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The role of ethical leadership in reinforcing the organizational culture: The municipality Institution of Guémar in El Oued as a case study

Oualid Mortadha Naoua

Lecturer (B), University of El Oued, (Algeria)


Abstract---This study seeks to identify the role of ethical leadership in its six dimensions (justice, integrity, moral orientation, power sharing, role clarity and concern for employees) in enhancing organizational culture in its four dimensions (organizational values, beliefs, norms and organizational expectations). We used the questionnaire as a tool for collecting data. The study was conducted on a simple random sample of 75 respondents from the employees of Guémar Municipality, El Oued. The data was analyzed by means of the Statistical Package for the Social Sciences (SPSS). The study attained a set of results, the most important of which reveals that the ethical leadership contributes to strengthening the organizational culture in the institution subject of the study.

Keywords---ethical leadership, Guémar Municipality, moral orientation, organizational culture.

1. Introduction

Ethical leadership focuses on applying ethical principles in business organizations, which enhances trust and integrity in the work environment. An ethical leader strives to achieve the organization's goals in a manner characterized by fairness and respect in dealings with others, contributing to the creation of a positive environment capable of influencing the behaviors of the team. This, in turn, supports personal and professional growth and development. This is reflected in the way individuals interact within the organization.

Organizational culture is characterized by development and is influenced by leadership and daily practices within the organization. This motivates the

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Corresponding author: Naoua, O.M., Email: naoua-oualidmortadha@univ-eloued.dz

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formation of an organizational identity capable of adapting to changes while maintaining high performance and encouraging a culture of innovation and creativity. Based on the above, the following main issue can be raised: **Does ethical leadership contribute to enhancing organizational culture in the Municipality of Guémar?** To answer the main issue, the following sub-questions are posed:

- Does the dimension of justice contribute to enhancing organizational culture in the organization under study?
- Does the dimension of integrity contribute to enhancing organizational culture in the organization under study?
- Does the dimension of ethical guidance contribute to enhancing organizational culture in the organization under study?
- Does the dimension of power sharing contribute to enhancing organizational culture in the organization under study?
- Does the dimension of role clarity contribute to enhancing organizational culture in the organization under study?
- Does the dimension of employee care contribute to enhancing organizational culture in the organization under study?

Study Hypotheses: In order to answer the questions, the following hypotheses have been formulated:

Main Hypothesis: Ethical leadership contributes to enhancing organizational culture in the Municipality of Guémar.

Sub-Hypotheses: The sub-hypotheses derived from the main hypothesis are as follows:

- **First sub-hypothesis:** The dimension of justice contributes to enhancing organizational culture in the organization under study.
- **Second sub-hypothesis:** The dimension of integrity contributes to enhancing organizational culture in the organization under study.
- **Third sub-hypothesis:** The dimension of ethical guidance contributes to enhancing organizational culture in the organization under study.
- **Fourth sub-hypothesis:** The dimension of power sharing contributes to enhancing organizational culture in the organization under study.
- **Fifth sub-hypothesis:** The dimension of role clarity contributes to enhancing organizational culture in the organization under study.
- **Sixth sub-hypothesis:** The dimension of employee care contributes to enhancing organizational culture in the organization under study.

Importance of the Probe :

- **Strengthening ethical values and principles:** Ethical leadership helps instill values such as integrity, fairness, and respect within the organization, leading to improved employee behavior.
- **Building a culture of responsibility:** Ethical leadership contributes to creating an organizational culture that encourages both individual and

collective responsibility, where everyone is accountable for achieving common goals and values.

- **Managing organizational changes in a way that respects employees' rights and needs:** This facilitates the acceptance and successful implementation of change.

Study Objectives :

- To understand how ethical leaders influence employee behavior within the organization and motivate them to adopt ethical values and practices.
- To identify the relationship between ethical leadership and organizational culture by exploring how ethical leadership impacts the formation and enhancement of the organizational culture and its values.
- To understand the role of ethical leadership in enhancing the level of trust between leaders and employees, which contributes to improving cooperation and team spirit.
- To analyze the role of ethical leadership in improving the organization's reputation through enhanced ethical leadership.

Methodology Used:

To answer the main issue, the descriptive method is used to describe the phenomenon related to the topic. Additionally, the analytical method is relied upon to extract the relationships between ethical leadership and organizational culture.

