



Employing Ethical Ideology in Employee Welfare: An Analytical Study of the Opinions of a Sample of Employees at the Karbala Education Directorate

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Abstract. The objective of this research was to analyze and explain the nature and effect of the independent variable (ethical ideology) and its dimensions (moral idealism, moral relativism) on the dependent variable (employee welfare) and its dimensions (workplace welfare, psychological welfare, and life welfare). This was reflected in the major question: (What is the relationship between ethical ideology and employee welfare?) The study was carried out in the Karbala Education Directorate and involved a random sample of (278) respondents who held a bachelor's degree or higher from the research population of (1000) employees. The main data collection method was a questionnaire developed using a five-point Likert scale. The study relied on a number of descriptive and analytical statistical approaches, the most important of which are the arithmetic mean, standard deviation, correlation coefficient, and linear regression. The data were evaluated and processed with the aid of modern statistical software (SPSS). This study has led to several findings and applications, the most noteworthy of which was the significant and beneficial effect of ethical ideology in its dimensions on the enhancement of the welfare of employees in the studied business. Based on the results, it was advised that the Directorate of Education adopt and update its code of ethical conduct and provide a supportive work environment that contributes to improving the professional and psychological welfare of its administrative and instructional staff.

Keywords: Ethical Ideology, Employee Welfare, Karbala Education Directorate.

1. Introduction

Ethical ideology is regarded as the most essential cognitive philosophy and behavioral guide for human resources in modern organizations. It is the frame of reference people use to understand circumstances and make decisions in organizations. In view of the rapid pace of change, the notion has become a crucial motivator to improve employee welfare in its psychological, professional, and life aspects, being the cornerstone to attain institutional stability and a sustainable competitive advantage.

The importance of this research is highlighted by the provision of a theoretical and practical framework that links the ethical ideology with the welfare of the employees in the educational service sector (Karbala Education Directorate), which contributes to providing practical insights for the administrative leaders to improve the work environment and formulate policies that achieve the compatibility between ethical principles and practical flexibility.

The research gap is the lack of Arabic studies, especially in the Iraqi context, that have addressed the direct interaction between the dimensions of ethical ideology (idealism and relativism) and their comprehensive impact on the three dimensions of employee welfare (workplace, psychological, and life), especially in the institutional sectors of a service and educational nature. Several difficulties hampered the research, especially identifying and securing the cooperation of administrative workers under daily job pressure, as well as the initial unwillingness of certain interviewees to reveal their ethical and psychological orientations. To tackle these problems, the secrecy and

solely scientific character of the questionnaire were stressed.

The research was divided into four portions. The first covered the technique, the second the theoretical framework, the third the practical elements, and the fourth and final portion presented the results and recommendations based on the statistical analysis.

2. Research Method

The problem, aims, significance, study technique, methods for data collection and analysis, and statistical processing are explained in this part as follows:

2.1 The Research Problem

The epistemological problem is that there is a lack of administrative literature and studies at the local and Arab levels that have addressed the direct and integrated interaction between the dimensions of ethical ideology (idealism and relativism) and their simultaneous impact on the total dimensions of employee welfare (workplace, psychological welfare, and life welfare). The majority of the existing literature has been concentrated on these factors individually. It has not provided a holistic explanatory model that explains how an individual's ethical philosophy helps develop organizational and personal welfare in the educational service sector.

The practical concern is the increasing organizational obstacles and pressures on administrative and pedagogical staff in the Karbala Education Directorate, and the occasional discrepancy between convictions and ethical actions when coping with changing events. This will have future implications for the levels of psychological stability and sense of welfare at work and in life of the employees, requiring a concrete field evaluation to establish the extent to which staff comprehend ethical principles and their role in increasing their overall welfare.

Thus, the research problem is connected with the following main question:

- What is the relationship between ethical ideology and its dimensions and employee welfare in the organization under study?

This primary question gives rise to the following sub-questions:

- How are the comprehension and application of ethical ideology elements (ethical idealism, ethical relativism) by employees in the Karbala Education Directorate?
- What is the status of employee welfare in its dimensions (workplace welfare, psychological

welfare, and life welfare) obtained at the organization under study?

- Is there a statistically significant association and influence of ethical ideology and its aspects on employee welfare in the sample under the research?

2.2 Research Goals

The main goal of this research is to develop a scientific and accurate understanding of the nature of the variables researched and the interrelationships among them in the organizational field environment. This will be achieved via the following objectives:

- a. Building and framing an intellectual and conceptual framework that is comprehensive enough to clarify the ideas and dimensions related to ethical ideology and employee welfare and offer a solid scientific formulation that contributes to enriching Iraqi academic libraries with a modern explanatory model.
- b. To identify the levels of awareness and application of the aspects of ethical ideology (idealism and relativism) and the level of employee welfare in its three dimensions (workplace, psychological, and life) among the employees investigated in the Directorate of Education in Karbala.
- c. To test and verify the nature of the association and the strength of the statistically significant effect of ethical ideology and its dimensions on employee welfare in the company under study.
- d. To reach a set of scientific results and practical procedural recommendations that enable administrative leadership to improve the general welfare of its staff based on sound ethical grounds.

2.3. Importance of the Study

Theoretically, the present study provides an intellectual and cognitive framework that relates the variables of (ethical ideology) and (employee welfare). This will add a sound scientific contribution to administrative literature and Iraqi academic libraries by examining the interaction between the dimensions of these two variables, thus opening new horizons for future researchers studying behavioral and ethical variables in the organizational environment.

The practical value is clear in providing diagnostic indicators and field recommendations applicable to administrative officials in the Directorate of Education Karbala. They assist in the use of ethical principles and staff philosophy to enhance working conditions and ease the everyday demands, therefore increasing levels of job and psychological welfare to maintain the stability of human capital and develop its performance.

