

The Impact of the Ethical Leadership on the Human Resource task performance in service organizations -a field study-

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Abstract

This study aims to investigate the relationship and the effect of ethical leadership on the human resources' task performance in services' organizations; specifically, the Algerian Telecommunication Corporation (Algerie Télécom) & the tax center in Barika. Beside diagnosing the reality of both ethical leadership and task performance in these organizations. Thus, a simple linear regression model has been conducted relying on a questionnaire that suits the nature of the study and serves as the appropriate tool to collect the data, based on a random sample of 44 employee.

The results revealed that there is a moderate positive correlation between ethical leadership and the task performance. Moreover, there is a significant impact on task performance in Algeria Telecommunication corporation and the tax center in Barika. Where they possess a high level of the Ethical leadership, reflected mainly by the leaders-employees ethics discussions and commitment to principles; more than leaders role modeling.

Keywords:

Ethical Leadership;
Human Resource Task
Performance;
Services' Organizations

JEL Classification Codes:

M14, M12, M54

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1. INTRODUCTION

The Human resources are considered the cornerstone of the success and continuity of the organizations; in light of the competitive challenges they face and the rapid changes witnessed in the environment in which they operate. Therefore, the level of performance provided by the human resources and their tasks, represent the basis success and excellence in the organization. Accordingly, it is indispensable for an organization, especially in the 21st century, to pay attention and reinforce the factors that enable the development of human resources performance and tasks and provide all the conditions that enhance them.

In this context, leadership emerged as one of the factors that has a significant impact on human resource performance including the task performance. Moreover, modern management has revealed that leadership is not just a matter of motivating and directing human resources, but rather a moral duty aiming at creating an environment based on mutual respect and ethics. This is evident in ethical leadership, which promotes values such as justice, integrity, transparency... and so on; Moral elements that may contribute to high levels of job satisfaction and commitment, which thereafter, positively impact the work environment and the task performance of the human resources in particular.

The Research Problem:

Based on the aforementioned, a main question may arise as follows:

Does ethical leadership effect the task performance of the human resources in service' organizations, "the Algeria Telecommunication Corporation" & "the Tax center in Barika" ?

The study objectives:

This study seeks to achieve the following objectives:

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- Identify the basic concepts of both ethical leadership and the human resources' task performance
- Investigate the level of ethical leadership application in service' organizations, Algeria Telecommunication Corporation & the tax center Barika ; and Diagnose the reality of the human resources' task performance in these organizations;
- Analyze the nature of the relationship between ethical leadership and the human resources' task performance in these organizations;
- investigate the nature and extent of the effect of ethical leadership application on the human resources' task performance in Algeria Telecommunication Corporation & the tax center Barika.

To address the research problem and achieve its objectives, the study will cover five sections, the second section covers the conceptual Framework which encompasses both the ethical leadership and the human resources task performance including the basic concepts that enables the perception of the field and practical aspects of the study in the third section which involves the study approach description and the statistical methods used; the fourth section presents the results and discussions, then concluding with a comprehensive conclusion.

2. A Conceptual Framework

2. 1. Ethical Leadership

Ethical leadership has recieved significant attention from researchers and the media, primarily attributed to widespread corporate scandals. In such cases, senior managers impose unrealistic performance objectives on employees while deliberately condone unethical practices and behaviors. Moreover, they often encourage manipulative tactics to achieve these objectives. Ethical leadership, However, has been

considered as a solution to such scandalous behaviors and performance outcomes, as it discourages unethical behaviors in the organizations, while enforcing discipline and promoting ethical conduct.

