

Ethical Leadership as a Strategy Towards Organizational Excellence - Case Study of a Sample of Workers in the Cement Corporation of Mitiga / Blida-

القيادة الأخلاقية كمدخل لتحقيق التميز التنظيمي - دراسة حالة عينة من العاملين بمؤسسة
الاسمنت للمنتجة SCMI مفتاح / البليدة

Kedendel Hiba

University of Médea (Algeria), iyadehibal7@gmail.com

Received: 31/03/2022

Accepted: 23/05/2022

Published 07/07/2022

Abstract:

The main objective of this study was to determine the role of ethical leadership in achieving organizational excellence from the perspective of a sample of Mitja Cement Corporation employees, and to do so, the most important theoretical foundations related to ethical leadership and organizational excellence were addressed. Which are considered among the relatively modern administrative concepts that influence, in a large and direct way, the organizational behavior of employees in a positive way that increases the efficiency and effectiveness of performance..

Keywords: Ethical Leadership, Organizational Excellence, Organization, Organizational Behavior.

JEL Classification Codes : D20, D23, D29

ملخص:

هدفت هذه الدراسة إلى التعرف على دور القيادة الأخلاقية في تحقيق التميز التنظيمي من وجهة نظر عينة من العاملين بمؤسسة الاسمنت للمنتجة، ومن أجل ذلك تم تناول أهم الأسس النظرية المرتبطة بمفهوم القيادة الأخلاقية والتميز التنظيمي، و اللذان يعتبران من المفاهيم الإدارية الحديثة نسبيا و التي تؤثر و بشكل كبير و مباشر على السلوك التنظيمي للعاملين و بطريقة إيجابية تزيد من كفاءة و فعالية الأداء.

كلمات مفتاحية: القيادة الأخلاقية، التميز التنظيمي، المؤسسة، السلوك التنظيمي.

تصنيفات JEL: D20، D23، D29.

1. INTRODUCTION

Given the growing importance of the human role in the organization, as well as its strategic role in achieving the organization's competitive

¹ Corresponding author: Kedendel Hiba: iyadehibal7@gmail.com

advantages through positive organizational behaviors that it adopts to directly influence the level of its performance that is related to the overall performance of the organization.

As a result, organizational leaders are looking for the most influential leadership styles in such behaviors, including the ethical leadership style, which is based on a mutual system of values and ethics, tries to achieve the highest levels of efficiency and effectiveness in employee performance, and affects the achievement of organizational excellence. Of which human resources are one of the elements.

Whereas all organizations strive for organizational excellence, it expresses an organization's ability to outperform competitors by seizing rising opportunities, avoiding risks and threats, and developing appropriate and efficient preventive solutions through thoughtful planning processes based on accurate scientific methodology. Which requires departments to collaborate in order to maximize the use of modern technological tools and means to improve the level of performance.

Study problem:

The economic institution is considered as one of those institutions that are attempting to comprehend and adopt such modern leadership patterns that pour into its field of interest in human resources. The purpose of this study was to determine the nature of the relationship between moral leadership and organizational excellence in one of these Algerian institutions. The following was the research's main question:

How does ethical leadership affect organizational excellence in the Cement Corporation of Mitja / Blida, according to a sample of workers?

The following sub-questions fall under this problem:

- ❖ What is the nature of ethical leadership, and how does it manifest itself in organizations?
- ❖ What does organizational excellence entail, and how does one achieve it?
- ❖ From the perspective of the sample, what is the reality of the application of ethical leadership and organizational excellence in the institution under study?
- ❖ From the perspective of the study sample, how does ethical leadership affect organizational excellence?

Objectives of the study:

- ❖ From the perspective of the study sample, a study of the reality of ethical leadership and organizational excellence in the Mittija Cement Corporation.
- ❖ From the perspective of the study sample, determine the impact of ethical leadership on achieving organizational excellence at Mittija Cement Corporation.

