen, 1988:104) including:

1- The individual analysis position in which the individual focuses on his personal interests as a reference to his or her ethical decisions and behaviors or where the members of the same organization focus on the values of their organization, standards and self-interests as the reference to their ethical behaviors and decisions.

2- The local analysis position where the reference of ethical analysis of individuals and groups expands to the local level beyond the individual or organizational framework towards broader and larger regulatory frameworks that may be represented by the organization as a whole or in the local community of the individual.

3- The global analysis position from which individuals or groups, being based on broad ranges of moral thinking, go beyond their individual and local ethical interests and principles to include the global interests and principles of the human community as a whole (Mayer, 2009).

Thus, the patterns of the ethical climate, known as the Ethical Climate Questionnaire (ECQ), are classified into five dimensions after being reduced from nine to five dimensions, reflecting the ethical procedures, policies and practices that form the quality of the ethical climate (Cullen et al., 2003), (Cullen et al., 1997) and (Wimbush,1993), as described in the table below.

Table(1):Types of Ethical Climates

Levels of Analysis Ethical Criteria	Individual	Local	Cosmopolitan
<b>Egoism</b>	Instrumental <i>(Self-interest + Company interest)</i>		Efficiency
<b>Benevolence</b>	Caring <i>(Friendship + Team interest)</i>		Social responsibility <i>(or Stakeholder orientation)</i>
<b>Principle</b>	Personnel morality	Rules and procedures	Law and professional codes

Source:Martin&Cullen,2006.

The divisions of the ethical climate that are based on the Victor &cullen model are as follows:

- 1- The climate of care that revolves around meeting the laws and regulations.
- 2- The expedient (opportunistic) climate that revolves around meeting interests of the self.

3- The climate of competence or professionalism that revolves around the best way to carry out works or professional rules.

4- The climate of independence that revolves around the employee's reliance on his or her own ethical principles.

5- The legal climate that revolves around the strict following of rules and instructions by individuals, as they are set in their organization or administrative unit.

From a modern angle of view we can say that a large number of research work that has studied the ethical climate, including works by (Umniaya & Al-Arabi, 2019) and (Al-Qaisi, 2019), have shown patterns of the ethical climate as being divided into three parts as described below:

1- The **Individual Ethical Climate**: it has to do with the characteristics of both employees and leaders, i.e. the demographic characteristics such as their gender, age, level of management in organization and years of experience, as well as their personal characteristics such as their own ethical values, their level of ethical growth, and their degree of awareness of the work ethics of their organization (Mayer, 2009:197).

2. The **Organizational Ethical Climate**: the climate in which many factors are affected, including the size of the organization, the nature of its activity, its age and the leadership methods of its managers, the level of interest in the ethical development of its employees, its codes of conduct, its ethical standards, and the systems of reward and punishment adopted to counter negative behaviors (Marten&Cullen, 2006:178).

3- The **Environmental Ethical Climate**: a climate in which the organization's external environment, such as the culture of the society, and the prevailing moral values, are linked to its internal regulatory ethical climate (Jeroen, 2004:10).

The interest of the current study in the ethical criterion that is based on three sub-dimensions according to the models by (Saygili, et.al,2020) and (Cullen,et. al,1993), includes: love of the self (selfishness), seeking of self-interest, and the ethical principle.

### **2.3 The Concept of Organizational Commitment and its Dimensions**

Commitment is an urgent necessity that has for long time been the focus of attention as it significantly impacts the behaviors of individuals who, in turn, are regarded as the cornerstone of any organization since its importance outweighs any other element of production as it affects the efficiency and effectiveness of the organizations. It is also one of the links between the employees and the organizations they work for and has different effects on the attitudes and behaviors of those employees and their moral right to remain within the organization regardless of their degree of satisfaction in relation to what it provides and the extent to which it improves their situation (Marsh and Mannari, 1997:57), Management literature indicates that organizational commitment has become one of the most important issues of organization management, especially since its correct scientific concept received no attention by specialists until the late 1960s and early 1990s (Meyer&Allen, 1984) (O'Illy &re&chatman, 1986), as those specialists believed that organizational commitment was based on the

employee's sense and psychological attitude towards the organization and was dependent on three rules (Vangel,2011: 2) as follows:

A. Compliance: as a result of the appropriate rewards offered.

B. Identification or determining of the ID: based on the desire of belongingness that an employee has towards his or her organization

C. Understanding and absorption: The extent to which the employee and the organization are in conformity.

On their part, (Etziolini & Kanter, 1968) believed that the organizational commitment falls into more than one behavioral determinant in terms of how the individual correlates to the organization in showing a certain behavior that his or her believes it to be correct and ethical (Nawab&Bahatti:2011;25):

A. Continuity (commitment to the survival of the system).

B. Cohesion (the extent to which social relations are cohesive).

C. Control (it belongs to the organization).

Thus, the organizational commitment is a clear picture of the behavioral variables highlighted to provide an opportunity for equity and justice for employees, and for a sense of belongingness that is considered a translation of organizational commitment since it is important for the individual to feel psychological compatibility and is an significant source of the individual's comfort, security and happiness, without which he feels stress, anxiety, distress, poor performance and evasion of work (Bodjrenou, et.al., 2019), Finally it can be said that it is the continuous emotional and normative convictions of the individual, which are consistent with the values and objectives of the organization that generate the desire to stay in and make additional efforts to achieve its goals. Therefore the model by (Meyer&Allen,1991) is considered one of the most prominent models that have diagnosed the dimensions of organizational commitment and which have been adopted in most subsequent studies, as researchers have developed a universal model of organizational commitment made up of three main dimensions that would be the focus of our study as explained below:

❖ **Emotional Commitment:** It refers to the individual's desire to remain in the organization because of his or her association with it, and their acceptance of its objectives and values, as well as the willingness to make an effort for that organization.

