The effect of ethical leadership on employees' empowerment: Field study at Al- Azhar University in Assuit - Arab Republic of Egypt

Abeer Mokhtar Sewify

Faculty of Commerce || Al- Azhar University || Arab Republic of Egypt

Abstract: Empowering employees is one of the recent administrative trends in human resource development, which is responsible for increasing productivity and improving quality and profitability in organizations. In order to permit the organization to achieve this, it needs to adopt an ethical leadership style that provides the appropriate climate to support the empowerment of workers. The study aimed to investigate the impact of ethical leadership on employees' empowerment at Al- Azhar University in Assuit. The research problem of the current study was represented in the following inquiry: Does ethical leadership affects employees' empowerment at Al- Azhar University in Assuit branch? The study relied on the descriptive analytical approach. The researcher used Pearson correlation to measure the strength of association between the two variables of this study (ethical leadership and employees' empowerment) and their dimensions and direction of the association. The researcher used simple regression analysis to test the hypotheses and relationships of the independent and dependent variables. The study sample included (317) people from Al- Azhar University where data was collected using a survey list prepared for the purpose of the study and only 255 questionnaires were received, rates about 80%. And the study reached several results; the most important of which is that the degree of exercise for the two study variables came with an average degree for each of them, where the average value for ethical leadership reached (3.57) and for employee empowerment the average was (3.53). Furthermore, it was found that there was a significant effect of ethical leadership behaviors on employees' empowerment, as the value of (T) was (1.98), which is significant at the level of (0.01).The study recommended the need to support the values of ethical leadership and their basic dimensions through holding training courses and workshops to spread the tenet of ethical leadership in the organization and its values as well. Last but not least, we recommend the organizations to adopt an effective system that permit them to monitor the application of the concept of employees' empowerment.

Key words: ethical leadership, employees' empowerment, Al- Azhar University.

أثر القيادة الأخلاقية على تمكين العاملين
دراسة ميدانية على العاملين في جامعة الأزهر بأسيوط- جمهورية مصر العربية

عبير مختار سويفي

كلية التجارة || جامعة الأزهر || جمهورية مصر العربية

الملخص: هدفت الدراسة الى تحديد دور القيادة الأخلاقية في دعم تمكين العاملين، وقد تمثلت مشكلة الدراسة في الاجابة علي التساؤل التالي: هل تؤثر القيادة الأخلاقية علي تمكين العاملين في جامعة الأزهر فرع أسيوط؟، واعتمدت الدراسة المنهج الوصفي التحليلي، واستخدمت الدراسة اختبار بيرسون لقياس علاقات الارتباط بين متغيري الدراسة وما تتضمنه من أبعاد، وكذلك استخدمت معامل الانحدار للتنبؤ بالعلاقة بين المتغير المستقل والمتغير التابع، واشتملت عينة الدراسة على (317) شخصا من العاملين بجامعة الأزهر حيث

تم جمع البيانات باستخدام قائمة استقصاء اعدت لغرض الدراسة وتم استرداد 255 قائمة فقط بنسبة 80%، وتوصلت الدراسة الى عدة نتائج من أهمها أن درجة ممارسة كل من متغيري الدراسة جاءت بدرجة متوسطة، حيث بلغت قيمة متوسط القيادة الأخلاقية 3.57 بينما بلغ المتوسط بالنسبة لتمكين العاملين 3.53، كما تبين وجود تأثير معنوي لسلوكيات القيادة الأخلاقية على تمكين العاملين، حيث بلغت قيمة (ت) (1.98) وهي معنوية عند مستوى(0.01)، واستنادا للنتائج أوصت الدراسة بضرورة دعم مفهوم القيادة الأخلاقية وأبعادها من خلال عقد الدورات التدريبية وورش العمل اللازمة لنشر ثقافة وقيم القيادة الأخلاقية، وكذلك أوصت بوضع نظام دقيق لمتابعة مدى تطبيق مفهوم تمكين العاملين.

الكلمات المفتاحية: القيادة الأخلاقية، تمكين العاملين، جامعة الأزهر.

Introduction

The human resource is not only one of the most important elements of the organizations' success, but also it is considered the cornerstone of the effectiveness of these organizations, in light of the growing trend to invest in human resources as the axis of change and departure towards achieving organizational goals, which is the critical element in the success of organizations, through the application of advanced management concepts Empowering employees is one of those modern administrative methods that have the effect of supporting the performance of the human resource and raising its efficiency. Contemporary organizations have realized the fact that, in light of the knowledge economy, There is a need for human beings with distinct skills and potential for innovative thinking and addressing the circumstances of not confirmation and have prepared for risk (Spreitzer, 1995, pp.1442- 1465). Achieving this vision requires adopting a staff empowerment strategy, which is an approach to developing human resources that leads to increasing productivity and improving the quality and profitability of the organization's products and services. Empowering workers has become closely related to leadership practices that seek to support the organization's competitive capabilities, by providing an appropriate climate to enhance the empowerment of workers. Here, it can be said that the poor performance of the workers may not necessarily be due to the weakening of their personal capabilities or a lack of their capabilities and skills, but it may be due to the organizations leaders adopting leadership styles that do not follow a positive management approach that allows the opportunity to develop the capabilities of individuals and allows the preparation of distinguished cadres capable of achieving organizational goals. The concept of empowering workers is based on giving workers powers and encouraging their participation in decision- making and instilling confidence in their ability to accomplish, so we need a leadership style with special features such as ethical leadership which emphasizes the correct procedures, positive behaviors and distinct relationships with individuals, which are supposed to have a positive role in empowering workers. Many contemporary organizations suffer from various administrative problems that are exist "basically" due to the leadership style followed, and this appears through the results of some studies that have been conducted in this field, for example study of (Jumaili, 2008p.143), stressed that one of the most important obstacles to employees is to weaken the leadership capacity to provide the climate which is concerned with the problems of workers, as well as the lack of assessment and lack of encouragement of innovation. Wendell in (Jumaili,

2008, p.83) indicated that leaders who follow an unbalanced leadership pattern did not make an essential impact on enabling workers. Abdel- Rasoul in (Abbas, 2016, p.175) also presented the results of his study in one of the institutions in Egypt which confirmed that senior management does not allow managers at lower levels to develop the necessary plans and do not give them the necessary powers to accomplish the work as well as it does not provide the necessary data and information and does not provide effective means of communication. These results draw attention to the need for a more effective leadership style. Ethical leadership is one of these leadership styles. (Brown and Trevino, 2006, pp.595- 616) stated that a unique and important form of leadership is the ethical leadership especially in educational organizations that should keep pace with the necessary development in the outcome of the educational process.

Research problem

The reality of Egyptian universities indicates that there are many administrative problems that limit their ability to accomplish their mission and achieve their goals, and some of these problems are mainly due to the weakness of the efficiency of administrative leaders who are supposed to be able to face the challenges of the time, and those leaders blind adhere to traditional methods of administration that depend on the centralization of decision- making authority, and their weak belief in the importance of delegating some powers to the subordinates of Egyptian Universities. The reality also indicates the weakness of the university leaders 'willing to implement the empowerment of workers due to the leader's lack of knowledge of the concept and how to implement it. Several studies have confirmed these trends among university leaders. Study of (Abdul Rahman, 2020, pp.1- 73) indicated some results that related to the characteristics of University leaders, for example, leaders fear that power will be lost, they practice their work routinely for fear of failure and making mistakes, the weakness of the mutual trust between subordinates and university leaders as a result of failure to meet the desires of subordinates and the pursuit of personal interests for leaders, most university leaders used one way to solve problems. Furthermore, University leaders hold on to the hierarchy and job routine, and do not effectively make a good use of modern management methods. Likewise, the study of (Ali, 2007, p. 222) indicated that there are deficiencies in leadership qualification programs. Also, study of (Naguib, 2006, p562) indicated that University leaders are chosen on the basis of their great technical expertise, but few of them have received sufficient administrative training. In addition, study of (Abdul- Raheem, 2007, p.142) sheds the light on the fact that university leaders' enrollment in training programs, whether compulsory or elective, express the requirements for promotion, which makes them an imperative, and therefore enrollment becomes a formality. Finally, (Rashad, 2004, p.504) confirmed that university leaders at every administrative level work to subject the lower subordinates to them and then work to weaken their independence. These problems indicates a great defect in the practices of university leaders as they do not adopt an effective leadership style that emphasizes supporting the empowerment of workers as one of the administrative

approaches that would contribute to increasing the work motivation and the spirit of initiative among individuals. .Ethical leadership is expected to be appropriate style that is consistent with the nature of work in universities and which is based on respecting behavioral standards, procedures and personal relationships, leading to the empowerment of workers and their participation in decision- making. Considering the previous discussions, the research faces the following question: Does ethical leadership affects employees' empowerment at Al- Azhar University in Assuit branch?