I.1 - Ethical Leadership:

To build successful organizations that play a central role in guiding behavior within the organizational environment, leaders must possess high ethical qualities. This contributes to building a culture of respect and trust both inside and outside the organization.

I.1.1 - Concept of Ethical Leadership

By the end of the 20th century and the beginning of the new millennium, a new trend emerged in contemporary economic organizations worldwide, calling for a departure from traditional leadership styles that rely on hierarchy, guardianship, and centralized authority. Instead, it advocated for the adoption of new leadership patterns and models that encourage working as a team, enhancing cooperation, involving employees in decision-making, and benefiting from their opinions, while focusing on the development of subordinates. This is done within a human ethical framework that aims to improve the organization's performance and production while caring for the employees (Al-Hasbiya, 2012, p. 55). Ethical leaders are viewed as trustworthy, respectful guides, fair decision-makers, and individuals of principle. They also exhibit ethical behavior in both their personal and professional lives (Meng & Neill, 2022, p. 1).

Ethical leadership is defined as the art of demonstrating the influence of a person (the leader) on others (the followers/employees), driven by the leader's personal, ethical, and cognitive traits, thereby achieving the overall goals of the organization

(Izzat, 2013, p. 59). It is also described as embodying appropriate and exemplary behavior through personal actions, relationships with employees, and encouraging behaviors to follow through two-way communication and decision-making (Yang, Luu, & Hoang, 2023, p. 2).

Ethical leadership can also be defined as a leadership style practiced by leaders based on their personal qualities, managerial skills, and human relationships, fostering teamwork when interacting with employees and aiming to increase their satisfaction. The leader's standards and principles are based on ethics and teamwork, which enhances employees' loyalty and prevents negative behaviors, thus achieving the organization's goals. It is a method for enhancing and maintaining the organization's reputation in the external environment to develop the prevailing organizational climate and promote ethical behavior (Al-Sharifi & Dhaher, 2021, p. 75). The process by which ethical leaders influence employees is referred to by social learning theory. According to this theory, individuals learn specific behaviors by observing someone considered a role model. Followers typically observe their leaders and use their behavior as a reference. In line with social learning theory, ethical leaders bear the ethical responsibility of meeting these expectations from subordinates, ensuring maximum commitment from employees (Marius, Martin, & et al., 2013, p. 682).

I.1.2 - Importance of Ethical Leadership:

A decline in the ethical standards of an organization negatively impacts the organization, its employees, and society as a whole. Hence, the importance of ethical leadership becomes crucial for the following reasons:

- Ethical leadership helps the leader earn the respect of individuals within the organization, which positively affects their relationship with the leader (Abdul Hamid & Al-Ani, 2020, p. 118).
- Ethical leadership provides a clear guide between what is acceptable and unacceptable when leading the organization to achieve its desired objectives (Al-Sharifi & Dhaher, 2021, p. 75).
- Ethical leadership effectively contributes to employee stability and instills values of dedication and participation within the organization (Al-Hayani & Ata, 2023, p. 230).

I.1.3 - Dimensions of Ethical Leadership:

- **Justice:** Ethical leaders are concerned with fairness and equality, making it a priority to treat all followers with a high degree of equality. Ethical leaders focus on fairness when making decisions, including promotions, performance evaluations, and rewarding employees according to their tasks and roles (Al-Sheiba, 2022, pp. 60-61). Their decisions are trusted because they avoid favoritism in the workplace when taking responsibility and making decisions (Al-Sharifi & Dhaher, 2021, p. 76).
- **Integrity:** This refers to the alignment of actions with words, fulfilling promises, and avoiding dishonesty (Qouda & Salami, 2020, p. 97). Integrity is considered a key reason for trust in someone, creating a sense of internal justice among subordinates (Al-Sharifi & Dhaher, 2021, p. 76).
- **Ethical Guidance:** This means adherence to ethical behaviors in the organization, which include laws, regulations, and organizational values

recognized within the organization that provide advice and guidance to employees (Al-Sharifi & Al-Mousawi, 2012, p. 416).

