

Project title

The impact of ethical leadership on employee motivation:
Applied to The Cloud Seeding Program-Jeddah- Kingdome of Saudi Arabia (Case
Study)

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Final Project - 2

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Dedication

This work is dedicated to my family, whose love, encouragement, and unwavering support made this journey possible. Their belief in me kept me going even during the most challenging times. I also dedicate this to my friends and mentors who inspired me along the way. Finally, this is for all those who believe in the power of education and research to create positive change in our world.

Abstract

Purpose: This study aims to examine the relationship between ethical leadership and employee motivation in the context of a cloud seeding program. The goal is to understand how ethical leadership influences employee motivation and to provide insights into the effectiveness of ethical practices in enhancing workplace motivation.

Methodology: The research utilized a quantitative approach, employing SPSS V29 for statistical analysis. Data were collected using validated questionnaires measuring ethical leadership and employee motivation. The sample consisted of 40 participants, with descriptive statistics, reliability, and validity tests conducted to ensure the accuracy of the results. Hypotheses were tested using linear regression analysis to determine the strength and significance of the relationship between the variables.

Findings: The study found a statistically significant positive correlation between ethical leadership and employee motivation (Pearson correlation coefficient of 0.346, $p\text{-value} = 0.029$). Ethical leadership explained approximately 12% of the variance in employee motivation. Both ethical leadership and employee motivation were rated highly, indicating that ethical practices are strongly perceived and effectively enhance motivation.

Originality & Implication: This research contributes to the understanding of how ethical leadership impacts employee motivation, particularly in specialized fields like cloud seeding. The findings highlight the importance of ethical behavior in leadership roles and its practical benefits in fostering a motivated workforce. Organizations can leverage these insights to implement ethical practices that promote employee engagement and performance.

Keywords: Ethical leadership, employee motivation.

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1. Chapter One : Introduction

1.1. Research Background

According to Chowdhury, (2008) Motivation is a process of arousing and sustaining goal- directed behavior. Motivation is an internal process that makes a person move toward a goal (Seth, 2003, cited in Ibrahim & Brobbey, 2015). Bright 2000 (cited in Ibrahim & Brobbey, 2015) defined motivation in the context of a business and indicated that motivation can be said to be about “the will to work”.

Motivating employees is super important for companies because they need people, money, and energy to reach their goals. When employees are motivated, they're more likely to put in their best effort, which helps the company make the most of its resources and reach its goals (Shahzadi et al., 2014). So, organizations need to focus on motivating their employees. This means encouraging them to use their skills and talents effectively. When employees feel motivated, they work better and get more done. This leads to higher productivity, less spending, and a more efficient company overall. So, by keeping employees motivated, organizations can achieve better results and success. (Ibrahim & Brobbey, 2015).

In today's competitive business world, having motivated and loyal employees is essential for success. Companies need workers who are not only committed to their jobs and motivated but also willing to go above and beyond to support the organization. Unfortunately, unethical behavior such as fraud and corruption remain a prevalent issue across companies of all sizes and sectors, necessitating concerted efforts to address these problems. Ethical leadership emerges as a key factor in preventing such misconduct and ensuring that employees act with integrity (Danish et al., 2020).

Ethical leadership is “defined as the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making” (Brown et al., 2005)

New studies indicate that ethical leaders possess key qualities such as honesty, empathy, and a commitment to principles. They demonstrate fairness in their decision-making processes, ensuring that all perspectives are considered. Moreover, these leaders actively engage with their followers on ethical matters, establishing clear standards and employing both rewards and consequences to uphold them. Importantly, ethical leaders not only articulate ethical principles but also embody them in their actions, serving as positive examples for others to emulate. (Brown & Treviño, 2006).

Many businesses are now examining their strategies and how they can integrate ethical leadership practices. Ethical leadership involves making morally sound decisions and fostering a positive impact on employees' attitudes and interactions. By promoting a culture of ethics and integrity, ethical leaders contribute to organizational efficiency and profitability (Alshammari et al., 2015).

People are talking a lot about ethical leadership in companies these days. This is because there have been some big cases where companies did things that weren't right. These cases have made everyone realize how important it is for leaders to do the right thing in their companies. Now, leaders are expected to take more responsibility for making sure their companies act ethically. This means that ethical leadership has become a really big deal, and everyone is thinking about how leaders can make sure their companies do the right thing (Huang & Paterson, 2017).

The main focus of this research is to understand how ethical leadership influences employee motivation in workplaces. By studying how ethical leadership connects to employee motivation, we aim to learn more about leadership and how employees engage at work. This knowledge is important for organizations looking to create positive and productive work environments where employees feel motivated to do their best. Recognizing the impact of ethical leadership on employee motivation helps organizations build cultures where employees are inspired and encouraged to contribute effectively to achieving organizational goal.

1.2. Research Problem

The research problem addressed in this study is to examine the impact of ethical leadership on employees' motivation. While previous research has explored the relationship between leadership and employee motivation, there is a theoretical and empirical gap regarding the specific influence of ethical leadership on employee motivation.

1.2.1. Theoretical Gaps

The existing literature on leadership and employee motivation has primarily focused on general leadership styles and behaviors without investigating the distinct effects of ethical leadership. Ethical leadership, characterized by leaders' demonstration of integrity, fairness, and ethical decision-making, represents a unique leadership approach that has the potential to significantly impact employee motivation. However, there is a theoretical gap in understanding the specific mechanisms and factors through which ethical leadership practices influence employee motivation. This research aims to address this gap by exploring the direct and indirect effects of ethical leadership on employee motivation.

1.2.2. Practical Gaps

While some studies have explored the relationship between ethical leadership and various employee outcomes, there is an empirical gap concerning the specific impact of ethical leadership on employee motivation. Limited research has directly examined the influence of ethical leadership practices on employee motivation, such as job satisfaction, engagement, and performance. By investigating this empirical gap, this research aims to contribute to the existing literature by providing empirical evidence on the link between ethical leadership and employee motivation.

By addressing both the theoretical and empirical gaps, this study seeks to enhance the understanding of the relationship between ethical leadership and employee motivation. By identifying the specific mechanisms and factors through which ethical leadership influences employee motivation, organizations can develop effective leadership strategies that foster a motivated and engaged workforce. Additionally, this research can provide valuable insights for practitioners and policymakers in promoting ethical leadership practices and enhancing employee motivation in various organizational contexts. Overall, the research problem addressed in this study is to investigate the impact of ethical leadership on employees' motivation, addressing the theoretical and empirical gaps in the existing literature. By exploring the unique influence of ethical leadership on employee motivation, this research aims to contribute to the field of leadership and provide practical implications for organizations striving to cultivate a positive work environment and enhance employee motivation. Therefore, the central question guiding this study is:

"What is the impact of ethical leadership on employee motivation?"

1.3. Research Significance

The significance of this research lies in its contribution to both theoretical and empirical aspects of the study of ethical leadership and employee motivation.

1.3.1. At the theoretical level

Theoretically, this research will contribute to the existing body of knowledge on leadership by specifically examining the impact of ethical leadership on employee motivation. By focusing on ethical leadership as a distinct leadership approach, this study will enhance our understanding of the underlying mechanisms and factors that influence employee motivation. The findings will expand and refine existing theories and models of leadership and provide insights into the unique contributions of ethical leadership in enhancing employee motivation.

1.3.2. At the practical level

Empirically, this research will fill a gap in the literature by providing empirical evidence of the impact of ethical leadership on employee motivation. By conducting a rigorous investigation, this study will generate empirical data that can be used to support or challenge existing theories and hypotheses. The findings will contribute to the growing body of empirical research on ethical leadership and employee motivation, providing valuable insights for researchers, practitioners, and organizations. Furthermore, the research findings will be valuable for policymakers and organizational stakeholders interested in promoting ethical conduct and responsible leadership. This study can inform the development of guidelines and frameworks for ethical leadership practices,

contributing to the broader goal of fostering ethical organizational cultures and responsible business practices.

In summary, this research holds both theoretical and empirical significance. Theoretically, it contributes to the existing body of knowledge by deepening our understanding of the relationship between ethical leadership and employee motivation. Empirically, it fills a gap in the literature by providing empirical evidence on the impact of ethical leadership on employee motivation. The practical implications of this study are also significant, as it provides guidance for leaders and organizations to promote ethical leadership behaviors and enhance employee motivation, ultimately leading to improved organizational outcomes.

1.4. Research Questions:

The primary objective of this study is to answer the main question What is the extent of the impact of ethical leadership on employee motivation?

1.5. Research Objectives:

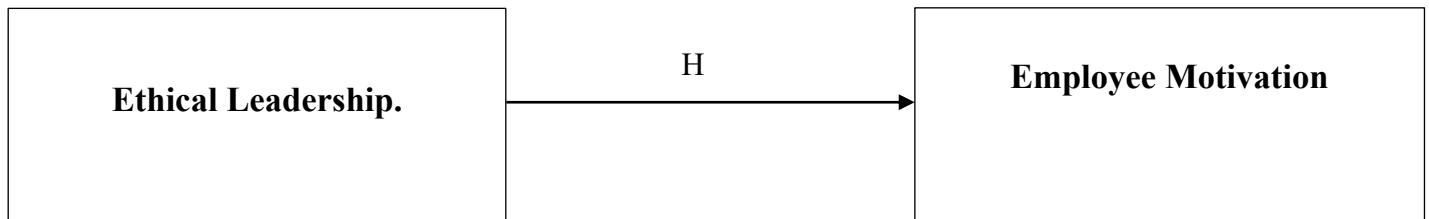
To examine the relationship between ethical leadership and employee motivation.

1.6. Research Hypotheses

There is a statistically significant positive relationship between ethical leadership and employee motivation.

