

The Role of Ethical Leadership in Enhancing Organizational Loyalty: A Case Study of the Ain Temouchent Real Estate Agency

دور القيادة الأخلاقية في تعزيز الولاء التنظيمي: دراسة حالة الوكالة العقارية بعين تموشنت

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Abstract:

This study aimed to examine the role of ethical leadership in enhancing organizational loyalty among employees of the Ain Temouchent Real Estate Agency, with a focus on the dimensions of ethical leadership. The study employed a descriptive-analytical approach and used a structured questionnaire as the primary tool to collect data from a sample of agency employees.

The results revealed a significant positive effect of the combined dimensions of ethical leadership on organizational loyalty, accounting for a substantial portion of the variance in employees' loyalty levels

Keywords:Ethical Leadership; Organizational Loyalty; Organizational Commitment; Justice; Integrity

JELClassificationCodes:M12؛ M14؛ D23؛ J28.

ملخص:

هدفت هذه الدراسة إلى تحليل دور القيادة الأخلاقية في تعزيز الولاء التنظيمي لدى موظفي الوكالة العقارية بعين تموشنت، من خلال التركيز على أبعاد القيادة الأخلاقية. اعتمدت الدراسة على المنهج الوصفي التحليلي، وتم استخدام الاستبيان كأداة رئيسية لجمع البيانات من عينة من موظفي الوكالة. أظهرت النتائج وجود تأثير إيجابي ودال إحصائيًا لأبعاد القيادة الأخلاقية مجتمعة على الولاء التنظيمي، حيث فسرت نسبة معتبرة من التغير في مستوى الولاء لدى الموظفين.

كلمات مفتاحية: القيادة الأخلاقية؛ الولاء التنظيمي؛ الالتزام التنظيمي؛ العدالة؛ الأمانة.

تصنيفات JEL: J28؛ D23؛ M14؛ M12.

1. INTRODUCTION

Ethical leadership is considered as a modern and influential trend in the field of management studies, as it involves embodying ethical values in daily leadership behaviour, such as honesty, fairness, transparency, and mutual respect. Thus, ethical leaders play a pivotal role in building trust within the organization and creating a work environment based on respect and accountability, which positively reflects on employee behaviour and loyalty to the organization. In contrast, organizational loyalty is a fundamental concept in organizational behaviour, referring to the degree to which an employee feels a sense of belonging and dedication to the organization, and their willingness to go the extra mile to achieve its goals, with a desire to continue working there. Numerous studies have shown that organizational loyalty is linked to several factors, most notably the quality of the relationship between the leader and the subordinate, the nature of the organizational climate, and the values prevailing in the work environment.

Based on this, this article examines the role of ethical leadership in enhancing organizational loyalty among employees by analysing the relationship between leadership values and individual behaviours within the organization, focusing on how ethical leadership practices contribute to a supportive work environment that motivates employees to commit and belong. The importance of this topic stems from the reality of current institutions that strive to reduce employee turnover, raise job satisfaction, and achieve competitive excellence. Ethical leadership can be one of the strategic factors that establish a positive organizational culture and contribute to consolidating institutional loyalty in the long term.

1-1- Research question: Based on the above, the research question can be formulated as follows:

What is the role of ethical leadership in achieving organizational loyalty at the Ain Temouchent real estate agency?

1-2- Study hypotheses:

There is a statistically significant effect of ethical leadership on organizational loyalty among employees of the Ain Temouchent real estate agency at a 5% significance level.

1-3- Importance of the study:

This study derives its importance from both theoretical and practical perspectives. Theoretically, it contributes to enriching the literature on ethical leadership and organizational loyalty by examining the relationship between the two variables within the context of public real estate institutions, a field that has received limited empirical attention. It

also provides a deeper understanding of how ethical leadership practices, particularly integrity, fairness, and ethical conduct, influence employees' attitudes and strengthen their organizational loyalty. Practically, the study of evidence-based insights into the role of ethical leadership in enhancing organizational loyalty among employees of the Ain Temouchent Real Estate Agency, thereby assisting managers and decision-makers in developing leadership practices and human resource policies that foster employee commitment, reduce turnover intentions, and improve organizational effectiveness and sustainability.

1-4- Study objectives:

This study aims to identify the extent of ethical leadership implementation and highlight its importance within the Ain Temouchent real estate agency. It also seeks to measure the level of organizational loyalty among its employees.

