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Analysis Of The Reality Of Ethical Leadership And Its Role In Enhancing Occupational Progress: An Analytical Survey Study Of The Perspectives Of A Sample Of Administrative Leaders In The Textile And Manufacturing Complex In Biskra

Meryem Atmane[1*], Hatem Smati[2], Bilal Medjider[3]

[1*]Chadli Benjedid University - El Tarf (Algeria), atmane.meryem@gmail.com
[2]University centre of barika (Algeria). hatem.smati@cu-barika.dz
[3]University Mohammed Seddik Benyahia Jijel (Algeria). Bilal.medjider@univ-jijel.dz

*Corresponding Author: Meryem Atmane
atmane.meryem@gmail.com

ARTICLE INFO	ABSTRACT
	The current study aimed to analyze the reality of ethical leadership and its role in promoting occupational advancement both organizationally and socially, as perceived by a sample of administrative leaders in the Textile and Manufacturing Complex in Skikda. To achieve this objective, a questionnaire tailored for this purpose was adopted and administered to suit the administrative leaders in the researched institution, with a total of 34 participants representing the study sample. Several key findings were obtained, notably the presence of a strong, positive, and reciprocal relationship between ethical leadership and occupational advancement.

Introduction

Despite the modern organizations - in their various types and diverse fields - focusing their efforts on continually improving the performance level of their human resources, given the increasing challenges they face in today's world due to the rapid pace of numerous changes, the swift dissemination of information, and the clash of values, the ability of organizations to overcome these challenges largely depends on their leadership's ability to effectively manage and utilize human resources to achieve their goals. Human resources are considered strategic assets in any organization, given their skills and knowledge; therefore, it is imperative to pay attention to them, maintain them, and enhance their positive behaviors, including one of the most important factors, job embeddedness, which is one of the new approaches focusing on the factors that encourage employees to stay in the organization.

Leaders' commitment to ethical principles has always been considered one of the fundamental pillars for the success of organizations. Ethical leadership has become an authentic trait and a necessary practice within the organization, and even more than that, it has become a new paradigm for modern management. Understanding ethical leadership begins with values defined by honor, integrity, justice, and accountability, and holding others responsible for their actions.

From this perspective, leaders' commitment to ethical behaviors in front of their followers makes them more respected and trustworthy in their eyes. This positively reflects on their performance in carrying out their duties, helps them find effective ways to reduce the likelihood of these followers leaving the organization, and ultimately has primarily positive effects on developing their skills, enhancing their creativity, and motivating them to achieve desired goals.

Problem Statement:

Numerous research studies have emphasized the importance of ethical leadership and its positive impact on employee behaviors, as well as its effective role in various organizational variables such as [(Yousefi & Yub, 2020); (Stiab & Maninger, 2012); (Eisenbeiss, 2012)]. Despite this significance, it has not received sufficient attention from researchers in the fields of organizational behavior and human resource management, especially in the last three decades of the twentieth century, in addition to not being linked to the variable of job embeddedness. This necessitates research and study in this area.

Therefore, the problem can be articulated in the following main question:

What is the reality of ethical leadership as a source of enhancing job embeddedness from the perspective of a sample of administrative leaders in the Textile and Manufacturing Complex in Skikda?

From this main question, a set of the following subsidiary questions emerges:

- What is the availability of ethical leadership in the Textile and Manufacturing Complex in Skikda from the perspective of administrative leaders?
- What is the level of job embeddedness in the Textile and Manufacturing Complex in Skikda from the perspective of administrative leaders?
- Does ethical leadership and its dimensions contribute to enhancing job embeddedness among employees in the Textile and Manufacturing Complex in Skikda from the perspective of administrative leaders?

Study Hypotheses:

The current research is based on two main hypotheses for testing:

- **The first main hypothesis:** There is a statistically significant relationship at the adopted significance level ($\alpha \leq 0.05$) between ethical leadership and its dimensions (personal traits of the leader, managerial traits of the leader, human relations, teamwork spirit) and enhancing job embeddedness in the Textile and Manufacturing Complex in Skikda.
- **The second main hypothesis:** There is a statistically significant effect at the adopted significance level ($\alpha \leq 0.05$) between ethical leadership and its dimensions (personal traits of the leader, managerial traits of the leader, human relations, teamwork spirit) and enhancing job embeddedness in the Textile and Manufacturing Complex in Skikda.