1.7. Research Model

The shape below shows the relation between variables



Suggested research model: Student (1)

1.8. Scope of The Study

The Cloud Seeding Program, headquartered in Jeddah, Kingdom of Saudi Arabia, the cloud-seeding program is one of the outcomes of the Middle East Green Initiative Summit announced by Crown Prince Mohammed bin Salman 2023, in accordance with the kingdom's Vision 2030. The program goals are An increase in the annual precipitation rate between 10% and 20%, Contribute to cloud physics research and mesoscale atmospheric, Contribute to mitigate the climate change impact and Participate in achieving the goals of the "Green Saudi" initiative by contribute to increase the vegetation cover. Studying the impact of ethical leadership on employee motivation would be particularly beneficial for the National Center for Meteorology (NCM), given its status as a young center that may face certain challenges. Despite these challenges, the NCM also presents significant opportunities for growth, innovation, and improvement. By understanding how ethical leadership practices influence employee motivation within the organization, the NCM can foster a positive work culture, enhance employee engagement, and promote organizational effectiveness. This research can contribute to the center's development by providing insights into effective leadership strategies that align with its goals

and values, ultimately facilitating its mission of safeguarding lives and protecting properties through accurate weather monitoring and forecasting.

1.9. The Project Structure



2. Chapter Two : Literature Review

2.1. Introduction

In today's fast-paced business world, leaders play a crucial role in guiding organizations towards success. One key aspect of effective leadership is ethical conduct, which has gained increasing attention in recent years. Ethical leadership involves not only making decisions based on moral principles but also inspiring others to do the same. It encompasses traits such as honesty, integrity, and accountability, which are essential for building trust and fostering a positive work environment. Moreover, ethical leaders prioritize fairness, value alignment, and relationship-centeredness, creating a culture where employees feel valued and motivated to excel. Alongside ethical leadership, employee motivation is a fundamental factor in organizational performance. Motivated employees are more engaged, productive, and committed to achieving their goals. Understanding the relationship between ethical leadership and employee motivation is essential for organizations seeking to enhance their overall effectiveness. By promoting ethical behavior and creating a supportive work environment, leaders can inspire greater motivation among employees, leading to improved performance and organizational success.

2.2. Ethical leadership:

In the modern business environment, investigational verification display that the growing amount of commercial fineness is acknowledged to the leadership competencies. Ethical leadership is become essential part for the developing businesses (Witthaya, 2020). According to the culture and ethical leadership of an organization play a crucial role for the organization succuss. When an organization has a strong culture supported by accepted beliefs and a clear organizational strategy, it tends to do excellent. On opposite side, if the culture isn't effective, it can lead to difficulties like leaders failing and the

organization falling apart. For example, if the relationships inside the company aren't good, if lots of employees leave, or if the profits are low, it could be because there is a culture isn't issue. Ethical leadership is a crucial element in determining the success of an organization. Contrariwise, any ethical shortcomings can cause a substantial loss for the organization (Hennessy, 1987).

Ethical Leadership Definitions:

Ethical leadership is “defined as the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making” (Brown et al., 2005). Den & Deanne, (2015). Argued that this definition is only highlighting ethical leadership by examining ethical leader behavior specifically behaviors intended to benefit or toward employees, but it neglects the ethical leader toward the other concerns personals such as customers or society. The definition doesn't explain who decides the norms or if these norms consider people outside the group. Some norms might not meet with others or could be harmful to others.

Herawati and Prayekti (2015), define ethical leadership as a leadership model that prioritizes respect for other parties, becomes a servant, emphasizes justice and honesty, and produces ethical groups. According to Hussain and Talpur, (2021), noted that “ethical leaders are receptive and understanding, possess honesty, integrity, and trustworthiness traits, and have behaviors such as setting standards and holding followers accountable for ethical behavior”.

It worth to define the Unethical leadership to provide clarity and contrast with the Ethical Leadership. Unethical leadership is defined as “behaviors

conducted, and decisions made by organizational leaders that are illegal and/or violate moral standards, and those that impose processes and structures that promote unethical conduct by followers” (Brown & Mitchell, 2010). According to Kanungo, (2001) In order to be ethical, leaders need to do deeds and avoid hurting or hurting others. They should do good deeds because they genuinely care about helping and supporting, not just to benefit themselves.

Ethical leadership Essential Characteristics:

Ethical leadership involves two essential characteristics. Firstly, it concerns to the personal behavior of the leader. This means being honest, acting with integrity, and gaining the trust of follower or the others. These characteristics should not only be limited to the professional life or at the origination; the leaders should extend those characteristics to their own life and outside the origination walls as well. Secondly, ethical leadership involves the leader's approach to overseeing their team or organization. This includes making unbiased decisions that align with the organization's objectives, setting clear expectations for their team members, and honestly caring about their happiness and fulfillment. Ethical leaders follow a fixed guidelines when making ethical decisions, ensuring that their actions are guided by moral values. By demonstrating these characteristics, ethical leaders promote an environment of respect, trust, and honesty within their organization. (Ahmad & Gao, 2018).

As per Brown et al. (2005) ethical leadership’s indicators are as follows:

1. Listening to what employees have to say.
2. Enforcing the discipline of subordinates who violate ethical standards.
3. Conducting personal life ethically
4. Paying attention to the interests of subordinates

5. Resolving issues in a fair and balanced manner
6. Being trustworthy
7. Discussing ethics and values with subordinates
8. Being a role model how to do the right thing.
9. Defining success not only from the results but also from the process.
10. Asking for opinions when making decisions

While Crews (2015) identified three main themes that describe the traits of ethical leadership: value alignment, governance, and relationship-centeredness. Below are these themes along with their qualifying categories. Value alignment was described using three categories: integrity, courage, and trustworthiness. When thinking about ethical leaders, people often mentioned "integrity" to describe their core values like honesty, trustworthiness, and personal beliefs. These values were seen in their actions and were consistently shown. Integrity was seen as a complete and combined expression, relying on the strength of all the values that made up the identity of an ethical leader. This idea of integrity as the connection between values was well explained in one person's memory. Courage for ethical leaders means having the mental and emotional strength and power to perform the leaders' duties and responsibilities. A trustworthy leader gave others a sense of assurance that the expectations of the role would be fulfilled consistently over time. The second theme, governance, focused on the policies and procedures for holding persons accountable, typically seen in organizational systems. Two categories, accountability, and discernment described this theme. Ethical leaders prioritize accountability in decision-making, guaranteeing adherence to governance procedures and transparency in decisions. They consider and commit doing what is right, even if unpopular or financially harmful. These leaders have clear

principles and make decisions based on integrity rather than popularity. Effective communication is essential to their accountability, as they provide clear explanations and representations of decisions, promoting trust and understanding between stakeholders. Discernment refers to an ethical leader's ability to carefully consider and make informed judgments. Ethical leaders show discernment by approaching complex issues with deep thought and bearing in mind their effects and impact. They should be able to uphold their decisions with a clear conscience, taking into consideration the effect on in all concern personals. The last theme describing ethical leadership characters was positioned about relationships. Within this theme, fairness and altruism were identified as two defining categories. **Fairness**, it was stressed fairness as a crucial characteristic for the ethical leaders, showing respect for others by treating them equally. It includes providing chances and opportunities for people to share their opinions and speak about issues openly without any concerns. Ethical leaders who demonstrated fairness by making balanced decisions, without favoring anyone based on power, position, or personal relationship. **Altruism**, the last category under relationship-centeredness, in simple word a leader's dedication to serving others. Ethical leaders who have altruism show humanity and sympathy in their day-to-day actions and decisions, considering the wants of others and supporting and contributing with the community. They prioritize the interests of others over their own interests, even when it may be beneficial to focus on themselves. The obligation to help the others was seen when leaders made decisions that benefited others and the organization, rather than just themselves. Crews concluded his finding y identifying three main qualities of ethical leaders: value alignment, governance, and relationship-centeredness. These characters were highlighted by respondents' memories, picturing ethical leaders as persons who always match

their words with actions. They are respected for their integrity, courage, and trustworthiness. Their decision-making is marked by accountability and careful thought and consideration. Lastly, ethical leaders value relationships, emphasizing fairness and altruism without any biases.

2.3. Employees' Motivation

In today's business competition, organizations are always searching for ways and ideas to improve the dedication and performance of their employees. This pursuit is essential for develop a skilled and committed team, essential as well business continuity, profitability, and organization success. Those objectives will not take place unless organization's leaders motivate their employees (Gülay, 2021). Motivation holds a critical role in the business management, given its great impact on employee job performance. It serves as a driving force to get employees' engagement and increasing productivity within the organization. Therefore, understanding the influence of leadership styles on employee motivation is a topic of great interest for both academics and practitioners alike (Mohamed & et al, 2020). keeping employees motivated is important for businesses to do well. With the huge competition in the global market, all organization wants to succeed and reach its goals and employees play a big role achieving those goals. That's why organization focus on managing their human resources and finding ways to keep their employees motivated. In short, employee motivation is key for any business, whether it's big or small, to succeed (Dakut & et al, 2018). Motivation is the purpose behind making us doing things, the effort we put in, and how long we stick with it. It's a mixture of factors that affect our performance, like what we do, how strongly we do it, and how long we keep at it. Employee motivation has always been a real concern for leaders and managers. Unmotivated employees spend little or no effort in their jobs, finds ways to avoid the workplace as much as they can

and produce poor quality of work. Once they get any opportunity they will leave the organization. In the contrast, motivated employees to work who feel motivated to work are creative, committed, responsible and productive with high quality of work (Rani, et al,2012).