❖ **Continuous Commitment:** It refers to the individual's need to remain in the organization and to be aware of the costs of leaving it as he or she has no other option.

❖ **Standard or Parametric Commitment:** a kind of an obligation that the individual sense as he or she feels committed to stay in the organization out of morality since they believe that leaving the organization would leave a bad impression among colleagues.

## **2.4 Parental leadership, Ethical Climate and Organizational Commitment**

Positive parental leadership reinforces the culture of achievement by instilling the principle of responsibility and commitment in the souls. And (Öge and Top,2018), (Farh,et.al,2006), (Aycan,2006), (Sungur Et.al,2019) and (Cheng,et.al,2004) have all found that the positive parental leadership is the centerpiece of functional happiness necessary to attain the difficult equation in achievement in order to achieve performance and influence the souls, instilling commitment among them, which is a proposition that leads us to build a hypothesis that goes with the study of (Chen, et al, 2018) which linked parental leadership to the organizational commitment that "there is a positive relationship between parental leadership and organizational commitment". The ethical climate is closely linked to parental leadership through personal commitment that supports ethical values, transferring it to the subordinates, as it was noted by (CHI WU & PING JU TSAI,2012) and (Saygili, et al, 2020), thus leading us to build the hypothesis that "there is a positive relationship between parental leadership and ethical climate"

Furthermore, the studies by (Al-Qaisi, 2019) and (Cullen & Victor, 2003) have confirmed the existence of the relationship between ethical climate and organizational commitment based on its significant role in exerting ultimate efforts that lead to excellence and creativity in work, in addition to arising the workers' feelings of professional stability, preventing the sense of a need to move out of that organization while supporting their sense of the desire to continue working for it. Hence we are led to build the hypothesis that "there is a positive relationship between ethical climate and organizational commitment"

## **2.5 The Leader-Member Exchange theory and its Relation to the Model of the Study**

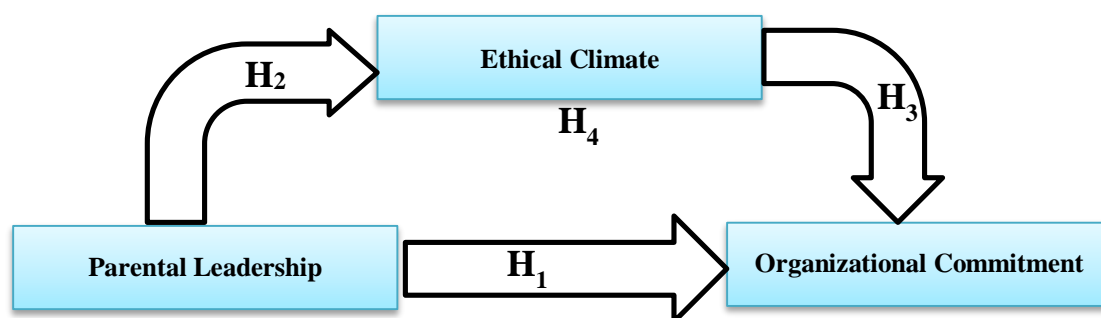
From the perspective of the Leader-Member Exchange theory (LMX), the parental leadership is seen as being aimed at influencing loyalty, respect, support and expediency (Pellegrini, et.al, 2010), since the human element is the backbone of the organization, which assumes that leaders are responsible for actively seeking to understand and predict the behavior of workers as well as the way to influence it (Deluga,1998).

On his part (Eisenberger,et.al,2010) concluded that the strength of the relationship between the leader and the followers, and the organizational commitment of the organization varies morally depending on the levels of the representation of the organization by the leader, and that the availability of this characteristic in parental leadership will lead to more positive outcomes that effect the followers, such as their commitment to work and their devotion to exert efforts in respect to their works and their official roles within the organization, adding that when they are treated with respect and when their values are esteemed by the organization, they would, in turn, enjoy more mental energy and flexibility at work (Saks,2006), which ultimately leads to increased organizational commitment and vice versa. Accordingly, the aforementioned theory has become a guide to the current study in building its model needed to answer the questions arose as the problem of the study. Thus, chart was drawn that identify the main variables as is shown below , which indicates the existence of a positive relationship



of a statistical significance among the dimensions of the parental leadership as being the independent variable and the organizational commitment with all its three dimensions and the ethical climate as an intermediary variable:

**Figure (1): Study Model and Hypotheses**



Source: prepared by the researcher

## 2.6 Hypotheses of the Study

- 1- Parental leadership impacts the level of organizational commitment of employees.
- 2- Parental leadership impacts the ethical climate of employees.
- 3- The ethical climate impacts the level of organizational commitment of employees.
- 4- The ethical climate plays an intermediary role in the relationship between parental leadership and the organizational commitment of employees.