Study Objectives:

The research aims to achieve the following objectives:

- Presenting the concept of both ethical leadership and job embeddedness in the organizational context, considering them as key developmental sectors.
- Identifying the reality of implementing ethical leadership in the researched institution as perceived by administrative leaders (senior and middle management), as well as revealing the level of job embeddedness among employees in the Textile and Manufacturing Complex in Skikda.
- Understanding the nature of the relationship between ethical leadership and job embeddedness in the Textile and Manufacturing Complex in Skikda from the perspective of administrative leaders.

2.Theoretical Framework of the Study:

This aspect of the study provides a conceptual framework for the study variables by understanding the concept of ethical leadership, its importance, objectives, and dimensions, in addition to elucidating the concept of job embeddedness, its importance, and dimensions. The following provides a grounding for the aforementioned:

2.1. Ethical Leadership:

In the heart of modern technological and scientific revolutions, and the rapid development in the economic field, the subject of leadership has gained the attention of researchers, stakeholders, and administrative personnel due to its role as one of the success factors for organizations. With the beginning of the current century, there emerged a need for a new leadership style that aligns with the cognitive growth of society and employees in organizations, leading organizations today towards more ethical leadership.

Ethical leadership is one of the most important human behavioral elements that enables leaders to use specific behaviors to promote ethical culture and positive behaviors within the organization. The commitment of leaders to ethical principles and behaviors is one of the fundamental pillars for the success of organizations. Ethical leadership provides the appropriate environment to enhance mutual trust among all stakeholders within the organization, which in turn contributes to the success and excellence of the organization.

2.1.1. Concept of Ethical Leadership:

Leadership can be defined as: "A process by which an individual influences a group of individuals to achieve a common goal" (Northouse, 2016, p16).

From an ethical perspective, leadership is according to (Eisenbeiss, 2012, p795): "A concept that involves setting ethical goals, monitoring them, and influencing others in an ethical manner." Ethics lies at the heart of leadership.

Ethical leadership can be defined as: "Expressing naturally appropriate practical behavior through personal actions and interactive relationships, and promoting this behavior among employees through bilateral communication and decision-making" (Ponnu & Tennakoon, 2009, p21). This means that leaders adhere to ethical principles and work to enhance ethical behavior among employees by allowing them to express their opinions.

It is also defined as: "Leadership based on practicing ethical virtues and applying them in daily interactions to activate the process of influence on followers and achieve their loyalty within the framework of achieving the common interest of all parties in the organization" (Yousefi & Yub, 2020, p88).

The research group sees ethical leadership as: "The process of positively influencing employees' behavioral patterns towards the path of achieving common goals and objectives responsibly and ethically."

2.1.2. Importance of Ethical Leadership:

Ethical leadership plays a significant and pivotal role in developing ethical aspects of managerial practices in organizations. The importance of ethical leadership can be summarized in the following points:

- Assigning individuals the level of responsibility for their actions and their outcomes, providing complete protection for professionals from arbitrariness or assault (Al-Qarni, 2016, p658).
- Enhancing practical awareness through practical perceptions that benefit the institution more than achieving personal interests (Stiab & Maninger, 2012, p25).
- Increasing individuals' confidence in themselves, their organization, and their community (Al Hamad & Al Ani, 2020, p108).
- Developing a sense of commitment and loyalty to work (Al-Qarni, 2016, p658).
- Legitimizing and adding credibility to the organization's vision (Sarraj, 2020, p842).
- Reducing the occurrence of risks, as conflicts, disputes, and non-compliance with laws are unethical values, and the basis is adherence to ethical values that prevent the occurrence of such risks.

2.1.3. Principles (Dimensions) of Ethical Leadership:

Although the concept of ethical leadership is an administrative concept that involves a set of behavioral dimensions, and despite the possibility of dealing with it as a one-dimensional concept (the ethical dimension of leadership), the nature of this concept and through reviewing the theoretical literature of ethical leadership requires dealing with it as multi-dimensional.

In this regard, many studies and researches indicate the multiplicity of dimensions of ethical leadership as a study [(Yousefi & Yub, 2020); (Sarraj, 2020); (Al-Qarni, 2016); (Al Hamad & Al Ani, 2020); (Stiab & Maninger, 2012); (Eisenbeiss, 2012); (Mari & Priit, 2010)].

For the purpose of this study, four dimensions addressed in the literature of administrative thought and organizational behavior will be relied upon according to the study by (Abdul Saeed & Al-Farjani, 2020) and the study by (Al-Suwayi, 2018), which are: personal traits, managerial traits, human relations, and teamwork spirit.