Motivation Definitions:

Gilley & el, (2009) define motivation is like a sustaining energy that pushes persons forward and it provide them with direction and power to act to achieve their goals. It serves as a driving force, encouraging persons to get involve in specific behaviors or look for desired results. Essentially, motivation fuels the persistence and effort required to overcome challenges and achieve success in. It includes the internal drive and external influences that push persons to strive for personal and professional growing. While Arango (2018) defined Motivation is a psychological feeling about how we are pushed to act and guide our behavior towards goals. It is similar to all psychological aspects, motivation is affected by both our biology and the environment surrounding us, and it also change as we grow up.

Motivation Factors (influencers):

According to Dewi & Harjoyo (2019), as cited in Unit & et al. (2022), motivation is influenced by a combination of external and internal factors. External factors, such as the work environment, compensation, good supervision, and non-rigid rules, play significant roles in shaping individuals' motivation levels. These factors create conditions that either support or hinder employees' drive and satisfaction at work. Conversely, internal factors, including the desire for possession, reward, recognition, and power, reflect personal motivations that drive individuals from within. Understanding and balancing these external and

internal factors are crucial for fostering a motivational environment within organizations.

It is beneficial to highlight that one of the external factors that influences motivation is Good Supervision which is the Ethical Leadership in this case and the focus of this study. While according to McClenlland, 1987 (cited in Unit & et al, 2022) the indicators for motivation are need for achievement, need for friends and need for power.

Motivation Theories:

Latham, G. P., & Pinder, C. C. (2005). Motivation is a mental activity that occurs when a person interacts with their surroundings. In our analysis, we spot the significance of the environment's effect in motivation. There are three theories dominate the motivation literature: goal-setting, social cognitive, and organizational justice.

The goal-setting theory: Established by Locke and Latham, it highlights the importance of setting specific and challenging goals to improve performance. Studies have shown that participative decision-making and goal commitment increased performance through increased self-efficacy and task strategy. The theory suggests as well that rewards and organizational commitment play an essential role in maintaining high performance levels.

Social Cognitive Theory: It suggests setting proactive goal and reactive response to discrepancies drive motivation. High self-efficacy positively effects motivation and performance, Social Cognitive Theory promoters for managing excessive persistence and emphasizes task-specific measures in forecasting results, challenging usual trait-based approaches.

Organizational Justice Theory:

It suggests that fair procedures and rules help employees accept results, important for leadership and motivation. Emotions can result from perceived injustice. Debates have revolved around how workers perceive fairness and its effects on behavior. The structure of justice is debated, including the differences between procedural and interactional justice, and event versus entity perceptions. Fairness perceptions affect various behaviors, showing the significance of organizational justice in workplaces. Clanton & Elaine (2015) Argued that true motivation comes from inside a person—it's intrinsic. Trying to motivate people by giving prizes might make someone to do something, but that's not genuine motivation. So, if you want your team to greatly perform, they need to be motivated from inside. When a group creates a motivating environment, it can even change how someone sees themselves and help them change their behavior.

Motivation Types:

Leonard & el (1999) investigated the different reasons why we feel motivated, based on the result of their study, they identified five main types of motivation:

1. **Intrinsic Process Motivation:** This is when a person someone keeps doing something because they like it and enjoy doing it. It's like when person do things just because they find them entertaining. People might also get motivated to change something they don't like because they're uncomfortable with it.
2. **Instrumental Motivation:** This takes place when person keeps doing something because they expect to get something worthy out of it, just like a reward system. So, more about how people think about the rewards rather than just getting pleasure from the activity.

3. **External Self Concept-based Motivation:** This is when people set principles for themselves based on how they like others to see them. They might do things just meet people's expectations and how they look in front of the public, for example politician leaders or celebrities.
4. **Internal Self Concept-based Motivation:** Here, people have their own ideas about who they want to be in the future, so they set goals based on what's important to them in a personal level. This type of motivation is more about reaching personal goals rather than comparing themselves to others, for example student that want to be doctors, engineers, or businessperson.
5. **Goal Internalization:** Sometimes, people don't think so much about why they do certain things. They just follow their beliefs or values without questioning them much. For example, someone might vote to a political party because they agree with its overall beliefs, without thinking so much about specific policies.

2.4. The relationship between the Ethical Leadership and the Employee's Motivation

There are few studies that put the light directly on the effect of Ethical Leadership in employees Motivation which is the main reason for this case study to discuss this relation. Amirudin & et al (2022) discussed that, Leadership stands as an essential mechanism for gathering and motivating a group of individuals towards a shared known goal, providing direction, guidance and support to employees and workers in pursuit of a clear and unified vision. Within an organization framework, it's not just about having a leader; the workforce that consist of employees, is equally important. The performance of these employees serves as a main indicator that shows the organization's productivity and

operational efficiency that will lead to the optimal goal “the profitability” in most of the time. Additionally, incremental innovation plays a crucial role as well in driving the continual advancement of the company, take it to the next level and keep it in top of the competition, aligning with the growing demands of the times by adding fresh innovations into products and processes. Motivation lies at the central core of work, with internal drive serving as the intrinsic desire driving individuals to action from inside. This intrinsic motivation is the main source powering enthusiasm and determination in getting the tasks done and reach goals. Moreover, ethical behavior is a must for leaders, who serve as role models for their employees. By maintaining ethical standards, leaders promote an environment of trust and integrity, which will lead to collective success and organizational growth.

Ceylan & et al (2022) argued that in the organizations that have ethical leadership, employees tend to perform better and feel lower levels of stress. This favorable dynamic contributes to increased organizational productivity and raised the levels of employee satisfaction. To connect the positive impact of ethical leadership on organizational results, organization select leaders with ethical leadership characters, thus highlighting the importance of service quality. Ethical leaders effectively create a productive work environment by considering the needs and expectations of their team members. By making ethical decisions and adhering to universal principles, ethical leaders enhance organizational efficiency and encourage higher employee performance. In conclusion, it's important for managers to receive ethical leadership education and be motivated to exhibit ethical behavior through various incentives. Accordance Ouakouak & et al, (2020) to Ethical and emotional leadership are essential for keeping employees motivated at work. Leaders should concentrate and give high priority to building a culture where ethical behavior is encouraged by emphasizing values like honesty, integrity, and trust. They should deal with employees with respect and give them

freedom to make choices and empower them. Leaders should create positive situations and adjust their own emotions to inspire motivation and improve job performance. It's important for leaders to make a supportive environment where employees feel valued and motivated to do their best. As per Unit & et al (2022)'s study there is a strong relationship between ethical leadership and the motivation, and the ethical leadership has a high impact on motivation. Ethical Leadership, as a style of leading, positively impacts the motivation that comes from within employees. This takes place because ethical leaders effectively and clearly communicate to their employees what needed to be done and how their roles contribute to the organization success and productivity . By making sure employees understand their responsibilities in a better way, ethical leaders empower them to work independently and come up with innovative ideas to complete tasks effectively (Feng et al., 2018). According to Ismi & et al, (2021) The study's findings reveal that ethical leadership style influences intrinsic motivation, leader-member exchange, and psychological empowerment. Additionally, leader-member exchange, intrinsic motivation, and psychological empowerment are influenced by employee creativity. Furthermore, employee creativity affects workplace innovation. Research by SI & Satrya, 2020 (cited in Ismi & et al, 2021) indicates that the ethical leaders lead affects how motivated employees feel from within. According to Uzelli & et al, (2020) study discovered that nurses felt their managers showed some ethical leadership, and they felt moderately motivated at work. It also found that when nurses in intensive care units had leaders who acted ethically, they felt more motivated. This suggests that when nurses have bosses who behave ethically, they feel more excited about their work. So, it's important to support nurses who aren't managers or leaders themselves when it comes to ethical leadership.

Sukmadi, (2019) concludes in his study that, first being a good leader makes soldiers more motivated; second, having strong military ethics also increases soldiers' motivation; and when leaders are good and military ethics are strong together, soldiers are even more motivated. Additional important finding is that this study supports existing theories and other studies. To really increase soldiers' motivation, both leadership and military ethics need to be strong. When leaders are good and military ethics are strong, soldiers feel much more motivated than when they're only strong separately. Based on the studies mentioned above, it can be concluded that there is general agreement that ethical leadership has a positive effect on employees' motivation.

2.5. Conclusion

In conclusion, ethical leadership and employee motivation are critical components of organizational success. Ethical leaders demonstrate integrity, accountability, and fairness, setting a positive example for their employees. By fostering a culture of trust and respect, ethical leaders create an environment where employees feel motivated to perform at their best. This, in turn, leads to increased productivity, job satisfaction, and overall organizational effectiveness. Moving forward, organizations should prioritize the development of ethical leadership qualities and implement strategies to enhance employee motivation. By doing so, they can create a workplace culture that values ethics, fosters motivation, and drives success in the ever-evolving business landscape.

3. Chapter Three : Research Methodology

3.1. Introduction

The research methodology chapter explains the approach taken to study the relationship between ethical leadership and employee motivation. It covers the methods and procedures used to collect and analyze data, ensuring the findings are reliable and valid. By detailing the research design, sampling techniques, data collection tools, and analysis methods, this chapter provides transparency and makes the study replicable. The chosen methodology aligns with the research goals and questions, allowing for a thorough examination of how ethical leadership affects employee motivation within the organization.

3.2. Operational definitions for research variables

Ethical Leadership (The independent variable): can be operationalized as the average score on a survey measuring leader behaviors such as listening to employees, disciplining unethical conduct, making fair decisions, and discussing ethics, rated on a scale from 1 (strongly disagree) to 5 (strongly agree).

Employee motivation (The dependent variable) : can be operationalized as the average score on a survey measuring employee satisfaction with achievement, recognition, work interest, responsibilities, advancement, and personal growth, rated on a scale from 1 (strongly disagree) to 5 (strongly agree).