2.4 Sample model

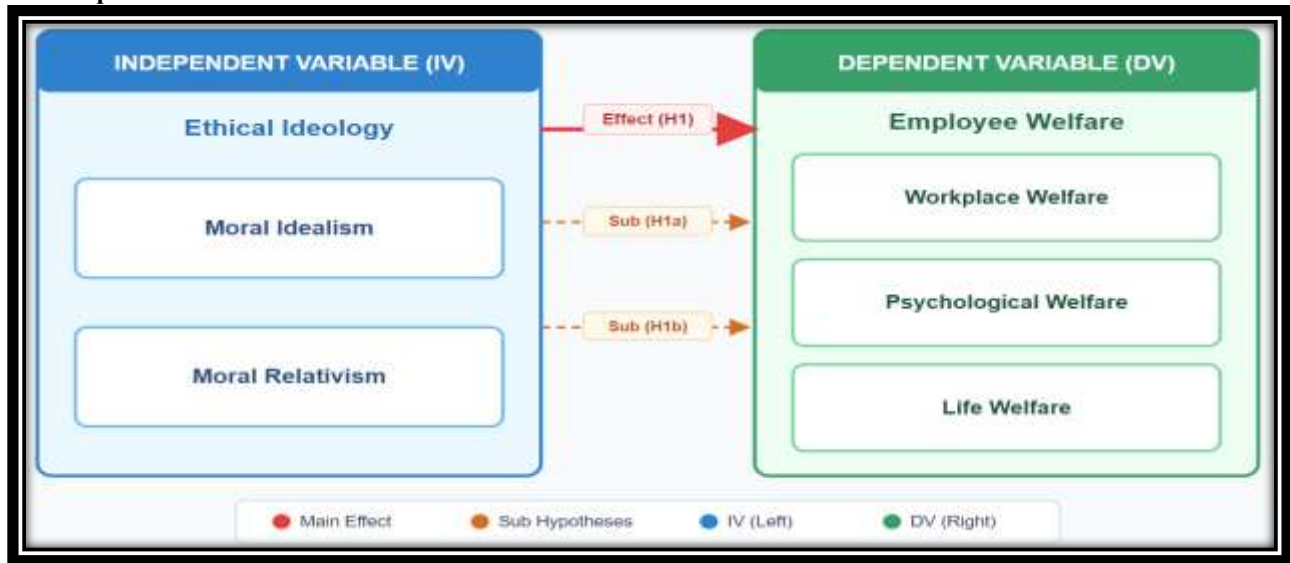


Figure (1) Research Hypothesis Model

Source: Prepared by the researchers based on scientific literature.

2.5 Research Hypotheses

The hypotheses can be formulated based on the title as follows:

H1	The moral idealism dimension has a statistically significant effect on employee welfare in the organization under study.
H2	The moral relativism dimension has a statistically significant effect of the moral relativism dimension on employee welfare in the organization under study.

Main Hypothesis (First): There is a statistically significant effect of ethical ideology, in its various dimensions, on employee welfare. The following hypotheses branch out from this main hypothesis.

H1 The moral idealism dimension has a statistically significant effect on employee welfare in the organization under study.

H2 The moral relativism dimension has a statistically significant effect of the moral relativism dimension on employee welfare in the organization under study.

2.6 Demographic Characteristics of the Research Sample and the Response Rate

The research community in this study is all employees in the Karbala Education Directorate, whose number is (1000) employees. The research was conducted, and the hypotheses were tested in the Karbala Education Directorate, as it is one of the vital service and educational institutions in the governorate and has a distinguished group of highly experienced and competent administrative and educational staff. This makes it a realistic field and a rich source of specific data relevant to the study variables.

The researcher utilized the purposive random sampling method and targeted employees who possess Bachelor's, Higher Diploma, Master's, and Doctorate degrees. The purposeful selection is justified by the fact that the respondents are of adequate intellectual and cognitive maturity to cope with the specific concepts of the questionnaire and to judge the dimensions of ethical ideology and employee welfare appropriately. According to scientifically accepted sample size tables (Krejcie & Morgan, 1970), a minimum of 278 respondents is required for a representative sample of 1000 individuals.

To meet this quorum and to avoid missing questions, the researcher distributed 290 questionnaires to the selected sample. In all, 285 questionnaires were returned. Following statistical analysis, 7 surveys were invalid and thus

excluded. Thus, the total number of valid questionnaires for final statistical analysis was 278, giving a response rate of 95.86%. This high proportion accurately and reliably reflects the research population.

The study sample was characterized to a greater or lesser extent in personal or professional characteristics, including the variables: age, gender, educational qualification, years of service, and job position, according to the five-point Likert scale, as shown in the following table:

Table (1) Personal Information of Study Sample

Classification Variable	Classification Variable Divisions	Repetition (F)	Percentage (%)
Educational Qualification	Bachelor's/Higher Diploma	216	77.7%
	Master's	46	16.5%
	Doctorate	16	5.8%
Gender	Male	159	57.2%
	Female	119	42.8%
Years of Employment	Under 5 years	27	9.7%
	5-10 years	63	22.7%
	11-15 years	84	30.2%
	16-20 years	58	20.9%
	Over 20 years	46	16.5%
Age Group (in years)	25-30	31	11.2%
	31-35	55	19.8%
	36-40	69	24.8%
	41-45	51	18.3%
	46-50	37	13.3%
	51-55	23	8.3%
	56 and above	12	4.3%
Job Title	Department Manager/Assistant	21	7.6%
	Division/Unit Head	40	14.4%
	Employee/Administrator	217	78.1%

Source: Researchers based on a questionnaire and field research.

As shown in Table (1), the demographic and functional features of the research sample of the (278) respondents from the personnel working in the Karbala Directorate of Education are presented. You may evaluate the data as follows:

- **Educational Qualification:** The results show that the largest share of sample members came from the category of holders of Bachelor's/Higher Diploma degrees, as their proportion reached (77.7%), equating to (216) respondents. This was followed by the group of holders of a Master's degree at (16.5%), amounting to (46) respondents. The percentage of holders of a PhD was (5.8%), amounting to only (16) respondents. This distribution reflects the administrative and executive nature of the work environment in the Directorate. It suggests that the sample has a sufficient educational and cultural level to support understanding and accurate responses to the questionnaire items.
- **Gender:** The sample had a balanced gender distribution, with a slight advantage for males (57.2% or 159 respondents) over females (42.8% or 119 respondents). This is because of the work environment requires a balance of both genders, allowing the study to capture complete and unbiased viewpoints on the factors of ethical ideology and employee welfare.
- **Years of Service:** Respondents had diverse field experience. The largest group was the 11-15 year age group (30.2% or 84 responses), followed by the 5-10 year age group (22.7%) and the 16-20 year age group (20.9%). The group with more than 20 years of experience was 16.5%, and finally, the group with less than 5 years of experience was 9.7%. This shows that most of the sample (more than 90%) has more than five years of professional experience, which strengthens their depth of field experience and their knowledge of ethical ideals and the conditions that influence their mental and professional welfare.
- **Age Group:** The age distribution indicated the 36-40 age group was the most frequent at 24.8% (69 respondents), followed by the 31-35 age group at 19.8%, then the 41-45 age group at 18.3%. The other percentages were accounted for in the following age groups: 46-50 years (13.3%), 25-30 years (11.2%), 51-55 years (8.3%), and 56 and older (4.3%). These results confirm the dominance of the youth and middle-aged (between 31 and 45 years of age) demographic, a grouping marked by activity, vigor, employment stability, and intellectual maturity.
- **Job Position:** The results indicated that the (employee/administrator) category represented the majority of the sample, at (78.1%) with (217) respondents, followed by (division and unit heads) at (14.4%) with (40) respondents, and then (department managers and assistants) at (7.6%) with (21) respondents. This distribution is consistent with

the hierarchical nature of government organizations, making the results comprehensive and providing a reasonable approximation across all levels of the employment hierarchy.