- **Personal Traits:** Represent the unique combination of characteristics that an ethical leader must possess and contribute to building the leadership charisma relied upon by the leader to influence his subordinates, qualifying him to positively interact with employees and increase their trust in him. He is a leader who seeks truthfulness in his dealings with them, accepts criticism with an open heart, fulfills his promises, and serves as a role model for others in his behavior and dealings.
- **Managerial Traits:** Represent the traits that an ethical leader must possess and through which he ensures the achievement of the organization's vision and goals, encouraging employees to innovate and renew, by involving them in planning and decision-making, distributing tasks according to abilities and desires, providing necessary facilitations for efficient and effective task performance. He also ensures the adoption of clear criteria for evaluating their performance, makes fair and balanced decisions that serve the interest of all.
- **Human Relations:** An ethical leader seeks to build human relations with employees and beneficiaries of the organization's service from outside. He deals with his employees with respect, appreciation, and care, considers their feelings, values their circumstances, and helps them solve their problems. He is the humane leader who embodies the values of humanity in his dealings with his employees, thus gaining their love, trust, and appreciation.
- **Teamwork Spirit:** An ethical leader seeks to enhance employees' confidence in themselves, develop and nurture in them a sense of collective responsibility, loyalty, and commitment, promote cooperation among them, provide a suitable work environment for communication and coordination of collective work, and

enhance their skill in making collective decisions by investing their energies and ideas. He attributes the successes achieved to them and their cooperation and diligence.

2.2. Job Embeddedness:

The significant changes witnessed in the twenty-first century have imposed various challenges on contemporary organizations regarding the need to focus on developing job performance and improving organizational effectiveness. Achieving this relies on the organization's ability to efficiently and effectively utilize all its resources through supervisory style, employee behavior, interaction, and integration between them.

In this context, organizations today are turning towards expanding their interest and adoption of the concept of job embeddedness to ensure the loyalty, commitment, and stability of their human resources, enhance their retention within the organization, and avoid the decision of leaving the job. Job embeddedness is a modern theory that reduces intentions to leave a job, focusing on factors that encourage employees to stay in the organization (Zhang, Fried, & Griffeth, 2012, p222). Job embeddedness explains a significant part of job turnover rates, contrary to other aspects such as job alternatives, organizational commitment, and job satisfaction (Thomas, et al., 2014, p201).

Based on this, the concept of job embeddedness as a conceptual framework views the individual as part of a complex fabric of relationships and connections, and the more complex the social and organizational fabric, the more relationships that link many aspects of the individual's working life within the organization (Tanova & Brooks, 2008, p1555).

2.2.1. Concept of Job Embeddedness:

Job embeddedness can be defined as: "a broad set of forces that affect employees' attachment to their organization" (Terence, et al., 2001, p1104).

It is defined as: "a variety of ideas that influence the employee's choice and decision to stay in the job" (Holtom & Inderrieden, 2006, p438).

It is also defined as: "the financial, psychological, and social influences on an employee's retention in the organization" (Zhang, Fried, & Griffeth, 2012, p220).

A group of researchers sees job embeddedness as: "a set of important (financial, psychological, and social) influences that play a key role in retaining employees and continuing their current jobs in the organization, reflecting their decisions to directly participate in job-related and non-job-related issues" (Ndayiziveyi, Melinde, & Dries, 2014, p8).

2.2.2. Importance of Job Embeddedness:

The concept of job embeddedness is of great importance in terms of performance on both individual and organizational levels. Contemporary organizations express this importance through the development of programs and plans that improve employee engagement, enable them to build stronger relationships with colleagues, and prepare supervisors who provide support and guidance to employees, making them less likely to leave their jobs (Ndayiziveyi, Melinde, & Dries, 2014, p8).

The importance of job embeddedness can be summarized in the following points:

• It contributes to the emergence of voluntary behavior aimed at assisting in performing activities and tasks (Al Abadi, Doush, & Al Khaghani, 2019, p53).

• It is a crucial indicator in job performance and organizational commitment (Nafei, 2015, p197).

• It reduces absenteeism and turnover in organizations (Al-Atawi, 2012, p6).

• It reduces the gap between individual values and goals with those of the organization and improves the quality of work life and demand for voluntary work within the organization (Nafei, 2015, p197).

• It contributes to reducing job turnover, especially among new employees, which in turn affects the level of performance in the organization (Al-Rikabi & Abdul Sattar, 2018, p74).

• It enhances the predictive power of the turnover process, especially when job embeddedness is put in a regulatory approach with traditional predictive factors such as job satisfaction and organizational commitment (Zhang, Fried, & Griffeth, 2012, p220).

• It influences job-related behaviors such as deliberate absenteeism, organizational citizenship, job performance, age, job attachment strength, family size, personal traits, and perceptions about work (Lee, et al., 2004, p715).

