

The Impact Of Ethical Leadership On Establishing the principle of Disclosure and Transparency within the Framework of Human Resource Governance- A Study on a Sample of Algerian Public Banks in El-Tarf-

Ph.D. Student. Mahdi Rania ^{1*}, Dr. Gaoussi Samira ²

¹ Badji Mokhtar-Annaba- University, Research laboratory in economic intelligence and sustainable development(LRIEDD), rania.mahdi@univ-annaba.dz

² Badji Mokhtar-Annaba- University, Research laboratory in economic intelligence and Sustainable development (LRIEDD), samira.guoussi@univ-annaba.dz

Received on: 15/03/2025

Accepted on: 10/05/2025

Published on: 30/06/2025

Abstract :

This study investigates the impact of ethical leadership on strengthening the principle of disclosure and transparency within the framework of human resource governance. The banking sector was selected due to its pivotal role in shaping and evaluating governance practices. To achieve the study's objectives, both descriptive and analytical approaches were employed. Data were collected using a structured questionnaire distributed to a random sample of 90 bank employees in El Tarf, of which 70 valid responses were retained for analysis. Data analysis was conducted using SPSS v25. The results revealed a statistically significant effect of ethical leadership on promoting disclosure and transparency within the framework of human resource governance.

Keywords: Ethical leadership, disclosure and transparency, human resource governance

JEL Classification Codes : M54, G34

Introduction:

Ethical leadership stand out as a modern managerial philosophy that reflects the increasing global focus on building sustainable and resilient organizations. It is not only serves as moral compass guiding institutions toward their strategic goals, but also ensures that these goals are pursued in alignment with ethical principles and values. Importantly, ethical leadership transcends being a mere leadership style; it becomes a transformational force that shapes organizational culture, fosters a climate of integrity, and embeds transparency into all processes and decision-making practices. Effective leaders inspire individuals to embrace ethical behavior and internalize ethical values.

* Corresponding author

In parallel, human resource governance (HRG) has emerged as a critical pillar in balancing institutional objectives with ethical obligations. HRG provides an organizational framework that governs HR policies and procedures, ensuring fairness, accountability, and legal compliance. By embedding ethical and legal standards into HR practices, HR governance contributes to the creation of a transparent work environment where disclosure practices become routine and sustainable.

Thus, ethical leadership and human resource governance are inherently complementary ethical leadership sets the tone at the top, while HR governance translates ethical commitments into concrete policies and operational mechanisms. it plays a vital role in cultivating a culture of transparency and accountability. This brings us to the core Research question :

To what extent can ethical leadership contribute to enhancing the principle of disclosure and transparency within the framework of human resource governance in a sample of Algerian public banks in El Tarf?

This central question gives rise to several sub-questions:

- To what extent do leaders in Algerian public banks in El Tarf exhibit ethical behavior and adhere to ethical principles?
- To what extent do public banks in El Tarf comply with the principle of disclosure and transparency within the framework of human resource governance?
- How does ethical leadership practically contribute to strengthening disclosure and transparency within the framework of human resource governance in Algerian public banks in El Tarf?

I. Research Hypotheses

Main Hypothesis:

“There is a statistically significant relationship between ethical leadership dimensions and the principle of disclosure and transparency within the framework of human resource governance, at a significance level of ($\alpha \leq 0.05$) in the public banks under study”.

Sub-Hypotheses:

H1: There is a statistically significant effect of the availability of ethical behavior on disclosure and transparency within the framework of human resource governance, at a significance level of ($\alpha \leq 0.05$) in the banks under study.

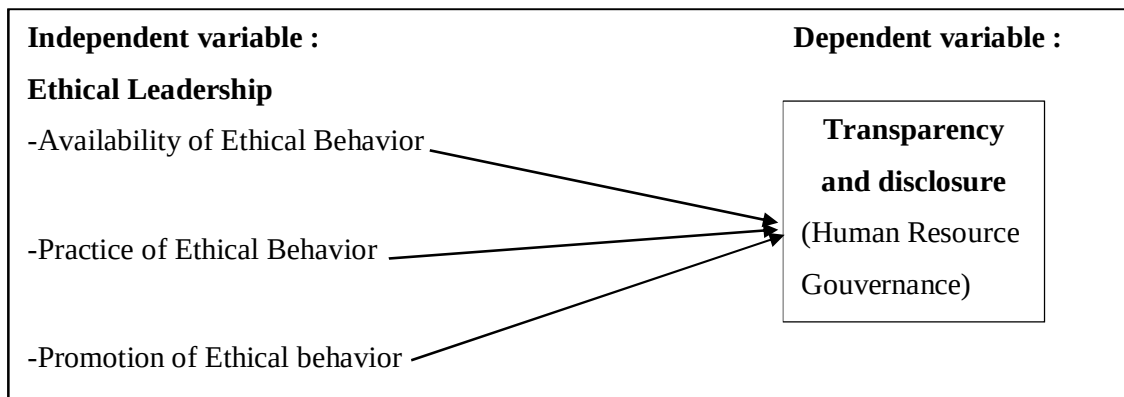
H2: There is a statistically significant effect of ethical behavior practices on disclosure and transparency within the framework of human resource governance, at a significance level of ($\alpha \leq 0.05$) in the banks under study.