Moreover and according to the social learning theory, individuals acquire the principles that guide their behaviors through direct experience or through observing others. to learn these principles, individuals focus on role models they consider and perceive them authoritative and visualize their roles. In this context, ethical leaders are viewed as trustworthy role models when they demonstrate integrity, high ethical standards and behaviors in the workplace. Consequently, employees are more likely to emulate and adopt the ethical behaviors modeled by their leaders. (Khan & al, 2024, p. 1)

2.1.1. Defining Ethical leadership

Before defining ethical leadership, and highlighting its importance and principles, it is worth first defining each of the terms leadership and ethics separately (Baji & Khbaba, 2015, pp. 147-148) Where Leadership can be defined as the ability to influence the activities of individuals and groups in order to achieve an objective in a specific situation. It is also defined as the ability to influence others in their behavior and attitudes towards work with the desire and determination to achieve the organization' objectives within certain conditions or situation. Ethics, on the other hand, is defined as the principles and rules that determine acceptable behavior morally, and distinguish right from wrong. Therefore, ethics are the values and moral beliefs that govern how the individuals concerned with the organization should behave towards one another; Moreover, ethics form a major component of the organization' cultural values. Thus, creating an ethical organizational culture is one of the main

priorities of the organization, and managers can create an ethical culture through personal commitment to ethical values and conveying them to their subordinates.

Ethics in management is related to the distribution of resources and rights within the organization. In this regard, employees expect their managers to be fundamentally fair, equal, honest, objective, and transparent in their dealings. Where An ethical leader is someone who (Özdoğan & Sarier , 2024, p. 2):

- Takes high ethical standards as a model for themselves;
- Uses their authority effectively while adhering to ethical values
- Comprehends concepts such as trust, democracy, and human rights;
- Values employees and ensures their right to autonomy.

The concept of ethical leadership has been introduced by Enderle(1987) in his article "Some Perspectives on Managerial Ethical Leadership," where he defined it as a framework for framing ethical issues in managerial decision-making and organizing the ethical principles that guide this process. Brown et al (2005) then expanded this definition to include ethical leadership as the demonstration of normative ethical behaviors by leaders through their personal actions and interpersonal relationships, with the aim of encouraging subordinates to adhere to these standards through processes of bilateral communication, reinforcement, and decision-making (Zhu & Al, 2025, pp. 2-3).

Furthermore, Ethical leadership is mainly characterized by first being a morally exemplary model; treating others fairly and

justly; and actively engaging in ethical management (Zhu & Al, 2025, p. 3).

Both the first and second characteristics fall under the aspect of "the moral individual" in ethical leadership, while the third one belongs to the aspect of "the moral manager."

Brown et al. (2005) explained that ethical leadership relies on role modeling and normative roles based on ethics as the sole basis for influencing the (un)ethical behaviors of subordinates, suggesting that ethical leadership can encourage employees to abandon old, unhelpful, and destructive knowledge, behaviors, and practices. Rather, adopt ethical behaviors and constructive skills. This supports organizations to build competencies and achieve a competitive advantage (Khan & al, 2024, p. 2).

Recent studies have revealed that ethical leadership stimulates positive behaviors among employees, such as knowledge sharing, which refers to the sharing of individual experiences and valuable information related to tasks with others (sun & al, 2024, p. 1).

2.1.2 The Ethical Leadership Principles

The proper application of ethical leadership requires adherence to a set of principles, the most important of which can be summarized as follows (Sihem & boudjadar, 2022, p. 188) :

- Respect for Others;
- Serving others ;
- Justice towards others ;
- Honesty (integrity) towards others ;
- Building community with others.

2.1.3 The Importance of Ethical Leadership

The growing organizational focus on ethical leadership stems from multiple considerations, the most important of which are the following (Lamouri & Abbassi, 2022, pp. 228-229) :

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- Both private and public institutions and organizations have become increasingly unethical in their 21st-century operations and transactions;
- The organizations' excessive focus on profitability without paying attention to material and moral ethical considerations;
- The growing difficulty in distinguishing between good and bad ethical behavior in these organizations, in the presence of decisions with financial rewards
- the increasing prevalence of administrative corruption crimes (embezzlement, bribery, the influence peddling) resulting from the abandonment of ethical management and leadership
- Ethical leadership influences employee performance through good relationships with subordinates, providing them with increased support, feedback, resources, and growth opportunities;
- Ethical leadership leads to job satisfaction of employees if leaders use authority correctly and fairly, facilitate processes, resolve conflicts, demonstrate unbiased treatment, and enable self-defense in complaint situations;

Moreover, and according to social learning theory, ethical leadership can establish an ethical climate characterized by shared perceptions of ethical work norms via role modeling, where employees tend to emulate these models.