3.3. Research design (research onion)

1. Research Philosophy: Positivist

A positivist research philosophy believes that knowledge is based on observable and measurable facts. It uses scientific methods, such as experiments and surveys, to gather data and aims to find objective truths through rigorous testing and analysis.

2. Research Approach: Deductive:

A deductive research approach starts with a theory or hypothesis and then designs a study to test it. It moves from general ideas to specific observations, aiming to see if the theory holds true in real-world situations.

3. Research Strategy: Case Study

A case study research strategy involves an in-depth investigation of a single case or a small number of cases within a real-life context. It aims to provide detailed insights and a deep understanding of the specific case(s) studied.

4. Research Choice: Quantitative

A quantitative research choice involves collecting and analyzing numerical data to identify patterns, relationships, or trends. It uses statistical methods to test hypotheses and draw conclusions based on measurable evidence.

5. Time Horizon: Cross-sectional

A cross-sectional time horizon involves collecting data at a single point in time. It provides a snapshot of a specific moment, allowing researchers to analyze and compare different variables at that particular time.

6. Data Collection and Analysis Techniques: Statistical analysis of survey result

Statistical analysis: involves using mathematical techniques to analyze and interpret data. It helps identify patterns, relationships, and trends, and can be used to test hypotheses and make predictions based on the data collected.

Questionnaire: A questionnaire is a set of written questions used to collect information from respondents. It can be used to gather data on opinions, behaviors, or characteristics and is often used in surveys for research purposes.



3.4. Research population & Sampling methods and technique

Research Population:

The research population for this study comprises all employees involved in the cloud seeding program in Jeddah, Saudi Arabia. This includes employees at various levels within the program, ensuring a comprehensive understanding of perspectives across the organization. The total number of employees in this population is 40.

Sampling Methods and Technique:

In this study, a census approach is adopted, meaning that the entire population of 40 employees is included. By conducting a census, the study aims to gather comprehensive data from all employees, ensuring that the findings represent the entire population without any sampling bias. This approach provides a complete and accurate picture of the perspectives and experiences of all employees involved in the cloud seeding program.

3.5. Data collection method

For this study on the cloud seeding program in Jeddah, Saudi Arabia, data was collected using a structured questionnaire. The questionnaire was designed to capture information on various aspects related to ethical leadership practices and employee motivation within the organization. The questions were developed based on a review of relevant literature and research objectives, ensuring they effectively measured the intended constructs.

The questionnaire was distributed to all 40 employees involved in the cloud seeding program. Clear instructions were provided to ensure consistency in responses and to clarify any potential ambiguities in the questions. Data collection took place over a two-week period to accommodate participants' schedules and ensure sufficient time for thoughtful responses. Participants were assured of the confidentiality of their responses.

Quantitative data collected through the questionnaire were analyzed using statistical software to identify patterns, correlations, and significant relationships between variables related to ethical leadership and employee motivation. The type of questionnaire used is the Likert five-point scale, where the number 1 corresponds to "Strongly Disagree," and the number 5 corresponds to "Strongly Agree."

The Questionnaire used is the Brown , 2005 (cited in Laurie, 2011) questionnaire to measure the independent variable (Ethical leadership), which consists of a total of 10 items for the variable.

the measured used for the independent variable (Ethical Leadership) (Table1)		
Independent variable	Number of Items	Source
Ethical leadership	10	Brown , 2005 (cited in Laurie, 2011)

The Questionnaire used is the Herpen et al, 2002 (cited in Mawoli, 2011) questionnaire to measure the dependent variable (Employee Motivation), which consists of a total of 6 items for the variable.

the measured used for the independent variable (Employee Motivation) (Table 2)		
Dependent variable	Number of Items	Source
Employee Motivation	6	Herpen et al, 2002 (cited in Mawoli, 2011)

3.6. Types of data

3.6.1. Primary Data

These data were collected directly from employees of The Cloud Seeding Program in Jeddah using specially designed questionnaires to measure ethical leadership and employee motivation. The questionnaires were distributed, and data were collected comprehensively from all employees within the program in Jeddah, reflecting a census approach. This method ensures that the study represents all employees involved in the program within Jeddah, enhancing the accuracy and completeness of the results.

3.6.2. Secondary Data

This includes previous sources such as research studies that have addressed ethical leadership and employee motivation, as well as books, articles, and academic theses covering these topics. These sources enrich the study with theories and findings previously published, which may confirm or complement the results of the current study.

3.7. Statistical analysis procedures

After collecting the data, it became essential to analyze the extracted information to originate meaningful conclusions. In this context, the Statistical Package for the Social Sciences (SPSS) version 29 was used to analyze the gathered data.

Sample Description Analysis: Descriptive analysis was conducted to obtain a comprehensive understanding of the sample characteristics. This analysis helps researchers identify the demographic composition, preferences, and other relevant information of the study participants.

Validity and Reliability Tests: Validity and reliability tests are crucial in ensuring the accuracy and consistency of the collected data. Validity tests (exploratory factor analysis) were conducted to determine whether the research tools measure what they intend to measure, while reliability tests (Cronbach's alpha test) were used to assess the stability of the results over time.

3.8. Conclusion

This conclusion focuses on clarifying the studied research community, the sampling methods used, and an explanation of the data collection processes implemented. However, results are not presented in this chapter, as the analyzed and synthesized data are not yet complete. The researcher plans to present the

results in the subsequent chapters after conducting the necessary statistical analyses. These results are expected to clarify the discovered relationships between the studied variables and complete the comprehensive picture of the study, thereby achieving the research objectives with greater accuracy and inclusiveness.

4. Chapter Four :Statistical Analysis & Findings discussion

4.1. Introduction

This chapter will show the results of the particular study that was statistically analyzed using SPSS revision 29. This chapter includes the sample profile, validity & reliability tests for the questionnaires for the collected data, descriptive statistics for the research variables, and testing of hypotheses and discussion of the findings.

4.2. Sample profile (descriptive statistics for research sample)

The sample of the study was distributed according to gender, age, educational level, years of experience, nature of work, and. The frequencies and percentages of the study sample were calculated, which include the demographic information that includes:

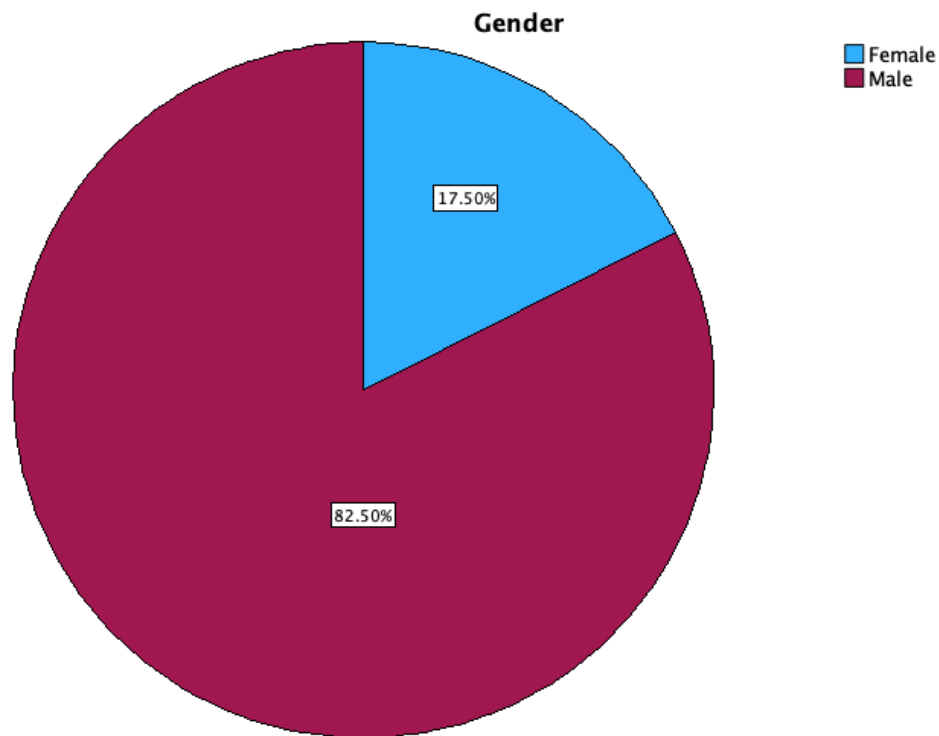
- Gender, which includes (Male, Female).
- Age group, which includes (20-29 years, 30 to 39 years, 40 to 50 years, more than 50 years).
- Educational level, which includes (High School/ Bachelor's degree / Master's degree and PHD).
- Years of experience, which include (0-4 years / 5 to 10 years / 11 to 15 years / 15-20 years or more than 20 years).
- Department (Admin, Aviation, IT, Legal, Meteorologist, PMO, R&D, Environment or Health & Safety)
- Position (Employee, Manager , Director or Executive)

The following tables, graphics, and paragraphs explain the classification of the sample under study, as follows:

Gender:

The statistical result shows that the sample consisted of 33 male participants (82.5% of the total) and the number of male (33 Men) and 7 Female participants (17.5% of the total)

Gender (Table 3)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	7	17.5	17.5	17.5
	Male	33	82.5	82.5	100.0
	Total	40	100.0	100.0	