Making recommendations to officials about the studied variables in the institution in order to increase the role of ethical leadership and pay more attention to organizational excellence within the

Study hypotheses:

- ❖ **The first main hypothesis:** From the perspective of the studied sample, there is no statistically significant effect of ethical leadership on organizational excellence in the Mittija Cement Corporation at the statistical significance level of 0.05.
- ❖ **The second main hypothesis:** There are no statistically significant differences at the significance level of $\alpha \geq 0.05$ between the averages of the sample answers about ethical leadership and organizational excellence in the studied institution due to personal variables: gender, age, occupational level, and years of experience.
- ❖ organization's strategic objectives.

Study limits:

- ❖ **Time domain:** the study was confined to the period extending from, so that this period represents the beginning of the distribution of questionnaires and until their retrieval.
- ❖ **Spatial domain:** It includes the place of conducting the case study, which is the Cement Corporation of Mitja, Blida Province.

Study Structure:

The study will be divided into two parts to answer the problem posed and to verify the validity of the hypotheses. The first part is the study's conceptual framework, which includes both the concept of ethical leadership and organizational excellence. The field study, which includes the reality of ethical leadership and its role in achieving organizational excellence in the Cement Corporation of Al-Matija, Blida, will be discussed in the second part.

2. CONCEPTUAL FRAMEWORK

The basic ideas connected to research variables will be discussed in this section, which will examine the concept of ethical leadership and its value, as well as the most essential principles upon which it is built. Then, we will discuss the concept of organizational excellence, as well as its

significance and features.

2.1 The Concept of Ethical Leadership

The ethical leadership style is one of the current leadership styles that emerged with the activation of leaders' roles in companies, and its principle will be discussed.

2.1.1. Definition of Ethical Leadership

Most contemporary perspectives on ethical leadership explicitly consider ethical leadership to comprise both the quality of leaders to consistently make decisions and act in accordance with relevant moral values, norms, rules, and obligations as well as their ability to cultivate such decision-making and behavior among followers. More specifically, ethical leadership may be conceived as resting on three fundamental 'pillars' or components. The first concerns the personal integrity of the leader, also termed the 'moral person' component of ethical leadership. The second emphasizes the extent to which a leader is able to cultivate integrity among his or her followers, i.e. the 'moral manager' component, the third component concerns the quality of the leader-follower relationship, which bridges the moral person and moral manager components and facilitates their effects on followers (Leonie & Karin , 2010, p. 02).

2.1.2. The Importance of Ethical Leadership

- ❖ Employees show the same behavior as ethical leaders.
- ❖ Ethical leaders interact with and defend their employees' behavior (i.e., they make ethics prominent in their social environment).
- ❖ Ethical leaders want their organizations to perform consistently according to ethics, thus they rank ethical standards and reward ethical action on the part of employees.
- ❖ Ethical leaders include the ethical component into decision-making, examine the moral consequences of their judgments, and, most importantly, strive to make fair decisions (عبد العزيز, 2020, p. 2203).

2.1.3. Principles of Ethical Leadership

The following are the ethical leadership principles:

- ❖ **Integrity and transparency at work:** This is in line with ethical leadership's high humanitarian objectives.
- ❖ **Responsibility:** It holds leaders accountable for their acts as well as the expected outcomes of their activities, which include adherence to high humanitarian standards.
- ❖ **Justice:** It is ethical for the leader to be concerned about justice, to work with a positive attitude, and to persuade the workers to get closer to them.
- ❖ **Emotional balance:** This helps leaders in communicating with people throughout the company

2.2 The Concept of Organizational Excellence

2.2.1. Definition of Organizational Excellence

Excellence is defined as organizations consistently exceeding international best practices in the performance of their tasks, and linking them to relationships with their customers and clients through support and interaction relationships, as well as knowing their competitors' performance capabilities, weaknesses, and external strengths, as well as the surrounding environment (المجالي, 2009, p. 142).