2.2 The Human Resources' Task Performance

The term Task performance means execute a task or carry out work. However, The concept of performance is often associated by most researchers with human resources, as it constitutes the fundamental and main pillar in building any

organization and serves as the active element in mobilizing its other resource. (Zakhrouf & Khelifa, 2023, p. 785)

2.2.1 Defining Human Resources' task Performance

Human Resource task performance refers to individuals execution of the various activities and tasks that make up their work. it can be also defined as the manner in which employees carry out their tasks during production processes using available production means to provide necessary inputs, implement appropriate quantitative and qualitative transformations according to the production process requirements, and subsequently store and market outputs, all in accordance with established plans and the production unit's specified objectives during a specific period (bensaade & bakhouché, 2022, p. 89). Moreover, it refers to the degree of achievement and completion of the tasks that make up an individual's job, the fact that reflects how the individual fulfills the requirements of the job. (Hadaji & moumen, 2021, p. 171)

Accordingly, The Human Resources' task Performance is the degree to which an individual performs his tasks through physical an mental efforts, contributing in achieving the organization objectives.

2.2.2 The Human Resources' task Performance Determinants

The human resources' task performance determinants may be described as follows (Lamraoui S. , 2017, pp. 365-366) :

-Effort: This refers to the mental and physical energy and motivation expended by an individual to perform his job.

-Capabilities: This includes personal talents and the innate aptitudes that an individual uses to perform his tasks and duties.

-perception of the job role: This refers to the employees impression and perception of the activities they perform, along with their behavior and role in the workplace.

In addition to the determinants mentioned above, some researchers argue that task performance is merely the result of the interaction between these three main determinants:

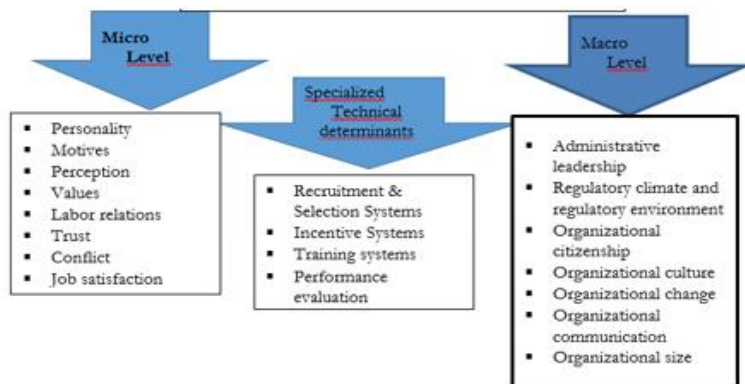
-Individual Motivation: which represents the internal and innate force that motivates an individual to exert effort and accomplish a desired objective. It is demonstrated by the level of enthusiasm and willingness to accomplish what is required.

-Work Climate: This reflects the degree of satisfaction provided by the set of factors that constitute the internal work environment.

-Performance Ability: This includes the competencies and skills, whether physical or mental, that enable an individual to carry out his tasks. These abilities are acquired through training and education, along with experience, skills, and knowledge related to the job. (Lamraoui, 2023, pp. 365-366)

Accordingly, the human resources task performance determinants can be classified into three types (see figure 1):

Fig.1. The Human Resource Performance Determinants



Source: (Maher & elaraby, 2019, p. 221)

The figure above presents three main classifications of the determinants:

- **The Organizational determinants:** These include administrative leadership, organizational climate and environment, organizational citizenship, organizational culture, organizational change, organizational communication, and organizational size.
- **Specialized technical determinants :** These also include selection, appointment, and recruitment systems, incentive systems, training and performance evaluation systems.
- **Behavioral determinants:** including personality, motivation, perception, values, work relationships, trust, conflict, and job satisfaction.