- **Power Sharing:** This involves the leader involving their followers by engaging them in decision-making, listening to their opinions, delegating decision-making responsibilities, and allowing them a high degree of independence in their tasks (Al-Masri, 2012, p. 11).
- **Role Clarity:** This refers to defining responsibilities, expectations, and performance goals to be achieved (Balqara, 2023, p. 887).
- **Sustainability Focus:** This refers to the organization's attention to environmental issues, striving to become eco-friendly through recycling, energy conservation, and reducing waste (Qouda & Salami, 2020, p. 97).
- **Concern for Others:** People share some similarities and differ in many other aspects, meaning there is great diversity among all individuals. A successful leader should recognize and respect these differences and be mindful of individual variations among employees. A successful leader utilizes these differences to choose the right people for the required tasks. Respect also involves paying attention to others' opinions and ideas, listening to them, and empathizing with them. This implies not treating others as tools for achieving personal goals but ensuring that the leader's and subordinates' goals are aligned (Al-Hasbiya, 2012, pp. 61-62).

I.2 - Organizational Culture:

A strong organizational culture contributes to enhancing employee belonging and commitment. Therefore, organizations strive to develop an organizational culture that helps achieve their goals.

I.2.1 - Concept of Organizational Culture:

A strong organizational culture provides employees with a clear way of doing things, ensuring stability within the organization. Just as nations have their own culture, organizations too have their unique culture. Organizational culture provides the basic assumptions and norms that define behavior within the organization, and it is difficult to separate organizational culture from the broader culture in which the organization operates (Radwan, 2013, p. 79). It consists of a set of values, rules, behaviors, characteristics, and norms that guide the activities and efforts of individuals to achieve common goals and objectives within the organization, distinguishing it from other organizations (Al-Bakri, 2015, p. 104). Organizational culture is considered a mixture of values, beliefs, assumptions, meanings, and expectations shared by members of a specific organization or unit within the organization, used to guide their behaviors and solve problems. It refers to the value, ethical, and behavioral framework adopted by organizations in their dealings with various stakeholders (Daham, Al-Zubaidi, et al., 2014, p. 98).

I.2.2 - Importance of Organizational Culture:

Organizational culture is a crucial element in determining employee behavior. The importance of organizational culture can be summarized as follows (Sarab & Murad, 2018, pp. 7-8):

- **Maintaining the Identity of the Organization:** Culture plays a key role in preserving the organization's identity and sustainability. It is an effective tool for guiding employee behavior and helping them perform their tasks to the highest standard by adhering to various systems, rules,

and procedures, which outline how employees should behave in different situations.

- **Stability and Continuity:** Organizational culture enhances the ability to continue operations, especially in the face of ongoing changes, by addressing and changing negative prevailing values such as indifference, individualism, and poor communication.
- **Supportive and Effective Element in Management:** When the organization's culture is strong and healthy, it helps support the management in achieving the organization's goals. It is adopted by most employees, influencing their behavior, and it helps create a good working environment, which positively impacts employee performance and overall organizational efficiency.
- **Facilitates Organizational Change:** The more flexible an organization is, the easier it is to undergo change.
- **Source of Strength for the Organization:** Organizational culture is a fundamental factor in the success and effectiveness of an organization. Every organization has its own culture, which can either be a source of strength and success or a weakness. Therefore, organizations must nurture and maintain a positive culture as it has a significant impact on both employees and the organization as a whole.

I.2.3 - Elements of Organizational Culture:

Organizational culture consists of several elements, which are summarized as follows:

- **Organizational Values:** Organizational values are shared agreements among members of a social organization about what is considered desirable or undesirable, good or bad, important or unimportant. Organizational values represent these shared values in the workplace environment, directing employee behavior in various organizational circumstances. Some examples of these values include fairness in dealing with employees, attention to time management, performance, and respect for others (Salman, 2010, p. 254).
- **Symbols:** Symbols represent a special connection to the cultural system of information, such as dress codes, rewards, and relationships that define the participation system in organizational activities. Symbols can evolve to the extent that they sometimes become synonymous with culture itself (Daham, Al-Zubaidi, et al., 2014, p. 101).
- **Organizational Beliefs:** These are a set of shared ideas that reflect the nature of work and social life within the organization and how tasks are performed. Examples of such beliefs include participation in decision-making and teamwork (Boufars & Boufelja, 2016, p. 427).
- **Organizational Norms:** These are intangible standards followed by employees in the organization because they believe in their correctness, importance, and benefit to the work environment. These norms are usually not written down but are followed by organizational members (Ashouri & Younsi, 2019, p. 100).
- **Organizational Expectations:** Organizational expectations can be described as an unwritten psychological contract, which refers to a set of expectations defined by or anticipated from individuals by the organization

and vice versa during an individual's work in the organization. This includes expectations from supervisors to subordinates and vice versa, as well as expectations between colleagues. It assumes mutual respect and the provision of a work environment and organizational climate that support the psychological and social needs of all organizational members (Khalifa & Boumnqar, 2019, p. 173).