According to other, excellence is a state of managerial creativity and organizational excellence that achieves extraordinary levels of performance, as well as the implementation of production, marketing, financial, and other processes in the organization, and the resulting results and achievements that outperform competitors and satisfy customers and other stakeholders (سوزان, 2015, p. 31).

2.2.2. The Importance of Organizational Excellence

One of the most significant strategic objectives for businesses is to achieve organizational excellence, as shown by the following (نورة عبد الله, 2017, p. 37):

- ❖ To guarantee the organizations' continuity and success, efforts should be directed at achieving efficiency and effectiveness, accomplishing clear goals, and building organizational work procedures that will favorably affect economic and social progress.
- ❖ Facilitate effective communication between the organization's personnel at all administrative and functional levels, as well as between the organization, the community, and the external environment, at all levels and in all directions.
- ❖ The capacity to manage operations and allocate resources in accordance to the demands of beneficiaries in order to create good outcomes, attract consumers, and maintain their loyalty via the organization's outstanding performance.
- ❖ Obtaining employee loyalty and job satisfaction, which drives them to put out all of their efforts and promotes their retention, which contributes to the organization's success and advancement.
- ❖ To address the quick changes in the environment and the high degree of competition between businesses.

2.2.3. Organizational Excellence Characteristics

Organizations that achieve excellence have a set of important characteristics, including (مصطفى & محمد, 2017, p. 205):

- ❖ **Acceptance of difficult work:** Acceptance of difficult work is one

of the most significant sources of organizational excellence since it allows for quick development and learning, as well as the improvement of operations and the start-up of new projects.

- ❖ **Provides efficient leadership:** leadership serves as a role model, and has a prominent role in motivating and encouraging excellence.
- ❖ **Endure difficulties:** The difficulties illustrate the levels of the organizations' ability, as they make mistakes and the organization endures crises and confronts them, which contributes to refining the capabilities of the organization and its distinction.
- ❖ **Experiences outside the workplace:** Distinguished organizations have extensive experience outside of the workplace, particularly in community involvement, which provides several opportunities to improve performance.
- ❖ **Accuracy:** Its aim is to strengthen the accuracy of its forecasting system by selecting the best techniques for completing assignments and creating an internal atmosphere that stresses the importance of forecasting accuracy in affecting the organization's success.

3. THE STUDY FIELDWORK

Through the findings of the questionnaire provided to the "research sample," we addressed the reality of ethical leadership and its role in attaining organizational excellence from the perspective of a sample of Mittija cement factory workers.

3.2 Study Approach

3.2.1. The Study Demographic and Sample size

The study population consists of all employees of the Metija Cement Corporation, which includes all managers, branches, heads of interests and other professional groups. A random sample of 40 questionnaires was selected, and questionnaires were distributed to them, 33 were retrieved and 03 were excluded from them. , and the number of questionnaires subject to analysis is 30.

3.2.2. Study Tools

The questionnaire was divided into three columns afterwards we defined the columns of the questionnaire and then the questions for each axis:

- ❖ **The first axis:** contains the personal and functional data of the sample members (gender, age, educational level, nature of position, and years of experience).
- ❖ **The second axis:** contains questions related to the independent

variable, which is ethical leadership, which are 17 questions, and then determine the five levels of answer according to the five-Likert scale (very large, large, medium, weak, non-existent).

- ❖ **The third axis:** contains questions related to the dependent variable, which is organizational excellence, which are 13 questions, and then determine five levels of answer according to the five-Likert scale (very high, high, medium, low, and very low).

3.2.3. Study tool stability

Cronbach's alpha scale, which is utilized when there are more than two possibilities to the response, is one of the most well-known internal stability measurements. This is done to assure the stability of the research tool's claims, and then we receive the overall stability coefficient, as indicated in the table below:

Table 1. Study Tool Stability test

Axis	N° Phrases	N° Sample Members	Stability (Cronbach's alpha)	Factor validity coefficient
Ethical leadership	17	30	0.929	0.963
organizational excellence	13	30	0.928	0.963
Total questionnaire	30	30	0.691	0.831

Source: Prepared by the Researcher Based on the results of the (SPSS) software.