3. The Study Field Work

This section describes the study methodology that allows the analysis and investigation of the role and impact of the ethical leadership on the task performance at the Algerian Telecommunications Corporation (Algérie Télécom) and the Tax center in Barika. A set of statistical methods will be used and analyzed as follows.

3.1 The Study Approach

In order to realize this study, a questionnaire has been used to collect data and analyze its results relying on an appropriate methodology.

3.1.1 The Study Community and Sample

The study population consisted of the employees of Algeria Telecommunications corporation and the tax center in Barika. The questionnaire was distributed to a random sample of them, where 44 of which were suitable for analysis (see table1).

Table 1. The numbers of the questionnaire forms

The Questionnaire Forms (QF)	Recovered	Non-Analyzable QF	Analyzable QF
	46	2	44

Source: Prepared by the researchers

3.1.2 The study Tool Description, Validity and Reliability

As mentioned above, the study relied on designing a questionnaire that suits the nature of the study and serves as the appropriate tool which enables the achievement of the study objectives.

The questionnaire has been designed relying on the literature and the nature of the case study; where it has been divided into two main sections:

- The first section : includes the personal and fonctionnel data covering the study sample members; including gender, age, professional qualifications, and years of experience.
- The second section : includes statements related to both the ethical leadership axis which represents the independent variable and the task performance axis representing the dependent variable, each of these axes includes 7 statements (items).

The five-point Likert scale has been used to determine the score (strongly disagree, disagree, neutral, agree, strongly agree) and the categories of this scale are determined based on the category length, which is calculated by the range that expresses the difference between the highest and lowest score, i.e. $(5 - 1 = 4)$ Then the range is divided by the number of categories to obtain the correct category length $(5/4 = 0.80)$ which is then added to the lower limits starting from the number 1 (see table 2).

Table 2. The trends of the study sample according to the weighted average values

Categories Range	Scores	General Trend
[1.00-1.8[	strongly disagree	Very low degree of agreement
[1.8-2.6[	Disagree	Low degree of agreement
[2.6-3.4[	Neutral	Moderate degree of agreement
[3.4-4.2[	Agree	High degree of agreement
[4.2-5.00]	Strongly agree	Very high degree of agreement

Source: Prepared by the researchers

Moreover and in order to process the study, the SPSS software version 23 was used.

among the most statistical methods the study relied upon, are : first, the descriptive statistics to identify the characteristics of the sample, using frequencies and percentages, beside the arithmetic means to identify the average responses of the study sample members to questionnaire statements; in addition to the standard deviations to identify the deviations of study sample members' responses. Second, the correlation coefficient to measure the internal consistency of the questionnaire, as well as to examine the strength and direction of the relationship between the two variables. From another hand, Alpha Cronbach's coefficient has also been used to measure the reliability and validity of the questionnaire;

Furthermore, and in order to study and analyze the effect of the ethicla leadership (independent variable) on the task performance (dependent variable) the simple linear regression has been used.

A- The Internal Consistency Reliability

In order to test the validity and reliability of the study tool, a test of internal consistency reliability has been conducted, to determine the extent to which the statements (items) of the questionnaire are consistent and correlate with each other. Thus, the correlation coefficients have been calculated between each statement and the total score of the domain to which it belongs, using the SPSS software

- **The internal consistency reliability of the ethical leadership items:**

The following table shows the correlation coefficients for the items in the ethical leadership axis.