2.7 Validity and Reliability of the Study Instrument and Normal Distribution:

Reliability refers to the consistency or stability of the study instrument (questionnaire) in producing the same results when the same sample is tested under identical settings. The statistical dependability coefficient might vary from zero to one. The closer the value is to one, the higher the reliability and precision of the instrument. The Cronbach's alpha coefficient was utilized to examine the reliability of the present research scale (including the variables of ethical ideology and employee welfare). In management and behavioral research, Nunnally & Bernstein (1994) consider a value of 0.70 or greater to be statistically acceptable. Self-validity (or credibility) refers to the ability of the scale items to really measure the dimensions and concepts that they were supposed to measure. It is statistically calculated by the square root of Cronbach's alpha coefficient. A value higher than 70% or 0.70 is regarded as statistically acceptable. The data were checked for normality using skewness and kurtosis to determine which statistical tests (parametric or non-parametric) were appropriate for processing the data of the present research. There is no absolute rule that firmly determines upper and lower bounds for values, as observed by Wegner (2013: 83). Skewness and sphericity, and based on the accepted formula and the common standard. The values of skewness and sphericity that fall within the range of (-1.96) to (+1.96) are a sufficient indicator of normality in the research data, and thus justify the use of parametric statistical methods in analyzing the results.

Table (2) Research scale Validity, Reliability, and Normality

Dimensions and Variables	Number of paragraphs	Stability coefficient (Alpha)	Self-validity coefficient	(Skewness)	Std. Error	Z-score	(Kurtosis)	Std. Error	Z-score
Ethical Idealism	7	0.842	0.918	-0.216	0.148	-1.459	-0.187	0.294	-0.638
Ethical Relativism	7	0.818	0.904	0.185	0.148	1.250	-0.249	0.294	-0.849
Ethical Ideology (Independent Variable)	14	0.830	0.911	-0.016	0.148	-0.105	-0.218	0.294	-0.739
Workplace Welfare	6	0.837	0.915	-0.276	0.148	-1.865	0.218	0.294	0.741
Psychological Welfare	6	0.857	0.926	-0.165	0.148	-1.115	-0.174	0.294	-0.583
Life Welfare	6	0.823	0.907	0.166	0.148	1.122	0.257	0.294	0.874
Employee Welfare (Dependent Variable)	18	0.839	0.916	-0.092	0.148	-0.619	0.100	0.294	0.343

"Source: compiled by investigators relying on the SPSS v.26 outputs".

Table (2) demonstrates that the values of Cronbach's alpha coefficient indicated a high degree of internal consistency for the study scale, ranging from 0.818 for the dimension of moral relativism to 0.857 for the psychological welfare dimension. The total measures obtained a value of 0.830 for the independent variable (ethical ideology) with 14 items and a value of 0.839 for the dependent variable (employee welfare) with 18 items. All values exceed the statistically permissible minimum of 0.70 based on Nunnally & Bernstein (1994), supporting the stability and validity of the research instrument.

The findings reveal high levels of self-validity for all variables and dimensions studied, computed using the root-mean-square reliability coefficient. The values for the sub-dimensions ranged from a low of 0.904 for the moral relativism dimension to a maximum of 0.926 for the psychological welfare dimension. The self-validity value is 0.911 for the ethical ideology variable and 0.916 for the employee welfare variable. These are exceptionally high values, indicating the construct strength of the scale and the ability of its items to measure what they were created to measure.

The findings of statistical analysis indicate that the calculated Z-score values for both skewness and kurtosis ranged from -1.865 to +1.250 for skewness and from -0.847 to +0.874 for kurtosis for all dimensions and overall variables. All these values are in the normal range of the accepted standard range of ± 1.96 at a significance level of 0.05 (Wegner, 2013), which demonstrates the normality of the data of the study and its eligibility for advanced statistical analysis.

3. Theoretical Aspect

3.1 Ethical Ideology

3.1.1 The Concept Arries (2021: 4) defines it as an integrated system of beliefs and values upon which human resources base their analysis and moral decisions. It is a cognitive and behavioral guide to ethical responses, oriented toward maximizing good outcomes and addressing risks.

Tsitseli (2023: 3) defines it as a set of common values and ideas that provide the intellectual and moral foundation of a community in an economic and social system. It is designed to foster strong interpersonal relationships and to lessen the uncertainties that lead to anxiety and confusion of thought.

Chan et al. (2024: 866) described it as an essential moral philosophy that might guide judgment on ethical concerns. This philosophy is based on one's point of view, circumstances, and scientific evidence.

3.1.2 Importance: Buye (2021: 6) stated that ethical ideology is the most important tool for controlling human resources in terms of individual and social behavior in accordance with laws and procedures, as well as the mechanism for their adoption based on ethical principles (justice, equality, sustainable development, and human rights) as a basis for the process of decision-making within an ethical ideological framework based on societal values.

According to Roszk et al. (2021: 8), it has an important function in the development and shaping of behaviors and attitudes by strengthening them with ethical mechanisms that allow the adoption of effective organizational decisions and actions.

It aids in understanding of social dynamics and human resource behavior through the intellectual interaction of ethical ideology. It thus helps build a key relationship in establishing a vision for organizational contexts and constructing human and ethical standards (Resende et al., 2024: 7154).

3.1.3. Dimensions. Dominations. The dimensions used from the paradigm of Donelson (R., 2008) are (moral idealism and moral relativism), which we shall examine below:

a. Moral Idealism. According to Suasthi (2018: 27), it involves acting based on ethical principles that produce positive and proper results, and on the moral sense of the human resource toward humanitarian situations. It takes a good attitude, not a negative approach that causes harm.