Despite the multiple benefits of job embeddedness, many studies and researches such as the study by (Feldman & Ng, 2007), the study by (Ng & Feldman, 2012), and the study by (Huysse-Gaytandjieva, et al., 2013) have pointed out negative aspects of job embeddedness, such as the decline in social capital among job occupants and their feeling of needing to enter into new relationships. Moreover, job embeddedness does not promote job integration, as individuals working in professional fields may resign to practice their professional skills elsewhere.

2.2.3. Dimensions of Job Embeddedness:

Many researchers and scholars such as (Lee et al., 2004; Mitchell et al., 2001) and (Al-Atawi, 2012; Al-Rikabi & Abdul Sattar, 2018) addressed job embeddedness as comprising two dimensions: organizational embeddedness and social embeddedness, which are associated with three main aspects: links, fit, and sacrifice. Here is an explanation of each:

a) Organizational Embeddedness:

- Links: Organizational links refer to the number of connections the individual has with coworkers (teams-committees) (Murphy, et al., 2013, p516).
- Fit: Organizational fit refers to the extent of alignment between personal values, job objectives, and future plans between the individual and the organization. The more alignment there is between the two parties (individual and organization), the more the individual feels like a part of that organization, and consequently, the likelihood of leaving the job decreases (Wijayanto & Kismono, 2004, p338).
- Sacrifice: Organizational sacrifice refers to the costs of sacrifices that the individual must make (financially and psychologically) when leaving the job. The higher the sacrifice and the stronger the individual's attachment to the job, the more difficult it becomes for them to leave (Ferreira & Coetzee, 2013, p249).

b) Social Embeddedness:

- Links: Social links refer to the relationships the individual has with friends, neighbors, relatives, and family (Tanova & Brooks, 2008, p1545).
- Fit: Social fit refers to the continuous search for attraction between the individual and their community, which enhances their retention in their jobs, such as climate suitability, culture, and facilities (Kohyar, et al., 2015, p642).
- Sacrifice: Social sacrifice refers to the costs of sacrifices the individual must make when transitioning to another community, especially if the community is attractive and safe, making the decision to leave the job difficult (Wijayanto & Kismono, 2004, p339).

2.3. Previous Studies:

Several studies have addressed ethical leadership and job embeddedness in management literature, but none of these studies have examined the relationship between them. The researcher reviewed some Arabic and foreign studies that dealt with the concept of ethical leadership and job embeddedness and their relationship with other management concepts. Here is a summary of the most important of these studies and the results they reached:

- **Study by (Yousfi & Yob, 2020) titled:** "The Impact of Ethical Leadership on Human Resource Creativity Development: A Field Study at Omar Ben Omar Food Preservatives Company in Guelma." The study aimed to assess the impact of ethical leadership on human resource creativity development in Omar Ben Omar Food Preservatives Company in Guelma. The study used a descriptive analytical method, and the questionnaire was its tool. The study applied to a random sample of (55) employees in the company. The study found that the level of adopting ethical leadership in the researched institution is high, and there is a statistically significant impact ($\alpha \leq 0.05$) of ethical leadership on human resource creativity development, primarily attributed to the principles of justice, followed by respect, and finally service. However, there was no significant impact of the principles of honesty, integrity, and community building.
- **Study by (Al-Atawi, 2012) titled:** "The Relationship between Job Embeddedness and Intentional Turnover in the Context of Some Situational Factors." The study aimed to identify the relationship between job embeddedness and intentional turnover intentions at the University of Qadisiyah, assuming that negative shocks and financial requirements affect the relationship between organizational embeddedness and turnover intentions. The study used the descriptive analytical method, and the questionnaire was its tool. The study was applied to a random sample of (77) lecturers in the College of Management at the University of Qadisiyah. The study found a negative impact relationship between job embeddedness and turnover intentions. It also found that negative shocks, time of transition, and financial requirements play a role in affecting the relationship between job embeddedness and turnover intentions.
- **Study by (Kooskora & Mägi, 2010) titled:** "Exploring the Impact of Ethical Leadership Behavior on Employee Satisfaction." The study aimed to explore the impact of ethical leadership behavior on employee satisfaction expressed in dimensions such as employee trust, loyalty to the organization, and leaders. The study used the descriptive analytical method, and the questionnaire was its tool. The study was applied to a random sample of (175) employees in companies in Estonia. The study found a strong correlation between components of ethical leadership and components of employee job satisfaction. However, the relationship between components of ethical leadership and employee trust, loyalty, and commitment was slightly weaker among males compared to females.
- **Study by (Abu Leifa, 2021) titled:** "The Role of Organizational Balance and Job Satisfaction in Promoting Job Embeddedness: A Field Study."

