

The Impact of Ethical Leadership on Work Engagement: The Moderating Role of Employee Well-Being -AFRICAVER Study Case- Guembour Abderraouf ¹, Raki Nadira ²

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Abstract:

This article aims to identify the impact of ethical leadership on employees' work engagement, considering the moderating role of employee well-being. The research was conducted in AFRICAVER, a glass production company in Jijel, with a sample of 44 employees. Using a structured questionnaire and correlation analysis and a regression model, the results revealed strong positive correlations between ethical leadership, wellbeing, and work engagement. However, regression analysis revealed that while the overall model was significant, the effect of each variable individually did not reach statistical significance. The overall result led to: ethical leadership contributes to higher levels of work engagement when supported by employee well-being.

Keywords: Ethical leadership, Work engagement, Employee well-being, Moderation, Organizational performance.

Jel Classification Codes: M14, M54, J28.

1. INTRODUCTION

Organizational success is directly related to the leaders' behavior in the last few years. An organization that ignores ethical values or pays little attention to the well-being of its employees will sooner or later face problems of trust and lack of performance. Therefore, many organizations are trying to build a healthier work environment, where leaders show fairness, integrity and

transparency, while also giving support to employees' psychological and professional needs. After all, a company is nothing more than a group of people working toward common goals, and every employee brings with them different experiences, expectations, and ways of thinking. If leaders fail to manage these differences with care, conflicts and disengagement can quickly appear. Beyond getting their salaries and accomplishing their tasks, employees want to feel respected, valued, and encouraged to grow in their workplace. From this point we can formulate our main question as follows:

“How can ethical leadership, moderated by employee well-being, influence work engagement?”

This main question can be divided into several sub-questions, as follows:

- How can companies use ethical leadership to get their employees more involved?
- How does the well-being of employees help to make leadership more effective at getting people to work?
- How does the relationship between leadership and well-being affect levels of commitment, motivation, and performance?

As pre-answers to those sub-questions:

- Organizations can count on ethical leadership by making sure that decisions are made fairly, honestly, and with open communication.
- Employee well-being helps by lowering stress, increasing job satisfaction, and keeping employees motivated, which keeps them interested in their work.
- The relationship between leadership and well-being makes the workplace more supportive, which builds trust, resilience, and long-term engagement.

This article aims to achieve the following goals:

- To ascertain the function of ethical leadership in enhancing employee engagement.
- To emphasize the intermediary function of well-being in the correlation between leadership and engagement.
- To demonstrate the significance of amalgamating ethical leadership and

employee well-being to maintain elevated levels of motivation and organizational success.

2- The concept of ethical leadership:

In this section we will highlight on the concept of ethical leadership.

2-1- Ethical climate:

Nowadays, organizations tend to keep an ethical environment in the way to get their employees more motivated to accomplish their jobs. A good ethical environment is an important resource for an organization, and this can directly affect employee's work engagement. If employees think that their company values and rewards ethical behavior, they are more likely to feel like their work has more meaning for them because they know that their contributions are important and in line with their own values. Some employees are more aware of their moral duties than others in an organization. This is called an ethical environment. When an adequate ethical atmosphere is established, employees follow rules and standards about being fair and responsible, which makes them better at their jobs. Leaders set the rules and habits that create ethical environments. These perspectives have a big effect on how ethical decisions are made and encourage good behavior and attitudes at work. Ethical environment is more affected by what people think will happen if they act ethically. When employees believe that involvement in ethical behavior leads to positive benefits, they tend to show actions that leads to positive feedback (Nelson & Bright, 2023).

2-2- Definition of Ethical leadership:

Ethical leadership can be defined as : « the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication reinforcement and decision makings » (Adeoye, 2021).

Therefore, ethical leaders must show fairness, truthfulness, integrity, liberty, responsibility, and honesty in personal and professional affairs. Ethical leaders are guided by integrity and moral values and show concern and care for the others, including their following and their society. The key features of ethical leadership, such as concern for others, ethics, honesty,

trustworthiness, fairness, are also important components of other leadership styles (Muhammad, et al., 2024).