In addition, the study analyses the nature of the relationship between ethical leadership and organizational loyalty within the institution under study and reveals the extent to which ethical leadership contributes to enhancing and achieving organizational loyalty among employees.

1-5- Study methodology and tools used:

This study relied on the descriptive-analytical approach due to its suitability for the nature of the subject, as it aims to describe the reality of ethical leadership within the real estate agency in Ain Temouchent and analyse its role in achieving organizational loyalty among employees. Data were collected through a questionnaire designed specifically to measure the study variables (ethical leadership and organizational loyalty), based on a five-point Likert scale, and distributed to a sample of the agency's employees. The data was processed using appropriate statistical methods using SPSS software, by calculating means and standard deviations and testing the correlation and regression coefficients, with the aim of testing the study hypotheses and verifying the nature of the relationship between the two variables.

2. Ethical leadership:

Ethical leadership has become one of the most important modern concepts in management, given its significant role in promoting trust and credibility within organizations. This type of leadership aims to guide individuals and their behaviours in line with ethical values and standards, and contributes to building a work environment that motivates employees' commitment and organizational loyalty among employees.

2..1 Definition of ethical leadership:

Many researchers have attempted to precisely define ethical leadership, especially in light of the increasing number of ethical scandals that the world has witnessed in recent years, which have shaken confidence in both leaders and institutions, making the ethical dimension of leadership a necessity to ensure organizational stability and maintain institutional reputation. In this context, **Yilmaz** defined ethical leadership as a process of promoting fairness and showing respect for the personal qualities of others, combining honesty, reliability, and sincerity, democratic decision-making, and supporting the participation of individuals in a compassionate and kind manner. (**Yilmaz, 2010**)

Brown et al. defined it as a leader demonstrating behaviour that is ethically appropriate based on standards through their actions and personal relationships, while promoting this behaviour among subordinates through two-way communication, motivation, and ethical decision-making. (**Carole L Jurkiewicz, 2017**)

Ethical leadership is also defined as demonstrating sound leadership behaviour through individual activities and interpersonal relationships, promoting it directly among subordinates through two-way communication, support, and decision-making. (**Zia-ur-Rehman Aabdeen et al, 2016**)

In light of the above, ethical leadership can be defined as the use of a leader's authority and influence within an ethical framework of values and principles, through rational practices and behaviours aimed at positively influencing employees, enhancing communication and trust, and establishing an ethical system within the organization. (**Kaoude & Salami , 2020, p. 96**)

2.2. Dimensions of ethical leadership:

Recent literature points to the diversity of dimensions used to measure ethical leadership across different studies, reflecting the evolution of the concept of ethical leadership and the different organizational contexts in which it has been applied. Most studies rely on the dimensions of ethical leadership as defined by **Kalshoven et al. (2011)**, with revisions by researchers and an expanded ethical leadership scale that includes seven key dimensions: fairness, ethical guidance, integrity, orientation toward subordinates, role clarification, power sharing, and concern for sustainability. (**Kalshoven, K et al, 2011**)

The first dimension is fairness, which is the process of ensuring fairness and equality in decisions and treatment, thereby enhancing trust and credibility. Subordinate orientation involves the leader paying attention

to their needs, developing their capabilities, and encouraging them to express themselves freely. Integrity refers to the consistency between words and actions and taking responsibility for decisions, which supports mutual trust. Ethical guidance aims to guide subordinates and clarify the ethical standards and behaviours required in the work environment. Clarifying roles enables employees to accurately understand their leader's expectations and their responsibilities. Power sharing is a dimension that gives subordinates the ability to actively participate in decision-making and take responsibility, which enhances their independence and self-confidence. Finally, sustainability reflects the leader's commitment to creating a long-term positive impact on the internal environment of the organization, society, and the external environment, taking into account social and environmental responsibility. Together, these dimensions represent an integrated framework for ethical leadership that promotes positive interaction between leaders and subordinates and encourages commitment to ethical values and organizational principles. (Lamouri & Beloul, 2025)

3. Organizational loyalty:

Organizational loyalty is one of the most important concepts related to employee behaviour within organizations, as it reflects an individual's commitment to the organization's goals and values, and the desire to remain and contribute effectively to its success.

It is also considered as a vital indicator of institutional performance stability and the achievement of desired results, and provides a basis for strong relationships between leaders and employees and promoting a healthy and motivating work environment.