Idealism is a principle that contains the enormous potential that Abou Hashi (2019: 9) indicated helps in the decision-making process that meets the criteria of all parties. It strengthens justice and equality in organizations.

b. Moral Relativism: Bajrami (2019: 113) argued that this idea is used to defend biased practices, and it is an indicator of personality variance. People build their moral beliefs through internal interactions shaped by their cultural and social upbringing at work or through socializing. Tenhave (2021: 4) believes that human resources can operate with moral relativism, adjusting to ambiguity and accepting ethical shifts. This is because they do not stick strictly to ethical ideals and are therefore flexible in dealing with change.

There is a sense that morality is relative to different societies, more of a reflection of cultural and social conventions than a dedication to strict ethical standards and practices (Muslih, 2023: 91).

3.2 Employee welfare:

3.2.1 The concept of Employee welfare is defined by Zhao & Lin (2020: 294) define employee welfare as a set of pleasant sentiments, a sense of happiness at work, and self-actualization through meeting needs and desires. It is the state where individuals operate efficiently and can maintain this efficiency, which is shown by great physical and intellectual performance, according to Duan et al. (2019: 18). It was characterized by Jaskeviciute et al. (2021:119) as a type of welfare and physical and familial comfort, devoid of hindrances that obstruct performance.

3.2.2 Importance: Stankeviciene et al. (2022:989) emphasize the importance of employee welfare, stating that it is the basic thing that helps employees to execute their work effectively. It also addresses the environmental circumstances in which employees operate, helping the firm achieve its immediate and future goals.

Duan et al. (2020:427) note that employee welfare is a foundation for creating fun at work and pleasant interactions with colleagues and supervisors, which in turn creates job satisfaction and hence job loyalty. A significant factor for competitive advantage that enterprises count on is the expertise, talents, and loyalty of their employees, which increases organizational performance and achieves excellence and leadership (Gelencser et al. 2023: 3).

3.2.3 Dimensions: The dimensions used were those described by Zheng et al. (2015) and Khoreva & Whechtler (2018): psychological welfare, workplace welfare, and life welfare. These are discussed below:

- a. Psychological Welfare: According to Kim et al. (2021: 3), it is described as the happiness of employees in reaching goals, fulfilling wishes, being fulfilled, having the ability to accomplish, being happy, and having self-worth. It is defined as coming from the development of real capabilities, potential, and personal experiences in a conducive work environment and pleasant connections with colleagues and superiors (Morales-Rodrigues et al., 2020: 4).
- b. Workplace Welfare: Khairunisa & Muefi (2022:12) defined it as the feeling of satisfaction directed toward employees' self-actualization, their contribution to effective work performance, their active participation in society, and the provision of appropriate conditions to support employee performance and the achievement of organizational goals.
- c. Putra et al. (2024) stated that creating an organizational environment free from physical and psychological stress, conducive to happiness and contentment, and generating a feeling of welfare at work promotes employees' physical and mental health.
- d. Life Welfare is employees' feelings and emotions about their work lives and their mutual feelings with colleagues that create a positive work environment (Wang et al., 2021:4). Kundi et al.2020: 739) It is a cognitive assessment and evaluation that considers the life requirements of the workers, as well as the good emotion away from the negatives, which develops for them a welfare of work life and family life.

4. The Practical Part

4.1 Descriptive Statistics / Description, Diagnosis and Analysis of Research Variables

The researchers sought to identify the current status, level, and importance of the research variables (ethical ideology and employee welfare) in the Karbala Education Directorate, based on the responses of 278 respondents from the sample. The descriptive analysis used the arithmetic mean of responses for each dimension item, the standard deviation, and the relative relevance (weight) and percentage of each questionnaire item, at both the sub-item level and the level of the main dimensions and variables analyzed.

For this purpose, the opinions of the research sample were measured using a five-point Likert scale. The responses were on a scale of 1 to 5. There were five levels of interpretation of the arithmetic means (Table 3).

Table 3: Likert ratings and level of availability

Resolution gradations	Arithmetic medians	Degree of approval	Relative importance
I don't quite agree	1.80-1	very low	Interest as low as 20%
I do not agree	2.60-1.81	Low	From low to medium (40%-21%)
Neutral	3.40-2.61	Moderate	Average importance (60%-41%)
I agree	4.20-3.41	Available	Intermediate to high interest (80%-61%)
Agree	5.00-4.21	Very available	High importance greater than 80%
Hypothetical mean = $15/5 = (3)$		Class length = $5 - 1 = 4/5 = 0.80$	

Source: Akadiri O. P. (2011), *Development of Multi-Criteria Approach for the Wolver Hampton, U. K.*

The researchers used the coefficient of variation (CV) to organize the scale items and dimensions because it is the most precise measurement of homogeneity. The lower the value, the more homogeneous and stable the reactions of the samples are (Rawaa et al., 2017). The standard deviation measures the degree of dispersion of the answers; values lower than 1.00 imply a low level of dispersion and statistically acceptable homogeneity. Relative importance (relative weight) is the level of attention and priority respondents give to each item and dimension in the Karbala Education Directorate.

4.1.1 Descriptive Analysis of the Ethical ideology Variable

The findings of the statistical analysis showed that the independent variable (ethical ideology) received a high level of agreement among the sample members, with a total mean of 3.70, a standard deviation of 0.742, and an overall agreement level of 73.9%. The variable also had a total coefficient of variation of 20.3%, indicating good homogeneity and stability in the surveyed staff's perceptions of the importance of ethical ideology across its dimensions in the work environment.

The dimensions were sorted by the lowest coefficient of variation as follows:

• **First Dimension:** Ethical Idealism (First Level). The dimension of “Ethical Idealism” was placed first in the relative importance among the dimensions of the independent variable with the lowest coefficient of variation of (19.6%), an overall mean of (3.72), a standard deviation of (0.729), and a level of agreement of (74.3%). The first item, “The ethical concept includes cooperation with everyone,” ranked first, with a mean of (4.24), a standard deviation of (0.616), and a coefficient of variation of (14.5%). The last item, “Avoiding decisions that cause harm to others,” ranked last, with a mean of (3.18), a standard deviation of (0.737), and a coefficient of variation of (23.2%). This is a sign of a strong commitment to positive ethical beliefs and principles and the avoidance of harmful activities.