The study aimed to investigate the role of job satisfaction in the relationship between organizational balance and dimensions of job engagement. The study employed an analytical descriptive methodology, with a questionnaire as its instrument. The study was conducted on a random sample of 368 individuals in a public

sector company in Egypt. The findings revealed a significant positive relationship between some dimensions of organizational balance and job satisfaction dimensions, as well as a significant positive relationship between some dimensions of organizational balance and job engagement dimensions.

Commentary on Previous Studies:

A review of previous studies reveals a research gap between the current study and prior research. Previous studies addressed the variables of the current study and related concepts and dimensions; however, most were conducted in different environments, with researchers providing contributions enriching the current study's topic. These previous studies aided in preparing the tools and analysis methods for the current study. The current study is distinguished by its attempt to uncover the reality of ethical leadership, its dimensions, and its role in enhancing job engagement and its dimensions, whereas previous studies focused on revealing only one variable of the current study's variables. Additionally, this study is credited for addressing a diverse range of ethical leadership dimensions and job engagement dimensions, gathered from several previous studies.

Theoretical Framework of the Study:

This aspect discusses the practical framework of the study through three main facets. The first aspect concerns the methodological procedures of the study, while the second aspect focuses on the statistical description of the study's variables. The third aspect encompasses the testing and analysis of the study's hypotheses, as elaborated below.

Methodological Procedures of the Study:

This section presents a description of the study's methodology, study population, and sample, along with an explanation of the study's tools, procedures, and the statistical methods used for data analysis.

Study Methodology:

The study adopted a descriptive methodology, which represents the most suitable approach for expressing the social phenomenon under study. Through this methodology, the researcher was able to express the study problem quantitatively and qualitatively, reaching conclusions and recommendations that can be generalized to similar communities to that of the study. This was achieved by understanding the perspective of a sample of the frameworks in the textile complex and Sugar Company in terms of the study variables and the role of ethical leadership in promoting job engagement.

Study Population and Sample:

The study population consists of all administrative leaders in the textile complex and Sugar Company in Skikda. The sample size was determined according to Roscoe (1975), suggesting that a sample size ranging from 30 to 500 individuals is suitable for most research studies. It is preferred that the sample size is at least ten times the number of study variables, with the current study having two variables. Therefore, a sample size exceeding 20 is deemed appropriate. Accordingly, 34 questionnaires were distributed to administrative leaders in the textile complex and Sugar Company in Skikda, with 34 valid questionnaires retrieved, representing a 100% response rate, which is considered satisfactory for research purposes. To determine the characteristics of the study sample, a survey questionnaire was included, containing a set of inquiries representing general information about the sample of administrative leaders in the textile complex and Sugar Company in Skikda, as referenced. The results are presented in the following Table 01.

Table (1): Distribution of the Sample by (Gender, Educational Qualification, Years of Experience)

Ratio	Frequency	Category	variable
08	23.53	feminine	Sex
26	76.47	male	
18	52.94	Bachelor/Engineer	Qualification
14	41.18	Master/Master	
02	05.88	Ph.D	
09	26.47	Less than 5 years	Years of Experience
14	41.18	From 5 to 10 years	
11	32.35	More than 10 years	

Source: Prepared by researchers.

Table (1) reveals that the highest response rate among the sample was from males, accounting for 76%. Regarding educational qualifications, the highest proportion was for the Bachelor's degree/engineering category, comprising 53%. Additionally, the highest proportion in years of experience was for the 5 to 10 years category, representing 41%.

Study Instrument:

The researchers relied on questionnaire forms prepared for this purpose, divided into two main groups: one concerning the respondents' personal data and the other addressing the research topic, consisting of questions related to the study variables as follows:

• **Ethical leadership:** The scale used in the study was adopted from the work of (Al-Farjani & Abd El-Sayed, 2020) and (Al-Suwaie, 2018), comprising 31 items.

• **Job engagement:** Primarily relying on the scale developed by (Lee et al., 2004), consisting of 12 items tailored to the work environment of the study field.

Validity of the Questionnaire:

To ensure the validity of the questionnaire, validity was assessed through two methods: apparent validity, ensuring that the items provided can accurately elicit the required data. This was done in two stages: firstly, by presenting it to a panel of experts whose suggestions were incorporated into the study tool, and secondly, through internal consistency. This involved calculating correlation coefficients between the scores of individual items on the scale, the total score of the dimension to which they belong (scale item consistency), as well as calculating correlation coefficients between the total scores of each dimension of the scale and the overall total score (dimension consistency). Table (2) illustrates these calculations.