Furthermore, ethical leadership as a kind of leadership in which the leader tries to follow normatively acceptable behavior in his actions, communication and cooperation. Ethical leadership is also the display of socially acceptable behavior through one's behavior, contact with others, and exposure of such behavior or trait to followers. Ethical leadership ensures long-term survival by considering environmental, social, and economic effects that boosts employee involvement and retention. Recent studies stress the huge role of ethical leadership on growth of business sustainability (Christian & Dorothy, 2024).

Furthermore, Ethical leadership is built on the ideals of justice, integrity, and mutual respect. It entails the exhibition of normatively proper behavior by leaders via personal acts and interpersonal interactions, which generates a climate of mutual trust between supervisors and their subordinates. Ethical leaders not only model ethical conduct themselves but also encourage such behavior in others by actively fostering open communication, responsibility, and the fair treatment of employees (Ahadiat & Dacko-Pikiewicz, 2020).

3- Ethical leadership and trust:

Ethical leadership creates trust among employees by supporting justice, honesty, and ethical decision-making. Ethical leaders function as role models that display integrity, listen to employees' concerns, and treat people with respect, which inspires them to invest faith in their intentions and actions. In turn, this trust strengthens the leader's impact and effectiveness, promoting ethical conduct throughout the business. The reciprocal nature of this connection rests in the fact that trust not only arises from ethical leadership but also enhances it—when employees trust their leaders, they are more responsive to their direction, more involved in ethical activity, and more dedicated to the business. Thus, trust functions both as a result and a reinforcing mechanism in the ethical leadership process (Gladys, 2025).

Trust plays a vital role in the connection between leaders and subordinates, functioning as a basic mechanism through which ethical

leadership do its job. When leaders act in ways that are compatible with moral principles, display justice, and preserve transparency, they create a psychological atmosphere of safety and reliability. This view enables people to trust their leaders, decreasing uncertainty and encouraging stronger relationship ties. Trust, in this scenario, becomes a vital ingredient that promotes open communication, voluntary collaboration, and the absorption of shared values, therefore increasing the efficacy of ethical leadership inside the business (Noorizan & Nomahaza, 2024).

4- The role of Ethical Leadership in HRM:

Companies today are under more and more attention for their morals, how they run their businesses, and how they treat their employees. Human resource management (HRM) now bases a lot of its decisions on ethical leadership. This makes sure that companies follow moral rules and create a healthy work environment. Leaders who follow moral principles like honesty, fairness, and duty have an impact on HR policies, relationships with employees, and the general culture of the workplace. This research looks closely at the ideas that support ethical leadership in human resource management (HRM) and how making decisions based on values can change the way organizations work. Ethical leadership in HRM is more than just following the rules and laws of the company; it also means making moral choices through-out the decision-making process. Leaders who put ethics first make sure that hiring, pay, training, and interactions with employees are all done in a way that is open, fair, and respects human rights. This kind of leadership builds trust between employees and management, which makes employees more engaged, happy, and likely to stay with the company. Ethical HR practices also help companies lower the risks that come with discrimination, harassment, and other bad behaviors inside the company. Companies with strong ethical leadership get the best employees, build their brand's image, and stay in business for a long time. In comparison, shady HR practices can lead to employee unhappiness, high turnover rates, and image damage (Dr. Hires & Mr. Shivprasad, 2025).

5- Employee's Well-Being:

Well-being at work constitutes a crucial facet of total employee well-being and involves how people perceive and emotionally react to their work

environment. It comprises sentiments of job satisfaction, psychological experiences at work, and the existence of both good and negative emotions connected to one's employment. When people feel high levels of anxiety at work, it may lead to emotional tiredness, lower motivation, and a drop in job performance. This state of tiredness represents a depletion of emotional resources and may result in unpleasant emotional experiences, such as poor self-esteem, anger, or feelings of sadness. In other situations, employees may also become too anxious about their capacity to execute tasks or fulfill expectations, leading to greater unhappiness and disengagement. Additionally, anxiety about the effects of going beyond official job obligations may cause a feeling of unease and diminish one's overall work happiness. When employees believe they are not accomplishing real progress or attaining their objectives, their feeling of success fades, which in turn reduces their well-being at work (Jingtao, Yijing, & Yazhen, 2020).