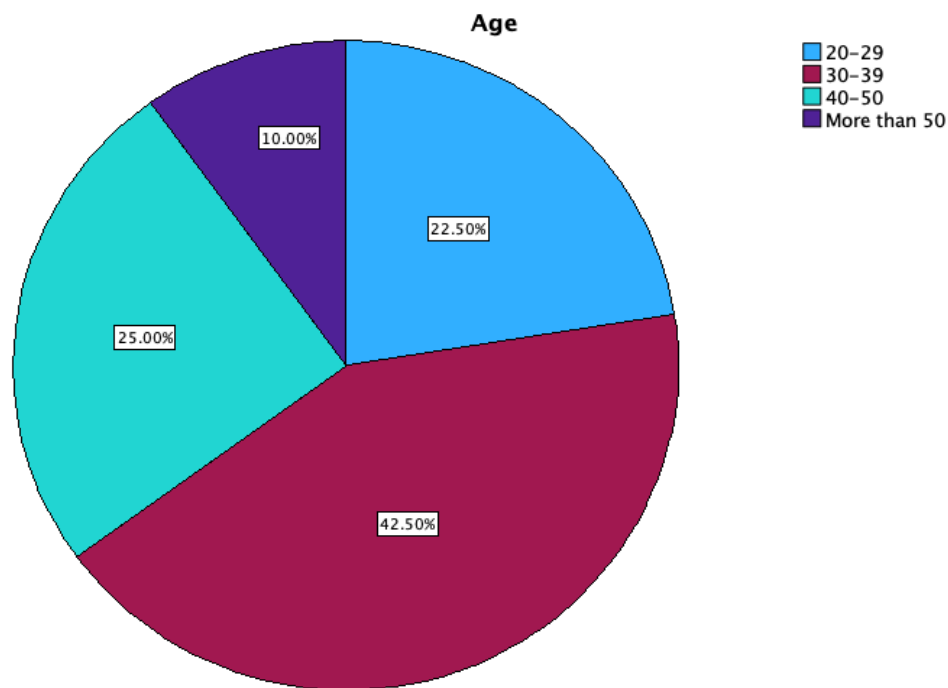


Sample classification/Gender

Age:

The data shows that the sample is mainly collected of participants in the 30-39 age range, who make up 42.5% of the total with 17 individuals. The 40-50 age group represents the second largest segment, accounting for 25% of the sample with 10 participants. Individuals in the 20-29 age range comprise 22.5% of the sample, with a frequency of 9 participants. The smallest group is those over 50 years old, who constitute 10% of the total sample with 4 individuals.

Age (Table 4)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	9	22.5	22.5	22.5
	30-39	17	42.5	42.5	65.0
	40-50	10	25.0	25.0	90.0
	More than 50	4	10.0	10.0	100.0
	Total	40	100.0	100.0	

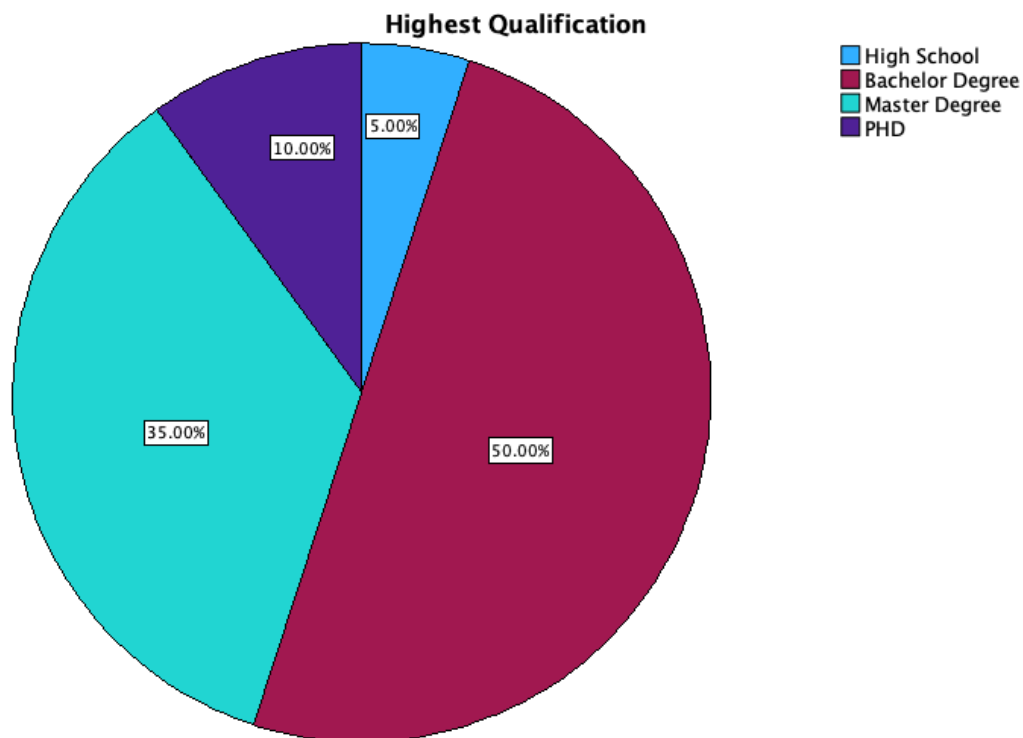


Sample Classification/ Age

Level of Education:

The data shows that the majority of the sample, 50% or 20 participants, hold a bachelor's degree as their highest qualification. The second largest group are those with a master's degree, counting 35% of the total or 14 individuals. Participants with a PhD degree make up 10% of the sample, with 4 individuals holding this advanced qualification. At the lower end, 2 participants, or 5% of the total, have a high school degree as their highest level of education.

Highest Qualification (Table 5)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	2	5.0	5.0	5.0
	Bachelor's degree	20	50.0	50.0	55.0
	Master's degree	14	35.0	35.0	90.0
	PHD	4	10.0	10.0	100.0
	Total	40	100.0	100.0	

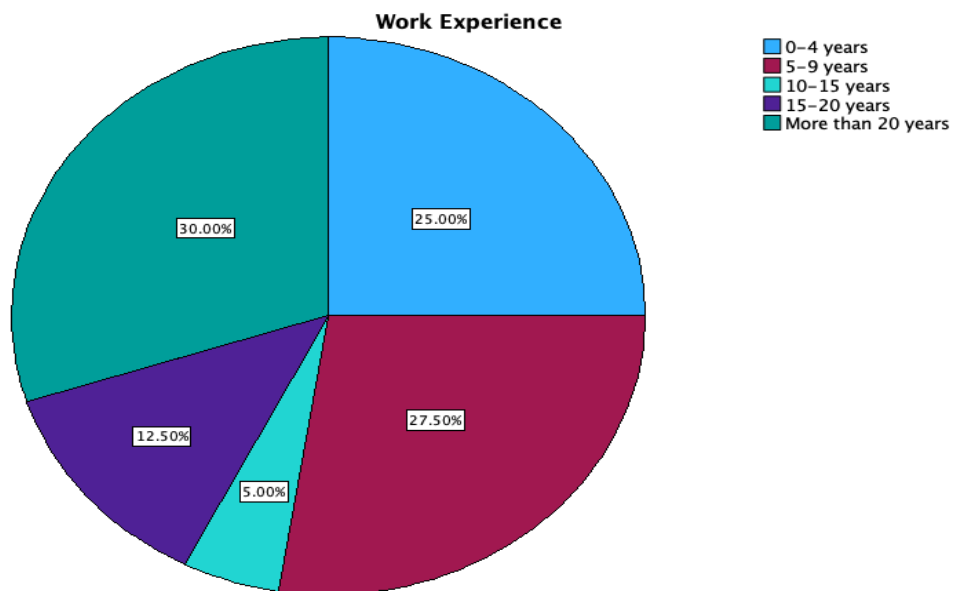


Sample classification/ Education Level

Work Experience:

The data shows that the largest segment of the sample, 30% or 12 individuals, has more than 20 years of work experience. The next largest group is those with 5-9 years of experience, making up 27.5% of the total or 11 participants. Individuals with 0-4 years of experience account for 25% of the sample, with 10 individuals falling into this category. Those with 15-20 years of experience comprise 12.5% of the total, represented by 5 participants. The smallest group consists of 2 participants, or 5% of the sample, who have 10-15 years of work experience.

Work Experience (Table 6)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-4 years	10	25.0	25.0	25.0
	5-9 years	11	27.5	27.5	52.5
	10-15 years	2	5.0	5.0	57.5
	15-20 years	5	12.5	12.5	70.0
	More than 20 years	12	30.0	30.0	100.0
	Total	40	100.0	100.0	

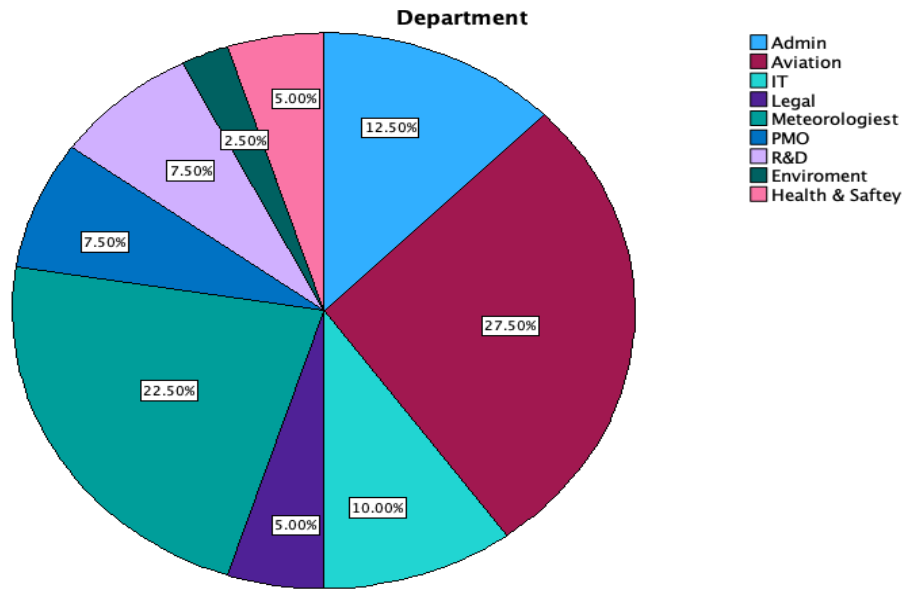


Sample classification/ Work Experience

Department:

The data shows the distribution of participants across different departments within the organization. The largest department is Aviation, with 11 participants representing 27.5% of the total sample. The second largest is Meteorologist, with 9 participants or 22.5% of the sample. The Admin and IT departments each have 5 and 4 participants respectively, comprising 12.5% and 10% of the total. The Legal, PMO, and R&D departments each have 2 or 3 participants, making up 5%, 7.5%, and 7.5% of the sample. Environment and Health & Safety are the smallest departments, with 1 and 2 participants respectively, accounting for 2.5% and 5% of the total.