II - Methodology and Tools:

II.1 - Study Method:

Given the nature of the research topic, which focuses on the role of ethical leadership in enhancing organizational culture, the descriptive approach was used to describe the phenomenon, alongside the analytical approach to analyze and interpret the phenomena and concepts. Additionally, the field study required for this research necessitates the use of a questionnaire to apply theoretical knowledge to the practical field.

II.2 - Study Population:

Since the study aims to highlight the role of ethical leadership in enhancing organizational culture, the study population was limited to administrative employees in the municipality of Guémar. The study also considered the professional and academic experience of the subjects, ensuring they had the ability to respond to the survey questions. The study population consists of approximately 250 administrative employees.

II.3 - Sample of the Study:

A total of 110 survey forms were distributed, with the direct delivery of the forms, and 79 forms were returned. Four forms were excluded due to incomplete or unserious responses. The following table outlines the statistics for the distributed survey forms.

Table (1): Questionnaire Forms

Statement	Frequencies	Percentage
Distributed Forms	110	100%
Cancelled Forms	4	3.63%
Unreturned Forms	31	28.18%
Valid Forms for Analysis	75	68.18%

Source: Prepared by the researcher based on the distributed questionnaire forms.

From the table, we can observe that the number of distributed forms was 110, of which 75 were considered valid for analysis, representing 68.68%. As for the remaining 31 forms, 9 were discarded, representing 6.3%, and 13 forms were not returned, accounting for 9.2%. The reason for this is the refusal of some institutional officials to respond to the questionnaires, as well as not answering some of the questions.

II.4 - Study Model: Based on the theoretical study related to the research topic, and in light of the study's problem, hypotheses, and objectives, a model for the study was formed as shown below.

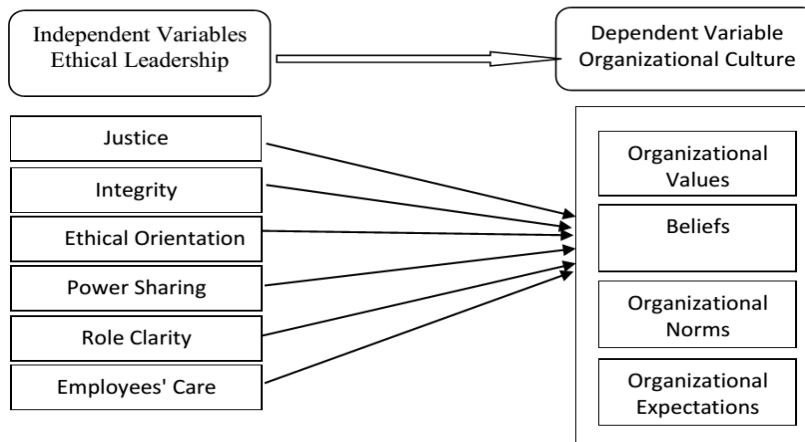


Figure 1: Illustrates the Study Model

Source: Prepared by the researcher based on the theoretical study

II.5 - Tools Used in Analyzing Questionnaire Results

After the final collection of the questionnaire through the analyzable forms, we relied on Excel** to present and analyze the data in order to process the data, convert it into tables, and translate it into graphs to facilitate observation and analysis to achieve the desired results. We also relied on several methods available in SPSS v25. The methods used can be summarized as follows:

- Pearson's test to measure internal consistency (Internal Validity);
- Measuring the reliability of the questionnaire using Cronbach's Alpha coefficient;
- Calculating the weighted mean for each item in the questionnaire;
- Measuring the standard deviation for each item in the questionnaire;
- Multiple linear regression model to test the impact of ethical leadership on organizational culture.