H3: There is a statistically significant effect of promoting ethical behavior on disclosure and transparency within the framework of human resource governance, at a significance level of ($\alpha \leq 0.05$) in the banks under study.

II. Significance of the Study

The significance of this study stems directly from the importance of its subject matter. It seeks to identify the impact of ethical leadership dimensions on establishing the principle of disclosure and transparency. This highlights the critical role of ethical leadership behaviors, positioning the ethical leader as a moral and professional role model. Ethical leadership is no longer a luxury but rather an organizational necessity for institutions striving to build a positive reputation and enhance public trust. Furthermore, the topic continues to attract significant attention from both researchers and academics, reflecting its ongoing relevance in the fields of corporate governance, business ethics, and human resource management.

III. Study Model:



Source: Developed by the authors based on study of: Jawadah & Abdullah (2014), The relationship between the ethical behavior of the leadership and organizational commitment Experimental study in the Faculty of Management and Economics, Al-Ghary Journal of Economic and Administrative Sciences, 7(21).

IV. Research Methodology

To achieve the objectives of the study and to answer the main research question, the study adopted a descriptive approach for the theoretical component and an analytical approach for the empirical component. Data were collected through a questionnaire distributed to a random sample of bank employees. The collected data were then analysed using a set of statistical techniques, allowing for hypothesis testing and interpretation of the results.

V. Literature Review:

-Jawadah & Abdullah (2014), The relationship between the ethical behavior of the leadership and organizational commitment : This study aims to examine the relationship between the three dimensions of ethical leadership behavior(Availability of ethical behavior, the practice of ethical behavior, the promotion of ethical behavior) and their impact on organizational commitment among faculty members at the College of Administration and Economics, University of Al-Qadisiyah, The questionnaire was distributed to (34) teaching to form a ratio (50%) of the teaching faculty, The results underscore the critical role of institutional ethics in shaping employee commitment, with practical implications for academic leadership.

- Areej S. Khaleel, Hydar R. Sayah (2020), The Impact of ethical leadership behavior in university performance study exploratory at Sumer University: The study aims to examine the impact of ethical leadership behavior on academic performance at the University of Sumer. A descriptive-analytical approach was used to collect data through an electronic questionnaire sent to 113 university professors, with 105 responding. The results revealed a correlation and influence between the study variables. Additionally, the findings indicated that the responsive University lacks specific ethical standards for the conduct of academic staff. The study concludes with recommendations to address issues related to ethical leadership behavior, improve university performance, and establishing ethical standards to be implemented.

- Maysoon Abdullah Ahmed Alshalma(2020), Requirements for building human resources governance : Survey of a sample of managers of tourism corporations : This study aims to explore the concept of human resources governance requirements through a conceptual and theoretical review, drawing on existing literature and scholars' perspectives. The research sample comprised managers working at the Ministry of Planning, with 172 managers selected while considering ethical research standards. A total of 30 questionnaires were distributed, with a response rate of 83%. The study proposed several key recommendations, including promoting a governance culture among employees and stakeholders to enhance their understanding of human resources governance, developing governance techniques and methodologies for future research applications, and issuing local and international legal frameworks to establish governance principles aligned with workplace dynamics. It emphasized the importance of studying governance in general and human resources governance in particular.

VI. Similarities and Differences:

Our current study aligns with previous research regarding the examined variable of 'ethical leadership' and its reliance on the dimensions of ethical leadership behavior. However, the fundamental differences are what give this study its distinctive character and prominence. It introduces a novel approach by examining the principle of disclosure and transparency in human resource governance, while also conducting empirical testing in a sensitive sector - Algeria's public banks in El Tarf province. Unlike prior studies that focused solely on ethical leadership, this research specifically links the concept to human resource governance. It particularly attempts to demonstrate the impact of ethical leadership on a principle that is somewhat complex due to its connection with individual behaviors and values.