Research hypotheses:

According to all literature mentioned above it can be said that ethical leadership has profound contribution to support employees' empowerment, and on the basis of research problem, the following hypotheses has been developed- The main hypothesis: "Ethical leadership has significant effect on employee empowerment "Also four Sub- hypotheses have been analyzed in the research. These sub- Hypotheses were: 1- "Ethical leadership has significant effect on the dimension of meaning of work".2- "Ethical leadership has significant effect on the dimension of self- efficacy."3- "Ethical leadership has significant effect on the dimension of Autonomy."4- "Ethical leadership has significant effect on the dimension of Impact."

Objectives of the Study:

The main objective of this study was to investigate the impact of ethical leadership on employees' empowerment at Al- Azhar University in Assuit.

Specific Objectives: The specific objectives of this study were: 1- To determine the level of employee awareness of ethical leadership in the AL- Azhar University.

1- To determine the level of empowerment of workers in the AL- Azhar University.
2- To determine the impact of ethical leadership on the empowerment of workers.

The importance of the research:

Study importance stemmed from topics importance which it deals with. Ethical leadership and employees' empowerment enjoyed high concern by researchers in recent decades because of their importance in organizations success and because traditional management methods are unable to achieve organizations progress, and those organizations need to apply new managerial entrance such as ethical leadership and employees' empowerment. Our study provides evidence that assert the connection between ethical leadership and employees' empowerment. Our findings involve important guidelines for the policy makers at universities that can help in supporting ethical leadership and enhancing workers' empowerment and ultimately lead to excellent performance at university.

Research limits:

data was collected in the period from the first of April 2019 to the end of June 2019.Furthermore, the study also was limited to the research of workers at Al- Azhar University, Assiut branch in the Arab Republic of Egypt.

Review of literature:

Ethical leadership

The need to manage the human resource- as the most important resource for the organization- in light of the diversity of attitudes, beliefs, human values and the diversity and diversity of cultures, all of this means the necessity of a distinct style of leadership that seeks to achieve leadership in various fields, and this distinct style is based on taking correct decisions and actions with distinct intents and behaviors. Eventually, distinct style is supposed to emphasize on correct behavior and logical leadership, which is represented by ethical leadership. Ponnu & Tennakoon (2009, p. 21) indicates that ethical leadership means the practical behavior of desired behavior through personal practices and interactive relationships and confirmation of this behavior in individuals through the process of communication and decision-making, and this definition confirms that the desired behaviors is one of the basic roles of ethical leadership, as well as the practical behavior indicates the need to communicate with individuals and the existence of a practical example through which those behaviors and values are adopted. Brown, Treviño, and Harrison (2011, p. 120) emphasized ethical leadership as a type of leadership focused on respecting behavioral standards, procedures, and personal relationships that empower employees and decision-making. According to this definition, ethical leadership emphasizes ethical features and characteristics which are basically related to honesty and righteousness, love of others and justice, mutual trust and the influence of leaders through social learning processes on the basis of rewards. Additionally, the focus on ethical leadership has increased with the growing trend towards providing a healthy work environment. Considering the fact that ethical leadership achieves the values of justice, fairness, honesty, and integrity, as well as that it strengthens the organizational practices necessary to meet human needs. Proof of this, (House, 2006, p. 342) stresses that the leader must be concerned with the availability of basic principles such as respect, integrity, fairness, honesty, and truthfulness. The availability of ethical behavior is a fundamental component of ethical leadership. Morgan (1993, p.203) pointed out that ethical behavior is essential to the success of the leader in an organization, and asserted that multiple models of organizational effectiveness and leadership have emphasized that attention to ethical issues is one of the fundamental ingredients of leadership. Resick, Martin, Keating, and Dickson (2011, p. 435) have indicated that ethical leadership has a positive effect on both subordinates and the organization. At the level of the individuals ethical leadership is linked to their presentation of problems, but for the organization practice

of ethical leadership is related to a higher level of feeling of psychological security in addition to adherence to organizational controls.

Ethical leadership and transformational leadership:

Ethical leadership and Transformational overlap in their focus on personal characteristics. Ethical and transformational leaders care about others, act in harmony with their ethical principles, take into account the moral consequences of their decisions, and they play a moral role for others. Moreover, researches indicate that ethical and transformational leadership are also distinct structures (Brown, Treviño, and Harrison, 2005, pp.117- 134; Treviño, Brown, and Hartman, 2003, pp.5- 37). Avolio, Waldmann, and Yamarino, (1991, pp.9- 16) established the concept of four I's transformational Leadership. The four characters are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Bass, (1990, pp.19- 31) emphasized that transformational leadership required an ethical basis consistent with the four I theory. (Brown et al., 2005) believed that ethical leadership has been found to be closely related to the ideal effect dimension of transformational leadership (a dimension that has clear moral content), he also pointed out that the ethical leadership predicts a number of outcomes that go beyond the effects of exemplary influence.

Ethical leadership dimensions:

By reviewing several studies in the field of ethical leadership (Dradeka & Al- Mutairi, 2017, 223- 237; Al- Arayda, 2012, p.68; Al- Sharifi 2011, pp.136- 162) we can say that there are four basic dimensions that constitute the concept of ethical leadership, namely: 1. Personal characteristic: It represents the set of characteristics that a leader should have and which supports his ability to interact with workers. 2. managerial characteristic: It is represented in some basic administrative practices such as good investment of resources, making fair and equitable decisions, providing support and assistance to subordinates, and the ability to set clear standards. 3. Human relationship: This dimension indicates the leader's ability or skill to build good relations with workers and parties dealing with the organization. 4. Teamwork: This dimension reflects the ability and skill of the leader in building a climate that stimulates teamwork, developing team spirit among workers, and creating an appropriate environment for interaction and communication between individuals.

Employees' empowerment:

Contemporary managerial thinking has been concerned with researching employees' empowerment. Researchers have provided various definitions of the concept of empowerment. In some view, it means giving individuals an opportunity to define their work goals and the responsibility and decision- making power and problem- solving of what they see fit (Litterll, 2007, p. 92). Konczak, Stelly, and Trusty (2000, pp. 301- 313) believe that empowerment is a positive behavior of a leader towards his

subordinates. each of the two previous definitions indicates that empowerment not only gives employees authority, but also causes them to acquire knowledge, skill, and motivation to improve their performance, the organization has to enhance Individuals feeling personal power (Gilser 2005, p. 48). Conger & Kanungo (1988, pp.471- 482) see The process of empowering individuals is carried out with the aim of increasing the efficiency of the organization and determining the conditions that may lead to a lack of feeling of strength, as well as trying to solve or deal with those conditions in formal and informal ways and methods, so one of the basic requirements for the empowerment process is to help individuals gain the knowledge, skills and special capabilities that give them the ability to play this role, empowerment is a more profound step than empowerment.