II.6 - Validity of the Study Tool:

Internal Validity: The internal consistency validity of the questionnaire was verified by calculating Pearson's correlation coefficient between the score of each dimension and the total score of the study tool. The following table illustrates this.

Table (2) : Pearson Correlation Coefficients

Variable	Dimension	Pearson Correlation	Sig
Ethical Leadership	Justice	0.725	0.000
	Integrity	0.616	0.000
	Ethical Orientation	0.575	0.000
	Power Sharing	0.660	0.000
	Role Clarity	0.383	0.000
	Concern for Employees	0.450	0.000
Organizational Culture	Organizational Values	0.665	0.000
	Beliefs	0.679	0.000
	Organizational Norms	0.405	0.000
	Organizational Expectations	0.440	0.000

Source: Prepared by the researcher based on the outputs of the SPSS v25 program

As shown in the table above, it is evident that all Pearson correlation coefficients for the dimensions are statistically significant at the 0.01% significance level, which proves the internal consistency validity of the study tool.

III- Results and Discussion:

III-1. Descriptive Study of the Sample Responses: The statistical methods mentioned earlier will be used to obtain the results to complete this study. To convert the respondents' answers into quantitative data, we used the five-point Likert scale, as it provides broader areas for responses, as shown in the following table:

Table No. (3): Data Collection Tool According to the Five-Point Likert Scale

Responses	Not Agree at All	Disagree	Neutral	Agree	Strongly Agree
Scores	1	2	3	4	5

Presentation and Analysis of Results Related to Dimensions of Ethical Leadership

Table No. (4): Presentation of Data Related to the Dimensions of Ethical Leadership

Dimension	Statement	Mean	Standard Deviation	General Trend
Justice	1. The manager treats all employees fairly and without bias or discrimination.	4.28	0.605	Strongly Agree
	2. The manager is fair in distributing tasks and burdens.	4.04	0.725	Agree
	3. The manager holds underperformers accountable fairly.	4.20	0.637	Agree
	4. The manager is fair in offering	3.99	0.726	Agree
Justice (Average)	rewards.	4.12	0.460	Agree
Integrity	1. The manager is trustworthy because they are honest.	3.85	0.692	Agree
	2. The manager does not pursue personal goals at the expense of others.	4.03	0.735	Agree
	3. The manager takes responsibility for mistakes resulting from their decisions.	4.08	0.458	Agree
	4. The manager does not blame me for mistakes I did not cause.	3.97	0.545	Agree
	5 The manager's. words match their actions.	4.15	0.672	Agree
Integrity (Average)		4.01	0.359	Agree
Ethical Orientation	1. The manager discusses ethics and work values with employees.	4.15	0.586	Agree
	2. The manager cares about performing tasks in accordance with professional ethics.	3.87	0.777	Agree
	3. The manager considers ethics when making decisions.	3.76	0.942	Agree
	4. The manager supports ethical behavior.	3.55	1.106	Agree
	5. Employees who follow ethical rules are rewarded.	3.80	0.717	Agree
	6. The manager explains the potential consequences of unethical actions.	3.95	0.769	Agree
Ethical Orientation (Average)		3.84	0.486	Agree

Source: Prepared by the researcher based on the outputs of SPSS v25.

Looking at Table (4), it is clear that the variable of ethical leadership has an arithmetic mean of 3.98, which indicates a high level of agreement with the sample's responses. It ranked after justice in first place with an arithmetic mean of 4.12, followed by concern for employees with a mean of 4.08, then integrity with a mean of 4.01, followed by role clarity with a mean of 3.98, then power sharing with a mean of 3.9, and finally the ethical orientation with a mean of 3.84. In general, it can be said that the responses of the respondents regarding the dimensions of the ethical leadership variable indicate a high level of agreement.