Table 3: Pearson's Correlation coefficients between the items and the total score of the ethical leadership axis

The ethical leadership items	The correlation coefficient	The significance level
Q1	**0.679	0.000
Q2	**0.818	0.000
Q3	**0.697	0.000
Q4	**0.813	0.000
Q5	**0.881	0.000
Q6	**0.906	0.000
Q7	**0.853	0.000

Source: Prepared by the researchers based on SPSS outputs

The statistical results shown in the table above, revealed that the correlation coefficients between the items of the ethical leadership axis and its total score ranged between (0.679 and 0.906), and were statistically significant at a significance level of

0.05. This denotes that the statements or the items of the ethical leadership axis reflect a high degree of validity and internal consistency.

- **The internal consistency reliability of the task performance items:**

The table below shows the correlation coefficients for the items in task performance axis.

Table 4: Pearson's Correlation coefficients between the items and the total score of the task performance axis

The task performance items	The correlation coefficient	The significance level
Q1	**0.932	0.000
Q2	**0.897	0.000
Q3	**0.893	0.000
Q4	**0.887	0.000
Q5	**0.918	0.000
Q6	**0.902	0.000
Q7	**0.913	0.000

Source: Prepared by the researchers based on SPSS outputs

The statistical results in table 4 showed that the correlation coefficients between the items of the task performance axis and its total score, have been ranged between (0.887 and 0.932) and were statistically significant at a significance level of 0.05. The fact that indicates the reliability and internal consistency of these items.

B- Cronbach' s Alpha Validity and Reliability Test

The Cronbach's Alpha test has been used in this section to measure the reliability of the scale, knowing that Cronbach's Alpha coefficient is the widely used measure, and the closer the

reliability coefficient gets to 1.00, the better is. However, those values higher than 0.60 are acceptable.

The following table shows the results of the reliability test for the study tool.

Table 5: Cronbach's Alpha Reliability Test

The axes	The number of items	Cronbach s Alpha values
The ethical leadership	7	0.910
The task performance	7	0.965
The total questionnaire	14	0.945

Source: Prepared by the researchers based on SPSS outputs

The table 5 shows high values for the Cronbach's alpha reliability coefficient for both the ethical leadership and task performance axes, reaching 0.910 and 0.965, respectively ; both are greater than 0.60 the statistically acceptable limit. Meanwhile, the value of the overall reliability coefficient reached 0.945, which is also greater than 0.6 and closer to 1.0. this denotes the reliability and validity of the study tool and the possibility of its application in similar circumstances.

3.1.3 The Normal Distribution Test

In order to determine the appropriate statistical methods for testing the study' hypotheses, it is necessary to test the normal distribution of the data. However, according to the central limit theorem, the study assumed that the data follow a normal distribution, since the sample size exceeds 30, the number 30 which represents the point at which the central limit theorem begins to apply. And in this current study, the sample size is 44, exceeding the aforementioned minimum. Therefore, the study data can be considered normally distributed.

4.The Results and Discussion

In this section, the results of the study will be analyzed and discussed, starting first with a descriptive analysis of both: the independent variables (ethical leadership), and the dependent variable (task performance); in order to understand and determine their reality in Algeria Telecommunication Corporation & the tax center Barika (the case Study). After that, the focus will be on testing the study hypothesis, which is related to determine whether there is an impact of ethical leadership on task performance within the studied corporations.

4.1 Descriptive Analysis of the independent variable: The Reality of the ethical leadership

To study the reality of the ethical leadership practices in Algeria's Telecommunication Corporation & the tax center Barika (the case study) this section relied on a statistical analysis of the answers of the study sample members, based on the values of arithmetic means and standard deviations to each statement of the questionnaire first and then for the main axis. The table below shows the arithmetic means and standard deviations of the answers of the study sample members reflecting the reality of applying ethical leadership in these service organizations.