Empowerment dimensions:

The study of ((Spreitzer, 1995, pp.1442- 1465; Spreitzer, Kizilos, and Nason, 1997, pp.679- 700) reached four dimensions through which the concept of empowerment can be explained: 1. Meaningful (meaning of work): it reflects a sense of purpose, a personal connection to work, and a sense of the value of work. 2. self- efficacy: This dimension indicates that individuals believe that they have the skills and capabilities necessary to do their job well. 3. Autonomy: This dimension reflects a sense of freedom with regard to how individuals do their work, the possibility of providing opportunities to choose activities of value, and performing in seemingly appropriate ways. 4. Impact: describes the belief that individuals can influence the system in which they operate which describes an individual's ability to measure outcomes at work (Mishra &Spreitzer, 1998, pp.576- 588).Quinn and Spreitzer (1997, pp.37- 51) decide that what is meant by impact is an achievement that One feels about achieving goals, and it includes the feeling that individuals 'activities actually lead to something and that others are listening to it.Kodarahme and Aghahoseini (2014, p. 282) believe that ethical leadership is a key factor in strengthening organizational identity which can be formed when people have the opportunity to express the best performance, and accordingly it assumes that ethical leadership can positively affect empowerment Workers, because those who have good relations with leaders feel the best success and investment of their skills and abilities, and even in the absence of some skills, providing appropriate training and providing learning opportunities is an essential element in empowering workers.

Previous studies

Ethical leadership studies: The study of (Al- Otaibi, 2013, pp.37, 67) on a sample of 256 people in secondary school teachers in the State of Kuwait discovered the fact that the total degree of ethical leadership and organizational values for managers was high. Also, it was found that there were significant differences for the degree of ethical leadership practice according to the variable of experience, while the gender variable did not have any significant effect for this variable, while the study of (Daradka and Al- Mutairi, 2017, pp.223- 237) confirmed the presence of a positive relationship with statistical significance

between the two variables of ethical leadership with all its fields and between organizational trust with all its fields. Moreover, AL- Saqr (2018, p.b) Study concluded that statistically there is a significant positive correlation between the Ethical leadership dimensions and the organizational loyalty dimensions. As for foreign studies,

(Khuong and Dung, 2015, pp.235- 240) study indicated that ethical leadership and rewards based on ethical behavior have a direct impact on employee integration, and(Khuong and Nhu, 2015, pp.329- 336) has undertaken a study looking at the impact of ethical leadership and organizational culture on the development of rapprochement between workers as well as their organizational commitment, and the study was applied to a sample of 300 people working in the tourism sector in the state of China and the results showed that the rapprochement between workers and integration and organizational culture is a positive correlation with the organizational commitment, as well as it was found that each Ethical leadership and organizational commitment positively affects the closeness of employees. Further, a study of (Seyed, Nilipour, and Maliheh, 2015, pp.524- 528) has indicated a positive effect of ethical leadership on organizational commitment and job satisfaction, and the results also showed that job satisfaction significantly affected organizational commitment. In addition, the study of (Javed, Rawwas, Khandai, Shahid, &Tayyeb, 2018, pp.388- 405), confirmed that ethical leadership encourages creativity among workers in the workplace, while trust in leadership mediates the impact of ethical leadership on creativity. Besides, the study of (Zhang, Li, Gong, and Xu, 2019, pp.1861- 1872) has found that the impact of ethical leadership on the behavior of nursing service performance in the research sample mediates the relationship between moral climate and moral sensitivity.

Empowerment studies: The study conducted by (Mohammed and Ahmed, 2013, pp.160- 186) on a sample of 40 people working in one of the wool companies in Baghdad revealed a positive relationship between the empowerment of workers and the development of organizations.(Afaneh, 2013, pp.67, 124) displayed his study on a sample of 300 people among the employees of international civil institutions working in Gaza Strip, the study found a strong direct relationship between administrative empowerment and the effectiveness of work teams.Furthermore, the study of (Al- Buhaisi 2014, pp.77, 130) demonstrated a statistically significant relationship to the effect of empowerment in achieving institutional excellence due to the variables (college, educational level and years' Experience and age), and the study of (Bokholwa and Karena, 2015, pp.103- 119) aimed to reveal the effect of empowering workers on job satisfaction in the Mills Foundation in the state of Algeria for a sample of 84 people and it was found that there was a statistically significant effect of all dimensions of the empowerment variable on job satisfaction. Meraj (2015, pp.62, 93) conducted a study on 60 people among the employees of Sonatrach Company where he found that administrative empowerment with its dimensions has an effect in enhancing organizational creativity, and that the meant organization supports the empowerment of employees through their trust in them. In his study, Boubaker (2016, pp.143, 237) found that there is a

positive relationship between employee empowerment and organizational trust, as well as between empowering employees and quality of work life and the relationship between Empowering employees and the quality of the career life varies according to the variable of organizational confidence as an intermediate variable. Also, study of (Abdul Rahim, 2016, pp.56, 95) sought to determine the effect of job empowerment on creative behavior among workers in the Tourism Promotion Authority in the state of Jordan, the sample size reached 65 singles, and the study reached several results including that the effect of job empowerment on creative behavior was positive. Concerning foreign studies and with regard to the relationship between organizational learning and employee empowerment, a study of (Ravangard, Sajjadnia, Farmani, and Bahadori, 2014, pp.1- 6) examined a sample of 100 people from leaders at Shiraz University Medical science, and the results have shown that there is a positive relationship between the dimensions of empowerment and organizational learning between the individuals of the sample. Hüseyin (2015, pp.978- 989) demonstrated that empowerment with its behavioral, psychological, structural, and social dimensions has a significant effect on innovation among employees (Ukil, 2016, pp.178- 189) conducted his research on a sample of 240 people working in financial institutions in the state of Bangladesh, it concluded that the satisfaction of employees and the quality of service provided are affected by the extent of empowerment of workers.Study of (Sharma, Gupta, and Sharma, 2018, pp.1- 6) conducted on a sample of 100 people at higher education institutions in the state of India, it has shown a positive correlation between the empowerment of workers and the retention of knowledgeable workers. Finally, In his study, (Ulutas, 2018, pp.589- 600) aimed to research the relationship between job satisfaction and employee empowerment, and the study was applied to 19 companies of industrial companies in the state of Turkey, and the results indicated that there is a Positive and significance relationship between empowerment and job satisfaction among workers.

A study of the relationship between ethical leadership and empowerment: khodarahmi and Aghahoseini (2014, pp. 279- 293) investigated the relationship between ethical leadership and empowerment, a sample size of 722 people was chosen from workers in the tax administration in the city of Isfahan, in the state of Iran, and it was found that there is a positive and significant relationship between ethical leadership and employee empowerment.

Comment on previous studies: Previous studies on empowerment agreed on the positive impact of empowerment in promoting and supporting some organizational variables such as creativity, organizational development and job satisfaction in addition to its role in improving the quality of career life. As for ethical leadership, previous studies focused on researching the level of ethical leadership practice in addition to its relationship with organizational values, loyalty, organizational commitment, and organizational citizenship. These studies show a positive relationship between moral leadership and these variables, and the current study has benefited from previous studies in determining the dimensions of the study and designing the measurement tool, as well as the interpretation of the results of the study with

regard to the findings of previous studies. Additionally, current study focuses on examining the relationship between ethical leadership and employees' empowerment, which was addressed in only one study that was conducted in a foreign work environment that differs from the reality in which our Arabic organizations operate, which means the need for conducting such studies in the environment of Arab organizations and examining relationships, and results that express the circumstances of those organizations, and the current study is a contribution in this field.

Research methodology:

This section presents the methodology of the research by presenting the population and sample of the research, the research method, the way of collecting data, and statistical methods for analyzing the data.