III.1.2.- Presentation and analysis of the results for the second axis related to organizational culture:

Table (5): Results of Organizational Culture Dimensions

Dimension	Statement	Mean	Standard Deviation	General Trend
Organizational Values	1. There is a focus on developing employees professionally.	3.97	0.697	Agree
	2. The organization values employees' opinions.	3.84	0.931	Agree
	3. There is mutual trust between employees and management.	3.91	0.825	Agree
	4. The organization promotes values of fairness and equality among employees.	3.79	0.793	Agree
	5. The organizational culture encourages individual and collective initiatives.	3.69	0.915	Agree
	6. Employees uphold work values.	3.76	0.714	Agree
	7. There is respect for official work hours.	3.81	0.766	Agree
Organizational Values (Average)		3.82	0.338	Agree
Beliefs	1. Employees are convinced of the importance of participating in decision-making.	3.81	0.800	Agree
	2. Management believes in the need for cooperation in task execution.	4.05	0.676	Agree
	3. The organization has a clear mission.	4.05	0.787	Agree
	4. Personal beliefs align with organizational beliefs.	4.24	0.654	Strongly Agree
	5. Job satisfaction contributes to	3.77	0.669	Agree

Dimension	Statement	Mean	Standard Deviation	General Trend
	accomplishing tasks with the required quality.			
Beliefs (Average)		3.98	0.389	Agree

Source: Prepared by the researcher based on the outputs of SPSS v25.

Looking at Table (5), it is clear that the variable of organizational culture has an arithmetic mean of 3.91, indicating a high level of agreement with the sample's responses. The expectations dimension ranked first with a mean of 4, followed by beliefs with a mean of 3.98, then organizational norms with a mean of 3.89, and finally organizational values with a mean of 3.82. In general, it can be said that all the respondents' views on the dimensions of organizational culture indicate a high level of agreement.

III-2. Test of Normal Distribution: To determine the appropriate statistical analysis for this study, a normality test was conducted using the Kolmogorov-Smirnov test, and the following table shows the results.

Table (6): Results of the Normality Test

Number of Statements	Test Statistic	Asymp. Sig	Statistical Decision
48	0.071	0.200	Follows normal distribution

Source: Prepared by the researcher based on the outputs of SPSS v25.

From the table, we observe that the value of Asymp. Sig is greater than 0.05, indicating that the data follows a normal distribution, and thus, parametric tests can be used.

III-3. Testing the Study Hypotheses: To test the study hypotheses, we relied on multiple linear regression. The first main hypothesis is as follows: Ethical leadership contributes to enhancing the organizational culture in the organization under study. From this main hypothesis, the following sub-hypotheses arise :

- **First sub-hypothesis:** The justice dimension contributes to enhancing the organizational culture in the organization under study.
- **Second sub-hypothesis:** The integrity dimension contributes to enhancing the organizational culture in the organization under study.
- **Third sub-hypothesis:** The ethical orientation dimension contributes to enhancing the organizational culture in the organization under
- **Fourth sub-hypothesis:** The power sharing dimension contributes to enhancing the organizational culture in the organization under study.
- **Fifth sub-hypothesis:** The role clarity dimension contributes to enhancing the organizational culture in the organization under study.
- **Sixth sub-hypothesis:** The concern for employees dimension contributes to enhancing the organizational culture in the organization under study.

Table (9): Multiple Regression Estimation Results for the Impact of Ethical Leadership Elements on Organizational Culture

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	0.702	0.230		3.057
Justice Dimension	0.073	0.042	0.120	1.759
Integrity Dimension	0.152	0.055	0.193	2.771
Ethical Orientation	0.267	0.038	0.460	7.088
Power Sharing	0.153	0.041	0.246	3.745
Role Clarity	0.093	0.048	0.154	1.955
Concern for Employees	0.075	0.052	0.117	1.446

Source: Prepared by the researcher based on SPSS v25 outputs.

To test the validity of these six hypotheses, we used multiple regression, which measures the effect of independent variables (justice, integrity, ethical orientation, power sharing, role clarity, and concern for employees) on the dependent variable (organizational culture).

III-3.1. Testing the Main Hypothesis:

- **Ethical leadership contributes to enhancing the organizational culture in the organization under study.** The following table shows the results of the multiple linear regression estimation:
 - The table above shows a significant relationship between the independent variables (justice, integrity, ethical orientation, power sharing, role clarity, and concern for employees) and the dependent variable, organizational culture.
 - **Regarding the justice dimension**, the effect on organizational culture is positive and significant, with a coefficient of $\beta = 0.073$ (positive), and the t-test value is 1.76, with a significance level of 0.00, which is less than the 5% significance level. Based on these results, we reject the null hypothesis and accept the alternative hypothesis, which states that the justice dimension contributes to enhancing organizational culture in the organization under study.
 - **Regarding the integrity dimension**, its effect on organizational culture is positive and significant, with a coefficient of $\beta = 0.152$ (positive), and the t-test value for the integrity coefficient is 2.77, with a significance level of 0.007, which is less than the 5% significance level. Based on these results, we reject the null hypothesis and accept the alternative hypothesis, which states that the integrity dimension contributes to enhancing organizational culture in the organization under study.