From the results presented in Table No. 01, it is evident that the coefficient of stability of the ethical leadership axis reached a value of 0.929, and the coefficient of stability of the axis of organizational excellence reached 0.928. From it, the value of Cronbach's alpha obtained for the questionnaire as a whole is estimated at 0.691, which is the largest of 60%, which indicates the reliability and validity of the study tool's statements and the possibility of its application in similar circumstances.

3.2.4. Normal distribution test

The normal distribution of the research sample was examined as indicated in the table below:

Table 2. Normal distribution test

Axis	Kolmogorov-Smirnov Test Value	Sig	Shapiro Test Value	Sig
Ethical leadership	0.108	0.2	0.968	0.487
organizational excellence	0.115	0.2	0.957	0.266
Total questionnaire	0.097	0.2	0.981	0.863

Source: Prepared by the Researcher Based on the results of the (SPSS) software.

The test of the normal distribution of each of the Shapiro scale and the Kolmogorov-Smirnov scale for the target study variables reached a significant degree greater than 0.05, as shown in Table No. (02), and thus

the study sample of 30 individuals follows the normal distribution in the study axes, allowing the required tests to be conducted.

3.3. Demonstrating and Analyzing Data

3.3.1. The first axis, descriptive statistical analysis results

The descriptive analysis of personal data, which is the first axis of the questionnaire, will be discussed next.

- ❖ **Gender variable:** The results obtained are represented in the following table:

Table 3. The distribution of the sample members according to the gender variable

Gender	Repetition	Ratio
Male	22	73.30%
Female	8	26.70%
Total	30	100%

Source: Prepared by the Researcher Based on the results of the (SPSS) software.

We can conclude from Table No. (03) That the male category (73.3 percent) makes up the majority of the sample, with 22 individuals. This is due to the nature of labor in the institution under study, which is in line with professions that are better suited to and favored by men.

- ❖ **Age variable:** The results obtained are represented in the following table:

Table 4. Distribution of the sample members according to the age variable

Age	Repetition	Ratio
less than 30 years old	1	3.30%
From 31-40 years old	20	66.70%
From 41 to 50 years old	5	16.70%
More than 51 years	4	13.30%
Total	30	100%

Source: Prepared by the Researcher Based on the results of the (SPSS) software.

We can conclude from Table No. (04) That the group (31–40 years old) has the highest proportion in the sample (66.7%), indicating that the institution under study has youthful cadres, which is a good thing for any institution.

- ❖ **Career level:** The results obtained are represented in the following table:

Table 5. Distribution of sample members according to job level

Position	Repetition	Ratio
administrative assistant	1	3.30%
Senior technician	12	40%
State Engineer	4	13.30%
Head of organization	8	26.70%
Cadres	5	16.70%
Total	30	100%

Source: Prepared by the Researcher Based on the results of the (SPSS) software.

❖ **Years of experience variable:** the results obtained are represented in the following table:

Table 6. Distribution of the sample members according to years of experience

Years of experience	Repetition	Ratio
Less than 5 years	3	10%
From 05 to 10 years	9	30%
11 to 15 years	8	26.70%
more than 15 years	10	33.30%
Total	30	100%

Source: Prepared by the Researcher Based on the results of the (SPSS) software.

The table reveals a disparity in the number of years of experience among the sample members, indicating that the institution's employees have a variety of career paths.