Department (Table 7)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Admin	5	12.5	12.5	12.5
	Aviation	11	27.5	27.5	40.0
	IT	4	10.0	10.0	50.0
	Legal	2	5.0	5.0	55.0
	Meteorologist	9	22.5	22.5	77.5
	PMO	3	7.5	7.5	85.0
	R&D	3	7.5	7.5	92.5
	Environment	1	2.5	2.5	95.0
	Health & Safety	2	5.0	5.0	100.0
	Total	40	100.0	100.0	

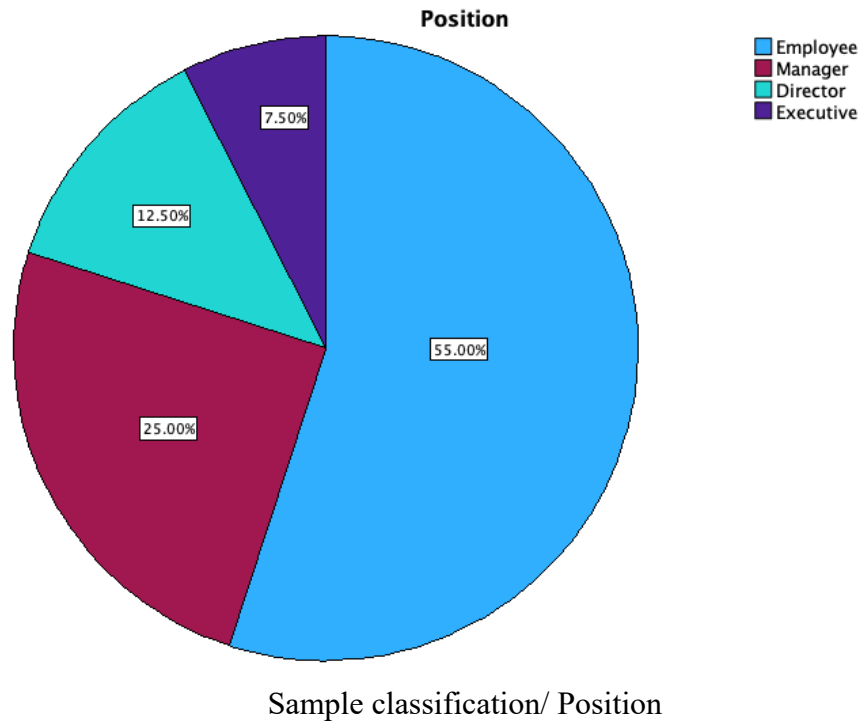


Sample classification/ Department

Position:

The data shows the distribution of participants across different position levels within the organization. The largest group is Employees, comprising 55% of the total sample with 22 participants. The next largest group is Managers, making up 25% of the sample with 10 individuals. Directors account for 12.5% of the participants, with 5 individuals holding this position. The smallest group is Executives, representing 7.5% of the sample with 3 participants.

Position (Table 8)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Employee	22	55.0	55.0	55.0
	Manager	10	25.0	25.0	80.0
	Director	5	12.5	12.5	92.5
	Executive	3	7.5	7.5	100.0
	Total	40	100.0	100.0	



4.3. Validity & Reliability Tests for the Questionnaires

To verify the validity and reliability of the measures used in the study, the internal consistency validity of the questionnaires used to measure the study variables was tested, in addition to measuring the convergent validity by calculating the Average Variance Extracted (AVE). Meanwhile, the reliability of the measures used in the study was measured by calculating Cronbach's Alpha

4.3.1. Validity of the Questionnaires:

Internal consistency means how well each question in the survey matches the overall topic that meant to measure. The researcher looked at the correlation between each question and the total score, item with correlation less than 0.5 were removed based on Kaiser (1974) Convergent validity means how much the different questions that are supposed to measure the same topic actually do

measure the same thing using the Average Variance Extracted (AVE) for each topic. The AVE should be above 0.5 to show the questions are converging on the same underlying concept based on (Hair et al. 2006). The results of these statistical tests are presented in the tables that follow. The tables show the correlation coefficients, standard deviations, to evaluate the internal consistency. And the AVE values are also calculated using a statistical modeling approach.

Exploratory Factor Analysis (Table 9)					
The Variable	KMO	Factors & Items Measures	Correlation Coefficients	Standard Deviation	AVE
		E1	.691	.955	0.737
Ethical Leadership	0.697	E2 Removed less than 0.5			
		E3	.501	.931	
		E4	.820	.723	
		E5	.594	.639	
		E6	.732	.549	
		E7	.797	.632	
		E8	.828	.639	
		E9	.812	.802	
		E10	.862	.776	
		Employee Motivation	0.763	M1	.592
M2	.719			.679	
M3	.761			.815	
M4	.783			.802	
M5	.784			.960	
M6	.860			1.071	

N=40

Source: prepared by the researcher based on statistical analysis of the field study

Ethical Leadership: All the correlation coefficients for each item are strongly correlated with the independent variable, with values greater than 0.5. Therefore, the internal consistency validity of the scale has been achieved. Also, the Average Variance Extracted (AVE) value for the "Ethical Leadership" variable is 0.737. This indicates the convergent validity of the questionnaire has been achieved. Employee Motivation: All the correlation coefficients for each item are strongly correlated with the dependent variable, with values greater than 0.5. Therefore, the internal consistency validity of the scale has been achieved. Also, the AVE value for the "Employee Motivation" variable is 0.721. This indicates the convergent validity of the questionnaire has been achieved.

4.3.2. Reliability of the Questionnaires :

The reliability of the questionnaire indicates: the consistency of the questionnaire results and their lack of significant change if it were to be redistributed to the sample individuals several times during specific time periods. To measure the reliability of the questionnaires used to measure the study variables, the values of Cronbach's alpha and Composite reliability. According to Hair et al. (2010), the must be greater than 0.7 for the scale to achieve reliability.

The following table shows the values extracted from the SPSS structural equation model regarding the three values (Cronbach's alpha, Composite reliability

Reliability Statistics (Ethical Leadership) (Table 10)		
Number of Item	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
10	.592	.758

Reliability Statistics (Employee Motivation) (Table 11)		
Number of Item	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
6	.845	.845

The statistical study showed the Cronbach's Alpha value for the independent variable (Ethical Leadership) is 0.759 and 0.845 for the dependent variable (Employee Motivation) which is both more than 0.7 based on (Hair et al, 2010) this indicate the reliability of the questionnaires have been achieved.

4.4. Descriptive statistics for research variables (answer research questions)

The responses of the sample individuals to the scale items have been measured, according to the five-point Likert scale, as follows:

Five-Point Likert Scale (Table 12)				
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

The relative weight for each category was calculated by multiplying the arithmetic mean by $100 \div 5$ (the five-point scale) = 20 %

The following table illustrates the significance of the arithmetic means as follows:

The Arithmetic Means (Table 13)			
Arithmetic Mean	Result (General Direction)	Relative Weight	Level
From 1 to >1.80	Strongly Disagree	From 20% to >36%	Very low
From 1.80 to >2.60	Disagree	From 36% to > 52%	Low
From 2.60 to >3.20	Neutral	From 52% to > 68%	Mid
From 3.20 to > 4.20	Agree	From 68% to >84%	High
From 4.20 to 5	Strongly Agree	From 84% to 100%	Very High

The following table illustrates the descriptive analysis of the study variables, represented by the arithmetic means based on the five-point Likert scale,

and the standard deviations of the variables according to the table related to the significance of the arithmetic mean. The significance of the arithmetic mean shown in the table above is considered to determine the level of digital transformation implementation, as well as the level of human resource management practices and their dimensions, according to the perspective of the study sample, as follows:
Arithmetic means and standard deviations of the study variables:

(Table 14)				
Variable	Arithmetic Mean	Standard Deviation	General Trend	Important level
Ethical Leadership	4.354	0.752	Strongly Agree	Very High
Employee Motivation	4.098	0.848	Agree	High

The results for the independent variable (Ethical Leadership) indicate that the general trend among the study sample is strong agreement, suggesting a high level of ethical leadership in the cloud seeding program. The arithmetic mean of the respondents' opinions was 4.354, with a high agreement rate of 87.08% and a standard deviation of 0.752. As for the dependent variable (Employee Motivation), the results showed that the general trend among the study sample is agreement, indicating a high level of employee motivation in the cloud seeding program. The overall arithmetic mean of the variable was 4.098, with an agreement rate of 81.96% and a standard deviation of 0.848.

Overall, the data points to a cloud seeding program that is built on a foundation of ethical practices and has successfully fostered a motivated employee base. These findings highlight the program's strengths and provide valuable insights for continued improvement and success.