## III. Methodology of the Study

### 3.1 Field study

The research was conducted in the departments of the Iraqi Ministry of Higher Education and Scientific Research, namely the (Legal Department, Human Resources department, Financial Department, Engineering Department, Department of Missions and Public Relations, Office of the Inspector General, Department of Administrative Development) which collectively represent the center and the divan (headquarter) of the researched ministry, Then heads of departments and directors of sections as well as those working in the center of the ministry were chosen as the sample of the study since they represent an active part of the society that is engaged in training and qualifying specialist people and who are also responsible for providing research and advisory services and achieving scientific and cultural cooperation with Arab and foreign universities, which is of great importance concerning the significant role it plays in supporting other sectors of the State with human resources that are qualified and specialized in serving plans of development as well as the entire society in all its sectors. The current study is one of the descriptive studies that are concerned with collecting and summarizing the facts present today which are related to the nature and status of a group of individuals,

as it aims to discover the facts, i.e. to describe the social and economic reality and depicting it qualitatively by using knowledge tools and collecting data and then classifying and analyzing them and drawing conclusions for the purpose of reaching generalizations on the phenomenon that the researcher bent on studying for the period starting from 2018 till the 15<sup>th</sup> of January 2020, as she started her first visits to diagnose the research problem which was chosen to be appropriately in line with the nature of the research that requires a deep understanding in dealing with the paragraphs of the questionnaire and the possibility of others evaluating it.

### 3.2 Samples and Procedure

This study was based on the descriptive analytical method, and took from it a random class sample represented by those working at the center of the ministry who were totaled (1000) employees, from whom preliminary data were collected through the use of questionnaires, periodicals and scientific papers, with the number of handed out questionnaire copies being (200) that makes (20%) of the center of the ministry who represented the research sample. The study also relied on measures used from previous studies and appropriate adjustments were made to suit their nature with regard to the measurement of parental leadership through (18) phrases or paragraphs measured by Cheng et al 2000, 2004.

The intermediary variable, which is the ethical climate which was made up of (13) paragraphs or phrases, was measured by (Saygili,et.al.al2020) in addition to measuring the dependent variable of "organizational commitment" through three dimensions: (emotional commitment, continuous commitment and standard –parametric- commitment) depending on (Meyer&Allen,1991) measurement, noting that it was consisted of (14) phrases or paragraphs.

The questions used the five-point Leckert scale to measure the attitudes of the surveyors, which ranged from (1) "I strongly agree" to (5) "I strongly disagree", and the data were processed using the AMOS21 program, which aims to integrate and summarize digital data in order to convert it from just being a heap of numbers into another form or image that can be understood and absorbed by just looking at it (frequency distributions, arithmetic means, and standard deviation), as well as analytical statistics methods such as the validity of the questionnaire, the coefficient of correlation and Cronbach alpha to measure the reliability of the instrument used in the study, along with the path analysis method, in order to identify the impact of the independent variable on the dependent variables under the presence of an intermediary variable (Liao,et.al2. 2016).

## IV. Results of the Study

### 4.1 Descriptive Analysis of the Axes of the Study:

Table (1): Descriptive Analysis of the Study Variables

Variables	Arith metic median	Stand ard	Coeffic ient of	Cronbach Alpha Coefficient	Relative Importance
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		<b>deviation</b>	<b>Variance</b>		
<b>Parental leadership</b>	3.93	.567	14.42	<b>0.82</b>	%78
<b>Organizational Commitment</b>	3.88	.643	16.57	<b>0.86</b>	%77
<b>Ethical Climate</b>	3.78	.714	18.88	<b>0.78</b>	%75

**Source:** Prepared by the researcher depending on the SPSS V.21 software outputs.

The table shows the descriptive analysis of the variables of the study, and when comparing the arithmetic median of the paragraph with the hypothetical medium\* of study no. (3), the approval of the paragraphs is achieved if the arithmetic median of the paragraph is greater than the hypothetical median (3). Likewise, the disapproval is achieved if the arithmetic median is less than the hypothetical median, hence is the acceptance of all paragraphs as they are all larger than the hypothetical median. The value Alpha Cronbach was also calculated to find the consistency of the internal data. If the values of the Alpha Cronbach coefficient are closer to (1) then the internal consistency of variables is significant.

#### 4.2 Results of Pearson's Correlation Coefficients for the Variables of the Study:

The Pearson Correlation Coefficient test was conducted to explore the relationship between parental leadership, organizational commitment and ethical climate, as described in the table.