• **Second Dimension:** Moral Relativism (Second Rank)

The dimension of moral relativism ranked second among the dimensions of the variable, with a coefficient of variation of 20.9%, a mean score of 3.68, a standard deviation of 0.755, and a high level of agreement of 73.5%. The statement “The environment influences moral principles” was rated most strongly, with a mean of 4.14, a standard deviation of 0.675, and a coefficient of variation of 16.3%. The statement “Ethics cannot be generalized as cultures influence them” ranked last, with a mean of 3.13, a standard deviation of 0.842, and a coefficient of variation of 26.9%. The results show the cognitive flexibility of the sample and its ability to adjust to diverse environmental and contextual demands.

Table (3) Arithmetic means, standard deviations, coefficient of variation, and ranking items and dimensions of ethical ideology (N=278)

Paragraphs	Mean	Std. Deviation	Level of agreement (%)	C.V (%)	Order
First dimension: Moral idealism					
Never cause harm to colleagues under any circumstances.	4.13	0.685	82.6%	16.6%	2
Achieving goals should be positive and based on ethical actions.	3.88	0.743	77.6%	19.1%	4
Work with good moral intentions.	3.21	0.813	64.2%	25.3%	7
The ethical concept includes cooperation with everyone.	4.24	0.616	84.8%	14.5%	1
Causing harm is not ethical.	3.35	0.794	67.0%	23.7%	6
Good intentions lead to positive action.	4.03	0.717	80.6%	17.8%	3
Avoid making decisions that harm others.	3.18	0.737	63.6%	23.2%	5
General average	3.72	0.729	74.3%	19.6%	-
The second dimension: Moral relativism					
Ethical principles are not perfect; they vary.	3.29	0.825	65.8%	25.1%	6
The right outcome in one situation may differ in another.	3.92	0.714	78.4%	18.2%	3
Ethics cannot be universalized because cultures influence them.	3.13	0.842	62.6%	26.9%	7
The environment influences ethical principles.	4.14	0.675	82.8%	16.3%	1
There is no fixed standard for ethical principles.	3.86	0.752	77.2%	19.5%	4
Right and wrong are both possible and relative.	3.32	0.783	66.4%	23.6%	5
Right and wrong are both possible and relative.	4.07	0.692	81.4%	17.0%	2
General average	3.68	0.755	73.5%	20.9%	-
Total ethical ideology (independent variable)					
ethical ideology	3.70	0.742	73.9%	20.3%	-

“Source: compiled by investigators relying on the SPSS v.26 outputs”.

4.1.2 Descriptive Analysis of the Variable Employee welfare

The statistical analysis provided in the table indicated that the dependent variable (employee welfare) was reached at a high level of agreement among the sample, with a total mean of (3.68), a standard deviation of (0.744), and an overall agreement level of (73.6%). Moreover, the variable showed an overall coefficient of variation of (20.2%), indicating clear homogeneity and stability in the surveyed staff's perceptions of the adopted wellbeing level and its dimensions in the work environment.

The dimensions were ordered according to the lowest coefficient of variation as follows:

• **First Dimension:** Workplace Wellbeing (First Rank)

The (workplace welfare) dimension ranked first in relative importance among the dimensions of the dependent variable, with the lowest coefficient of variation of (19.6%), a total mean of (3.72), a standard deviation of (0.731), and an agreement level of (74.4%). The statement “I take full responsibility” ranked first with a mean of 4.23, a standard deviation of 0.614, and a coefficient of variation of 14.5%. Conversely, the statement “I work to create suitable conditions for colleagues” ranked last with a mean of 3.29, a standard deviation of 0.817, and a coefficient of variation of 24.8%. This points to a high sense of responsibility and a significant satisfaction with the nature of the achievement and the work allocated.

• **The Second Dimension:** Welfare (second position)

The second rank was given to the dimension “Welfare” of the variable, with a coefficient of variation of 20.4%, a total arithmetic mean of 3.66, a standard deviation of 0.747, and a high level of agreement of 73.3%. In this dimension, the statement “I am working toward achieving my goals in my life journey” received the highest score, with a mean of 4.18, a standard deviation of 0.622, and a coefficient of variation of 14.9%. In contrast, the statement “My life is free from negativity and difficulties” ranked last, with a mean of 3.16, a standard deviation of 0.845, and a coefficient of variation of 26.7%. The results of the study confirm that individuals continuously strive to actualize themselves and pursue their goals despite life's difficulties.

• **The Third Dimension:** Psychological Welfare (Third Position)

The psychological welfare dimension was rated third of the dimensions of the variable, with a coefficient of variation of 20.6%, a total mean of 3.66, a standard deviation of 0.753, and a level of agreement of 73.2%. The item “My daily work is good” ranked first with a mean of 4.13, a standard deviation of 0.647, and a coefficient of variation of 15.7%. The item “I communicate transparently with my colleagues for more information” ranked last with a mean of 3.26, a standard deviation of 0.826, and a coefficient of variation of 25.3%. The findings suggest that employees have psychological stability and consistency in their daily work performance.

Table (4) Arithmetic Means, Standard Deviations, Coefficient of Variation and Ranking of Items and Dimensions of Employees' Welfare (N = 278)

Paragraphs	Mean	Std. Deviation	Level of agreement (%)	C.V (%)	Order
First dimension: Welfare					
I feel positive in my life.	4.09	0.683	81.8%	16.7%	2
I am working towards achieving my goals in my life journey.	4.18	0.622	83.6%	14.9%	1
I am happy most of the time.	3.26	0.815	65.2%	25.0%	5
I find my professional and family life to be good.	3.96	0.719	79.2%	18.2%	3
My life is free from negativity and difficulties.	3.16	0.845	63.2%	26.7%	6
My life's needs are met in my current job.	3.33	0.798	66.6%	24.0%	4
(General average)	3.66	0.747	73.3%	20.4%	-
The second dimension: Workplace welfare					
I take full responsibility.	4.23	0.614	84.6%	14.5%	1
I am happy in my current job.	3.37	0.786	67.4%	23.3%	5
I am working on innovating my work methods.	4.07	0.696	81.4%	17.1%	2
I feel satisfied with my work.	3.99	0.724	79.8%	18.1%	3
I strive to create a positive working environment for my colleagues.	3.29	0.817	65.8%	24.8%	6
I find joy in achieving my organization's goals.	3.37	0.746	67.4%	22.1%	4
(General average)	3.72	0.731	74.4%	19.6%	-
Third dimension: Psychological welfare					
I feel comfortable achieving my goals.	3.97	0.709	79.4%	17.9%	2
My daily work is going well.	4.13	0.647	82.6%	15.7%	1
I feel satisfied with myself.	3.26	0.807	65.2%	24.8%	5
I actively share my time with my colleagues.	3.34	0.786	66.8%	23.5%	4
I am flexible in my work to improve efficiency.	4.02	0.734	80.4%	18.3%	3

I communicate transparently with my colleagues for further information.	3.26	0.826	65.2%	25.3%	6
(General average)	3.66	0.753	73.2%	20.6%	-
Total employee welfare (dependent variable)					
employee welfare	3.68	0.744	73.6%	20.2%	-

"Source: compiled by investigators relying on the SPSS v.26 outputs".