Population and sample:

The data of research was collected from Al- Azhar University in Assuit Governorate branch. The participants of this study are employees. The researcher selects the sample by using simple random sampling. This branch of University has 1818 employees, the researcher distributed 317 questionnaires and received (264), (9) Lists of which are not valid for statistical analysis were excluded, and accordingly, the questionnaires that were subjected to statistical analysis were (255) with 80% of the distributed questionnaires.

Research method:

The study relied on the descriptive analytical approach, which is based on two directions, the theoretical path that relies on desk research and the field path for collecting data, working on statistical analysis to reach the results and analyzing them, and interpreting the different dimensions of the phenomenon under consideration.

Statistical methods:

For testing the research hypotheses the researcher used Pearson correlation to measure the strength of association between the two variables of this study (ethical leadership and employees' empowerment) and their dimensions and the direction of the association. The researcher used simple regression analysis to test the hypotheses and relationship of the independent and dependent variables and to identify whether the ethical leadership predicts the employees' empowerment. The researcher conducted a descriptive analysis of the data variables of the study. The statistical program (SPSS), was used to compute the main concepts of Questionnaire, which was filled by the employees.

Data collection:

A Questionnaire has been given to the employees.a Likert scale used to measure the responses which depend on 5- point responses scale ranging from 1(strongly disagree) to 5 (strongly agree). The 24-item Ethical Leadership Scale were used to measure ethical leadership. It tests four ethical leader

Dimensions (personal characteristics, managerial characteristics, human relationship, and teamwork).The 13- items employees' empowerment scale were used to measure employees' empowerment. It tests four dimensions (meaning of work, autonomy, self- efficacy, impact).

Validity and reliability of the instrument:

Prior to using the scales for ethical leadership and employees' empowerment, it was necessary to test the validity and reliability of each of those measures. To verify the validity of the study tool, the internal consistency of the items was calculated and it was found that there was validity of internal consistency between the sub- dimensions and the questionnaire as a whole, where the lowest value of the Pearson correlation coefficient was 0.657, and the highest value was 0.942 and it was significant Also at the level of significance 0.01. Reliability Coefficient for the Scale was also calculated using the Cronbach's Alpha test for the scale as a whole and for the dimensions that form the scale. It was between 0.638 as the lowest value and 0.897 as the highest Value.

Research variables: independent variable, which includes ethical leadership in its four dimensions: (personal characteristics, managerial characteristics, human relationships, teamwork**).** **Dependent variable**: includes employees' empowerment with its four dimensions: (the meaning of work, self- efficacy, autonomy, impact).

Basic Characteristics of the Studied Employees. The following table 1 shows the characteristics of the sample

Table (1) Statistical description of the sample

Variable	Frequency	%
Gender		
Male	186	73
Female	69	27
Age		
Less than 25 years old	44	17.3
From 25- under 35 years old	85	33.3
from35- under 45 years old	63	24.7
From 46- under 55 years old	46	18.0
Over 55 years old	17	6.7
educational level		
Diplom	92	36.1
Bachelor	104	40.8

Variable	Frequency	%
Master's degree	59	23.1
Job Experience years		
Less than 5 years	81	31.8
From 5 to less than 10 years	41	16.1
From 10 to less than 20 years	68	26.7
More than 20 years	65	25.5

It is noted from the previous table that male respondents reached 73% compared to 27% of females. As for age, the largest response rate was between the age group from 25 to less than 35 years, followed by the age group from 35 to less than 45. According to the educational level, it was a bachelor's degree with a rate of 40.8%, and finally the most responsive to experience was in a category with an experience of less than 5 years, with 31.8%.

Descriptive Statistics:

The means and standard deviations are shown in Tables 2, 3 for the independent and dependent variables of the study. Ethical leadership as well as employees' empowerment were measured using a 5-point Likert scale.

Table (2) Descriptive statistics of ethical leadership variable

Variable	Mean	Standard deviation
personal characteristics	3.686	0.795
managerial characteristics	3.506	0.713
human relationships	3.561	0.800
Teamwork	3.530	0.703
ethical leadership	3.571	1.280

It is clear from the previous table that the degree of ethical leadership practice as perceived by workers was average, where the mean of ethical leadership variable was 3.571 with a standard deviation of 1.280, and all dimensions of the variable had obtained an average degree and this result is consistent with the results of the study of both (Al- Araida, 2012, p.82; Radi & Hassan, 2011, pp.103- 120), while it differed with the results of(Abdin, Shaibat, & Halabya , 2012, pp.328- 363; Daradkeh & Al- Mutairi, 2017, pp.223- 237), and the results also indicated that the dimension that got the highest score in the arithmetic mean was the personal characteristics with an average of 3, 686, standard deviation of 0.795 followed by human relations With an average of 3.561 and a deviation of 0.800, followed by teamwork with an average of 3.530, standard deviation of 0.703, and finally managerial characteristics of an average of 3.506, standard deviation of 0.713.

Table (3) Descriptive statistics of employee empowerment variable

Variable	Mean	Standard deviation
Meaning of work	3.686	1.002
Autonomy	3.506	0.950
Self- efficacy	3.561	0.856
Impact	3.530	0.923
Employee empowerment	3.571	1.221

It is clear from the previous table that the degree of empowerment of workers as perceived by individuals was average, where the mean of the variable of empowerment of workers reached 3.533 with a standard deviation of 1.221, and all dimensions of the empowerment variable had obtained an average degree and these results differ from the findings of the studies of(Abdul Rahim, 2016, p.95; Jomah, 2017, pp.83- 92).Self- efficacy came in the forefront of the dimensions with an average of 3.676 and a standard deviation of 0.856, followed by the meaning of work with an average of 3.623, a standard deviation of 1.002, followed by autonomy with an average of 3.513, a standard deviation of 0.950, and finally impact comes with an average of 3.318, a standard deviation of 0.923.

Analysis of sub- Hypotheses

1- The first sub- hypothesis states that "Ethical leadership has significant effect on the dimension of meaning of work".

To test this hypothesis, correlation coefficients were calculated between all dimensions of the ethical leadership variable and the dimension of meaning of work as shown in the following table

Table (4) Correlation coefficients between ethical leadership and the meaning of work

Variable	Teamwork	Human relationship	managerial characteristics	personal characteristics
Correlation coefficient	0.380	0.617	0.558	0.509
Sig.	0.000	0.000	0.000	0.000

Table (4) shows that there are positive correlations between all dimensions of the independent variable (ethical leadership) and the meaning of work, all of which are statistically significant at the level of significance (0.01).These relationships indicate that the more the strength of those dimensions increases, the more the awareness of meaning of work extends. These results confirm the role of ethical leadership in providing the value of the work among individuals and inculcating a sense of responsibility towards the goals of the organization.

Simple regression analysis was also performed as shown in Table (5).

Table (5) A simple regression analysis of the relationship between ethical leadership and meaning of work dimension

Variable	Summary of model				Model variance analysis		constant	Coefficient of the independent variable (B)	T	Sig.
	R	R2	Adj. R2	SE	F	Sig.				
Meaning of work	0.659	0.434	0.432	0.755	194.003	0.000	0.351	0.278	13.928	0.000

It is clear from the previous table that the value of (T) 13.928 is significant at the level of 0.01, which indicates that it is possible to trust this model with a degree of confidence in excess of 99%. Also, the ethical leadership variable explains about 0.43 of the variation in the meaning of the work, according to the value of R2 (0.43). The value of (F) in the model reached 194.003 which is significant at the level of significance 0.01, which confirms the validity of the first sub- hypothesis.