Table (2): Correlation coefficient of the questionnaire axes and the total scores

Probability Value (Sig.)	Pearson Correlation Coefficient	Axis
*0.000	0.682	**Ethical Leadership (EL)**
	0.660	Personal Traits
*0.000	0.678	Managerial Traits
	0.639	Interpersonal Relationships
	0.631	Team Spirit
*0.000	0.863	**Job Engagement (JE)**

Source: Prepared by researchers based on the outputs of SPSS Version 24.

It is clear from Table No. (02) that all correlation coefficients between the score of each axis of the questionnaire and the total score are high and statistically significant, which is an indicator of the relationship of the axes of the questionnaire to the goal that you seek to achieve.

3.4.2. Resolution stability:

To verify the stability of the questionnaire items, we used the Cronbach's Alpha coefficient, as it was found that the value of the Cronbach's Alpha coefficient for the questionnaire as a whole was (0.931), which is a high coefficient, and close to the correct one, which is an indication of the stability of the study scale, and its suitability for use, and Table No. (03) shows that.

Table (3): Cronbach's alpha coefficients for the axes of the study tool

Cronbach's Alpha for the paragraph	The number of items/paragraphs	Dimension	
0.947	31	**Ethical Leadership**	
.9530	8	Personal Traits	
.9900	10	Managerial Traits	**Dimensions of Ethical Leadership**
.9530	6	Interpersonal Relationships	
0.948	7	Team Spirit	
.9570	12	**The second axis: Job Engagement**	
0.931	**Overall stability rate**		

Source: Prepared by researchers based on the outputs of SPSS Version 24.

3.4.3. Statistical methods:

Based on the objectives of the study and the contents of its hypotheses, a set of statistical methods and tests were relied upon to process the data statistically and reach conclusions, which are found in the program (SpssV.24), where the following descriptive statistical methods were used:

• **Descriptive statistics:** They consist of arithmetic means, percentages, and standard deviations to describe the sample studied and estimate the relative importance of the study variables.

• **Cronbach's Alpha coefficient:** (Cronbach's Alpha) to verify the stability of the study tool.

- **Pearson correlation coefficient:** (Pearson) to measure the correlation between study variables.
- **Regression Analysis:** to test the effect of each independent variable alone on the dependent variable
- The following limits were relied upon in the ruling: the arithmetic mean (1-2.33) corresponds to a weak degree of application, the arithmetic mean of (2.34-3.67) corresponds to a moderate degree of application, and the arithmetic mean of (3.68-5) corresponds to a high degree of application.

4. Presentation and discussion of the study results:

This aspect deals with a presentation of the results of the statistical analysis and hypothesis testing, where the program (SpssV.24) was used to conduct statistical analysis on the data **collected through questionnaires that were distributed to members of the study sample.**

4.1. Presenting and discussing the results in light of the responses of the study sample members :
To identify the level of application of the dimensions of ethical leadership in the Biskra Textile and Equipment Complex, in addition to identifying the level of employee engagement from the point of view of administrative leaders, arithmetic averages, standard deviations, and percentages were calculated, and the results were as shown in Table No. (04) below.

Table (4): Descriptive statistics for study variables

Level	StandardDeviation	Percentage	Mean	Dimension	Rank
High	1.019	78.62	3.931	Personal Traits	1
Middle	0.891	70.38	3.519	Managerial Traits	4
High	0.907	74.66	3.733	Interpersonal Relationships	2
Middle	1.023	71.62	3.581	Team Spirit	3
High	0.901	76.38	3.819	**Overall level of ethical leadership**	
High	0.733	77.88	3.894	Organizational engagement	1
Middle	1.004	73.22	3.661	Community engagement	2
Middle	0.894	74.34	3.717	**Overall level of job engagement**	