4.2 Testing Correlation Relationships

The present part of the research is dedicated to the statistical analysis and establishment of correlation links between the researched variables. This is a procedural step and a requirement of testing the major and sub-hypotheses of effect using the structural equation method. This introductory chapter seeks to investigate the nature, direction, and magnitude of the interaction between the independent variable (ethical ideology) and its two dimensions (moral idealism and moral relativism), and the dependent variable (employee welfare) and its numerous dimensions. Determining the degree of statistically significant correlation between these variables is a preliminary and necessary indicator for confirming the robustness of the conceptual framework of the proposed model's conceptual framework and its preparedness to evaluate direct impacts later.

Table (5) Correlation Matrix of the Research Variables

employee welfare	Dimensions of Ethical ideology	The value of the correlation coefficient and the level of significance	
	Moral idealism	R	.6020
		Sig.	0.000
	Moral relativism	R	0.512
		Sig.	0.000
	Ethical ideology	R	0.648
		Sig.	0.000

"Source: compiled by investigators relying on the SPSS v.26 outputs".

The following table clearly indicates the relationship between the two research variables, ethical ideology (independent variable) and its two aspects, moral idealism and moral relativism, and the dependent variable, employee welfare. The association was direct and positive, meaning that improved awareness of employees in the examined directorate boosts their welfare through their behavior, which is mirrored in the general welfare of employees across the organization.

4.3 Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis, using structural equation modeling with AMOS v.26, was applied to statistically test the construct validity of the research scale and its dimensions and items. The researcher adopted this procedure to check two basic issues: first, the ability of the factor distributions for the items and dimensions to represent the research variables. Second, the degree of agreement between the data obtained from the sample group of the field and the assumed structural model of the scale. The verification method is based on the acceptance of the items, whose factorial weights are above the permitted saturation ratio (0.40), in addition to meeting the structural model conformity quality indicators according to the criteria in the table below:

Table 6: Indicators and rule of goodness of fit for structural modeling equation

	Indicators	Match quality rule
-1	The ratio between the values of X2 and the degrees of freedom df	≤ 3
-2	Goodness of Fit Index (GFI)	≥ 0.90
-3	Comparative Fit Index (CFI)	≥ 0.95
-4	Root Mean Square Error of Approximation (RMSEA)	< 0.05 or 0.08

Source: Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017) "A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)," 2nd Ed. Thousand Oaks, CA: Sage, p.289.

Table (7) indicates that all factor estimates for the study variables (ethical ideology and employee welfare) were high and above the statistically admissible level of 0.40, as per Costello & Osborne (2005). The estimates of ethical ideology items were from 0.492 to 0.881 and employee welfare items from 0.496 to 0.930, respectively. In addition, all critical ratio (C.R.) values were statistically significant at $p < 0.001$, demonstrating the construct validity and stability of the items for assessing the indicated dimensions. The results confirm the validity of the obtained field data against the anticipated structural model, indicating the multidimensional structure of the study variables and their readiness for advanced statistical analysis.

Table (7) Confirmatory factor analysis of study variables

Items	Path	The dimension	Estimate	S.E.	C.R.	P
Confirmatory factor analysis of ethical ideology						
X11	<---	Moral idealism	.835	.062	20.662	.835
X12	<---		.853	.069	21.351	.853
X13	<---		.881	.053	22.532	.881
X14	<---		.819			.819
X15	<---		.854	.055	21.401	.854
X16	<---		.516	.082	10.874	.516
X17	<---		.492	.061	10.291	.492
X21	<---	Moral relativism	.809	.055	18.710	.809
X22	<---		.828			.828
X23	<---		.844	.057	19.835	.844
X24	<---		.669	.052	14.515	.669
X25	<---		.676	.051	14.696	.676
X26	<---		.526	.064	10.844	.526
X27	<---		.520	.064	10.703	.520
Confirmatory factor analysis of employee welfare						
Y11	<---	Workplace Welfare	.615			.615
Y12	<---		.702	.072	13.523	.702
Y13	<---		.847	.069	16.208	.847
Y14	<---		.930	.075	17.674	.930
Y15	<---		.807	.072	15.469	.807
Y16	<---		.496	.098	9.621	.496
Y21	<---	Psychological Welfare	.659			.659
Y22	<---		.647	.071	11.504	.647
Y23	<---		.803	.100	13.758	.803
Y24	<---		.790	.085	13.575	.790
Y25	<---		.693	.105	12.194	.693
Y26	<---		.555	.070	10.044	.555
Y31	<---	Life Welfare	.697			.697
Y32	<---		.804	.093	15.009	.804
Y33	<---		.902	.101	16.545	.902
Y34	<---		.667	.120	12.584	.667
Y35	<---		.615	.114	11.644	.615
Y36	<---		.536	.061	10.202	.536

"Source: compiled by investigators relying on the AMOS v.26 outputs".

4.4 The Impact Hypothesis

The outcomes of the impact hypothesis tests will be discussed in the next section. They will be carried out sequentially:

4.4.1. Main Hypothesis 1 (H1): This hypothesis assumes that there is a statistically significant impact association between ethical ideology and employee welfare. To test this hypothesis, Structural Equation Modeling was used to examine the path-effect relationship using AMOS v.26. Hence, employee welfare is a real function of ethical ideology. This means that any change in the level of ethical ideology will result in an improvement of employee welfare. The results of the fit quality test for the structural model are provided in Table (8), which indicate an excellent fit and good acceptance criteria:

- The ratio of chi-squared to degrees of freedom (CMIN/DF) was calculated to be 3.169, which is less than the maximum acceptable value of 5.
- The goodness-of-fit index (GFI) was 1.00

- Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and Incremental Fit Index (IFI) were 0.943, 0.936, and 0.949, respectively (all > 0.90).
- The Root Mean Squared Rounding Error Index (RMSEA) was 0.064, less than 0.08.