2-   The second sub- hypothesis states that "Ethical leadership has significant effect

on the dimension of self- efficacy." To test this hypothesis, correlation coefficients were calculated between all dimensions of the ethical leadership variable and the dimension of autonomy as shown in the following table

Table (6) Correlation coefficients between ethical leadership and self- efficacy

Variable	Teamwork	Human relationship	managerial characteristics	personal characteristics
Correlation coefficients	0.370	0.594	0.520	0.346
Sig.	0.000	0.000	0.000	0.000

Table (6) shows that there are positive correlations between all dimensions of the independent variable (ethical leadership) and self- efficacy, all of which are statistically significant at the level of significance (0.01).These relationships indicate that the more the Strength of those dimensions increases, the more the awareness of self- efficacy extends. Simple regression analysis was also performed as shown in Table (7).

Table (7) A simple regression analysis of the relationship between ethical leadership and self- efficacy

Variable	Summary of model				Model variance analysis		constant	Coefficient of the independent variable (B)	T	Sig.
	R	R2	Adj. R2	SE	F	Sig.				
Self- efficacy	0.582	0.338	0.336	0.698	129.539	0.000	0.679	0.210	11.374	0.000

Table (7) Shows that the value of (T) 11.374 is significant at the level of 0.01, which indicates that it is possible to trust this model with a confidence degree of more than 99%. Also, it has been shown that

moral leadership explains about 0.34 of the variation in the dimension of subjective efficacy, according to value of R2 (0.34).The value of (F) of the model was 129.359, which is significant at the level of significance of 0.01, which confirms the validity of the sub- hypothesis

3- The third sub- hypothesis states that "Ethical leadership has significant effect on the dimension of Autonomy." To test this hypothesis, correlation coefficients were calculated between all dimensions of the ethical leadership variable and the dimension of autonomy as shown in the following table

Table (8): Correlation coefficients between ethical leadership and the autonomy

Variable	Teamwork	Human relationship	managerial characteristics	personal characteristics
Correlation coefficients	0.369	0.452	0.293	0.361
Sig.	0.000	0.000	0.000	0.000

Table (8) shows that there are positive correlations between all dimensions of the independent variable (ethical leadership) and the autonomy, all of which are statistically significant at the level of significance (0.01).These relationships indicate that the more the Strength of those dimensions increases, the more the awareness of autonomy extends. Simple regression analysis was also performed as shown in Table No. (9).

Table (9) A simple regression analysis of the relationship between ethical leadership and the dimension of autonomy

Variable	Summary of model				Model variance analysis			constant	Coefficient of the independent variable (B)	T	Sig.
	R	R2	Adj. R2	SE	F	Sig.					
Autonomy	0.471	0.222	0.219	0.840	72.07	0.000	0.818	0.189	8.489	0.000

It appears from table (9) that the value of (T) is 8.489, which is significant at the level of 0.01, which indicates that it is possible to trust this model with a degree of confidence in excess of 99%. Also, it has been shown that moral leadership explains about 0.22 of the variance in the dimension of autonomy, according to value of R2 (0.22).the value of (F) of the model reached 72.07 which is significant at the level of significance 0.01, which confirms the validity of the second sub- hypothesis.

4- The fourth sub- hypothesis states that "Ethical leadership has significant effect on the dimension of Impact." To test this hypothesis, correlation coefficients were calculated between all dimensions of the ethical leadership variable and the dimension of impact as shown in the following table

Table (10): Correlation coefficients between ethical leadership and the dimension of impact

Variable	Teamwork	Human relationship	managerial characteristics	personal characteristics
Correlation coefficients	0.398	0.433	0.447	0.390
Sig.	0.000	0.000	0.000	0.000

Table (10) shows that there are positive correlations between all dimensions of the independent variable (ethical leadership) and the dimension of impact, all of which are statistically significant at the level of significance (0.01).These relationships indicate that the more the Strength of those dimensions increases, the more the awareness of impact extends.

Simple regression analysis was also performed as shown in Table (11).

Table (11): A simple regression analysis of the relationship between ethical leadership and the dimension of impact

Variable	Summary of model				Model variance analysis		constant	Coefficient of the independent variable (B)	T	Sig.
	R	R2	Adj. R2	SE	F	Sig.				
Impact	0.529	0.28	0.277	0.785	98.213	0.000	0.379	0.206	9.91	0.000

It was found from the table (11) that the value of (T) is 9.91 and is significant at the level of 0.01, which indicates that it is possible to trust this model with a degree of confidence in excess of 99%. Also, moral leadership explains about 0.28 of the variation in the dimension of the effect field, according to the value of R2 (0.28). The value of (F) for the model reached 98.213, which is significant at the level of 0.01, which confirms the validity of the hypothesis.

The main hypothesis stipulates that "Ethical leadership has significant effect on employees' empowerment "To test this hypothesis, correlation coefficients were calculated between ethical leadership and employees 'empowerment as shown in the following table

Table (12): Correlation coefficients between ethical leadership and employees 'empowerment

Variable	Test	Ethical leadership	Employees 'empowerment
Ethical leadership	Pearson correlation	1	0.721
	Sig.		0.000

Table (12) shows that there is a positive correlation between the independent variable (ethical leadership) and the dependent variable (employees 'empowerment), which is statistically significant at the level of significance (0.01).These relationship indicates that the more the Strength of ethical leadership increases, the more the awareness of employees 'empowerment.

A simple regression analysis was also performed between the ethical leadership variable as an independent variable and a dependent variable (employee empowerment) as shown in Table (13)

Table (13): A simple regression analysis of the relationship between ethical leadership and employee empowerment

Variable	Summary of model				Model variance analysis		constant	Coefficient of the independent variable (B)	T	Sig.
	R	R2	Adj. R2	SE	F	Sig.				
Employees empowerment	0.721	0.520	0.518	2.014	274.504	0.000	1.525	0.883	1.977	0.000

It was found from the table that the value of (T) is (1.98), which is significant at the level of (0.01), which indicates that it is possible to trust this model with a confidence degree of more than 99%. According to the value of R2, it has been shown that ethical leadership explains about (0.52) of the variance in the variable of empowering workers. Also, the value of (F) of the model reached 274.504, which is significant at the level of significance (0.01), which confirms the validity of the main hypothesis.

Results

1- Ethical leadership behaviors are practiced —from the point of view of the research sample- with a moderate degree, just as all dimensions of the ethical leadership variable are practiced in medium degrees, and the arrangement of the dimensions was as follows: personal characteristics, then human relations, then teamwork, and finally the administrative characteristics.

2- The degree of empowerment of workers as perceived by individuals in the sample was average, just as all dimensions of the variable were also medium, and the arrangement of those dimensions was as follows: first self- efficacy, followed by the meaning of work and then autonomy and finally the dimension of impact.

3- It was found that there was a significant impact of ethical leadership on the dimension of the meaning of work, which means the validity of the first sub- hypothesis.

4- The results indicated that there are positive correlations between all dimensions of ethical leadership and self- efficacy, as it was found that there is a significant effect of ethical leadership on the dimension of self- efficacy and thus the validity of the second sub- hypothesis.

5- It was also found that there are positive correlations between all dimensions of the independent variable (ethical leadership), and the dimension of autonomy, as it was proved that there is a significant effect of ethical leadership on the autonomy action which means the validity of the third sub- hypothesis.

6- From the results, it was found that there are positive correlations between all dimensions of ethical leadership and the dimension of impact, as well as the presence of a significant effect of ethical leadership on this dimension and thus the validity of the fourth sub- hypothesis.

7- Finally, results indicate that ethical leadership has a significant impact on employees' empowerment which means the acceptance of the main hypothesis of this study.