4.5. The Linear Correlation Coefficients Between the Variables

The following table presents the Pearson correlation coefficients between the study variables, which were measured using SPSS 29. as follow:

Correlations (Table 15)			
		Ethical	Motivation
Ethical Leadership	Pearson Correlation	1	.346*
	Sig. (2-tailed)		.029
	N	40	40
Employee Motivation	Pearson Correlation	.346*	1
	Sig. (2-tailed)	.029	
	N	40	40
*. Correlation is significant at the 0.05 level (2-tailed).			

The linear correlation result between ethical leadership (as independent variables) and employee motivation (as dependent variables) indicates a statistically significant, positive correlation between ethical leadership and employee motivation at the 0.05 significance level (2-tailed). The Pearson correlation coefficient of 0.346 suggests a moderate positive relationship between these two variables.

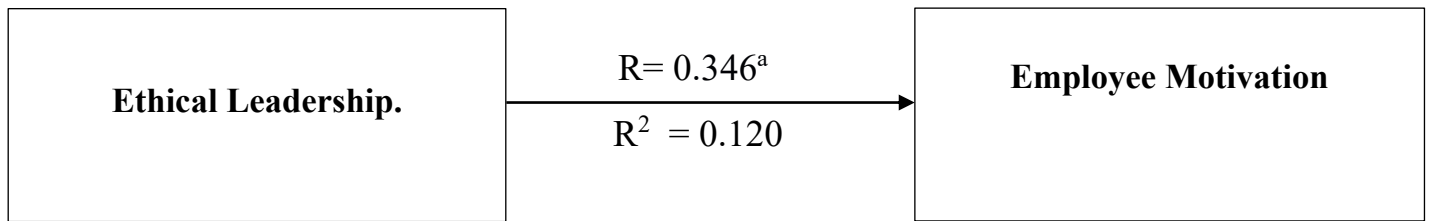
4.6. Testing Hypotheses & Findings Discussion

This part deals with testing the validity of the main hypothesis of the study. The statistical results obtained using the SPSS-V 29. This hypothesis states that 'there is a positive and statistically significant relationship between ethical leadership and employee motivation in the cloud seeding program. To test this hypothesis, the Simple Linear Regression Analysis method was used between the application of ethical leadership under study as an independent variable and employee motivation (overall) as a dependent variable.

Model Summary (Table 16)				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.346 ^a	.120	.097	.612
a. Predictors: (Constant), Eithical				

ANOVA^a (Table 17)						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.940	1	1.940	5.184	.029 ^b
	Residual	14.220	38	.374		
	Total	16.160	39			
a. Dependent Variable: Employee Motivation						
b. Predictors: (Constant), Ethical Leadership						

Coefficients^a (Table 18)								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.833	.998		1.836	.074	-.188	3.854
	Ethical Leadership	.520	.228	.346	2.277	.029	.058	.982
a. Dependent Variable: Motivation								



The regression model has an R² value of 0.120, indicating that 12% of the variation in the dependent variable (Employee Motivation) is explained by the independent variable (Ethical Leadership). The adjusted R-squared is 0.097, suggesting that the model explains about 9.7% of the variance in the dependent variable after accounting for the number of predictors in the model. The ANOVA table shows that the overall regression model is statistically significant at the 0.05 level (p-value = 0.029), indicating that the independent variable (Ethical Leadership) has a significant relationship with the dependent variable (Employee Motivation). The unstandardized coefficient for Ethical Leadership is 0.520, meaning that a one-unit increase in Ethical Leadership is associated with a 0.520 increase in Employee Motivation, holding all other factors constant. The standardized beta coefficient is 0.346, suggesting a moderate positive relationship between the two variables. The 95% confidence interval for the Ethical Leadership coefficient is 0.058 to 0.982, indicating that we can be 95% confident that the true population value of the coefficient falls within this range.

In summary, the results suggest a statistically significant, positive relationship between Ethical Leadership and Employee Motivation, with Ethical Leadership explaining about 9.7% of the variance in Employee Motivation.

The result of the study aligns with the following studies, Unit and et al (2022)'s study there is a strong relationship between ethical leadership and the motivation, and the ethical leadership has a high impact on motivation. Brown and et al (2005) This foundational study on Ethical Leadership highlights how leaders' ethical behavior can positively influence employees' attitudes and behaviors, including motivation. The study suggests that Ethical Leadership fosters a fair and transparent work environment, which can lead to higher levels of motivation among employees. Accordance Ouakouak & et al, (2020) to Ethical and emotional leadership are essential for keeping employees motivated at work. Sukmadi, (2019) concludes in his study that, first being a good leader makes soldiers more motivated; second, having strong military ethics also increases soldiers' motivation; and when leaders are good and military ethics are strong together, soldiers are even more motivated.

4.7. Conclusion

The researcher conducted a statistical analysis of the study data using SPSS V29. The descriptive analysis of the sample and study variables showed that the measurement instruments used were valid and reliable. The main hypothesis of the study was supported and accepted This suggests that the main study, which examined the relationship between ethical leadership and employee motivation, overall produced positive results.

5. Chapter Five : Research Limitations, Recommendations & Conclusion

5.1. Introduction:

This final chapter summarizes the key aspects of the study by addressing the limitations encountered, providing recommendations for future research and practice, and presenting the overall conclusions. The limitations section highlights the constraints faced during the research process, while the recommendations offer practical suggestions based on the findings. Finally, the conclusion ties together the study's main insights, emphasizing the significance of the research and its implications for the field.

5.2. Research Limitations & Future Research

This study was constrained by a small sample size, which may not fully represent the broader population. Additionally, the research was conducted within a limited timeframe, specifically in July 2024, which may have impacted the depth and scope of the findings. Future research should consider involving a larger and more diverse sample to validate the results and provide a more comprehensive understanding. Moreover, exploring additional factors such as organizational culture or external economic conditions could offer deeper insights into the influences on employee motivation.

5.3. Research Recommendations

Based on the findings, it is recommended that organizations prioritize ethical leadership training for managers and supervisors. This could help in boosting employee motivation and overall job satisfaction. It is also suggested that future studies explore the role of ethical leadership in different sectors to see if the findings hold true across various industries.

5.4. Conclusion

The statistical analysis of the data, conducted using SPSS V29, provided significant insights into the relationship between ethical leadership and employee motivation within the context of a cloud seeding program. The study's findings confirm that ethical leadership plays a crucial role in fostering employee motivation, as evidenced by the positive correlation between these two variables. The results showed that ethical leadership accounts for approximately 9.7% of the variance in employee motivation, demonstrating a moderate but meaningful impact. The validity and reliability tests confirmed that the measurement instruments used in this study were both robust and appropriate for assessing the study's variables. The internal consistency of the questionnaires was validated, with all items showing strong correlations with their respective variables. Additionally, the reliability of the questionnaires was confirmed through high Cronbach's alpha values, indicating consistent and dependable measurement outcomes. The analysis also highlighted that employees perceive ethical leadership positively, with a strong agreement among respondents regarding the presence of ethical practices within the program. This positive perception is mirrored in the high levels of employee motivation observed, suggesting that ethical leadership not only influences motivation but also contributes to creating a supportive and engaging work environment. The findings align with previous research, reinforcing the idea that ethical leadership is a significant determinant of employee motivation. Studies by Unit et al. (2022) and Brown et al. (2005) similarly emphasize the importance of ethical behavior in leadership roles and its positive impact on employee attitudes and behaviors.

In conclusion, this study underscores the value of ethical leadership in enhancing employee motivation. By promoting fairness, transparency, and ethical conduct, organizations can cultivate a motivated workforce, leading to improved performance and overall success. The cloud seeding program serves as a practical example of how ethical leadership can drive positive outcomes, offering valuable insights for other organizations seeking to boost employee motivation through ethical practices.

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7. Appendix

Appendix A

Questionnaire

Dear Ladies and Gentlemen,

I trust this letter finds well,

We present to you this questionnaire on the impact of ethical leadership on the employee's motivation among employees. This is part of the requirements for obtaining a bachelor's degree in project management. We kindly request you to answer the questions attached to the questionnaire by expressing your opinion accurately and objectively for each statement as you see fit. Please note that the information provided will only be used for scientific research purposes. We appreciate and thank you for your cooperation.

Demographic Variable:

Gender:

Female ☐ Male ☐

Age:

20-29 ☐ 30-39 ☐ 40-50 ☐ More than 50 ☐

Highest Qualification:

High School ☐ Bachelor ☐ Master ☐ PHD ☐

Experience:

0-4 Years ☐ 5-9 ☐ 10-14 ☐ 15-20 ☐ More than 20 ☐

Department:

Aviation ☐ R&D ☐ Meteorologist ☐ PMO ☐ IT ☐ Legal ☐

Admin ☐

Position:

Employee ☐ Supervisor ☐ Manager ☐ Director ☐ Executive ☐

Ethical Leadership Likert Scale (Table 19)

#	My organization's top leader:	Strongly disagree	Disagree	Neutral	Agree	strongly agree
1	Listens to what employees have to say					
2	Disciplines employees who violate ethical standards					
3	Conducts his/her personal life in an ethical manner					
4	Has the best interests of employees in mind					
5	Makes fair and balanced decisions					
6	Can be trusted					
7	Discusses business ethics or values with employees					
8	Sets an example of how to do things the right way in terms of ethics					
9	Defines success not just by results but also the way that they are obtained					
10	When making decisions, asks "what is the right thing to do?"					

Employee's Motivation Likert Scale (Table 20)						
#	Statement items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	My achievement on the current job is satisfactory					
2	I am given due recognition at work.					
3	The work itself is interesting and challenging					
4	I am given due responsibilities at work to execute.					
5	My advancement (i.e. promotion) on the current job is satisfactory.					
6	Personal growth (i.e. skills acquired through training and 26 development) on the current job is satisfactory.					