In recent years, the idea of workplace well-being has attracted attention across both academic study and corporate practice. It is now frequently considered as a crucial component of sustainable human resource management. Numerous studies have demonstrated that employee well-being is directly connected to beneficial results inside firms. High levels of well-being are related with higher work performance, both in duties officially required by the position and in discretionary actions such as assisting others and contributing beyond one's job description. Additionally, well-being at work is connected to reduced incidences of bad behaviors that might hurt the business. Employees who experience good well-being are often more energetic, gregarious, driven, emotionally savvy, adaptive, attentive, and innovative—traits that contribute directly to the overall performance and resilience of a business (Pilar & Maria, 2025).

6- Employee's Work Engagement:

Work engagement can be defined as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (Wibawa & Takahashi, 2021).

It shows how emotionally and mentally involved someone is in their career, which is shown by their excitement, attention, and strong sense of purpose. Employees that are engaged tend to be very energetic, dedicated,

and focused on their job, which improves both their own happiness and the success of the company. This condition is more than just job satisfaction; it shows how strong and deep an employee's drive and commitment to their work are worth (Ali, Lubna, Rana, & Bilal, 2023).

Numerous organizational studies have shown a significant reduction in trust and employee engagement within the workforce. job engagement was initially defined as a condition in which people are totally interested in their job by putting their physical, mental, and emotional energy into it. On the other hand, disengagement occurs when people separate themselves from all of these levels while they are working. An employee's level of engagement is mostly determined by their perception of the significance of their task, the psychological safety associated with self-expression in the workplace, and their individual ability to be present and dedicated, in other words: the degree of work engagement or disengagement depends on the employees' answers to three questions: "(1) How meaningful is it for me to bring myself to this performance? (2) How safe is it to do so? and (3) How available am I to do so?" (Nosheen, Omar, & Waqas, 2020).

7- Ethical Leadership and Employees' Well-Being:

Research on employee well-being shows that leaders' actions, such as being fair, honest, sharing power, and being clear about their roles, may have a big effect on how employees feel and their overall well-being. This shows that ethical behavior in leadership is a big part of making employees happy (Ammara, Muhammad, Muhammad, Muhammad,, & Mohsin, 2024). Ethical leaders provide a good example by acting morally. They make the workplace a better place to be, cut down on bad behavior, and make employees happier while also helping them deal with stress and minimizing the chance of burnout (Suzanne & Ingild, 2025). By making fair, honest, and respectful decisions, ethical leaders create an environment that promotes both the personal and professional well-being of their people (Tegegn, 2025). Employees are more inclined to trust their leaders if they think they are honest. This makes them happier at work, lowers their stress levels, and boosts their motivation and engagement (Sunita, 2025). Ethical leadership makes the workplace a better place to be by encouraging good feelings, happiness, and job satisfaction, building trust, and lowering stress.

This, in turn, makes people more committed and productive (Dália, Ivo, & Ana, 2024). Ethical leadership improves mental health, lowers stress, and keeps employees motivated and engaged by promoting justice, respect, trust, and open communication. This creates a supportive atmosphere for overall well-being (Jiajia, Lianying, Yuan, Haiyan, & Shaoping, 2022).