1.3. Definition of organizational loyalty:

Researchers have provided numerous definitions of organizational loyalty, each highlighting a particular dimension of the concept. It has been defined by **Richard Steers** as the strength of an individual's attachment to the organization and effective contribution to it, while other scholars describe it as a psychological bond that drives employees to integrate into their work and adopt organizational values (**Zaid, M, 2008, p. 28**). Similarly, **Richard Mowday, Richard Steers, and Lyman Porter** view organizational loyalty as the degree to which an individual identifies with and is committed to their organization, demonstrates a willingness to exert maximum effort on its behalf, and maintains a strong desire to remain a member of it (**Khalaf, S., 2008, p. 87**). From another perspective, **John Meyer** emphasizes the positive feelings employees develop toward their organization, reflected in their attachment, loyalty to its goals, and desire

for continuity. Likewise, **Gaimon** considers it the presence of strong feelings toward accepting organizational goals and values, accompanied by a serious intention to work and continue within the organization. Overall, these definitions converge in portraying organizational loyalty as a positive emotional and psychological attachment that arises when employees believe in the organization's goals and strive to achieve them as their own, leading them to consider the organization's interests alongside their personal interests in their decisions and behaviour. (**Bouragba et al, 2021, p. 78**)

2.3 Dimensions of organizational commitment:

Organizational loyalty is classified in different ways depending on the researchers and methodologies used, but the classification by Weir and Allen is considered the most widely accepted one, which divides organizational loyalty into affective loyalty, continuance loyalty and ethical loyalty: (**John Meyer, 1991, p. 67**)

- ❖ **Affective commitment:** This refers to the degree to which individuals feel they belong to the organization, their emotional attachment to its goals and their desire to pursue them, and their wish to continue membership regardless of the material benefits gained from working there.
- ❖ **Continuance commitment:** This reflects the degree to which the employee wishes to continue working with the organization and depends on the employee's satisfaction with the outcome of their continued presence in the organization.
- ❖ **Normative commitment:** This dimension is related to the employee's sense of the need to continue and remain in the organization. This is reflected in their awareness of the organization's interest in them and its keenness to take care of them, as well as the opportunity given to them to participate and interact positively, which is not limited to implementing or designing procedures, but also extending to contributing to setting goals and participating in planning and drawing up the organization's general policies.

4. Method and tools

4.1. Study population and sample:

In this section, we will introduce the study population and sample for the Ain Temouchent real estate agency.

- ❖ **Study population:** The study population consists of approximately 70 employees of the Ain Temouchent real estate agency.
- ❖ **Study sample:** In this study, a simple random sample was selected from the study population, comprising employees of various

types/positions. Approximately 50 questionnaires were distributed randomly, and 45 were retrieved. After collection and review, the questionnaires were examined to ensure they met the necessary conditions for statistical processing.

4.2. Study tool

The questionnaire served as the primary tool for collecting data related to the study, as it is considered the most appropriate scientific research tool for studying large and medium-sized samples. It included a set of questions that enabled us to reach results that answer the study's hypotheses. The questionnaire was divided as follows:

- ✓ Part One: Related to personal and functional variables (gender, age, educational level, experience, etc.)
- ✓ Part Two: Related to the independent variable of ethical leadership (trust and credibility, honesty, fairness, wisdom, ethical behaviours)
- ✓ Part Three: Related to the dependent variable of organizational loyalty.

To measure the statements in the second and third sections of the questionnaire, a five-point Likert scale was employed to assess respondents' levels of agreement with the proposed items. This scale was selected to ensure accurate measurement of participants' attitudes and opinions, as it is one of the most commonly used instruments in administrative and behavioral research. The scale consists of five response categories representing varying degrees of agreement: strongly disagree, disagree, neutral, agree, and strongly agree.

4.3 Validity of the study tool: To verify the tool's ability to measure variables accurately and objectively, the validity of the study tool was confirmed.

4.3.1. Arbitrators' Validity:

To establish the validity of the questionnaire, it was presented in its initial form to several professors and experts specializing in management and statistics in order to ensure the clarity and accuracy of the paragraphs and their relevance to the topics they measure. The suggested modifications were implemented based on their feedback, including deletion, addition, or rephrasing, which enhanced the content validity and ensured that the tool comprehensively covered all study dimensions.

4.3.2 Construct validity:

The correlation coefficients presented in the following table show positive and statistically significant correlations at a significance level ($\alpha = 0.05$), which confirms the internal consistency of the study tool and its validity for measuring the specified dimensions.