**Table (2): Results of the Correlation between the Study Variables**

<b>Variables</b>	<b>Parental leadership</b>	<b>Organizational Commitment</b>	<b>Ethical Climate</b>
<b>Parental leadership</b>	1		
<b>Organizational Commitment</b>	0.789**	1	
<b>Ethical Climate</b>	0.683**	0.811	1

**Source:** Prepared by the researchers depending on the SPSS outputs.

The table shows that the correlation is positive between parental leadership and organizational commitment and the ethical climate. The results show that there is a positive relationship of a statistical significance between parental leadership and organizational commitment, with the value of the correlation being 0.789, which is a strong correlation, which means that the higher the level of

leadership, the higher the level of organizational commitment. The results also show a positive correlation of significance between the parental leadership and ethical climate, as the value of correlation was 0.683, which is medium correlation, which explains that the higher the level of the parental leadership the higher the ethical climate.

## V. Results of Path Analysis using Amos

### 5.1 Path Analysis of the Parental Leadership Impact on Organizational Commitment

**Table (3): Values of Indices of the Model-Data Conformity**

Chi <sup>2</sup>	CFI	GFI	NFI	IFI	RMSEA
1.671	0.944	1.000	0.933	0.927	0.031

**Source:** Prepared by the researcher depending on the SPSS outputs

The table shows the values of the goodness of fit indices of the path analysis model for the parental leadership impact on the professional commitment. The results showed that the value of the Chi<sup>2</sup> squared was less than 2 as they reached 1.574, i.e. there is a match for the model. Also, the value of CFI amounted to 0.944 which indicates conformity of the model, while the value of GFI was 1 which indicates a perfect match for the model. The results also showed that the NFI value was 0.933 which indicates the conformity of the model, and that the value of IFI was 0.927, which also indicates the conformity of the model. Likewise, the value of RMSEA was 0.031, which is apparently close to zero, since the less it gets than 0.08, the more the model is in conformity. Accordingly, it is clear from the indices above that the proposed model is in conformity with the study sample data.

**Table (4): Path Analysis for the Parental Leadership Impact on Organizational Commitment**

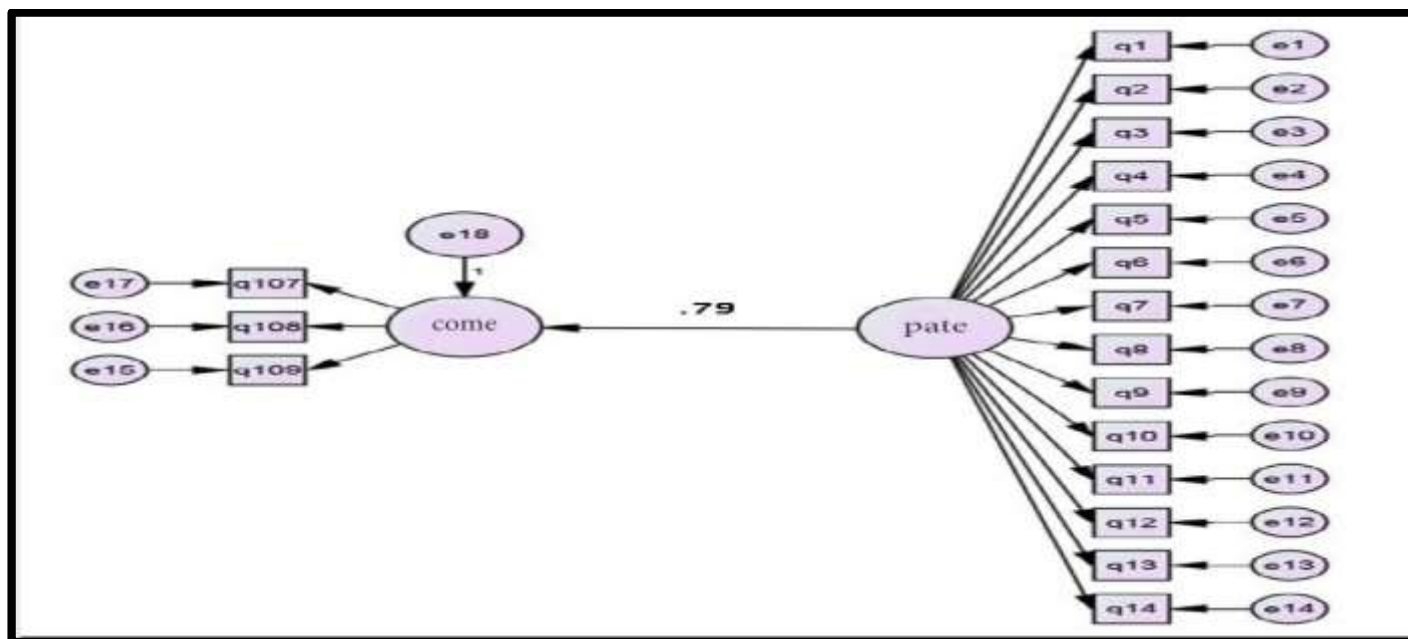
Result	P Value	C.R. (t) Value	Standard Error S.E.	Parametric Path Coefficients	Non-Parametric Path Coefficients	Variables
Supported	0.000	22.327	0.031	0.79	0.762	Parental leadership-->Organizational Commitment