3.3.2. The Second axis, descriptive statistical analysis results

We used arithmetic averages and standard deviations to evaluate the degree of approval or disapproval while studying the ethical leadership axis, and the findings are shown in the table below:

Table 7. Presentation of the results related to ethical leadership

Phrase	SMA	SD	D	T. V	IL
The manager performs the tasks assigned to him honestly and faithfully	3.51	0.863	large	22.295	0
The manager accepts constructive criticism	3.77	1.073	large	19.234	0
The manager helps the workers in understanding the tasks assigned to them	4.2	0.847	Very large	27.163	0
The manager apply justice in distributing tasks to employees	3.57	1.251	large	15.619	0
The manager makes his decisions objectively and professionally	3.5	1.106	large	17.327	0
The manager applies the applicable laws and regulations	3.67	0.802	large	25.032	0

Ethical Leadership as a Strategy Towards Organizational Excellence - Case Study of a Sample of Workers in the Cement Corporation of Mitiga / Blida-

The manager evaluates the performance of employees according to clear professional standards	2.57	1.223	weak	11.496	0
The manager strives to achieve the desired goals	2.53	1.167	weak	11.894	0
The manager provides the opportunity for the workers to participate in making decisions	3.47	1.196	large	15.879	0
The manager increases the sense of responsibility among the employees.	3.67	0.994	large	20.2	0
The manager encourages employees to work as part of a team	2.53	0.973	weak	14.258	0
The manager encourages new employees to benefit from the experiences of their colleagues	3.63	0.89	large	22.362	0
The manager treats the employees with humility	3.53	1.479	large	13.082	0
The manager respects his employees	3.5	1.306	large	14.673	0
The manager evaluates the conditions of the workers objectively	3.67	1.124	large	17.861	0
The manager is fair in his dealings with the employees	3.6	1.38	large	14.292	0
The manager takes into account the personal circumstances of the employees	3.93	1.112	large	19.372	0
Axis	3.46	0.482	large	39.334	0

SMA: Arithmetic average SD: standard deviation* D: direction* T. V: T. value*IL: Indication level

Source: Prepared by the Researcher Based on the results of the (SPSS) software.

Table No. (07) Indicates the estimates of the sample members on the ethical leadership axis phrases, which reached different degrees ranging from large to weak.

In addition to the statistically significant T values at the significance level of 0.005, the arithmetic average of the ethical leadership axis was (3.46). Indicating a significant degree of moral leadership in the institution under study from the perspective of the study sample. The standard deviation of the axis was (0.482), indicating little dispersion and weak variance in the answers of the study sample members and its proximity to the arithmetic average.

3.3.3. The third axis, descriptive statistical analysis results

We used arithmetic averages and the standard deviation to determine the degree of approval or disapproval for the terms on the organizational excellence axis, and the findings are shown in the table below:

Table 8. Presentation of the results related to organizational excellence

Phrase	SMA	SD	D	T. V	IL
The manager deals professionally with the employees	4.07	0.583	High	38.137	0
The manager encourages the employees to do their best work	4.2	0.407	High	56.544	0
The manager shares with the employees the responsibility for achieving the goals	3.03	1.377	Average	12.068	0
The manager has a high sportsmanship	3.27	1.143	Average	15.658	0
I am eager to take an active role in resolving workplace issues.	3.77	0.626	High	32.953	0
I make sure that I do the required tasks	2.4	0.932	low	14.102	0
I offer as much as possible assistance to colleagues	1.93	0.828	low	12.794	0
I am trying to provide new ideas within the framework of work improvement	3.6	1.163	High	16.96	0
Recruitment is done on the basis of competence	3.9	0.96	High	22.262	0
There is ease of communication between the administrative levels	3.97	0.718	High	30.243	0
The organizational structure is characterized by appropriate flexibility	3.37	0.964	Average	19.123	0
There is a balance in the distribution of jobs between the requirements of the departments and the number of workers	4.09	0.999	High	22.104	0
There is a clear future vision by the institution	4.17	0.648	High	35.234	0
Axis	3.52	0.487	High	39.504	0

SMA: Arithmetic average SD: standard deviation* D: direction* T. V: T. value*IL: Indication level

Source: Prepared by the Researcher Based on the results of the (SPSS) software.

Table No. (08) Indicates the estimates of the study sample on the expressions of the axis of organizational excellence in the institution under study, which reached different degrees of approval or disapproval.