1. Theoretical Framework of the Study:

1.1. Ethical Leadership

Brown, Treviño, and Harrison (2005) define ethical leadership: "A leadership style that prioritizes ethical values and principles in decision-making, characterized by demonstrating integrity, fairness, transparency, and accountability while guiding individuals or teams toward achieving common goals. Ethical leaders serve as role models and inspire trust among their followers through their ethical actions and behaviors." (Brown, Treviño, & Harrison, 2005, p. 118)

Ethical leadership is: "Demonstrating appropriate behavior through personal actions and interpersonal relationships, while promoting this behavior among employees through clear and consistent communication and reinforcement, thereby supporting ethical decision-making processes. "This leadership style fosters positive attitudes and behaviors, enhances customer satisfaction, loyalty and strengthens service and complaint-handling processes" (Kayode, Karatepe, & Avci, 2022, p. 1).

Treviño & Brown (2006) further describe ethical leadership as a combination of two key elements "Moral person" and "Moral Manager" (Treviño & Brown, 2006, p. 597):

-Moral Person: The leader's personal ethical character, encompassing honesty, integrity, openness to feedback, respect, and principled decision-making. (Treviño & al, 2000, p. 128)

-Moral Manager: The leader's managerial role in promoting ethics, involving the use of authority to encourage and enforce ethical standards and behaviors in the workplace. (Brown, Treviño, & Harrison, 2005, p. 119). Ethical leaders actively shape organizational culture by embedding ethical norms into daily operations and promoting a shared understanding of right conduct. (Mitchell & Brown, 2010, p. 586)

1.2. Importance of Ethical Leadership:

The significance of ethical leadership has grown considerably, particularly in the aftermath of high-profile corporate scandals such as Enron and the Irish banking crisis of 2011, both of which stemmed from unethical practices that ultimately led to organizational collapse (Saeed, 2022, p. 1). The importance of ethical leadership can be summarized as follows (Khaleel & Sayah, 2020, p. 146):

- Promoting high ethical standards: Ethical leaders adhere to high moral standards both professionally and personally, eliminating ethical double standards.
- Building a strong ethical culture: Ethical leaders cultivate a culture that respects competence and ethical conduct, while promoting values such as integrity, humility, and virtue in the workplace.
- Enhancing employee satisfaction and stability: Ethical leadership contributes to a more stable and satisfying work environment for all employees.

1.3. Dimensions of Ethical Leadership

Researchers and scholars have identified several dimensions of ethical leadership, reflecting its multifaceted nature and its connection to both behaviors and values. Various models have been proposed to capture these dimensions: Starrat (1991) proposed a three-Dimensional model including justice, critique, care (Al Muhannaa, 2023, p. 23).

(Kalshoven, 2011) Proposed six dimensions : Fairness, integrity, People Orientation, Role Clarification, Ethical Guidance, Power Sharing. Additionally, several commonly cited dimensions appear frequently across research studies, including (Jawadah & Abdullah, 2014, p. 111):

- Availability of Ethical Behavior: This dimension reflects the leader's personal commitment to ethical conduct. Morgan emphasized that ethical behavior is a prerequisite for leadership success. House identified key ethical principles for

leaders, including respect, integrity, fairness, honesty, and accountability. Ethical leaders prioritize fairness when making decisions, such as distributing rewards or imposing sanctions. They are also expected to demonstrate honesty and transparency in their daily interactions.

- **Practicing Ethical Behavior:** Leaders influence employees' values, beliefs, and goals through their own actions and communication. Ethical leaders are expected to observe appropriate conduct, avoiding harm, deception, or exploitation of others. They should also respect employees' rights and offer support when needed.
- **Promoting Ethical Behavior:** Ethical leaders provide positive examples of ethical conduct through their actions and leadership style. This includes monitoring ethical compliance, sanctioning unethical behavior, and rewarding ethical actions. Ethical leaders should also invest in ethical training to strengthen ethical behavior across the organization, and implement reward systems to recognize employees who demonstrate ethical behavior in their work.

2. Human Resource Governance:

2.1. Concept of Human Resource Governance:

Human resource governance (HRG) refers to a set of principles, guidelines, and processes designed to ensure that human resource practices are conducted effectively, transparently, and fairly. Its ultimate goal is to maximize the potential of human capital within the organization and thus contribute to achieving its strategic objectives.

It has been defined as: "The process and practice adopted by the organization to define roles, authorities, responsibilities, decision-making processes, and employee management approaches, all with the aim of serving shareholders' interests. It provides a framework for guiding all organizational practices and activities, aligning them strategically, and developing systems to evaluate organizational performance." (Maysoon & Ahmed, 2020, p. 3).