**Source:** Prepared by the researcher depending on the SPSS outputs

The table shows the results of the path analysis of the parental leadership impact on the organizational commitment of employees in the Iraqi Ministry of Higher Education and Scientific Research, as the value of the parametric (standard) path analysis from parental leadership to organizational commitment was 0.79, which was of statistical significance 0.000. That means that the

parental leadership positively impacts the organizational commitment of those working for the ministry by (79%), with the standard error (SE) value being 0.031, and the value of calculated (t) 22.327, which was of a statistical significance too. Accordingly, the first hypothesis is accepted which states "the parental leadership impacts the level of organizational commitment of the workers of the Ministry of Higher Education and Scientific Research"

**Figure (2): path analysis from parental leadership to organizational commitment**



**Source:** Prepared by the researcher depending on the SPSS outputs

(Pate) indicates Parental leadership and (come) organizational commitment

## 5.2 Path Analysis of the Parental Leadership Impact on the Ethical Climate

**Table (5): Values of Indices of the Model-Data Conformity**

Chi <sup>2</sup>	CFI	GFI	NFI	IFI	RMSEA
1.326	0.982	0.981	0.929	0.983	0.010

**Source:** Prepared by the researcher depending on the SPSS outputs

The table shows the values of the goodness of fit indices of the path analysis model for the parental leadership impact on the professional commitment. The results showed that the value of the Chi<sup>2</sup> squared was less than 2 as they reached 1.326, i.e. there is a match for the model. The value of CFI was 0.982 which indicates conformity as well. Also, the value of GFI amounted to 0.981 which is nearing the whole number "1", thus indicating a semi-perfect conformity (matching) of the model. The results also showed that the NFI value was 0.929 which indicates the conformity of the model, and that

the value of IFI was 0.983, which also indicates the conformity of the model. Likewise, the value of RMSEA was 0.01, which is apparently close to zero and is therefore indicating the foresaid conformity.

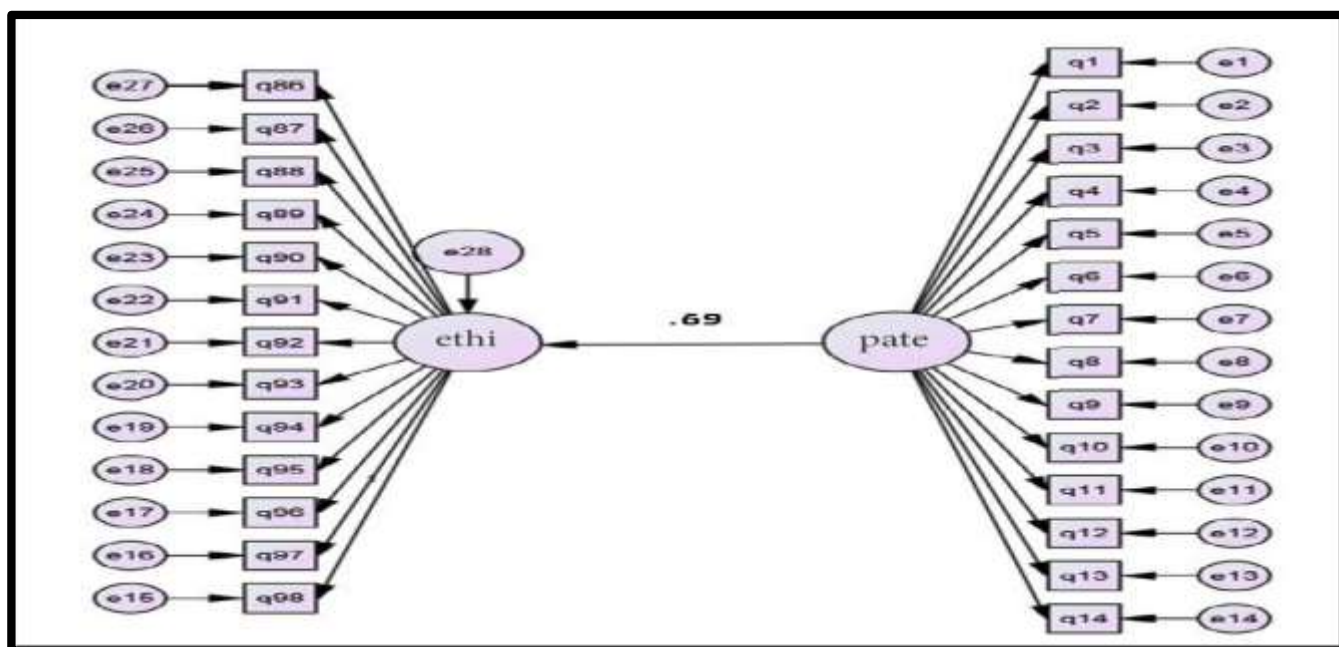
**Table (6): Path Analysis for the Parental Leadership Impact on Ethical Climate**

Result	P Value	C.R. (t) Value	Standard Error S.E.	Parametric Path Coefficients	Non-Parametric Path Coefficients	Variables
Supported	0.000	17.891	0.038	0.694	0.487	Parental leadership-->Ethical Climate