DISCUSSION

Supporting the main hypothesis, we found that ethical leadership has a positive effect on employees' empowerment. Results also agree with the research by (Zhu, 2008, 62- 73) which found that ethical leadership could foster a sense of psychological empowerment among employees.Also, this finding is consistent with the results of (Rantika& Yustina, 2017, pp.121- 137) which found that ethical leadership has a positive effect on psychological empowerment.Furthermore, this result is consistent with the findings of studies by (Kalshoven, Den Hartog, & De Hoogh, 2011, pp. 51- 69 ; Avey, Palanski., & Walumbwa, 2010, pp.373- 582) where ethical leadership has been found to be one of the factors affecting improved organizational performance in general, and it encourages individuals 'desire to do extra effort and support positive trends towards the organization. The results of the study of (khodarahmi & Aghahoseini, 2014, pp. 279- 293) also indicated a positive and significant correlation between the dimensions of ethical leadership and empowerment, and that if ethical leadership is practiced, there will be a trend towards empowering workers. Thus, leaders will consider the needs of individuals 'development, and Individuals will also be placed in positions that suit their experiences so that they could feel that they are playing a fundamental role in the organization. When ethical leadership respects human dignity, it will deepen the sense of importance in the workplace and thus the goals of individuals will be merged with the organization's goals. Meaningfulness is regarded as the relationship between the values of the task's goal with each employee's ideas or standards (Thomas & Velthouse, 1990).It involves a harmony between work requirements and the individual's beliefs, values, and behaviors. Ethical leaders who show interest in their subordinates and are keen on the progress of subordinates career are likely to place their subordinates in the right positions where they feel the meaning of work and that they have the capability to do work and they- leaders- can make individuals aware of the extent to which they could sincerely contribute in achieving the organization's vision and could feel their influence on the organization as a whole as well. This result consistent with study of (Piccolo, Greenbaum, Den Hartog, & Folger, 2010, 259- 278) which suggests that leaders with strong ethical commitments can have impact on task significance.

Empowerment is a consequence of achieving self- efficacy(Rawlett, 2014, pp.1- 9), self- efficacy refers to a person's ability to face problems in order to reach certain objectives; rather than being affected by intelligence, success depends more on characteristics such as belief in oneself, resilience, perseverance, and self- control)Nafari & Vatankhah, 2016, pp. 1434 − 1447). Self- efficacy expresses the capability of persons to perform certain tasks based on his experiences and skills they have. Empowered people believe in their ability to do their job. The finding of our research refers that ethical leadership have a significant effect on self- efficacy. These results mean that the behaviors of the ethical leadership have an effect on individuals' sense of self- efficacy, their acquisition of the necessary skills, and also provide their ability to face the various challenges that arise during work. This result agree with the findings of (Babalola, Stouten,

Euwema, and Ovadje, 2016, pp.1- 27) that ethical leadership can help developing employees' efficacy.(Amabile, Conti, Coon, Lazenby, & Herron, 1996, pp.1154- 1184) also stated that employees will have greater self- efficacy, as a result of the respect shown by the leaders, this result means that ethical leader would encourage self- efficacy through supporting individuals' achievements, Encouraging teamwork and providing an atmosphere for exchanging experiences between individuals which ultimately lead to gain competence and self- efficacy. Autonomy is that one can make his own self-selection among the stages of starting, sustaining or terminating work, and acting independently in making decisions. The implication of the current study indicated that ethical leaders who have managerial characteristics will respect individuals' sense of autonomy. This result is consistent with the result of (Brown and Trevino, 2006, pp.595- 616) which stated that the emphasis in ethical leadership is of morality, people orientation, and autonomy. Also, these results indicate that ethical leader gives individuals the necessary powers to exercise their tasks so that any of them can decide how to perform his work and make the appropriate decision. This result agrees with the result of (Brown and Trevino, 2006, pp.595- 616) which stated that leadership style could have an impact on employee creativity because the emphasis on ethical leadership is of autonomy. (Spreitzer, 1995, pp. 1442–1465) defined Impact as the degree to which an individual can influence his or her own strategic, administrative, or operational outcomes. Impact is achieved by encouraging individual participation in decision- making. (Pearce & Sims, 2002, pp.172- 197) confirmed that encouraging participative decision making, through sharing information, coaching, and demonstrating concern for the employees are examples of an empowering leader's behavior.(Ravangard, et al., 2014, pp.1- 6) indicated that active participation and involvement of employees in decision- making is one of the most effective mechanisms of empowerment that can lead to an increase in employees' motivation, job satisfaction, and ultimately their empowerment. Ethical leaders support impact through providing opportunities for participation in decision- making and developing a responsibility for making ethical decisions, they would have the competence to do work and then feel their influence on the organization as a whole and this is consistent with the finding of (Brown and Trevino, 2006, pp.595- 616) that the followers of ethical leaders should be more likely to focus on the ethical implications of their decisions and make more ethical decisions as a result. This result indicates that the leadership of the organization encourages workers to participate in developing solutions for treating work problems, and also motivates them to achieve valuable contributions regarding their field of work. This result consistence with the results of (Rantika& Yustina, 2017, pp.121- 137) which emphasizes that ethical leaders who show concern for their subordinates and protect each ones' rights are likely to place their subordinates in the right positions, and make them understand their impacts on their organization.

Limitations and Suggestions for Future Research:

There were many limitations while conducting this study where it was conducted in a developing country where the administrative concepts are not applied according to the theoretical literature. The study was conducted in the educational sector, so we cannot generalize the results. Future research can conduct the study on other influencing sectors such as the health sector. Further research also can examine the effects of the relationship between ethical leadership and empowering workers in supporting innovative capabilities, as well as the impact of ethical leadership on the quality of the work life of employees.

Conclusion and recommendations:

To serve the purpose of this study, one main hypothesis and four Sub- hypotheses have been tested and verified. The aim of this study was to examine the effect of ethical leadership on employees' empowerment among workers at Al- Azhar University.This study revealed that ethical leadership has significant and positive impact on employees' empowerment. The current study presented many recommendations as follows:

1- The first recommendation is the necessity of supporting the ethical leadership values and their basic dimensions through holding training courses and workshops to spread the tenet of ethical leadership in the organization and its values as well.

2- The second is linking career advancement to the extent to which managers practice and their conviction in applying ethical leadership values.

3- The third one is establishing a system to follow up that the concept of empowering workers with its four dimensions (the meaning of work- autonomy- self- efficacy- impact) is being applied in organizations.

4- The fourth recommendation is working on deepening a sense of the importance of work done by individuals by clarifying the extent to which these roles contribute to achieving the overall goals of the organization.

5- The fifth is to providing material and moral support for self- learning advancement initiatives and adopting training strategies in order to raise the skills and capabilities of individuals that enhance the sense of ability to accomplish efficiently.

6- The sixth is creating a suitable environment for the exchange of experiences and knowledge between individuals, which leads to raising their efficiency, in addition to enhance opportunities to empower workers and also to permit organizations adopting an organizational tenet that encourages and maximizes the value of commitment to ethical practices and interest of spreading this tenet.

References

- Abbas, A. E. (2016). Managers' empowerment: an entrance to raise the efficiency of performance in public education schools in Egypt- a field study. Journal of the Faculty of Education- Port Said University. (20).Retrieved from https://jftp.journals.ekb.eg/article_32238_df68fbd4a4f7f1f80d099fd5e6c17923.pdf

- Abdin, M., Shaibat, M., & Halabya, B.(2012).The degree of directors' exercise of ethical leadership as appreciated by teachers of public schools in Al- Quds Governorate. Al- Quds Open University. Journal for Research and Studies, 28(2):328- 363.Retrieved from http://search.shamaa.org.