8- The Effect of Ethical Leadership on Work engagement:

Ethical leadership increases work engagement by supporting fair and courteous treatment, which alters employees' perspectives from solely economic to social exchange connections, motivating them to invest more attention and active participation in their job (Wahno & Ferryal, 2023). Trust in the leader, created by ethical behavior, enhances employees' desire to contribute completely and go beyond official work requirements, since strong trust corresponds with improved engagement and knowledge exchange (Amos, Gardielle, & Bright, 2017). Ethical leaders promote engagement by entrusting people with duties, delivering developmental assistance, and establishing a feeling of psychological meaningfulness that feeds motivation and effort (Jen, Shu, Jyh, & Yu, 2014). By developing trust, ethical leaders inspire vulnerability anchored in positive expectations, which encourages active engagement and dedication to work (Shafira & Fetty, 2025). Providing employment resources such as autonomy, feedback, and learning opportunities further increases focus and intrinsic motivation, leading to increased engagement levels (Ezgi, Canan, & Serdar, 2020). Through clear expectations, guidance, and a supportive atmosphere, ethical leaders improve commitment, drive, and productivity, which in turn encourage engagement (Jin, 2024). Work engagement also flourishes when leaders inspire good emotions, promote a sense of purpose, and support meaningful work that employees regard as essential and valuable to others (Jeffrey & Riani, 2022).

9- Mediating role of wellbeing in the effect of ethical leadership on work engagement:

Ethical leadership has been highlighted as a significant driver of employee well-being, with several studies proving its favorable correlation with confidence in management and the psychological health of employees. Leaders who display justice, integrity, and concern for their subordinates

create environments that support well-being, which in turn increases pleasant working experiences. Evidence reveals that ethical leadership's effect on well-being may be both direct and indirect, with some studies demonstrating a full mediation via characteristics such as decreased organizational citizenship anxiety. Furthermore, well-being itself has been found to have a significant positive association with job engagement, with individuals who have higher levels of psychological well-being displaying better energy, dedication, and attention in their positions. This relationship underlines the significance of recognizing well-being not just as a byproduct of ethical leadership but as a critical mechanism via which ethical leaders may increase employees' engagement and, ultimately, their performance (Kan, et al., 2022).

Employee well-being covers perceptions, feelings, and psychological states associated to job satisfaction, including self-acceptance, personal development, purpose in life, good relationships, environmental mastery, and autonomy. Ethical leaders play a critical role in increasing these aspects by maintaining open communication, displaying real care for employee needs, and handling concerns with fairness and integrity. Such leadership practices generate pleasant emotions, minimize negative states like worry or irritation, and build a feeling of worth and belonging among employees. As well-being increases, employees are more likely to demonstrate energy, commitment, and absorption—the key components of job engagement. Ethical leaders further promote this process by delivering social support, constructive criticism, autonomy, and learning opportunities, which operate as work resources that maintain intrinsic drive. Consequently, ethical leadership does not just increase well-being as a desired result but also utilizes it as a gateway to deeper and more sustainable employee engagement (Kaleem-Ullah, Saima, & Muhammad, 2022).

10- Research Methodology:

This section provides an overview of the research design, target population the research instrument, data analysis, validity and reliability.

10.1. Target Population:

The population of relevance consists of a group of subordinates, working in a Glass Production Company in the province of Jijel in Algeria,

this is the biggest glass production company in Algeria. The number of the population is 160 employees

10.2. Calculating the simple's size:

The research used a probability sampling method, namely simple random sampling, ensuring that every individual in the population had an equal opportunity to be part of the sample. A total of 30 percent of the population, or 48 out of 160 employees, was chosen to represent the target demographic. Simple random sampling is a technique that guarantees an impartial representation of the population by providing each person an equal chance of selection, hence improving the validity and generalizability of the results. It was decided to use 30% of the overall population so that the sample size would be big enough to show the range of ideas and experiences in the firm, but yet small enough to be easy to collect and analyze data.

10.3. Used tools:

In order to achieve the goals of the study we used the “Questionnaire” which is a set of printed or written questions with a choice of answers, devised for the purposes of a survey or statistical study.

In addition, to determine the answers we used likert's fourhanded scale, and the SPSS software (STATISTICAL PACKAGE FOR SOCIAL SCIENCE), in order to analyze the questionnaire's data, and get the best results.

10.4. Results, Discussion, and interpretation of findings:

In this section we will present the analyzed results, and make discussion and interpretation of these results.

10.4.1. Response rate:

Of the 48 distributed questionnaires, 44 questionnaires were received, and 04 not received.