The arithmetic average of the axis of organizational excellence was (3.52), indicating that the institution under study has a high level of organizational excellence from the perspective of the study sample, and the standard deviation of the axis was (0.487). Indicating little dispersion and weak variance in the responses of the study sample members and its proximity to the arithmetic average. In addition, to the statistically significant T values at the significance level of 0.005.

3.4. Study hypothesis test results

After the data has been gathered and processed using proper statistical methodologies. We will investigate the hypotheses connected to the field research and verify their validity.

3.4.1. Testing the first main hypothesis

Which states: From the perspective of the studied sample, there is no statistically significant effect of ethical leadership on organizational excellence in the Mittija Cement Corporation at the statistical significance level of 0.05.

A simple linear regression analysis test was employed to demonstrate the existence of a statistically significant effect of rejection or acceptance in order to test this hypothesis, as follows:

- ❖ **Accepting the null hypothesis if:** the calculated F value is less than the tabulated F value at the significance level of 0.05, or the value of the significance level Sig is greater than 0.05.
- ❖ **Accept the alternative hypothesis if:** the calculated F value is greater than the tabulated F value at the significance level of 0.05 or the Sig value is less than 0.05.

Table 9. Simple regression test

S	Independent Variable: Ethical Leadership				
Dependent variable: organizational excellence	Correlation Coefficient R	Coefficient of determination	Regression Coefficient B	Calculated T	Connotation T
	0.528	0.279	1.116	2.939	0.007
	Calculated F		Connotation F		
	10.846		0.003		

Source: Prepared by the Researcher Based on the results of the (SPSS) software.

From the perspective of the sample, the influence of ethical leadership on the degree of organizational excellence in the institution under study is shown in table No. (09). the statistical study produced the following results:

- ❖ The value of the correlation coefficient $R = 0.528$ between ethical leadership and organizational excellence in the studied institution,

and from it, it becomes clear that there is a medium correlation relationship between the two variables.

- ❖ The value of the coefficient of determination was $R^2 = 0.279$, meaning that the value of 27.9% of the changes in achieving organizational excellence in the studied institution resulted from the adoption of the ethical leadership style.
- ❖ The value of the regression coefficient is $B=1.116$, which means an increase of one degree in ethical leadership affects the achievement of organizational excellence in the studied organization with a value of 0.534.
- ❖ The calculated T value was 2.939 at the 0.007 level of significance, and it is a function at the 0.05 level of significance.
- ❖ The calculated F value was 10.846 at a significance level of 0.003, and it is a function at a significance level of 0.05.
- ❖ The mathematical model for the first effect hypothesis is as follows:

$$Y = 0.534 X + 1.116$$

Where:

- Y: Organizational Excellence
- X: Ethical Leadership

Conclusion: We reject the null hypothesis H_0 and accept the alternative hypothesis H_1 , that is, there is a statistically significant effect of ethical leadership on achieving organizational excellence in the studied institution at the statistical significance level of 0.05.

3.4.2. Testing the Second main hypothesis

Which states: There are no statistically significant differences at the significance level of $\alpha \geq 0.05$ between the averages of the sample answers about ethical leadership and organizational excellence in the studied institution due to personal variables: gender, age, occupational level, and years of experience.

To answer the above question, we shall break this hypothesis into four sub-hypotheses as follows:

3.4.2.1. The First sub-hypothesis test

There are no statistically significant differences at the level of significance $\alpha \leq 0.05$ between the averages of the sample answers about ethical leadership and organizational excellence in the studied institution due to the gender variable, and in this regard we used the "T-test for two independent samples"), and the obtained results appear Through the following table:

Table 10. T test results for two independent samples-Gender-

Questionnaire axes	Averages		T Value	Sig
	Male	Female		
Ethical leadership	3.47	3.45	0.105	0.917
Organizational Excellence	3.58	3.35	1.153	0.259
Total questionnaire	3.52	3.4	0.714	0.481

Source: Prepared by the Researcher Based on the results of the (SPSS) software.