Source: Prepared by researchers based on the outputs of SPSS Version 24

From Table (04) the following can be extracted:
The general level of application of ethical leadership in the textile and processing complex in Sokra was high; The arithmetic mean reached (3.819), which reflects a high degree of application, as well as a high degree of agreement and consensus among the study sample on this, at a rate of (76%).
After personal qualities, it came in first place with an arithmetic average of (3.931) and a percentage of (78%). This result may be attributed to the administrative leaders of the Textile and Equipment Complex in Sokra possessing the leadership charisma that is relied upon to influence employees. It is followed by the human relations dimension, where the arithmetic average reached (3.733) with a percentage of (74%). This result may be attributed to the fact that the administrative leaders of the Biskra Textile and Equipment Complex always seek to build human relations with employees. Then, after working in a team spirit, the average reached (3.581) and a percentage of (71%). This result may be attributed to the keenness of the administrative leaders of the Textile and Equipment Complex in Sokra to enhance the employees' self-confidence and provide the appropriate environment for communication and coordination of teamwork. In last place comes after administrative qualities, with an average of (3.519) and a percentage of (70%). This result may be attributed to the lack of sufficient clarity of vision for the administrative leaders in the Biskra Textile and Equipment Complex to influence employees to achieve the institution's vision and goals. Accordingly, it can be said that there is a high application of the dimensions of ethical leadership in the textile and processing complex in Sokra from the point of view of administrative leaders.
This result is consistent with the study of (Yousfi and Job, 2020), (Al-Mutairi and Daradkeh, 2017), and the study of (Kooskora and Mägi, 2010), in which the results of their studies showed that the level of application of ethical leadership was high, and it differed with the study of (Al-Sharifi and Al-Tahna, 2011). And the study (Al-Suwaii, 2018), which showed an average application of ethical leadership.
The general level of functional integration into the textile and equipment complex in Sokra was high. The arithmetic mean reached (3.717), which reflects a high degree of retention of employees in their current jobs, as well as a high degree of agreement and consensus among the study sample on this, at a rate of (74%).
The organizational embeddedness dimension came in first place with an arithmetic average of (3.894) and a percentage of (77%). This result may be attributed to the fact that the level of organizational ties between employees, from the point of view of the administrative leaders of the Textile and Equipment Complex in Sokra, is high, which reflects the nature of work within the investigated institution and the organizational

structure that It gives greater opportunity for interaction between employees. Then it came second after community embeddedness, where the arithmetic average reached (3.661) with a percentage of (73%). This result may be attributed to the fact that the level of community ties between the employees of the textile and equipment complex in Sokra was average, which reflects the nature of the characteristics of the community in which the researched institution is located, which is characterized by the presence of social customs. In addition to the lack of employees' awareness of the impact of community ties in building relationships.

This result agreed with the study of (Jabbar and Muhammad, 2021), the study of (Al-Atwi, 2012), and the study of (Al-Kanani, 2019), in which the results showed that the level of job embeddedness was moderate, and it differed with the study of (Abu Lifa, 2021), which showed a high level of job embeddedness. .

Based on the above, it can be said that there is a high application of ethical leadership and its dimensions represented in (personal qualities, administrative qualities, human relations, teamwork) from the point of view of the administrative leaders in the Biskra Textile and Equipment Complex, and a moderate level of job involvement among the administrative leaders in the Biskra Textile and Equipment Complex.

4.2. Presenting and discussing the results in light of testing the study hypotheses
A) The first main hypothesis: We formulated the first main hypothesis as follows:

There is a statistically significant relationship at the approved significance level ($\alpha \leq 0.05$) between ethical leadership and its dimensions (personal qualities of the president, administrative qualities of the president, human relations, team work) and enhancing job involvement in the textile and processing complex in Sokra.
To test this hypothesis, the Pearson correlation coefficient was calculated. Table (05) shows this.

Table (5): Matrix of correlation coefficients between moral leadership and job embeddedness

Correlations		Ethical Leadership	Job Engagement
Ethical Leadership	**Pearson Correlation**	1	.537**
	Sig. (2-tailed)	-	.005
	N	85	85
Job Engagement	**Pearson Correlation**	.371**	1
	Sig. (2-tailed)	-	.001
	N	85	85
**. Correlation is significant at the 0.05 level (2-tailed).			

Source: Prepared by researchers based on the outputs of the (SpssV.24) program.

From Table (5) the following can be extracted:
The correlation coefficient is equal to (0.371), and the probability value (Sig.) is less than the approved level of significance ($\alpha \leq 0.05$), and this indicates the existence of a moderate and positive direct relationship with statistical significance between ethical leadership and its dimensions (personal qualities, administrative qualities, human relations (Team work) and job integration of employees from the point of view of administrative leaders in the Textile and Equipment Complex in Sokra. She attributes this to the application of the dimensions of ethical leadership, which indicates a moderate positive impact on the emergence of job involvement among employees in the textile and processing complex in Sokra.
The previous statistical results support the validity of the first main hypothesis.

B) The second main hypothesis: We formulated the first main hypothesis as follows:

There is a statistically significant effect at the approved significance level ($\alpha \leq 0.05$) between ethical leadership and its dimensions (personal qualities of the president, administrative qualities of the president, human relations, teamwork) and enhancing job involvement in the textile and equipment complex in Sokra.
To test this hypothesis, regression analysis was used, and in order to test the significance of the linear regression model, the research group also used the (F) test, as there is a significant effect if the calculated (F) value is greater than the tabulated (F) value at the approved significance level ($\alpha \leq 0.05$). Using the program (SpssV.24), and tables (06), (07) and (08) show this.