Table 1: Construct Validity of the Study Instrument

No.	Dimensions (Axes)	Pearson Correlation Coefficient
01	Trust and Credibility	0.762
02	Honesty and Integrity	0.825
03	Fairness and Altruism	0.848
04	Wisdom and Intelligence	0.870
05	Promoting Ethical Behaviors among Subordinates	0.920
06	Organizational Loyalty	0.780

Source: Researchers' compilation based on SPSS outputs.

The table above shows that all correlation coefficients between the axes and the total score of the questionnaire were positive and high, ranging between (0.762) and (0.920). This indicates:

- ✓ High internal consistency and construct validity of the study tool.
- ✓ The highest correlation coefficient was for the axis of promoting ethical behaviors among subordinates (0.920), indicating that it strongly represents the overall construct.
- ✓ The lowest value was for the axis of trust and credibility, with a value of (0.762), which is nevertheless a high value and reflects very good validity.

4.4. Questionnaire stability:

The stability of the study instrument was assessed using Cronbach's alpha coefficient. The results showed that the coefficient for the independent variable (ethical leadership) was 0.970, while for the dependent variable (organizational loyalty) it was 0.973. The overall stability coefficient for the questionnaire reached 0.964 (96.4%), which is considered high and acceptable, reflecting excellent internal consistency, strong statistical reliability, and confirms the instrument's suitability for achieving the study objectives.

Table 2: Overall Reliability of the Questionnaire

Axis	Number of Items	Cronbach's Alpha
Ethical Leadership	20	0.970
Organizational Loyalty	10	0.973
Questionnaire as a Whole	30	0.964

Source: Researchers' compilation based on SPSS outputs

4.5.Characteristics of the study sample: The characteristics of the study sample were analyzed using descriptive statistical methods, with the following results:

- ❖ **Distributionby gender:** The majority of participants were female (63%) compared to 37% male, reflecting the institution's emphasis on competence and job performance without gender discrimination.
- ❖ **Distribution by age:** The 25-35 age group represented the largest proportion 54%, followed by the over-45 age group with 34%, while the 36-45 age group had the lowest percentage at 9%, indicating the institution's reliance on a predominantly young workforce, complemented by experienced older employees.
- ❖ **Distribution by educational level:** Bachelor's degree holders represent the largest percentage at 54%, followed by those with secondary qualifications or less at 28%, then master's and postgraduate degree holders at 8%, reflecting the institution's focus on practical competence alongside academic qualifications.
- ❖ **Distribution by years of experience:** The 5-10 years' category represents the highest percentage at 45%, followed by the over 15 years' category at 34%, then the 10-15 years' category at 20%, with no category under 5 years, indicating the availability of considerable professional experience within the institution.

4.6Evaluation of study variables:

The following table presents the arithmetic means and standard deviations for the dimensions of ethical leadership and organizational loyalty, where the results of the statistical analysis for each element showed the following:

Table 03: Results of the Analysis of Respondents' Attitudes toward Ethical Leadership and Organizational Loyalty

Axis	Mean	Standard Deviation	Sig. (p-value)	Level
Trust and Credibility	3.90	0.692	0.000	High
Fairness and Altruism	3.88	1.039	0.000	High
Wisdom and Intelligence	3.83	0.956	0.000	High
Promoting Ethical Behaviors among Subordinates	3.31	0.703	0.000	Average
Honesty and Integrity	3.90	0.959	0.000	High
Overall Dimensions of Ethical Leadership	3.76	0.768	0.000	High
Organizational Loyalty	3.89	0.983	0.000	High

Source: Researchers' compilation based on SPSS outputs.

The results of the analysis of the respondents' attitudes in the table indicate that respondents rated all dimensions of all dimensions of ethical leadership and organizational loyalty highly, with statistically significant means at a meaningful level (SIG = 0.000). Where the axes of trust, credibility, honesty, and integrity achieved the highest mean scores of 3.90, while fairness, altruism, wisdom, and intelligence also received high ratings, with mean of 3.88 and 3.83, respectively. The axis of promoting ethical behaviors among subordinates was average (3.31), suggesting that there is room to enhance the practical application of this dimension within the organization.

The overall mean score for ethical leadership dimensions, reached 3.76, while organizational loyalty recorded a high average of 3.89, reflecting a high level of commitment and loyalty among the sample members towards the organization and confirming that ethical leadership is well applied, with the need to strengthen some practical practices related to subordinates.