- Abdul- Rahim, O. J.(2016). The Impact of Career Empowerment on Creative Behavior among Employees of the Jordan Tourism Board. Unpublished Master

  Thesis. Middle East University. https://meu.edu.jo/libraryTheses/58637bd27903b_1.pdf

- Abdul- Rasoul, M. A. (2015). Empowering principals as an entry point for the discipline of high school in Egypt- a field study in Giza Governorate as cited in

- Abdul- Raheem S. J. (2007) Rehabilitation of Academic University Leaderships. From the researches of the Conference of Rehabilitation of Educational Leaders in Egypt and the Arab World held from January 27- 28,- Ain Shams University, Dar Al- Fikr Al- Arabi, Cairo.

- Afaneh, H. M. (2013).Administrative Empowerment and its Relationship with the Effectiveness of Teams in International Civil Institutions Operating in the Gaza Strip. Unpublished Master Thesis. Al- Azhar University — Gaza

  .https://journals.iugaza.edu.ps/index.php/IUGJEB/article/view/340/310

- Al- Arayda, R. H.(2012). Level of ethical Leadership for Principals of Governmental Secondary Schools in Amman and its Relationship to the Level of Practicing Organizational Citizenship Behavior from the Teachers' Point of View. Unpublished Master Thesis. Middle East University. http://search.shamaa.org/FullRecord?ID=105495

- Al- Buhaisi, A. M. (2014). The role of empowering workers in achieving institutional excellence- a field study on technical colleges in the governorates of the Gaza Strip. Unpublished master's thesis. Al- Azhar University- Gaza.

- Al- Hadban, I. M. (2009).Degree of commitment to the practice of ethical code in administrative behavior for managers of basic schools in the major Amman education directorates. Unpublished Master Thesis. University of Jordan, Amman, Jordan.

- Ali, O.A. (2007) The role of university leaders in developing administrative creativity among members Teaching in Egyptian universities. ″. Unpublished Master Thesis.Ain- Shams University.

- Al- Jaathini, K. Q. (2017).″The degree of primary school principals' practice of ethical leadership and its relationship to the behavior of organizational citizenship of their teachers ″. Unpublished Master Thesis. Islamic University — Gaza.Retrieved from https://iugspace.iugaza.edu.ps

- Al- Jumaili, M. B. (2008)." Leadership styles and their relationship to empowerment levels from the point of view of Shura Council staff". Unpublished Master Thesis, Naif Arab University for Security Sciences.Retrieved from http://dr- alameri.com

- Al- Otaibi, A. B.(2013). The degree of secondary school principals' practice of ethical leadership and its relationship to their organizational values from the viewpoint of teachers in the State of Kuwait. Unpublished Master Thesis- Middle East University.http://www.jilrc.com

- Al- Saqr, H. K.(2018). Ethical leadership and its relationship to organizational loyalty of employees of the General Administration of Education in the Tabuk region (Abstract). Unpublished Master Thesis.Tabouk University- Kingdom of Saudi Arabia..Retrieved from https://www.ut.edu.sa/documents/191305/0/

- Al- Sharifi, A. A., & Al- Tanah, M. (2011). The degree of directors of secondary schools in the Emirate of Sharjah practicing ethical leadership and its relationship to the degree of empowering teachers. Journal of Educational and Psychological Sciences.12 (3):136- 162.Retrieved from http://search.shamaa.org/FullRecord?ID=79529

- Amabile TM., Conti R., Coon H., Lazenby J., and Herron M.(1996).Assessing the work environment for creativity. Academy Management Journal.39:1154- 1184.http://links.jstor.org/sici?sici=00014273%28199610%2939%3A5%3C1154%3AATWEFC%3E2 .0.CO%3B2- W

- Avey JB, Walumbwa, FO. & Palanski, ME. (2010).When Leadership Goes Unnoticed: The moderating role of follower self- esteem on the Relationship between Ethical Leadership and Follower Behavior. Journal of Business Ethics 98: 373—582.

- Avolio, B., D., and Yammarino, F.(1991).Leading in the 1990's:The four I's of transformational leadership.Journal of European Industrial Training, 15(4):9- 16.

- Babalola M.T., Stouten J., Euwema M.C. & Ovadje F. (2016).The Relation between Ethical Leadership and Workplace Conflicts: The Mediating Role of Employee Resolution Efficacy. Journal of Management.20 (10):1- 27.sagepub.com/journals Permissions.nav DOI: 10.1177/0149206316638163

- Bass, B. (1990). From Transactional to Transformational Leadership: Learning to Share the Vision. Organizational Dynamics, (winter): 19- 31.

- Boubakr, S. (2016). Empowerment of employees and its relationship to the quality of career in the light of organizational confidence as an intermediate variable. Unpublished Master Thesis. Faculty of Social Sciences. People's Democratic Republic of Algeria. http://www.univ-oran2.dz/images/these_memoires/FSS/Magister/TMSS.

- Boukhaloua, B., & Ibn Quraina, M. H. (2015). The effect of empowering workers on job satisfaction: a field study at the What Mills Establishment in Takret. Journal of the Performance of Algerian Institutions. (7): 103- 119.

- Brown, ME., Treviño LK. & Harrison, D. (2005). Ethical leadership: A social learning perspective for construct development and testing. Organizational Behavior and Human Decision Processes, 97, 117–134.

- Brown ME, Treviño LK (2006) Ethical leadership: A review and future directions. The Leadership Quarterly. (17): 595- 616.

- Brown, ME., Trevino LK. & Harrison DA., (2011).Ethical leadership: A social learning perspective for construct development and testing. Organizational Behavior and Human Decision Processes. (97):117- 134.

- Conger, J. A., & Kanungo, R. N. (1988).The empowerment process: Integrating theory and practice. The Academy of Management Review.13 (3): 471- 482. https://doi.org/10.2307/258093

- Dradaka, A., & Al- Mutairi, H.(2017).The Role of Ethical Leadership in Promoting Organizational Confidence among Principals of Primary Schools in Taif City from the Teachers' Point of View. The Jordanian Journal of Educational Sciences, 13(2): 223- 237.

- Duong, H. A. (2015). The effect of employee empowerment on service quality in foodservice firms. Bachelor's thesis, JAMK University of Applied Sciences.

- Elci M., Sener I. Aksoy S., & Alpkan L. (2012). The Impact of Ethical Leadership and Leadership Effectiveness on Employee Turnover Intention: The Mediating Role of Work Related Stress". Procedia-Social and Behavioral Sciences. (58): 289 –297.

- Geisler, D.)2003) .The next level in employee empowerment. Journal Quality Progress, Research Library Core. 38(6):48- 52.

- House, P.C. (2006). Management Leadership: Theory and Application. Institute of Public Administration, Riyadh, Saudi Arabia. Retrieved from https://www.ipa.edu.sa/ar-sa/knowledge/Pages/Publication.

- Hüseyin, H.(2015). The impact of employee empowerment on innovation: A survey on ISPARTA and BURDUR Organized industrial zons. The Journal of International Social Research. 8(37):978- 989.

- Javed B., Rawwas M.Y A, Khandai S., Shahid K. & Tayyeb H.H. (2018).Ethical leadership, trust in leader and creativity: mediated mechanism and an interacting effect. Journal of management and organization.24 (3):388- 405.

- Jomah, N. B. (2017). Psychological Empowerment on Organizational Commitment as Perceived by Saudi Academics. World Journal of Education. 7(1):83- 92.

- Kalshoven, K., Den Hartog, D.N., De Hoogh, A.H.B. 2011.Ethical leadership at work questionnaire (ELW): Development and validation of a multidimensional measure. The Leadership Quarterly, 22(1):51- 69, Available from: http://dx.doi.org/10.1016/j.leaqua.2010.12.007

- Khalil, N.S., Diab, A.M., and, Abdul- Rahman, Y.R. (2020). Obstacles to stimulate administrative creativity among university leaders in Egypt. (2020). Journal of Young Researchers in Educational Sciences.3:1- 73.

- Khodarahmi R., Aghahoseini T. (2014). The Relationship between Ethical Leadership and Empowerment of Employees in the Tax Affairs of Isfahan City. International Journal of Academic Research in Business and Social Sciences, 4(6):279- 293.