**Source:** Prepared by the researcher depending on the SPSS outputs

The table shows the results of the path analysis of the parental leadership impact on the ethical climate of employees in the Iraqi Ministry of Higher Education and Scientific Research, as the value of the parametric (standard) path analysis from parental leadership to ethical climate was 0.694 and was of statistical significance 0.000. That means that the parental leadership positively impacts the ethical climate of those working for the ministry by (69.4%), with the standard error (SE) value being 0.038, and the value of calculated (t) 17.891, which is of a statistical significance too. Accordingly, the second hypothesis is accepted which states "the parental leadership impacts the level of ethical climate of the workers of the Ministry of Higher Education and Scientific Research"

Figure (3): path analysis from parental leadership to ethical climate



**Source:** Prepared by the researcher depending on the SPSS outputs

(pate) refers to Parentalistic Leadership and (ethi) to Ethical Climate

### 5.3 The Path Analysis of the Ethical Climate Impact on Parental Leadership

**Table (7): Values of Indices of the Model-Data Conformity**

Chi <sup>2</sup>	CFI	GFI	NFI	IFI	RMSEA
1.076	0.943	0.986	0.911	0.915	0.041

Source: Prepared by the researcher depending on the SPSS outputs

The table shows the values of the goodness of fit indices of the path analysis model for the ethical climate impact on the parental leadership. The results showed that the value of the Chi<sup>2</sup> squared was less than 2 as they reached 1.076, i.e. there was a match for the model. Also, the value of CFI amounted to 0.943 which indicates conformity while the value of GFI was 0.986 which is nearing the whole number "1", thus indicating a semi-perfect conformity (matching) of the model. The results also showed that the NFI value was 0.911 which indicates the conformity of the model, and that the value of IFI was 0.915, which also indicates the conformity of the model as well. Likewise, the value of RMSEA was 0.041, which is apparently close to zero and is therefore indicating the foresaid conformity.

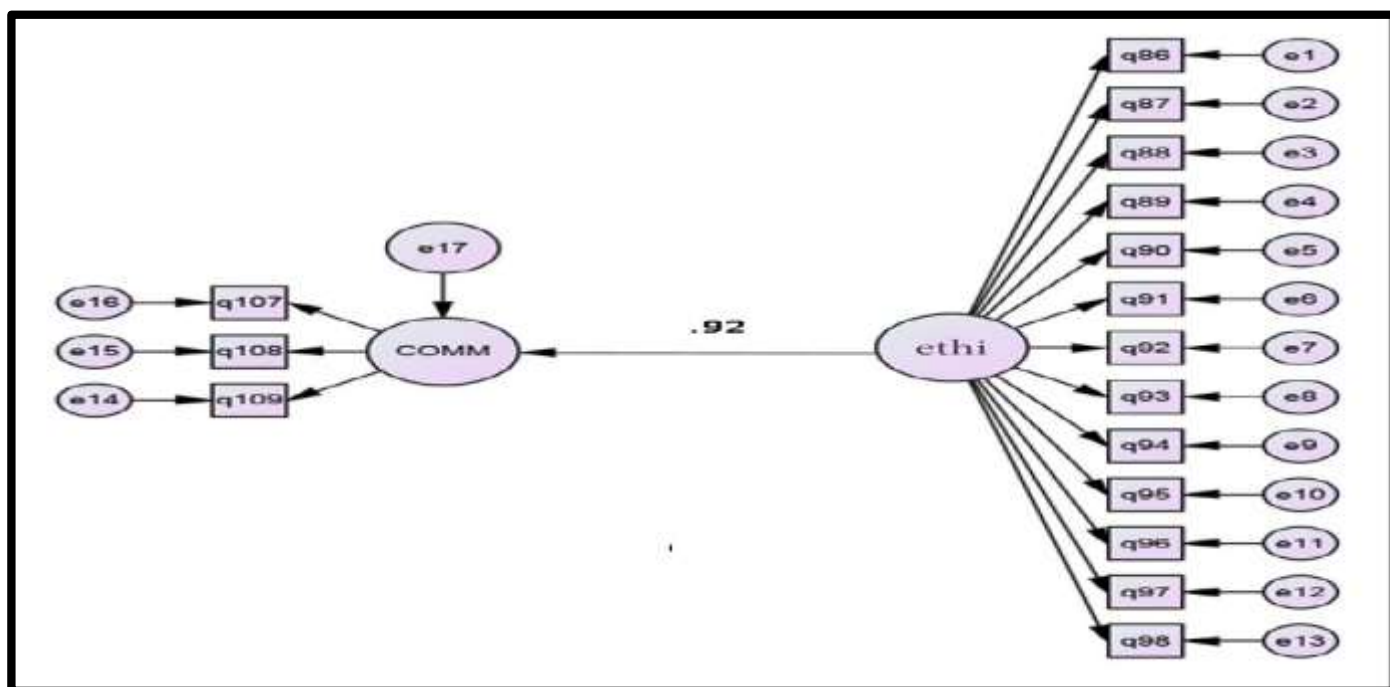
**Table (8): Path Analysis for the Ethical Climate Impact on Parental Leadership**

Result	P Value	C.R. (t) Value	Standard Error S.E.	Parametric Path Coefficients	Non-Parametric Path Coefficients	Variables
Supported	0.000	32.241	0.031	0.915	1.311	Ethical Climate--> Parental leadership

Source: Prepared by the researcher depending on the SPSS outputs

The table shows the results of the path analysis of the ethical climate impact on the parental leadership of the employees in the Iraqi Ministry of Higher Education and Scientific Research, as the value of the parametric (standard) path analysis from ethical climate to parental leadership was 0.915, which was of a statistical significance 0.000. That means that the ethical climate positively impacts the parental leadership level of those working for the ministry by (92.5%), with the standard error (SE) value being 0.031, and the value of calculated (t) 32.241, which is of a statistical significance too. Accordingly, the third hypothesis is accepted which states "the ethical climate impacts the level of parental leadership of the workers of the Ministry of Higher Education and Scientific Research".