5-Testing hypotheses:

This study aims to test the effect of ethical leadership on organizational loyalty among employees at the Ain Temouchent real estate agency, using a simple linear regression model to assess the nature and strength of the relationship between the independent and the dependent variable.

The study variables were defined as follows:

- Y: Organizational loyalty (dependent variable).
- D: Ethical leadership (independent variable).

The mathematical model of the relationship between the two variables is expressed by the following equation:

$$Y=B \times D+A$$

where B represents the regression coefficient that shows the extent of the effect of ethical leadership on organizational loyalty, while A represents the constant.

Based on this model, the statistical hypotheses were formulated as follows:

- **Null hypothesis (H0):** There is no statistically significant effect of ethical leadership on organizational loyalty among employees at the Ain Temouchent real estate agency at a significance level ($\alpha \leq 0.05$).
- **Alternative hypothesis (H1):** There is a statistically significant effect of ethical leadership on organizational loyalty among employees at the real estate agency in Ain Temouchent at a significance level ($\alpha \leq 0.05$).

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The null hypothesis will be retained or rejected based on the results of the simple linear regression analysis and the significance level (Sig) value, by comparing the calculated value with the accepted significance level (0.05).

Table (05): Results of Simple Linear Regression Analysis between the Dimensions of Ethical Leadership and Organizational Loyalty

Dimensions of Ethical Leadership	R	R²	B	A	Calculated F	Sig	Decision	Regression Equation
Ethical Leadership (overall)	0.931	0.867	0.861	0.596	214.82	0.000	Accept H1	$Y = 0.861 \times D + 0.596$
Trust and Credibility	0.557	0.310	0.792	0.801	14.86	0.000	Accept H1	$Y = 0.792 \times D_1 + 0.801$
Honesty and Integrity	0.933	0.871	0.956	0.159	222.06	0.000	Accept H1	$Y = 0.956 \times D_2 + 0.159$
Justice and Altruism	0.957	0.915	0.905	0.377	354.82	0.000	Accept H1	$Y = 0.905 \times D_3 + 0.377$
Wisdom and Intelligence	0.981	0.825	0.934	0.314	155.50	0.000	Accept H1	$Y = 0.934 \times D_4 + 0.314$
Promoting Ethical Behaviors among Subordinates	0.616	0.380	0.862	1.032	20.20	0.000	Accept H1	$Y = 0.862 \times D_5 + 1.032$

Source: Researchers' compilation based on SPSS outputs.

✓ **Main hypothesis:** The results of the simple linear regression analysis reveal that the combined dimensions of ethical leadership exert a positive and statically significant effect on the organizational loyalty among employees at the Ain Temouchent real estate agency, with a calculated F value of 214.82 and a significance level of SIG = 0.000. Thus, the alternative hypothesis H₁ can be accepted.

The regression coefficient ($\beta = 0.861$) shows that each one-unit increase in ethical leadership is associated with a 0.861-unit increase in organizational loyalty, while the coefficient of determination ($R^2 = 0.867$) shows that 86.7% of the variance in organizational loyalty is explained by the dimensions of ethical leadership and the rest is attributable to other variables. The correlation coefficient ($R = 0.931$) reflects a very strong positive relationship between the two variables.

✓ **First sub-hypothesis:** The results demonstrated that the dimension of trust and credibility has a positive and statistically significant effect on organizational loyalty, with a calculated F value of 14.86 and a significance level of SIG = 0.000. Accordingly, the alternative hypothesis H₁ is accepted. The regression coefficient ($\beta = 0.792$)

indicates that a one-unit increase in trust and credibility is associated with a 0.792-unit increase in loyalty, while the coefficient of determination ($R^2 = 0.310$) reveals that 31% of the variance in loyalty can be explained by this dimension, with the remainder attributable to other variables. The correlation coefficient was $R = 0.557$ (moderate positive relationship).