Through the results shown in the above, table No. (10), it turns out that the probabilistic value (Sig) corresponding to the T-test for two independent samples is greater than the significance level of 0.05, i.e. ($0.05 < 0.481$), and thus it can be concluded that there are no statistically significant differences between the average estimates of the study sample. About ethical leadership and organizational excellence attributed to the gender variable, thus accepting the null hypothesis and negating the alternative hypothesis.

3.4.2.2. The Second sub-hypothesis test

There are no statistically significant differences at the level of significance $\alpha \leq 0.05$ between the averages of the respondents' answers about ethical leadership and organizational excellence in the studied institution due to the variable of age, and to test this hypothesis we use the One Way Anova test. The obtained results are shown in the following table:

Table 11. The monovariate test results-Age-

Questionnaire axes	Contrast source	Sum of Squares	Degree of Freedom	Average Sum of Squares	F Value	Sig
Ethical leadership	Between Groups	1.63	3	0.543	2.766	0.062
	Within Groups	5.18	26	0.196		
	Total	6.738	29			
organizational excellence	Between Groups	1.898	3	0.633	3.295	0.036
	Within Groups	4.991	26	0.192		
	Total	6.889	29			
Total questionnaire	Between Groups	1.579	3	0.526	3.772	0.023
	Within Groups	3.628	26	0.140		
	Total	5.207	29			

Source: Prepared by the Researcher Based on the results of the (SPSS) software.

Through the results shown in the above, table No. (10), it becomes clear to us that the probability value (Sig) corresponding to the one-way variance test is greater than the significance level 0.05, i.e. ($0.05 > 0.023$),

and thus it can be concluded that “there are statistically significant differences between the average estimates of the study sample.” On social responsibility and the performance of human resources in the studied organization attributed to the age variable, and thus accepting the alternative hypothesis and negating the null hypothesis.

3.4.2.3. The Third sub-hypothesis test

There are no statistically significant differences at the significance level of $\alpha \leq 0.05$ between the averages of the respondents' answers (professors) about ethical leadership and organizational excellence in the studied institution due to the variable of the job level, and to test this hypothesis we use One Way Anova test through the following table:

Table 12. The monovariate test results-Career Level-

Questionnaire axes	Contrast source	Sum of Squares	Degree of Freedom	Average Sum of Squares	F Value	Sig
Ethical leadership	Between Groups	0.636	4	0.159	0.652	0.631
	Within Groups	6.101	25	0.244		
	Total	6.738	29			
organizational excellence	Between Groups	0.438	4	0.11	0.425	0.789
	Within Groups	6.451	25	0.258		
	Total	6.889	29			
Total questionnaire	Between Groups	0.14	4	0.035	0.172	0.951
	Within Groups	5.067	25	0.203		
	Total	5.207	29			

Source: Prepared by the Researcher Based on the results of the (SPSS) software.

Through the results shown in the above, table No. (12), it turns out that the probability value (Sig) corresponding to the one-way variance test is greater than the significance level of 0.05, i.e. ($0.05 < 0.951$), and thus it can be concluded that there are no statistically significant differences between the average estimates of the study sample. About ethical leadership and organizational excellence in the studied organization attributed to the functional level, and thus acceptance of the null hypothesis and the negation of the alternative hypothesis.

3.4.2.3. The Fourth sub-hypothesis test

There are no statistically significant differences at $\alpha \leq 0.05$ between the averages of the sample answers about ethical leadership and organizational excellence due to the variable years of experience in the institution. To test this hypothesis, we use the (One Way Anova) test through the following table:

Table 13. The monovariate test results-Years of Experience-

Questionnaire axes	Contrast source	Sum of Squares	Degree of Freedom	Average Sum of Squares	F Value	Sig
Ethical leadership	Between Groups	0.897	3	0.299	1.332	0.286
	Within Groups	5.84	29	0.225		
	Total	6.738	29			
organizational excellence	Between Groups	1.624	3	0.541	2.674	0.068
	Within Groups	5.265	29	0.203		
	Total	6.889	29			
Total questionnaire	Between Groups	0.565	3	0.188	1.056	0.385
	Within Groups	4.641	29	0.179		
	Total	5.207	29			

Source: Prepared by the Researcher Based on the results of the (SPSS) software.