- Khuong M.N. & Dung D. T. (2015). The Effect of Ethical Leadership and Organizational Justice on Employee Engagement- The Mediating Role of Employee Trust.International Journal of Trade. Economics and Finance. 6(4): 235- 240.

- Khuong M.N. & Nhu N., Vu Q.(2015). The Effects of Ethical Leadership and Organizational Culture towards Employees' Sociability and Commitment—A Study of Tourism Sector in Ho Chi Minh City. Vietnam. Journal of Advanced Management Science. 3(4):329- 336.

- Konczak L., Stelly D. J., & Trusty M. L. (2000).Defining and Measuring Empowering Leader Behaviors: Development of an Upward Feedback Instrument. Educational and Psychological Measurement. 60(2):301- 313 ·

- Littrell, R.F.(2007). Influences on employee preferences for empowerment practices by the ideal manager in China. International Journal of Intercultural Relations. 31(1): 87—110. Available from: http://dx.doi.org/10.1016/j.ijintrel.2006.10.001

- Meraj, K.A. (2015).The impact of administrative empowerment on organizational creativity- A field study at the maintenance directorate of Sonatrach, Baskara. Unpublished Master Thesis. Mohamed Khaider University. The Algerian Republic. Retrieved from http://archives.univ-biskra.dz/bitstream/123456789/7703/1

- Mishra A. K. & Spreitzer G. M. (1998). Explaining How Survivors Respond to Downsizing: The Roles of Trust, Empowerment, Justice, and Work Redesign. The Academy of Management Review, 23(3): 567- 588.

- Mohammed, A.J., & Ahmed, S.E.(2013).The impact of employee empowerment on organizational development- a survey of sample from the General Company for Wool Industries in Baghdad. Journal of the Baghdad College of Economic Sciences.(36): 160- 186.

- Mok E. & AU- Yeung B. (2002). Relationship between organizational climate and empowerment of nurses in Hong Kong. Journal of Nursing Management. (10): 129—137.

- Morgan, R. B. (1993). Self- And Co- Worker Perceptions of Ethics and Their Relationships to Leadership and Salary. The Academy of Management Journal.36 (1): 200- 214.

- Nafari, N. &Vatankhah, S. (2016). Investigating the Effect of Empowerment on Employees' Occupational Self- Efficacy. Bulletin de la Société Royale des Sciences de Liège. 85: 1434 − 1447.

- Naguib, H. F. (2006). A vision for the management of Egyptian public universities. From the researches of the first Arab conference, the quality of universities and the requirements for licensing and accreditation held from April 23- 24, Sharjah- United Arab Emirates- League of Arab States- Arab Organization for Administrative Development.

- Pearce, C. L., and H. P. Sims. (2002).Vertical Versus Shared Leadership as Predictors of the Effectiveness of Change of Management Teams: An Examination of Aversive, Directive, Transactional, Transformational, and Empowering Leader Behaviors. Group Dynamics: Theory, Research, and Practice. 6 (2): 172- 197.

- Piccolo, R.F., Greenbaum, R., Den Hartog, D.N. & Folger, R. (2010).The Relationship between Ethical Leadership and Core Job Characteristics, Journal of Organizational Behavior.31:259−278.

- Ponnu, C. H. & Tennakoon, G. (2009). The Association between Ethical Leadership and Employee outcomes: the Malaysian case. Electronic Journal of Business Ethics and Organization studies.14(1):21 − 32.

- Quinn, R. E. & Spreitzer, G. M., (1997). The Rood to Empowerment: seven question every leader should consider. Organizational Dynamic.26(2:(37- 51.

- Radi, J. M., & Hassan, A. K.(2011). The relationship between the ethical behavior of leadership and organizational commitment- an experimental study at the College of Administration and Economics. Al- Ghari Economic and Administrative Sciences. seventh year. (21):103- 120.

- Rantika S.D. & Yustina A.I. (2017). Effects of ethical leadership on employee well- being: the mediating role of psychological empowerment. Journal of Indonesian Economy and Business.32 (2): 121 − 137. Retrieved from https://www.researchgate.net/publication/323422337

- Rashad, A. M. (2004). Universities' performance in community service and its relationship to its independence: a comparative study in the Arab Republic of Egypt, the United States of America, and Norway. Ph.D. Ain Shams University.

- Ravangard R., Sajjadnia Z., Farmani M., & Bahadori M. (2014). Relationship between Organizational Learning and Employees 'Empowerment: A Case Study among Medical Sciences Staff. Health Scope. May 3(2):1- 6. DOI: 10.17795/jhealthscope- 15867.

- Rawlett, K.E.(2014). Journey from Self- Efficacy to Empowerment. Health Care. 2(1):1- 9. DOI: 10.12966/hc.02.01.2014

- Resick C. J. , Martin G. S. , Keating M. A., &Dickson M. W. (2011). What ethical leadership means to me: Asian, American and European. Journal of Business Ethics.101(3:(435- 457.

- Seyed A., Nilipour T., & Maliheh S. (2015). Impact of Ethical Leadership on Organizational Commitment and Job Neglect. International Research Journal of Management Sciences. 3 (10): 524-528.

- Sharma M., Gupta S., & Sharma P. (2018). Impact of employee empowerment on retention of knowledge workers in higher education sector. International Journal of Research in Humanities, Arts and Literature. 6(4): 1- 6.

- Spreitzer, G. M. (1995). Psychological Empowerment in the Workplace: Dimensions, Measurement, and Validation. Academy of Management Journal. 38 (5):1442- 1465.

- Spreitzer, G. M., Kizilos M. A., & Nason S.W. (1997). A dimensiona1 Ana1ysis of the Relationship between Psychological Empowerment and effectiveness Satisfaction, and strain. Journal of Management.23(5:)679- 700.

- Tawfiq, K., (2008). Empowerment of Personnel- Case Study of the Cement Company of Sour El-Ghozlane. Unpublished Master Thesis. Faculty of Economic and Management Sciences. University of Algeria. Retrieved from http://193.194.83.98/jspui/bitstream/1635/8981/1/KERMIA_TOUFIK.PDF

- Treviño, L. K., Brown, M., & Hartman, L. P. (2003). A qualitative investigation of perceived executive ethical leadership: Perceptions from inside and outside the executive suite. Human Relations, 55: 5–37.

- Ukil M. I. (2016). The impact of employee empowerment on employee satisfaction and service quality: empirical evidence from financial enterprizes in Bangladesh. Business: Theory and Practice.17 (2): 178–189

- Ulutas, M. (2018). The effect of empowerment on employees' job satisfaction: A research on Konya industrial Zone. Manas Journal of Social Studies.7 (1):589- 600.

- Usman M., & Abdul Hameed A. (2017). The Effect of Ethical Leadership on Organizational Learning: Evidence from a Petroleum Company. Business & Economic Review. 9(4): 1- 22.

- Wendell, S. (2003).An examination of the relationship between leadership style and empowerment as cited in الجميلي، مطر بن عبد المحسن (2008)." الأنماط القيادية وعلاقتها بمستويات التمكين من وجهة نظر موظفي مجلس الشورى". رسالة ماجيستير. جامعة نايف العربية للعلوم الأمنية. تم الاسترجاع من موقع http://dr-alameri.com

- Zhang N.., Li M., Gong Z., &Xu D.(2019)".Effects of ethical leadership on nurses' service behaviors". *Nursing ethics.26(6):1861- 1872.*.Retrieved from https://journals.sagepub.com/doi/full/10.1177/0969733018787220

- Zhu, W, 2008. The Effect of Ethical Leadership on Follower Moral Identity: The Mediating Role of Psychological Empowerment. Leadership Review. 8: 62- 73.