2.2. Disclosure and Transparency from the Perspective of Human Resource Governance:

Disclosure and Transparency is one of the most critical pillars of HR governance, acting as the most effective weapon against administrative corruption and financial

misconduct. When transparency and disclosure mechanisms are in place, it becomes significantly more difficult to misuse power or allow a small elite group to dominate decision-making processes behind the scenes (Sirin, 2017, p. 128).

They are defined as: "Providing accurate, comprehensive, and timely information to stakeholders, enabling them to make well-informed decisions that foster trust and confidence." (Mintu & kumar, 2024).

In the field of business ethics, cultivating a transparent organizational culture has become essential. Transparency serves as the foundation of trust, and it can only be achieved when organizations embrace integrity, honesty, and respect. This requires fostering open communication between senior management and employees, encouraging participation in decision-making processes, and ensuring that employees have easy access to relevant information. Such openness contributes to a collaborative environment that enhances teamwork and cooperation across the organization. (Benjamin, 2014, p. 73).

Transparency also plays a crucial role in recruitment practices. Human resource managers are expected to provide clear job descriptions that outline roles and responsibilities explicitly. This helps potential employees understand expectations and ensures that the hiring process is fair and objective. Key job requirements such as qualifications and experience should also be clearly communicated, enabling applicants to self-assess their eligibility. Furthermore, transparency extends to compensation structures, ensuring employees understand how rewards, bonuses, and promotions are determined. This transparent performance evaluation process fosters equal opportunities and enhances fairness across all employment decisions. (Michael, 2023).

3. Field Study Framework

3.1. Study Population and Sample

The study population consists of a sample drawn from public banks operating in El Tarf province, Algeria. The selected banks are:

- Bank of Algeria (Banque d'Algérie)
- Algerian National Bank (BNA)
- Bank for Rural Development (BADR)
- National Savings and Reserve Fund (CNEP)

- National Popular Credit Bank (CPA)

The following table summarizes the distribution and collection of questionnaires:

Bank	Distributed Questionnaires	Collected Questionnaires
Bank of Algeria	18	15
Algerian National Bank (BNA)	13	13
Bank for Rural Development (BADR)	38	29 (22 valid for analysis)
(CNEP)	10	10
National Popular Credit Bank (CPA)	13	13 (10 valid for analysis)
Total	90	70

Source: Prepared by the researchers.

The sample was selected using random sampling, targeting employees working in the public banks under study. Although 90 questionnaires were distributed, only 70 met the criteria for analysis, resulting in a response rate of 77%.

3.2. Study Instrument

To achieve the study's objectives, the researchers adopted the analytical approach, designing a structured questionnaire to empirically measure the impact of ethical leadership on disclosure and transparency. The questionnaire consisted of three main sections:

- Section 1: Personal and demographic information.
- Section 2: Ethical leadership dimensions (availability of ethical behavior, ethical behavior practices, and promotion of ethical behavior).
- Section 3: Statements related to disclosure and transparency.

Each section contained 12 statements, adapted to align with the study's context and objectives, the survey items were developed based on a review of the relevant literature.

Responses were measured using a five-point Likert scale, structured as follows:

scale	1	2	3	4	5
Description	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

3.3. Validity and Reliability of the Instrument

3.3.1. Validity

The face validity of the questionnaire was tested to ensure that all items belonged appropriately to the variables they were intended to measure. The following table presents the results of the validity test:

Table 01: validity

Variable	Dimension	Valid Questionnaires	Sig
Ethical Leadership	Availability of Ethical Behavior	70	0.000
	Ethical Behavior Practices	70	
	Promotion of Ethical Behavior	70	

Source: Prepared by the researchers based on SPSS v25 output.

The results indicate that all items are strongly aligned with their respective dimensions, demonstrating high structural consistency between each questionnaire section and the overall questionnaire score. This confirms that the instrument is valid for measuring the intended variables.

3.3.2. Reliability

The internal consistency of the questionnaire was assessed using Cronbach's Alpha coefficient. Results are shown below:

Table 02: Reliability:

Variable	Number of Items	Cronbach's Alpha
Independent Variable (Ethical Leadership)	12	0.87
Dependent Variable (Disclosure and Transparency)	12	0.89
Entire Questionnaire	24	0.93

Source: Prepared by the researchers based on SPSS v25 output.

The table confirms that all dimensions and variables exhibit high internal consistency, indicating that the instrument is reliable and suitable for use in the study.