**Figure (4): path analysis from ethical climate to parental leadership**



**Source:** Prepared by the researcher depending on the SPSS outputs (come) refers to Organizational Commitment and (ethi) to Ethical Climate.

#### 5.4 Testing the Role of the Intermediary Variable in the Relationship between the Independent Variable and the Dependent Variables

BOOTSTRAP path analysis was used via AMOS V.21 to test whether the professional climate as an intermediary variable had a role in the relationship between parental leadership as an independent variable and organizational commitment as a dependent variable.

#### 5.5 Path Analysis of the Parental Leadership Impact on Organizational Commitment in the Presence of Ethical Climate as an Intermediary Variable

**Table (9): Values of Indices of the Model-Data Conformity**

Chi <sup>2</sup>	CFI	GFI	NFI	IFI	RMSEA
1.789	0.945	0.941	0.931	0.944	0.018

**Source:** Prepared by the researcher depending on the SPSS outputs

The table shows the values of the goodness of fit indices of the path analysis model for the parental leadership impact on the organizational commitment in the presence of the ethical climate as an intermediary variable. The results showed that the value of the Chi<sup>2</sup> squared was less than 2 as they reached 1.789, i.e. there was a match for the model. Also, the value of CFI amounted to (0.945) which indicates conformity while the value of GFI was (0.941) which is nearing the whole number "1" and



thus indicating a semi-perfect conformity (matching) of the model. The results also showed that the NFI value was( 0.931) which indicates the conformity of the model, and that the value of IFI was (0.944), which also indicates the conformity of the model. Likewise, the value of RMSEA was( 0.018), which is apparently close to zero and is therefore indicating the foresaid conformity. It is clear through the indices that the proposed model was in conformity with the data of the study sample.

**Table (10) Results of path analysis to check the direct and indirect impact of the parental leadership on the organizational commitment in the presence of ethical climate as an intermediary variable**

The Impact	Values of Direct Impact Coefficients		Values of Indirect Impact Coefficient
The impact of parental leadership on the organizational commitment in the presence of the ethical climate as an intermediary variable	The impact of parental leadership on ethical climate	0.687	0.487**
	The impact of parental leadership on organizational commitment	0.787	
	The impact of ethical climate on organizational commitment	0.916	

**Source:** Prepared by the researcher depending on the SPSS outputs

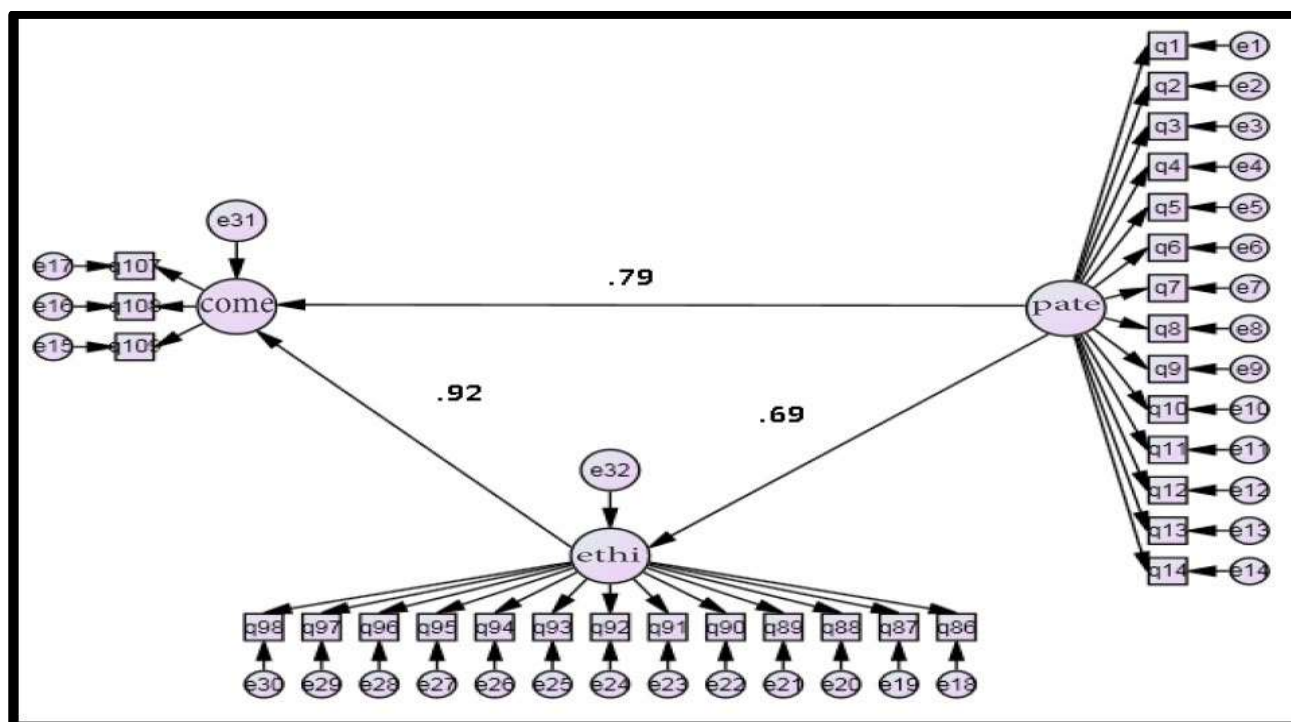
The table shows the results of path analysis done according to BOOTSTRAP via the AMOS V.21 to test the direct and indirect impact of parental leadership on organizational commitment in the light of the presence of ethical climate as an intermediary variable. And by applying the conditions of using this method it becomes clear that ethical climate has a partial intermediary role in the relationship between parental leadership and organizational commitment of those working for the Ministry of Higher Education and Scientific Research. That partial role is attributed to the indirect relationship between the independent variable "the parental leadership" and the dependent variable "the organizational commitment", which proves the existence of intermediation by the intermediary variable of ethical climate. Also, the direct relationship between the independent variable "the parental leadership" and the dependent variable "the organizational commitment" was of a statistical significance which indicates a partial intermediation of the intermediary variable "the ethical climate".