Through the results shown in the above, table No. (13) It becomes clear to us that the probabilistic value (Sig) corresponding to the one-way variance test is greater than the significance level 0.05, i.e. ($0.05 < 0.385$), and thus it can be concluded that there are no statistically significant differences between the average estimates of the study sample. About the ethical leadership in the studied organization attributed to the years of experience in the organization, and therefore the acceptance of the null hypothesis and the negation of the alternative hypothesis.

We accept the null hypothesis of the second main hypothesis. There are no statistically significant differences at the significance level of $\alpha \leq 0.05$ between the averages of the sample answers about ethical leadership and organizational excellence in the studied institution due to personal variables: gender, age, occupational level, and years of experience.

4. CONCLUSION:

In concluding this topic, we conclude that ethical leadership is a central strategic gateway to success for any institution that seeks growth and achieves goals. It is a leadership that achieves justice and transparency, encourages joint teamwork, participation in decision-making, cares for subordinates and promotes their growth, and abandons the traditional concept of leadership based on guardianship and hierarchy and the authority of the center. According to a human ethical framework in which the improvement of the institution's performance and the quality of its production coincides with taking care of individuals, developing them, motivating them and enhancing their role, and then leading the institution

towards organizational excellence. We also concluded that the Metija Cement Corporation cares about its human resources and always tries to improve and develop their performance continuously because it is considered one of the inputs to the overall performance of the corporation. In addition, the ethical leadership affects the organizational excellence, which according to the results of the statistical analysis of the sample answers was high.

4.1. Suggestions and recommendations

- ❖ Shedding more light on ethical leadership to know the most prevalent leadership styles in the organization.
- ❖ Giving employees the opportunity to participate in making administrative decisions, especially those related to their work in the organization, which leads to making them more accepting and responsive to these decisions, which is reflected in their organizational loyalty and performance of their duties.
- ❖ The importance of the organization's management following up on the reality of organizational excellence and ensuring that all employees seek to achieve it as a strategic goal for the organization.

.5.REFERENC

Arabic References :

1. المجالي، أ. (2009). مدى توافر وظائف إدارة المعرفة وأثرها في بلورة التميز التنظيمي من وجهة نظر العاملين في سلطة منطقة العقبة الاقتصادية الخاصة. مجلة دراسات العلوم الإدارية، المجلد (36) العدد 01.
2. إلياس حناوي سوزان. (2015). دور سياسات التميز التنظيمي في الأداء السياقي، دراسة مقارنة بين المصارف العامة والخاصة في سوريا. أطروحة مقدمة ضمن متطلبات نيل شهادة الدكتوراه في إدارة الأعمال. حلب، سوريا: كلية الاقتصاد جامعة حلب.
3. عبد العزيز، ص. (2020). القيادة الأخلاقية في الإدارات التعليمية (دراسة حالة). المجلة التربوية، العدد 77.
4. محمد، ط &، مصطفى، ي. (2017). إدارة المنظمات المتعلمة (الذكية). منشورات ألفا للوثائق.
5. نورة عبد الله، ح. (2017). دور إدارة الكفاءات الأكاديمية في تحقيق التميز التنظيمي دراسة حالة جامعة الملك خالد. رسالة مقدمة ضمن متطلبات نيل شهادة الماجستير في التربية تخصص إدارة وإشراف تربوي. المملكة العربية السعودية: كلية التربية جامعة الملك خالد.

English References :

6. Leonie, H., & Karin , L. (2010, 07/09 Septmbre). Ethical Leadership: A Variform Universal Phenomenon. Paper to be presented at the EGPA conference in Toulouse. France: Study Group Ethics and Integrity of Governance.