Table (8): Quality indicators of conformity of the approved structural model and comparison with the acceptance criteria

Statistical Indicator	The basis and value of acceptance and rejection	The extracted value of the model	Decision of conformity and acceptance
Chi-squared ratio to degrees of freedom (CMIN/DF)	< 5	3.169	Accepted
Quality of Fit Index (GFI)	≥ 0.90	1.00	Accepted
Comparative Fit Index (CFI)	≥ 0.90	0.943	Accepted
Tucker-Lewis Index (TLI)	≥ 0.90	0.936	Accepted
Incremental Fit Index (IFI)	≥ 0.90	0.949	Accepted
Root Mean Squared Rounding Error (RMSEA)	<0.08	0.064	Accepted
Item Saturation Rate (Factor Weights)	≥ 0.40	أكبر من 0.40	Accepted

Source: Prepared by the researchers based on the outputs of the (AMOS v.26) program shown in the form of processing and compared with the standards of (Hair et al., 2010).

The findings of the regression path analysis presented in Table (9) indicate that:

- The effect weight (non-standardized regression coefficient) was directly proportional, and it was (0.522), which means that with every rise in the unit of ethical ideology, employee welfare increases by (0.522).
- The variance in employee welfare is explained by ethical ideology (42%), and the remaining 58% is explained by other variables not addressed in this study.
- The relationship of the effect is statistically significant, as it is based on the computed value of t (t = 5.787), which is higher than the critical value of (1.96) at a significance level of (0.05).
- This finding is supported by the value of the significance level (Sig.), which was (0.000), which is substantially less than the assumed significance level of (0.05). Based on these numerical data, the null hypothesis (H0) is rejected, and the alternative hypothesis (H1) is accepted. Thus, the greater the extent to which workers comprehend and apply the ideas of ethical ideology, the more actively and directly this will contribute to improving workers' welfare.

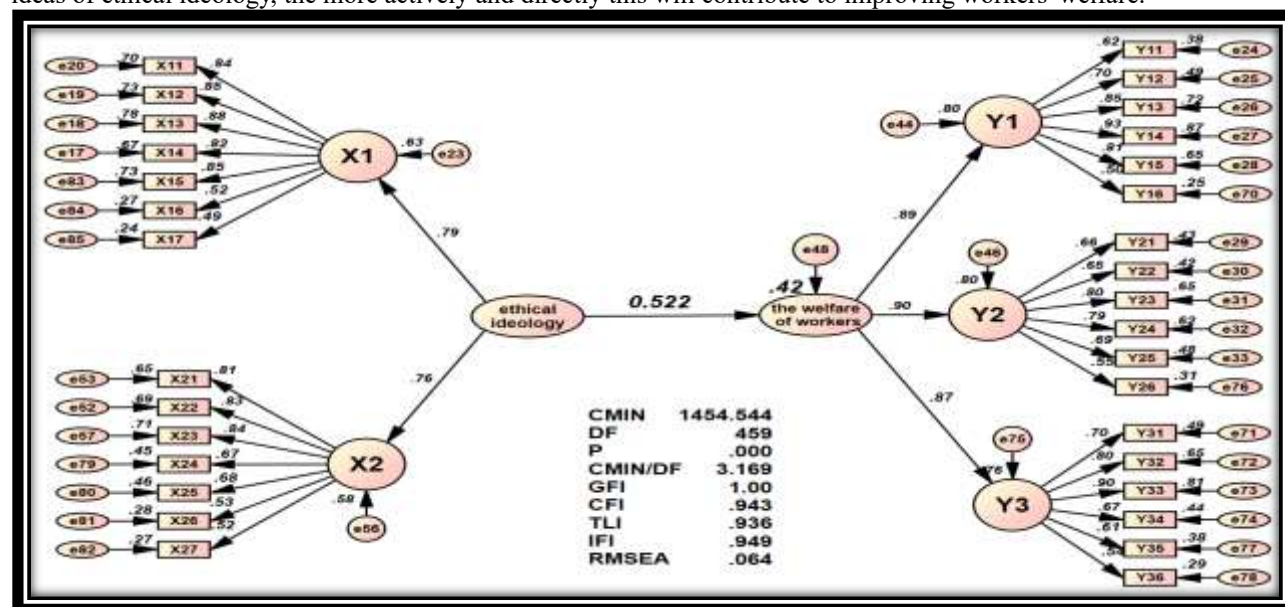


Figure (2) shows the results of the regression between the independent variable, ethical ideology, and the dependent variable, employee welfare.

Table (9) Regression between the independent variable, ethical ideology, and the dependent variable, employee welfare

The path			impact	standard error	(t)	R2	Sig..
ethical ideology	<---	employee welfare	0.522	0.091	5.787	42%	0.000
Tabular critical value			1.96				

"Source: compiled by investigators relying on the AMOS v.26 outputs".

The second key hypothesis was statistically tested using AMOS v.26 software through the sub-impact pathways utilizing structural equation modeling (SEM). The research showed that the sub-model was structurally efficient. The standard chi-square ratio (CMIN/DF) reached 3.030, and the goodness of fit index (GFI) obtained the optimal value of 1.000.

The comparative fit index (CFI), Tucker-Lewis index (TLI), and incremental fit index (IFI) remained at high values of 0.943, 0.948, and 0.944, respectively, and the root mean square error of approximation (RMSEA) was 0.064. Together, these results confirm the model's accuracy and its strong ability to reflect field data from the opinions of workers polled in the Karbala Education Directorate. The following describes the testing of the sub-hypothesis result:

- Testing of the first sub-hypothesis: This says that "there is a statistically significant effect of the ethical idealism dimension on employee welfare. The findings of Table (10) reveal that the standard regression weight for this path was (beta = 0.325), the computed critical ratio (C.R = 4.769), and is greater than the needed critical value (1.96) and at the level of significance ($p < 0.001$), as demonstrated by the symbol (***). It demonstrates that the increase in the level of the ethical idealism of administrative staff causes a direct and proportional increase in employee welfare by (32.5%), which confirms the first sub-hypothesis. This suggests that employees' commitment to ethical ideals and non-harming others increases their sense of happiness and their psychological and professional welfare.
- Testing of the second sub-hypothesis: "there is a statistically significant impact of the ethical relativism dimension on employee welfare". The association between ethical relativism and employee welfare had a standardized regression weight of (beta = 0.187) and a critical ratio of (C.R = 4.543) at a significance level of ($p < 0.001$) denoted by (***). This finding suggests that employee flexibility and adaptation, together with ethical relativism, increase employee welfare by 18.7%. Therefore, the second sub-hypothesis is accepted, which is that flexibility in dealing with and adjusting to different circumstances in the work environment of the Karbala Education Directorate helps to lower work stress and boost levels of welfare.
- Results revealed that the general coefficient of determination for the dimensions was ($R^2 = 0.40$), that is, 40.0%. This means that the two dimensions of ethical ideology (idealism and relativism) together account for 40.0% of the variability in improving employee welfare in the Karbala Education Directorate, leaving 60.0% to other factors and variables outside the current model.