3.4. Analysis of Study Results

3.4.1. Descriptive Analysis

The table below presents the means and standard deviations for the study variables, measuring the degree of agreement with the availability of ethical leadership dimensions and the principle of disclosure and transparency:

Table 03: Means and Standard Deviations:

Questionnaire Section	Items	Dimension	Mean	Std. Deviation	Total Responses
Section 1: Ethical Leadership	Items 1-4	Availability of Ethical Behavior	4.37	0.79	70
	Items 5-8	Ethical Behavior Practices	4.08	0.82	
	Items 9-12	Promotion of Ethical Behavior	4.04	0.86	
Section 2: Disclosure and Transparency	Items 1-12	Disclosure and Transparency	4.05	0.92	

Source: Prepared by the researchers based on SPSS v25 output.

The table indicates that the ethical leadership dimensions were strongly present, with mean scores ranging from 3.90 to 4.57. The “availability of ethical behavior” dimension ranked highest, with a mean score of 4.37 and a standard deviation of 0.79. This suggests that leaders in the banks under study demonstrate ethical behavior, a particularly crucial factor in the banking sector, where honesty and integrity are essential for maintaining trust and compliance.

Following that, the dimensions of ethical behavior practices and promotion of ethical behavior also showed strong agreement, with mean scores of 4.08 and 4.04, respectively. This result reflects the fact that leaders in these banks actively share their positive values and beliefs with employees, encourage appropriate conduct, and set clear expectations by holding non-compliant individuals accountable.

Regarding disclosure and transparency, the results revealed a mean score of 4.05 with a standard deviation of 0.92, highlighting the critical importance of this principle. As a core element of human resource governance, disclosure and transparency ensure open access to HR-related information. This also confirms that leaders adopt effective and honest communication styles, enabling the free flow of information within the organization and strengthening trust among all stakeholders. Moreover, the results reflect the presence of an organizational environment that supports ethical commitment and compliance.

3.5. Hypothesis Testing:

3.5.1. Testing the Main Hypothesis:

To test the main hypothesis, which states:

"There is a statistically significant impact between the dimensions of ethical leadership and the principle of disclosure and transparency from the perspective of human resource governance at a significance level of ($\alpha \leq 0.05$) in the banks under study," multiple regression analysis was applied.

However, before proceeding with the regression analysis, it was necessary to verify the validity of the regression model both statistically and econometrically.

Econometric Validity of the Model:

The following diagnostic tests were applied to ensure the model's validity:

- Autocorrelation Test: This was verified using the Durbin-Watson coefficient, which should fall within the acceptable range of [1.77, 2.23].
- Multicollinearity Test: This was assessed using both the Variance Inflation Factor (VIF) and the Tolerance Test. If VIF exceeds 10 and Tolerance falls below 0.05, multicollinearity would be problematic.
- Residual Normality Test: This was conducted using Kolmogorov-Smirnov and Shapiro-Wilk tests, where significance should be greater than or equal to 0.05.

The results of these diagnostic tests are presented in **Table 04** below:

Dimension	VIF	Tolerance	Durbin-Watson	Shapiro-Wilk Sig
Availability of Ethical Behavior	2.240	0.747	1.795	/
Ethical Behavior Practices	1.868	0.835		
Promotion of Ethical Behavior	1.805	0.754		
Residuals	/	/	/	0.633/0.981

Source: Prepared by the researchers based on SPSS v25 output.

The table confirms the following:

- All VIF values are below 10, and Tolerance values exceed 0.05, indicating no multicollinearity between the independent variables.
- The Durbin-Watson coefficient (1.795) falls within the acceptable range, indicating no autocorrelation in the residuals.
- The Shapiro-Wilk test returned a significance value of 0.633, which is greater than 0.05, indicating that the residuals follow a normal distribution.

Statistical Validity of the Model:

To further verify the model's validity, the F-test (Fisher test) was applied to assess the overall significance of the regression model. For the model to be valid, the calculated F-value should exceed the tabulated F-value, or the significance level (Sig) should be less than or equal to 0.05. The results are shown in **Table 5** below:

Source of Variation	Sum of Squares	Degrees of Freedom	Mean Square	F-Value	Sig
Regression	17.969	3	5.990	39.479	0.000
Residual	10.013	66	0.152		
Total	27.982	69	/	/	/

Source: Prepared by the researchers based on SPSS v25 output.

The results indicate that the regression model is statistically valid, supported by an F-value of 39.479, which is greater than the tabulated F-value. Moreover, the significance level (Sig) is 0.000, which is less than 0.05, indicating that at least one explanatory variable is statistically significant.