Table (6): The F value calculated for the influence relationship between moral leadership and job embeddedness

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	**Regression**	2.951	1	2.951	8.535	.002[b]
	Residual	77.194	84	.463		
	Total	80.145	85			
a. Dependent Job Engagement						
b. Predictors: (Constant), Ethical Leadership						

Source: Prepared by researchers based on the outputs of the SpssV.24 program.

From Table (6) the following can be extracted:
The calculated (F) value was statistically significant at a significance level (0.05≥α), reaching (8.835), which indicates the presence of moral significance in interpreting the dependent variable (job embeddedness) through the independent variables, ethical leadership and its dimensions.

Table (7): The value of (R2) calculated for the influence relationship between ethical leadership and job embeddedness

				Model Summary
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.371ᵃ	137.	129.	.69139
a. Predictors: (Constant), Ethical Leadership				

Source: Prepared by researchers based on the outputs of the SpssV.24 program.

From Table (7) the following can be extracted:
The coefficient of determination (R2) reached (0.137), which means that the independent variables (dimensions of ethical leadership) explain (13.7%) of the dependent variable (job embeddedness), while the remaining percentage, estimated at (86.3%), is due to the influence of factors Others not covered by the model.

Table (8): The value of (β) calculated for the influence relationship between ethical leadership and job embeddedness

Coefficientsᵃ						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B.	Std. Error	Beta		
1	(Constant)	2.791	.385		7.922	.000
	Ethical Leadership	.319	.117	.371	3.837	.005
a. Dependent Variable: Job Engagement						

Source: Prepared by researchers based on the outputs of the (SpssV.24) program.

From Table (08) the following can be extracted:
• The value of the marginal slope coefficient (β) reached (0.319). This means that increasing the level of application of ethical leadership dimensions by one standard deviation unit will lead to an increase in job engagement by (31.9%) of one standard deviation unit.
• The previous statistical results support the validity of the first main hypothesis.

5. Conclusion:

5.1. Results: The study reached a set of results that can be explained in the following points:
• The results showed that the level of application of ethical leadership and its dimensions in the textile and equipment complex in Sokra investigated was high, reaching a rate of (76%). And that the level of job involvement among employees in the textile and equipment complex in Sokra was high, reaching a rate of (74%).
• It was found that there is a moderate and positive direct relationship with statistical significance at the approved significance level (α≤0.05) between ethical leadership and the job involvement of employees in the textile and processing complex in Sokra. This relationship reflects the extent of application of ethical leadership and its dimensions, which indicates a positive, moderate reflection of the emergence of job embeddedness among employees in the organization. This relationship also reflects the extent to which employees are aware of the dimensions of ethical leadership, which has generated a desire in them to maintain their current jobs.
• It was found that enhancing job engagement among employees at the Textile and Equipment Complex in Sokra is affected by the application of ethical leadership and its dimensions, at a rate of (13.7%), while the remaining percentage, estimated at (86.3%), is due to the influence of other factors.
• The results of the theoretical and applied study revealed that ethical leadership contributes to enhancing the job embeddedness of employees in the Biskra Textile and Equipment Complex through the role of its dimensions (personal qualities of the president, administrative qualities of the boss, human relations, teamwork), and the idea of job embeddedness reflects the lack of a consistent approach to enhancing job embeddedness. Organizations also differ in using the same methods of attraction and retention, as many of these methods depend on the business strategy and the prevailing organizational culture.

5.2. Recommendations: In light of the findings of the study, the following are:

• The need for the institution to establish bridges of compatibility between its values and goals with the values and goals of its employees.

• The Foundation, through its administrative leaders, provides assistance to non-local employees to settle in their communities and jobs.

• The organization should work to increase the level of job involvement among employees by strengthening organizational and community ties and increasing their sense of bearing the costs when leaving the organization.

• The organization should take into account the social aspects of employees by activating programs that strengthen relations between employees and society.

• The institution should work to demonstrate the moral personal qualities of administrative leaders during their dealings with employees, which will result in positive effects on the workflow.

• The necessity of searching for other variables to be studied and researching their variables that the dimensions of ethical leadership could have a relationship with, in addition to conducting more studies related to the concept of job embeddedness, as it is one of the contemporary administrative concepts that still needs more research and revealing the important aspects that form the basis for building This concept, in turn, is reflected in the reality of performance in the institution in particular and various other organizations in general.

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