The questionnaires were hand-delivered to glass production company in Jijel's province. The response rate was 91.67%.

Table (01): Alpha Cronbach

N° of items	Alpha Cronbach's Value
25	0.962

Source: SPSS Results

From **Table (01)** we see that the questionnaire has an acceptable degree of reliability with items having an acceptable level of inter-item consistency. Cronbach's Alpha > 0.7 , reveal that the scale is very reliable.

10.4.2. Sex distribution of the respondents:

Table (02): Sex distribution of the respondents

Sex	Frequency	Percent
Male	38	86.4
Female	06	13.6
Total	44	100

Source: SPSS Results

From **Table (02)** we see that 38 (86.4%) were males as opposed to females, who constituted only 06 (13.6%) of the respondents. This presupposes that there is a big margin between male and female in the glass production company. The reason of this gender disparity is that the nature of work in the glass production company requires physical force and endurance, which typically attracts more male employees.

10.4.3. Job distribution of the respondents:

Table (03): Job distribution of the respondents

Job	Frequency	Percent
Professional worker	33	75
Administrative Employee	11	25
Total	44	100

Source: SPSS Results

From **Table (03)** we see that most of the simple's respondents are Professional workers with a rate of 75 % from the total number of the sample, equivalent to 33 individuals of the study sample. However Administrative Employees were 11 individuals, with a rate of 25 % of the study sample. ensuring representation of both operational and administrative roles within the company.

10.4.4. Age distribution of the respondents:

Table (04): Age distribution of the respondents

Age	Frequency	Percent
20 years to 29 years	05	11.4

30 years to 39 years	09	20.5
40 years to 49 years	14	31.8
more than 50 years	16	36.4
Total	44	100

Source: SPSS Results

Table (04) shows that the age distribution of respondents is biased toward older employees. More than two-thirds of the sample are over 50 years old (36.4%) or between 40 and 49 years old (31.8%). Younger employees, on the other hand, are not as well represented. Only 20.5% are between the ages of 30 and 39, and only 11.4% are between the ages of 20 and 29. This pattern indicates that the firm depends a lot on personnel who have been there for a long time and are experienced. This might help the company stay stable, keep its knowledge, and become more skilled. However, the fact that there aren't many younger employees might mean that there aren't many new employees coming in, which could hurt innovation and the long-term health of the workforce if it's not balanced in the future.

10.4.5. Experience distribution of the respondents:

Table (05): Experience distribution of the respondents

Experience	Frequency	Percent
Less than 5 years	07	15.9
05 years to 10 years	01	02.3
more than 10 years	36	81.8
Total	44	100

Source: SPSS Results

Table (05) shows that most of the people who answered the question had a lot of work experience. In fact, 81.8% of them have worked for the firm for more than 10 years. Only 15.9% have fewer than 5 years of experience, and only 2.3% have between 5 and 10 years of experience. This means that most of the staff have a lot of experience, which shows that the firm is stable and has a lot of knowledge. But the fact that just a small number of employees have 5 to 10 years of experience may mean that there were problems with keeping or hiring staff in the past, which might make it

hard to keep the same generation of employees.

10.4.6. Correlation between study's variables:

This research intends to explore the influence of Ethical Leadership on Work Engagement, with Employee Well-Being acting as a moderating element. Before examining the direct influence and the moderating function, it is crucial to first study the connections between ethical leadership, well-being, and the dependent variable, as well as the link between ethical leadership and well-being.

Table (06): Correlation table (Pearson)

Dependent Independent	Work engagement	Employee Well-Being
Ethical Leadership	0.578**	0.816**
Employee Well-Being	0.718**	1.000

Source: SPSS Results

The correlation study demonstrates that Ethical Leadership is favorably and substantially connected with both Work Engagement ($r = 0.578$, $p < 0.05$) and Employee Well-Being ($r = 0.816$, $p < 0.05$). This implies that employees who see their leaders as ethical are more engaged in their job and have better levels of well-being. In addition, Employee Well-Being shows a substantial positive link with Work Engagement ($r = 0.718$, $p < 0.05$), indicating that employees who feel mentally well are more likely to be focused, enthusiastic, and dedicated in their duties. These findings indicate the close correlation among the three variables, underlining that ethical leadership increases both well-being and work engagement, while well-being itself encourages work engagement.