Regression Analysis Results:

After confirming the model's validity, multiple regression analysis was applied to test the impact of the dimensions of ethical leadership—Availability of Ethical Behavior (X1), Ethical Behavior Practices (X2), and Promotion of Ethical Behavior (X3)—on the principle of disclosure and transparency from the perspective of human resource governance. The results are presented in **Table 6** below:

Ethical Leadership Dimension	Standard Error	B Coefficient	t-Value	t Sig	Correlation Coefficient (R)	Coefficient of Determination (R²)
Constant	0.372	0.308	0.829	0.410	0.801	0.626
Availability of Ethical Behavior	0.160	0.438	4.134	0.000		
Ethical Behavior Practices	0.114	0.102	0.890	0.377		
Promotion of Ethical Behavior	0.097	0.349	3.603	0.001		

Source: Prepared by the researchers based on SPSS v25 output.

Interpretation of Results:

- The results indicate a strong correlation between ethical leadership dimensions and the principle of disclosure and transparency from the perspective of human resource governance, as shown by an R-value of 0.801.
- Furthermore, 62.6% of the variation in disclosure and transparency can be explained by variations in ethical leadership dimensions, while the remaining 37.4% is attributed to other factors not included in the model.
- The t-values for Availability of Ethical Behavior and Promotion of Ethical Behavior were statistically significant (Sig < 0.05), indicating these dimensions have a significant impact on disclosure and transparency.

- However, the t-value for Ethical Behavior Practices was not statistically significant (Sig = 0.377 > 0.05), indicating that this dimension does not have a significant effect when the other two dimensions (Availability and Promotion) are present.

Based on these results, the main hypothesis is accepted, confirming that: *"There is a statistically significant impact of ethical leadership dimensions on the principle of disclosure and transparency from the perspective of human resource governance in the public banks under study."*

3.5.2. Testing the Sub-Hypotheses

Testing the First Sub-Hypothesis

The first sub-hypothesis states: *"There is a statistically significant impact between the availability of ethical behavior and the principle of disclosure and transparency from the perspective of human resource governance at a significance level of ($\alpha \leq 0.05$) in the banks under study."*

This hypothesis was tested using simple linear regression analysis, with the results summarized in **Table 7**:

Dimension	Standard Error	B Coefficient	t-Value	Sig (t)	Correlation Coefficient (R)	Coefficient of Determination (R²)
Constant	0.344	0.914	2.655	0.010	0.746	0.556
Availability of Ethical Behavior	0.078	0.718	9.229	0.000		

Source: Prepared by the researchers based on SPSS v25 output.

The table shows a strong correlation between the availability of ethical behavior and the principle of disclosure and transparency from the perspective of human resource governance, with an R value of 0.746. This indicates that 55.6% of the variance in disclosure and transparency can be explained by variations in the availability of ethical behavior, while the remaining 44.4% is attributable to other factors not included in the model.

The t-value significance (Sig = 0.000) is less than 0.05, confirming a statistically significant effect of the availability of ethical behavior on the principle of disclosure and transparency within the banks under study.

Testing the Second Sub-Hypothesis

The second sub-hypothesis states: *"There is a statistically significant impact between ethical behavior practices and the principle of disclosure and transparency from the perspective of human resource governance at a significance level of ($\alpha \leq 0.05$) in the banks under study."*

This hypothesis was also tested using simple linear regression analysis, with the results summarized in **Table 8**:

Dimension	Standard Error	B Coefficient	t-Value	Sig (t)	Correlation Coefficient (R)	Coefficient of Determination (R ²)
Constant	0.459	1.331	2.899	0.005	0.588	0.346
Ethical Behavior Practices	0.111	0.667	5.992	0.000		

Source: Prepared by the researchers based on SPSS v25 output.

The table reveals a moderate correlation between ethical behavior practices and the principle of disclosure and transparency, with an R value of 0.588. This indicates that 34.6% of the variance in disclosure and transparency can be explained by changes in ethical behavior practices, while 65.4% is attributable to other factors not included in the model.

The t-value significance (Sig = 0.000) is less than 0.05, indicating a statistically significant effect of ethical behavior practices on the principle of disclosure and transparency within the banks under study.

Testing the Third Sub-Hypothesis

The third sub-hypothesis states: *"There is a statistically significant impact between the promotion of ethical behavior and the principle of disclosure and transparency from the perspective of human resource governance at a significance level of ($\alpha \leq 0.05$) in the banks under study."*

This hypothesis was tested using simple linear regression analysis, with the results summarized in **Table 09**:

Dimension	Standard Error	B Coefficient	t-Value	Sig (t)	Correlation Coefficient (R)	Coefficient of Determination (R ²)
Constant	0.347	1.277	3.678	0.000	0.701	0.491
Promotion of Ethical Behavior	0.085	0.686	8.102	0.000		

Source: Prepared by the researchers based on SPSS v25 output.