- **Regarding the ethical orientation dimension**, its effect on organizational culture is positive and significant, with a coefficient of $\beta = 0.267$ (positive), and the t-test value for the ethical orientation coefficient is 8.09, with a significance level of 0.000, which is less than the 5% significance level. Based on these results, we reject the null hypothesis and accept the alternative hypothesis, which states that the ethical orientation dimension contributes to enhancing organizational culture in the organization under study.
- **Regarding the power sharing dimension**, its effect on organizational culture is positive and significant, with a coefficient of $\beta = 0.153$ (positive), and the t-test value for the power sharing coefficient is 3.745, with a significance level of 0.000, which is less than the 5% significance level. Based on these results, we reject the null hypothesis and accept the alternative hypothesis, which states that the power sharing dimension contributes to enhancing organizational culture in the organization under study.
- **Regarding the role clarity dimension**, its effect on organizational culture is positive and significant, with a coefficient of $\beta = 0.093$ (positive), and the t-test value for the role clarity coefficient is 1.95, with a significance level of 0.050, which is at the 5% significance level. Based on these results, we reject the null hypothesis and accept the alternative hypothesis, which states that the role clarity dimension contributes to enhancing organizational culture in the organization under study.
- **Regarding the concern for employees' dimension**, the analysis results show a positive and significant effect on organizational culture, with a coefficient of $\beta = 0.075$ (positive), and the t-test value is 1.446, with a significance level of 0.050, which is at the 5% significance level. Based on these results, we reject the null hypothesis and accept the alternative hypothesis, which states that the concern for employees' dimension contributes to enhancing organizational culture in the organization under study.

IV- Conclusion

Ethical leadership is a fundamental pillar for achieving sustainable success by adopting ethical values in organizations to enhance organizational culture. Ethical leaders should contribute to building a work environment that fosters respect among employees, promotes positive behaviors, and encourages innovation and creativity in the workplace. The study aimed to explore the extent to which ethical leadership contributes to enhancing organizational culture, and the field study was conducted at the municipality of Ouargla. Several key findings were reached, including:

Hypothesis Testing Results

- **Main Hypothesis:** Ethical leadership contributes to enhancing organizational culture in the organization under study. Through analyzing the results, this hypothesis was found to be valid.

- **First Sub-Hypothesis:** The justice dimension contributes to enhancing organizational culture in the organization under study. Through analyzing the results, this hypothesis was found to be valid.
- **Second Sub-Hypothesis:** The integrity dimension contributes to enhancing organizational culture in the organization under study. Through analyzing the results, this hypothesis was found to be valid.
- **Third Sub-Hypothesis:** The ethical orientation dimension contributes to enhancing organizational culture in the organization under study. Through analyzing the results, this hypothesis was found to be valid.
- **Fourth Sub-Hypothesis:** The power-sharing dimension contributes to enhancing organizational culture in the organization under study. Through analyzing the results, this hypothesis was found to be valid.
- **Fifth Sub-Hypothesis:** The role clarity dimension contributes to enhancing organizational culture in the organization under study. Through analyzing the results, this hypothesis was found to be valid.
- **Sixth Sub-Hypothesis:** The concern for employees' dimension contributes to enhancing organizational culture in the organization under study. Through analyzing the results, this hypothesis was found to be valid.

Study Recommendations: Based on the study's results, we propose the following recommendations:

- Raise awareness about the importance of ethical leadership among leaders by organizing workshops and training sessions on how to effectively apply ethical leadership in organizations.
- Open communication channels with subordinates to receive suggestions and feedback regarding ethical practices and to improve the work environment and atmosphere.
- Ensure the application of fairness and transparency in dealings with employees, especially in areas like promotions.
- Continuously evaluate the impact of ethical leadership on the work environment and the achievement of organizational goals, and review policies based on the obtained results.

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