10.4.7. Effect of Ethical Leadership on Work Engagement:

In this section, we will examine whether ethical leadership has an impact on employees' work engagement, while also considering the moderating role of employee well-being.

10.4.7.1 .Hypotheses:

Our study's hypotheses are:

H0a: Ethical Leadership, Employee Well-Being, and their interaction (EL × WB) do not have a significant combined effect on employees' work

engagement.

H1a: Ethical Leadership, Employee Well-Being, and their interaction (EL × WB) have a significant combined effect on employees' work engagement.

H0b: Ethical leadership has no significant effect on employees' work engagement.

H1b: Ethical leadership has a significant effect on employees' work engagement.

H0c: Employee well-being does not significantly affect employees' work engagement.

H1c: Employee well-being significantly affects employees' work engagement.

H0d: The interaction between ethical leadership and employee well-being has no significant effect on employees' work engagement.

H1d: The interaction between ethical leadership and employee well-being has a significant effect on employees' work engagement.

To test these hypotheses, we applied ANOVA and a multiple regression model.

10.4.7.2. Normality Test:

In order to know whether the data is suitable for regression analysis, we must apply The skewness and kurtosis values for all four variables: Ethical Leadership, Wellbeing, the interaction between ethical leadership and wellbeing, and Work Engagement, and the results are:

Table (07): Normality Test

Variables	Skewness	Kurtosis
Ethical Leadership	0.278	-1.067
Wellbeing	0.152	-1.418
interaction between ethical leadership and wellbeing	-0.511	-0.418
Work Engagement	0.676	-0.959

Source: SPSS Results

The results of the descriptive statistics reveal that the skewness values of all variables lie within the permitted range of -3 to $+3$, and the kurtosis values are less than 07. These data demonstrate that the distributions of

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Ethical Leadership, Well-Being, Work Engagement, and the interaction term (ELxWB) do not substantially vary from normalcy. In other words, the data are roughly normally distributed, which supports the acceptability of conducting parametric statistical analyses such as regression to evaluate the study's hypotheses.

10.4.7.3. Findings:

In this section we will analyze the ANOVA and regression model results.

10.4.7.3.1. ANOVA:

Table (08): ANOVA results

df	Sum of Squares	Mean Square	F calculated value	F critical value	P. value
3	9.460	3.153	14.808	2.80	0.000

Source: SPSS results

From **Table (08)** we can see that the absolute value of F calculated is |14.808| and we can clearly notice that it is bigger than F critical value which is 2.80. Additionally, the results are statistically significant because the p-value of 0.01 is lower than the specified significance level (0.05). These results means that we can reject H_0^a and therefore accept H_1^a , which means that *Ethical Leadership, Employee Well-Being, and their interaction (EL × WB) have a significant combined effect on employees' work engagement.*

10.4.7.3.2. Regression model:

Table (09): Regression Model results

	Constant α	Coefficient β	T critical	T calculated	P value	R ²
Ethical Leadership	1.938	-0.316	1.680	-0.906	0.370	0.526
Well-Being		0.134		0.947	0.349	
EL x WB		0.320		0.896	0.376	

Source: SPSS results

From **Table (09)** it's clear that the regression model of our study is:

$$y = \alpha + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3$$

Knowing that :

y : *Work Engagement*

$x1$: *Ethical Leadership*

$x2$: *Well-Being*

$x3$: *Interaction (Ethical Leadership $\times$ Well-Being)*

We replace the α & β s by the values obtained in **Table (09)**, our regression model will be:

$$y = 1.938 - 0.316x1 + 0.320x2 + 0.134x3$$

And because R^2 is 0.526, this means that the study's model explains 52.6% of the factors affecting Work Engagement, while the remaining 47.4% represents other factors that are not present in our study's model, but they affect the Work Engagement.