The table shows a strong correlation between the promotion of ethical behavior and the principle of disclosure and transparency, with an R value of 0.701. This indicates that 49.1% of the variance in disclosure and transparency can be explained by changes in the promotion of ethical behavior, while the remaining 50.9% is attributable to other factors not included in the model.

The t-value significance (Sig = 0.000) is less than 0.05, indicating a statistically significant effect of the promotion of ethical behavior on the principle of disclosure and transparency within the banks under study.

3.6. Discussion of Results:

Based on the previous analysis, the following key findings can be summarized, including the acceptance of all tested sub-hypotheses using simple regression analysis:

- First Sub-Hypothesis: There is a statistically significant effect of the availability of ethical behavior on the consolidation of the principle of disclosure and transparency from the perspective of human resource governance at a significance level of ($\alpha \leq 0.05$) in the banks under study.
- Second Sub-Hypothesis: There is a statistically significant effect of ethical behavior practices on the principle of disclosure and transparency from the perspective of human resource governance at a significance level of ($\alpha \leq 0.05$) in the banks under study.
- Third Sub-Hypothesis: There is a statistically significant effect of the promotion of ethical behavior on the consolidation of the principle of disclosure and transparency from the perspective of human resource governance at a significance level of ($\alpha \leq 0.05$) in the banks under study.

Additionally, the main hypothesis was also accepted, confirming the presence of a statistically significant effect of ethical leadership on the consolidation of the principle of disclosure and transparency from the perspective of human resource governance at a significance level of ($\alpha \leq 0.05$) in the banks under study.

I. Conclusion:

The presence of ethical leadership within organizations serves as a call to reconsider the concept of ethical leadership, not merely as a management tool, but as a transformational force that reshapes the entire organizational environment. Ethical leadership should be seen not only as a personal trait but as a strategic force that infuses integrity into organizational processes, thereby ensuring sustainability and resilience.

The results of the field study conducted on a sample of Algerian public banks in El Tarf confirmed the strong impact of ethical leadership on the consolidation of disclosure and transparency from the perspective of human resource governance. Ethical leaders demonstrated ethical values in their daily interactions and possessed the technical competencies necessary to navigate work pressures while maintaining organizational interests above personal interests, serving as role models for employees.

The study also identified a noteworthy gap: the absence of effective delegation within the banks under study. This lack of empowerment contributes to negative employee behaviors, reduces productivity, and stifles innovation. Effective leadership should actively create new opportunities for employees and grant them greater freedom, thereby fostering creativity and job satisfaction.

Recommendations: Based on the findings, the following recommendations are proposed:

1. Enhance the ethical framework for leadership by developing clear and binding codes of ethics that require both leaders and employees to adhere to ethical standards across all administrative processes.
2. Implement training programs to raise awareness about the importance of ethical behavior and reinforce ethical conduct. The absence of such programs may lead to unethical practices such as bribery, favoritism, and corruption, harming organizational reputation and causing financial losses.
3. Establish a cultural framework that promotes disclosure and transparency as an integral part of daily behavior within the banks under study.
4. Redesign human resource policies to align with governance principles, with a focus on fair recruitment, evaluation, and promotion policies. Additionally, disclose HR-related information via internal networks and issue regular performance reports to ensure transparency.
5. Open communication channels between senior management and employees to enhance work transparency. The absence of such channels diminishes employee engagement and trust,

making employees feel excluded from decision-making processes, which reduces satisfaction and increases internal conflicts.