Table (10): Analysis of the effect of ethical ideology factors on employee welfare

The path			impact	standard error	(t)	R2	Sig..
Moral idealism	<---	employee welfare	0.325	0.102	4.769	0.40	***
Moral relativism	<---	employee welfare	0.187	0.099	4.543		***

"Source: compiled by investigators relying on the AMOS v.26 outputs".

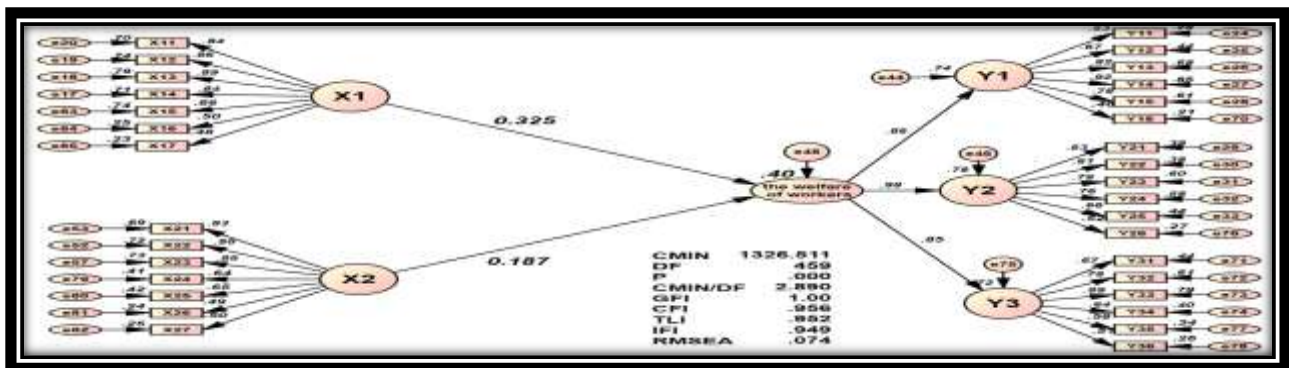


Figure (3) Analysis of the impact of the dimensions of ethical ideology on the welfare of workers

"Source: compiled by investigators relying on the AMOS v.26 outputs".

5. Conclusions and Recommendations

5.1. Conclusions

This chapter contains the most relevant conclusions obtained by the researchers through the interpretation of the applied and statistical results collected from the practical portion of the investigation. The conclusions are as follows:

- The responses of the respondents show a high degree of positive commitment to absolute ethical values in the work environment. The personnel show a strong dedication to serving the public interest, working as a team, and preventing harm to others. This demonstrates a strong value system that influences their day-to-day work conduct and fosters a healthy work environment.
- The sample replies show that employees are aware and intellectually flexible in coping with shifting events. The workforce understands that environmental and cultural factors can affect ethical principles, allowing them to tailor ethical decisions to the peculiarities of each situation without jeopardizing the smooth execution of work.
- The sample group's replies indicate a high level of satisfaction and a strong sense of responsibility for their designated tasks. This helps foster a motivated work atmosphere and allows employees to complete tasks with a positive mindset.
- The replies of the respondents reflect their continuous quest for self-realization and a balance between work and family life, as well as their strong will to overcome life and professional problems and to achieve sustainable stability.
- The study data reveal that employees experience psychological stability and comfort in the performance of their everyday tasks, embracing flexibility and transparency to minimize stress as well as increase efficiency and consistent performance.
- The correlation matrix shows a strong direct association between ethical ideology adherence and employee welfare; employees' implementation of ethical actions and principles directly and meaningfully improves their overall welfare.
- The statistical analysis has proved that ethical ideology is a basic and significant driver in the shaping and enhancement of employee welfare, and the increase of employee awareness and application of ethical principles directly leads to a real positive change of their organizational and psychological welfare.
- The structural path modeling shows that the adoption of exemplary behaviors, promoting cooperation and avoiding harm, has a direct positive impact on improving employee welfare. This demonstrates that

consistent ethical beliefs are a basic pillar for better job satisfaction

- Structural analysis data suggest that flexibility in ethical behavior to meet environmental and situational demands has a beneficial effect on employee welfare. This adaptation relieves stress in the work environment and enables a smooth administrative process within the directorate.

5.2 Recommendations

The Recommendations that have been developed during the study phase and data collection and analysis of prior studies and the visit to the Karbala Education Directorate, including the practical part and review of its outcomes, are as follows:

- The research indicates the need for the Karbala Education Directorate to design and update a comprehensive ethical charter that promotes the ideals of cooperation and general responsibility and helps reduce organizational decisions that may affect administrative staff.
- Investment in the organization of training courses and workshops on management of situations and adaptation to changing surroundings will improve staff capacity to make balanced decisions where ethical standards are combined with practical flexibility.
- The directorate must consistently work toward creating the right spatial and operational settings that encourage employees and mitigate the causes of psychological stress, which will positively affect their performance and satisfaction.
- The directorate should strengthen administrative programs and efforts that promote work-life balance for employees, meet their fundamental needs, and ensure their psychological and personal welfare.
- The leadership of the directorate should be advised to incorporate ethical conduct, transparency, and collaboration among colleagues in the criteria for the yearly performance review, recognizing them as key characteristics for improving the welfare of the institution.
- The research proposes that the Karbala Education Directorate build transparent communication channels between top management and employees to exchange information, reduce job ambiguity, and increase staff members' sense of security and psychological welfare.
- The directorate's administrative heads should adopt ethical leadership styles grounded in good intentions and procedural fairness, as they serve as role models who strengthen positive values among subordinates and enhance institutional performance.
- Creating systematic methods and initiatives to honor distinguished personnel and display their ethical and administrative efforts, since this directly leads to the

formation of a feeling of achievement, self-satisfaction, and a closer link with the organization.

- The investigated department should periodically evaluate the welfare levels of its employees and recognize organizational and spatial pressures and difficulties to address them early.

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