Table 6: The Arithmatic means and standard deviations of the ethical leadership axis

The ethical leadership items	The arithmetic means	The standard diviations	The rank	The trend and level
The company's leadership sets a good example of good behavior	3.2273	1.15866	7	Medium
The company's leaders punish employees who violate ethical standards	3.7273	0.92419	1	High
The company's leadership is more committed to the principles that should be followed in	3.5909	1.22604	4	High

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The Company leaders are adept at listening to their employees.	3.5116	1.24158	5	High
The company's leaders' decisions are fair and impartial	3.4318	1.08687	6	High
The company's leaders discuss ethics with employees	3.6136	1.01651	3	High
The company's leaders consistently emphasize ethics and etiquette in their daily lives.	3.6591	1.05529	2	High
The Ethical Leadership	3.5368	0.88203		High

Source: Prepared by the researchers based on SPSS outputs

It would be obvious through the results shown in the table above that the study sample members are aware and agree at a high level on the application of ethical leadership in Algeria Telecommunication corporation & the tax center Barika, since the arithmetic mean value of the study sample members' answers regarding the ethical leadership axis reached 3.5368 with a standard deviation of 0.88203. where the answers tended to be at a high level regarding each of the following: The company's leadership punishment applied to employees who violate ethical standard ; Leadership emphasis on respect for ethics and moral; Leaders and employees ethics discussions ; commitment to principles that should be respected in management ; Leaders listening to employees. And the fair and impartial decisions. While they agreed at a medium level that the corporate's leaders are role models for good behavior

4.2. Descriptive Analysis of the dependent variable: The Reality of the Task Performance

Through the aforementioned and relying on the arithmetic means and standard deviations, the descriptive analysis will be conducted to know the degree of application and reality of the task

performance in the Algerian Telecommunications Corporation & the tax center Barika.

Table7: The Arithmetic means and standard deviations of the task performance axis

The task performance items	The arithmetic means	The standard diviations	The rank	The trend and level
I complete assigned tasks efficiently	4.0909	1.07440	4	High
I take time to listen to my colleagues' problems and concerns	3.8409	1.07710	7	High
I assist my immediate supervisor with their work (when not requested)	3.8837	1.17937	6	High
I provide advance notice when unable to attend work	4.0930	1.01920	3	High
I pass on information to my colleagues	4.0000	1.00497	5	High
I do my best to assist new colleagues	4.1163	1.00497	2	High
I meet the official performance requirements of the assigned job	4.1364	0.95457	1	High
The Task performance	4.0136	0.95052		High

Source: Prepared by the researchers based on SPSS outputs

The table 7 shows that the study sample members agree at a high level with the employees' task performance in the studied organizations. This is because the arithmetic mean value of the overall task performance axis reached 4.0136 with a standard deviation of 0.95052. Moreover, all the items tended to be at a high level.

4.3 The Impact of Ethical Leadership on Task Performance

To reach the objective of the study and test the effect of ethical leadership on task performance in the service' organizations (Algeria Telecommunication Corporation & the tax center Barika), a simple linear regression has been conducted, and analyzed later.

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In other hand, the F value has been used to verify the validity of the measurement model; The R-squared coefficient of determination to determine the explanatory power of the Independent variable in changes occurring in the dependent variable; Determining the values of the simple regression equation coefficients; and finally, developing a simple regression equation model between ethical leadership and task performance.

4.3.1 The Study Hypothesis Test

The main hypothesis of the study states that there is a statistically significant effect of ethical leadership on task performance in the service' organizations Algeria Telecommunication Corporation& the tax center Barika at a significance level of 0.05.

Accordingly, and in order to investigate the hypothesis and verify its validity or rejection, through its branches :

- **Null hypothesis H0:** There is no statistically significant effect of ethical leadership on task performance at a significance level of 0.05.

- **Alternative hypothesis H1:** There is a statistically significant effect of ethical leadership on task performance at a significance level of 0.05.