The table also shows values of the coefficients of the direct impact between the independent, dependent and intermediary variables, where the value of the coefficient of the direct impact of the parental leadership on the ethical climate was 0.687, which is indicative of the significant role played by applying the parental leadership policy in increasing the correlation between the workers and their jobs. Likewise, the value of the coefficient of the direct impact of parental leadership on the organizational commitment was 0.787, which shows how the correlation and incorporation of the workers in their jobs contributes to elevating their organizational commitment. Also, the value of the coefficient of the direct impact of ethical climate on the organizational commitment was 0.916, which

indicates the positive impact that the implementation of the ethical climate policy had on improving the level of organizational commitment of those working for the Ministry of Higher Education and Scientific Research, in the time when the indirect impact of the parental leadership on the organizational commitment reached 0.487 and that in the light of the presence of the ethical climate as an intermediary variable playing a partial role.

This means that the ethical climate affects 48.7% of the relationship between parental leadership and organizational commitment, which confirms the role played by the ethical climate as an intermediary (partial) variable in enhancing the impact of parental leadership on the level of organizational commitment of those working for the Ministry of Higher Education and Scientific Research. Thus, the fourth hypothesis is accepted which states that "the ethical climate plays an intermediary role in the relationship between parental leadership and the organizational commitment of the employees of the Ministry of Higher Education and Scientific Research"

Figure (5): path analysis for the impact of parental leadership on the organization commitment in the presence of ethical climate



Source: Prepared by the researcher depending on the SPSS outputs

(pate) refers to Paternalistic Leadership, (come) Organizational Commitment and (ethi) Ethical Climate

## VI. Summary and Suggestions

There is a clear policy within the Iraqi Ministry of Higher Education and Scientific Research to apply the paternal leadership, as those working for the ministry make a family-like community and are

linked to each other by friendly relationships, which in turn, helps in resolving the differences that occur between the individuals through the encouragement of cooperation, non-official dealings (between individuals) and speaking frankly, i.e. to speak openly and informally according to the needs of work development and creativity, which in turn enhances their level of organizational commitment an effort to raise the level of the ethical climate and maintaining it at the best levels.

There is a strong positive ethical relation of a statistical significance between parental leadership and the level of organizational commitment among employees in the Ministry of Education and Scientific Research, where parental leadership contributes to improving and strengthening the organizational commitment of the employees by 0.789, This result accordance with(Saygili,et.al.2020; Chen,et.al.2018). Moreover, there is moderate (mediocre) positive correlation of a statistical significance between parental leadership and ethical climate for those working for the ministry (Al-Qaisi, 2019), where the parental leadership contributes in enhancing the level of ethical climate by (0.683)). Additionally, there is a very strong positive correlation of a statistical significance between ethical climate and the level of organizational commitment for those working for the ministry, with that correlation reaching (0.811) (CHI WU & PING JU TSAI,2012). Thus we see that the ethical climate plays a partial intermediary role between parental leadership and organizational commitment.

#### **6.1 Based on the results reached by the study, I recommend the following:**

- ❖ Conducting more researches on parental leadership to be complementary to this study, with the addition of new variables based on other theories.
- ❖ Studying the modified role of the ethical climate rather than positioning it as an intermediary variable as was done in this study.
- ❖ The current study targeted the Iraqi Ministry of Higher Education and Scientific Research, and accordingly the same model can be applied to another community so that to generalize the results of the study.

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