10.4.7.3.2.1. Examining the impact of Ethical Leadership on Work Engagement:

From **Table (09)** it is clear that the calculated T value is (-0.906) while the T critical value is 1.680. By comparing these values, we find that $|-0.906| < 1.680$. The p-value is 0.370, which is greater than 0.05, suggesting the result is **not statistically significant**. Therefore, we accept $H0b$ and conclude that Ethical Leadership has no significant impact on Work Engagement in this study.

10.4.7.3.2.2. Examining the impact of Well-Being on Work Engagement:

From **Table (09)** it is clear that the calculated T value is (0.896), while the T critical value is 1.680. Since $|0.896| < 1.680$ and the p-value is 0.376 (> 0.05), the result is **not statistically significant**. Thus, we accept $H0c$ and conclude that Well-Being has no significant impact on Work Engagement in this study.

10.4.7.3.2.3. Examining the impact of the interaction (EL $\times$ WB) on Work Engagement:

From **Table (09)** it is clear that the calculated T value is (0.947), while the T critical value is 1.680. Since $|0.947| < 1.680$ and the p-value is 0.349 (> 0.05), the result is not statistically significant. Thus, we accept $H0$ and conclude that the interaction between Ethical Leadership and Well-Being does not significantly affect Work Engagement.

The ANOVA test ($F = 14.808$, $\text{Sig.} = 0.000$) showed that the overall regression model was statistically significant, meaning that the predictors together explain a large part of the variance in Work Engagement. However, the individual coefficients of Ethical Leadership, Well-Being, and their interaction were not statistically significant. This indicates that while the model as a whole has significance, the individual contributions of each predictor do not attain statistical significance.

In other words this means that the overall regression model is statistically significant and shows that Ethical Leadership, Well-Being, and their interaction explain a meaningful portion of the variance in Work Engagement (as shown by the significant ANOVA and R^2 value). However, when looking at each predictor separately, their individual effects do not reach significance. This scenario often arises when the predictors are interconnected and their effects converge, resulting in the model reflecting their collective explanatory power while no single variable is distinctly significant. In practice, it indicates that the link between Ethical Leadership and Work Engagement is more intricate and may rely on the combination or interacting impacts with Well-Being, rather of being influenced by a single element.

11. CONCLUSION

Ethical leadership doesn't just look good on paper—it shapes the everyday climate of work. When people are treated with fairness, respect, and honesty, they're more likely to trust their leaders and lean into their jobs. Pair that climate with real investment in employee well-being—balanced workloads, psychological safety, and chances to grow—and employees feel seen and supported. Engagement follows: commitment deepens, enthusiasm rises, and productivity improves. The reverse is also true: if well-being is neglected, even principled leadership won't sustain high engagement for long. The practical takeaway is clear: combine consistent, values-driven leadership with intentional well-being programs to unlock stronger and more durable performance.

From this study, we obtained the following results:

- When combined with employee well-being, ethical leadership is a key factor in getting employees to fully engage with their work. This leads to more dedication, energy, and focus on the job.

- The positive effects of leadership on work engagement are stronger when employees are healthy because it lowers stress, boosts satisfaction, and helps people be mentally and emotionally strong.

- Leaders who are honest, communicate clearly, and make the workplace a welcoming place where everyone's contributions are valued can help employees become more engaged at work.

As recommendations, we can propose the following:

- Managers at the Glass Production Company of Jijel should put ethical leadership practices first by making sure that all decisions are made with fairness, openness, and moral integrity. This is what builds trust and engagement.

- It's important to promote employee well-being. To make the workplace a positive and supportive place, companies should implement policies that encourage open communication, work-life balance, recognition programs, and chances for personal and professional growth.

- To lower stress at work, people should work together to make sure that workloads are fair, that supervisors are helpful, and that employees have access to resources that make them feel safe and happy.

- Finally, companies should keep putting money into leadership development and well-being programs because the link between ethical leadership and employee well-being is what keeps work engagement, motivation, and organizational success high.

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