The results of the hypothesis testing are shown in the following table:

Table 8: The simple Linear RrgressionTest

Analysis of Variance of Regression Line			Explanatory Power			Coefficients Table		
Calculated F value	Sig level	Sig level	R	R ²		B	T	Sig level
22.108	0.000	0.000	0.587	0.345	constant	1.775	3.621	0.001
					Ethical leadership	0.633	4.702	0.000

Source: Prepared by the researchers based on the SPSS outputs

The table above presents the results of the simple linear regression model through which the study investigated the effect of the ethical leadership on the human resources Task performance, specifically in the service' organizations Algeria Telecommunication Corporation and the Tax center in Barika.

The results showed that the calculated F value was estimated at 22.108 at a significance level of 0.000, which is less than 0.05, confirming the validity of the measurement model.

The correlation coefficient between ethical leadership and task performance was 0.587 at a significance level of 0.000, indicating a moderate positive correlation between ethical leadership and task performance. The coefficient of determination, R^2 , was 0.345, indicating that ethical leadership explains 34.5% of the changes in task performance, while the remaining 65.5% is attributed to other factors not considered in this study.

From another hand, The value of the regression coefficient B was estimated at 0.633, which means that a change in ethical leadership by one unit leads to a change in task performance by 0.693, while the value of T reached 3.621 at a significance level of 0.001, which is less than 0.05, the fact that confirms the significance of the regression coefficient. As for the constant, its value reached 1.775. these valuable results lead to construct the simple regression equation.

4.3.2 The Simple Regression Equation

Based on the analysis above, a simple regression line equation can be derived as follows:

$$Y=1.775+0.633X$$

Where:

Y: Task performance

X: Ethical leadership

1.775 : Constant

0.633 : Slope of the simple regression equation

Hence, the null hypothesis, which states that "there is no statistically significant effect of ethical leadership on task performance at a significance level of 0.05." should be rejected , While the alternative hypothesis, is accepted, which states that **"there is a statistically significant effect of ethical leadership on task performance at a significance level of 0.05."**

5. CONCLUSION

Human resources are the primary element through which organizations achieve their planned objectives and reach high levels of excellence. In the face of the various challenges, performance is no longer limited to material or technical resources. Rather, it is closely related to the competencies and skills possessed by human resources, enabling them to achieve outstanding performance. For human resources to achieve high levels of performance that enable them to carry out their tasks efficiently and effectively, it is indispensable for the organization to have ethical leadership that helps provide a stimulating and supportive environment for creativity. Through this study, an analysis and investigation of the effect and impact of the ethical leadership on the human task performance in service organizationa has been conducted, specifically Algeria' s telecommunication Corporation and the tax center in Barika ; where the study concluded the following :

- Ethical leadership expresses practices built on ethical foundations, along with promoting ethics in the work environment, in a way that stimulates positive behavior among the organization's human resources.
- Ethical leadership is based on a set of principles, perhaps the most important of which are: respect for others, service to

others, justice towards others, honesty and integrity towards others, and building community with others.

- Human resources task performance reflects the degree to which an individual performs the tasks assigned to them through the physical and mental effort they provide to achieve the organization's objectives.
- Among the most important determinants of human task performance are: effort exerted, capabilities, individual perception of their job role, individual motivation, work climate, and ability to perform.
- There is a moderate, positive correlation between ethical leadership and human resources task performance in service organizations. where Ethical leadership is present at a high level in service organizations Algeria Telecommunication corporation and tax center Barika; Moreover, Human resources perform their assigned tasks at a high level in these organizations.
- The Ethical leadership has an impact on task performance in these service' organizations the Algeria Telecommunication corporation and the tax center in Barika.

Suggestions:

Based on the study findings , the following can be proposed: Providing all the conditions necessary to improve the task performance of human resources within service 'organizations, focusing on the ethical leadership. especially because these organizations are supposed to provide services. The latest are reinforced by ethics.

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