- ✓ **Second sub-hypothesis:** The results indicate that the dimension of honesty and integrity has a positive and strong effect on organizational loyalty, with a calculated F value of 222.06 and a significance level of $SIG = 0.000$, leading to acceptance of the alternative hypothesis (H_1). The regression coefficient ($\beta = 0.956$) reflects that a one-unit increase in honesty and integrity is associated with a 0.956-unit increase in organizational loyalty, while the coefficient of determination ($R^2 = 0.871$) shows that 87.1% of the variation in loyalty is explained by this dimension, The correlation coefficient is $R = 0.933$ (very strong positive relationship).
- ✓ **Third sub-hypothesis:** The results showed that fairness and altruism demonstrate a very strong positive effect on organizational loyalty, with an F value of 354.82 and a significance level of $SIG = 0.000$, resulting in acceptance of H_1 . The regression coefficient ($\beta = 0.905$) reflects that a one-unit increase in justice and altruism is associated with a 0.905-unit increase in organizational loyalty, while the coefficient of determination ($R^2 = 0.915$) shows that 91.5% of the variation in loyalty can be explained by this dimension. and the correlation coefficient is $R = 0.957$ (very strong positive relationship).
- ✓ **Fourth sub-hypothesis:** The results confirm that the dimension of wisdom and intelligence has a positive and strong effect on organizational loyalty, with a calculated F value of 155.50 and a significance level of $SIG = 0.000$, supporting acceptance of H_1 . The regression coefficient ($\beta = 0.934$) reflects that a one-unit increase in wisdom and intelligence is associated with a 0.934-unit increase in organizational loyalty, while the coefficient of determination ($R^2 = 0.825$) shows that 82.5% of the variation in loyalty can be explained by this dimension, and the correlation coefficient is $R = 0.981$ (extremely strong positive relationship).
- ✓ **Fifth sub-hypothesis:** The results showed that the dimension of promoting ethical behaviors among subordinates has a moderate positive effect on organizational loyalty, with a calculated F value of 20.20 and a significance level of $SIG = 0.000$, and H_1 was accepted. The

regression coefficient ($\beta = 0.862$) reflects that each unit increase in promoting ethical behaviors among subordinates is associated with a 0.862 unit increase in organizational loyalty, while the coefficient of determination ($R^2 = 0.380$) shows that 38% of the change in loyalty can be explained by this dimension. The correlation coefficient is $R = 0.616$.

6. Conclusion :

The study reached a number of theoretical and practical conclusions that confirm the strategic role of ethical leadership in promoting organizational loyalty within institutions. Theoretically, the results showed that the dimensions of ethical leadership, including trust, credibility, honesty, fairness, and wisdom, form the basis for a strong organizational relationship between the leader and employees, based on mutual respect and a shared commitment to institutional values. It also showed that the influence of an ethical leader is not limited to administrative and organizational aspects, but extends to shaping attitudes and behaviors within the work environment by being a role model for integrity, accountability, and promoting positive behaviors. The study confirmed a strong positive correlation between ethical leadership and organizational loyalty, as the ethical behavior of leaders contributes to building a healthy organizational climate characterized by fairness and transparency, which enhances employees' sense of belonging and strengthens their desire to continue and exert their utmost effort for the benefit of the organization. In this context, organizational loyalty reflects the degree to which an individual is in harmony with their organization and their willingness to sacrifice and persevere in order to achieve its goals and maintain its stability.

At the practical level, the field results revealed a statistically significant positive effect between ethical leadership and organizational loyalty among employees at the Ain Temouchent real estate agency at a significance level ($\alpha \leq 0.05$), confirming the validity of the hypotheses and reinforcing the theoretical proposition of the study.

Therefore, it can be confirmed that ethical leadership is not merely a theoretical value framework, but rather an effective management practice that contributes to enhancing institutional stability, raising performance levels, and achieving a balance between the institution's goals and the aspirations of its employees, making it one of the fundamental pillars for ensuring organizational sustainability and institutional excellence in a changing competitive environment.

-Study Recommendations:

- ✍ Promote ethical leadership within institutions by instilling values of integrity, fairness, transparency, and accountability in daily administrative practices.
- ✍ Focus on training and qualifying administrative leaders based on ethical competence as well as professional competence, and link promotion and appointment to leadership positions to ethical behavior.
- ✍ Improve physical and psychological working conditions and provide a positive organizational and social climate characterized by mutual respect and trust between management and employees.
- ✍ Promoting a culture of responsibility and accountability among managers and workers in dealing with mistakes and professional conduct, based on fair and transparent principles.
- ✍ Adopting effective incentive policies aimed at reducing turnover and increasing job satisfaction, thereby strengthening organizational commitment.
- ✍ Develop internal communication channels to ensure clarity of decisions and rapid resolution of organizational issues.
- ✍ Encourage future studies in different environments and sectors to verify the universality of the relationship between ethical leadership and organizational commitment in diverse organizational and cultural contexts.

7-Références

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