II. Bibliography List :

1. Al Muhannaa, M. (2023). Ethical Leadership Dimensions and Their Relationships With Job Satisfaction and Organizational Commitment. *Journal of Positive School Psychology*, 7(11), 20-36.
2. Benjamin, F. (2014). The Demand and Need for Transparency and Disclosure in Corporate Governance. *Universal Journal of Management*, 2(2), 72-80. Retrieved from <http://www.hrpub.org/>
3. Brown, M., Treviño, L., & Harrison, D. (2005). Ethical Leadership: A Social Learning Perspective for Construct Development and Testing. *Organizational Behavior and Human Decision Processes*, 97(2), 117–134.
4. Jawadah, M., & Abdullah, K. (2014). The relationship between ethical leadership behavior and organizational commitment: An empirical study at the College of Administration and Economics. *Al-Ghari Journal for Economic and Administrative Sciences*, 7(21), 111.
5. Kalshoven, K. (2011). Ethical Leadership at Work Questionnaire (ELW). *Development and Validation of a Multidimensional Measure. The Leadership Quarterly*, 21(1), 51-69.
6. Kayode, E., Karatepe, O., & Avci, T. (2022). Ethical Leadership, Trust in Organization, and Their Impacts on Critical Hotel Employee Outcomes. *International Journal of Hospitality Management*, 102, 1.
7. Khaleel, A., & Sayah, H. (2020, 12 31). The Impact of Ethical Leadership Behavior on University Performance: An Exploratory Study at Sumer University. *Iraq Journal of Market Research & Consumer Protection*, 12(2), 141-152.
8. Kumar, M. (n.d.). *Transparency and Disclosure in Corporate Governance*. Retrieved from LinkedIn: www.linkedin.com/pulse/transparency-disclosure-corporate-governance
9. Maysoon, A., & Ahmed, A. (2020, 07 20). Requirements for Building Human Resource Governance: A Survey of Managers in Tourism Corporations. *African Journal of Hospitality*, 9(1), 1-14.
10. Michael, W. (2023, 5 15). *Unveiling the Importance of Transparency in the Work of HR Managers*. Retrieved from LinkedIn: <https://www.linkedin.com/pulse/unveiling-importance-transparency-work-hr-managers-michael-walters/>

11. Mintu, & kumar. (2024, juillet 20). *Transparency and Disclosure in corporate Governance*. Récupéré sur linkedin: www.linkedin.com/pulse/transparency-disclosure-corporate-governance
12. Mitchell, M., & Brown, M. (2010). Ethical and Unethical Leadership: Exploring New Avenues for Future Research. *Business Ethics Quarterly*, 20(4), 583-616.
13. Saeed, M. (2022, February 10). Linking Ethical Leadership to Followers' Knowledge Sharing: Mediating Role of Psychological Ownership and Moderating Role of Professional Commitment. 13, p. 1. doi:<https://doi.org/10.3389/fpsyg.2022.841590>
14. Sirin, T. (2017). Civil society organizations and their role in promoting good governance:.. *Journal of the University of Human Development*, 3(1), 128.
15. Treviño, & al. (2000). Moral Person and Moral Manager: How Executives Develop a Reputation for Ethical Leadership. *California Management Review*, 42(4), 128-142.
16. Treviño, L., & Brown, M. (2006). Ethical Leadership: A Review and Future Directions. *The Leadership Quarterly*, 17(6), 595–616.

VII. Indexes:



The Impact Of Ethical Leadership On Establishing the principle of Disclosure and Transparency within the Framework of Human Resource Governance- A Study on a Sample of Algerian Public Banks in El-Tarf-



1. Personnel Information :

Gender : Female ☐ Male ☐

Age : Under 30 years ☐ 40 years ☐ 41–50 years ☐ 51 and above ☐

Educational Qualification : High school ☐ Technical diploma ☐ University degree ☐ Postgraduate studies ☐

Professional Level: Employee ☐ Head of department ☐ Executive ☐

Experience : Less than 8 years ☐ 8–15 years ☐ 15–20 years ☐ More than 20years ☐

2. Independent Variable : Ethical Leadership :

	NO	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
Availability of Ethical Behavior	01	The leader reflects clear ethical values in daily interactions.					
	02	The leader possesses high administrative and technical skills					
	03	The leader considers the interests of everyone when making decisions.					
	04	The leader handles pressures calmly and steadfastly.					
Practice of Ethical Behavior	50	Leadership emphasizes adhering to ethical values in the institution.					
	90	The leader prioritizes the institution's interests over personal interests.					
	40	The leader delegates authority to employees in decision-making processes.					
	08	The leader guides employees to adhere to professional ethics.					
Promotion of Ethical	09	Employees who demonstrate positive ethical behavior are rewarded.					
	10	Leadership organizes training programs to enhance ethical awareness					
	11	The institution has an ethical code outlining required values and principles.					
	12	Leadership encourages reporting any unethical behavior.					

3. Dependent Variable : Transparency and Disclosure in Human Resource Governance :

NO	Statement :	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
01	Internal procedures include a commitment to transparency					
02	Human resource-related information is published on the institution's intranet.					
03	Leadership is provided with HR-related information in a timely manner					
04	Employees are held accountable for mistakes, regardless of their position.					
05	HR decisions are made based on objective and clear criteria.					
06	Disclosing information reduces tension and conflicts.					
07	Leadership ensures an open and transparent approach for HR.					
08	Management provides open communication channels for exchanging opinions					
09	Job appointments are based on equal opportunities, transparently					
10	Employees receive work-related information on time.					
11	The actual qualifications of HR and selection criteria are disclosed					
12	The institution protects whistleblowers from retaliation					