Table (1) the measured used for the independent variable (Ethical Leadership)

Independent variable	Number of Items	Source
Ethical leadership	10	Brown , 2005 (cited in Laurie, 2011)

Table (2) the measured used for the independent variable (Employee Motivation)

Dependent variable	Number of Items	Source
Employee Motivation	6	Herpen et al, 2002 (cited in Mawoli, 2011)

Source (The Student)

Appendix B

Statistics Analysis

Descriptive Statistics

	Mean	Std. Deviation	Analysis N	Missing N
E1	4.40	.955	40	0
E2	4.18	.874	40	0
E3	4.18	.931	40	0
E4	4.20	.723	40	0
E5	4.55	.639	40	0
E6	4.58	.549	40	0
E7	4.40	.632	40	0
E8	4.45	.639	40	0
E9	4.35	.802	40	0
E10	4.25	.776	40	0

Correlation Matrixa

		E1	E2	E3	E4	E5	E6	E7	E8	E9
Correlation	E1	1.000	.190	.236	.215	.008	.039	.110	.160	.415
	E2	.190	1.000	.088	.227	.099	.159	.288	.177	.166
	E3	.236	.088	1.000	.290	.222	.300	.401	.339	.362
	E4	.215	.227	.290	1.000	.311	.090	.213	-.033	.318
	E5	.008	.099	.222	.311	1.000	.245	.521	.321	.215
	E6	.039	.159	.300	.090	.245	1.000	.502	.413	.113
	E7	.110	.288	.401	.213	.521	.502	1.000	.559	.425
	E8	.160	.177	.339	-.033	.321	.413	.559	1.000	.185
	E9	.415	.166	.362	.318	.215	.113	.425	.185	1.000
	E10	.380	.123	.399	.274	.078	.135	.209	.026	.721
Sig. (1-tailed)	E1		.120	.071	.091	.479	.405	.249	.162	.004
	E2	.120		.296	.079	.272	.164	.036	.137	.152
	E3	.071	.296		.035	.084	.030	.005	.016	.011
	E4	.091	.079	.035		.025	.290	.093	.419	.023
	E5	.479	.272	.084	.025		.064	.000	.022	.091
	E6	.405	.164	.030	.290	.064		.000	.004	.243
	E7	.249	.036	.005	.093	.000	.000		.000	.003
	E8	.162	.137	.016	.419	.022	.004	.000		.126
	E9	.004	.152	.011	.023	.091	.243	.003	.126	
	E10	.008	.225	.005	.044	.317	.203	.098	.437	.000

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.697
Bartlett's Test of Sphericity	Approx. Chi-Square	108.159
	df	45
	Sig.	<.001

Communalities

	Initial	Extraction
E1	1.000	.478
E2	1.000	.266
E3	1.000	.474
E4	1.000	.754
E5	1.000	.612
E6	1.000	.538
E7	1.000	.761
E8	1.000	.703
E9	1.000	.739
E10	1.000	.755

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.349	33.488	33.488	3.349	33.488	33.488	2.396	23.960	23.960
2	1.693	16.931	50.419	1.693	16.931	50.419	2.269	22.691	46.651
3	1.037	10.374	60.793	1.037	10.374	60.793	1.414	14.142	60.793
4	.974	9.742	70.534						
5	.734	7.345	77.879						
6	.701	7.007	84.887						
7	.579	5.794	90.680						
8	.407	4.069	94.750						
9	.329	3.292	98.042						
10	.196	1.958	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component		
	1	2	3
E7	.769	-.411	
E9	.715	.464	
E3	.660		
E10	.603	.596	
E8	.558	-.529	-.333
E5	.530	-.371	.439
E6	.523	-.476	
E2	.384		.345
E1	.450	.480	
E4	.479		.669

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Rotated Component Matrix^a

	Component		
	1	2	3
E8	.828		
E7	.797		.306
E6	.732		
E10		.862	
E9		.812	
E1		.691	
E3	.462	.501	
E4			.820
E5	.504		.594
E2			.468

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax without Kaiser Normalization.^a

a. Rotation converged in 5 iterations.

Descriptive Statistics

	Mean	Std. Deviation	Analysis N	Missing N
M1	4.20	.758	40	0
M2	4.53	.679	40	0
M3	4.05	.815	40	0
M4	4.15	.802	40	0
M5	3.73	.960	40	0
M6	3.93	1.071	40	0

Correlation Matrix^a

		M1	M2	M3	M4	M5	M6
Correlation	M1	1.000	.488	.316	.413	.254	.366
	M2	.488	1.000	.461	.370	.463	.514
	M3	.316	.461	1.000	.655	.444	.533
	M4	.413	.370	.655	1.000	.488	.580
	M5	.254	.463	.444	.488	1.000	.802
	M6	.366	.514	.533	.580	.802	1.000
Sig. (1-tailed)	M1		<.001	.024	.004	.057	.010
	M2	.001		.001	.009	.001	.000
	M3	.024	.001		.000	.002	.000
	M4	.004	.009	.000		.001	.000
	M5	.057	.001	.002	.001		.000
	M6	.010	.000	.000	.000	.000	

a. Determinant = .059

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.763
Bartlett's Test of Sphericity	Approx. Chi-Square	102.465
	df	15
	Sig.	<.001

Communalities

	Initial	Extraction
M1	1.000	.350
M2	1.000	.516
M3	1.000	.580
M4	1.000	.613
M5	1.000	.615
M6	1.000	.739

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.413	56.888	56.888	3.413	56.888	56.888
2	.876	14.598	71.486			
3	.722	12.037	83.523			
4	.519	8.657	92.180			
5	.285	4.758	96.938			
6	.184	3.062	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component1
M6	.860
M5	.784
M4	.783
M3	.761
M2	.719
M1	.592

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded ^a	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.759	.769	10

Item Statistics

	Mean	Std. Deviation	N
E1	4.40	.955	40
E2	4.18	.874	40
E3	4.18	.931	40
E4	4.20	.723	40
E5	4.55	.639	40
E6	4.58	.549	40
E7	4.40	.632	40
E8	4.45	.639	40
E9	4.35	.802	40
E10	4.25	.776	40

Inter-Item Correlation Matrix

	E1	E2	E3	E4	E5	E6	E7	E8	E9	E10
E1	1.000	.190	.236	.215	.008	.039	.110	.160	.415	.380
E2	.190	1.000	.088	.227	.099	.159	.288	.177	.166	.123
E3	.236	.088	1.000	.290	.222	.300	.401	.339	.362	.399
E4	.215	.227	.290	1.000	.311	.090	.213	-.033	.318	.274
E5	.008	.099	.222	.311	1.000	.245	.521	.321	.215	.078
E6	.039	.159	.300	.090	.245	1.000	.502	.413	.113	.135
E7	.110	.288	.401	.213	.521	.502	1.000	.559	.425	.209
E8	.160	.177	.339	-.033	.321	.413	.559	1.000	.185	.026
E9	.415	.166	.362	.318	.215	.113	.425	.185	1.000	.721
E10	.380	.123	.399	.274	.078	.135	.209	.026	.721	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
E1	39.13	14.881	.355	.250	.753
E2	39.35	15.721	.278	.152	.763
E3	39.35	14.028	.504	.341	.727
E4	39.33	15.712	.379	.280	.745
E5	38.98	16.179	.355	.340	.748
E6	38.95	16.510	.358	.322	.748
E7	39.13	15.035	.606	.613	.719
E8	39.08	16.020	.388	.428	.744
E9	39.18	14.148	.599	.642	.713
E10	39.28	14.871	.490	.594	.730

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
43.53	18.410	4.291	10

Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded ^a	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.845	.845	6

Item Statistics

	Mean	Std. Deviation	N
M1	4.20	.758	40
M2	4.53	.679	40
M3	4.05	.815	40
M4	4.15	.802	40
M5	3.73	.960	40
M6	3.93	1.071	40

Inter-Item Correlation Matrix

	M1	M2	M3	M4	M5	M6
M1	1.000	.488	.316	.413	.254	.366
M2	.488	1.000	.461	.370	.463	.514
M3	.316	.461	1.000	.655	.444	.533
M4	.413	.370	.655	1.000	.488	.580
M5	.254	.463	.444	.488	1.000	.802
M6	.366	.514	.533	.580	.802	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
M1	20.38	11.984	.450	.317	.850
M2	20.05	11.690	.596	.418	.827
M3	20.53	10.871	.629	.498	.819
M4	20.43	10.763	.667	.537	.812
M5	20.85	9.926	.672	.653	.810
M6	20.65	8.849	.772	.712	.789

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
24.58	14.917	3.862	6

Descriptive Statistics

	N	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Eithical	40	4	5	4.35	.068	.429	.184
Valid N (listwise)	40						

Descriptive Statistics

	N	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Eithical	40	4	5	4.35	.068	.429	.184
Valid N (listwise)	40						

Descriptive Statistics

	N	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Motiviation	40	3	5	4.10	.102	.644	.414
Valid N (listwise)	40						

Correlations

		Eithical	Motiviation
Eithical	Pearson Correlation	1	.346*
	Sig. (2-tailed)		.029
	N	40	40

Motivation	Pearson Correlation	.346*	1
	Sig. (2-tailed)	.029	
	N	40	40

*. Correlation is significant at the 0.05 level (2-tailed).

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Eithicalb	.	Enter

a. Dependent Variable: Motivation

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.346a	.120	.097	.612

a. Predictors: (Constant), Eithical

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.940	1	1.940	5.184	.029b
	Residual	14.220	38	.374		
	Total	16.160	39			

a. Dependent Variable: Motivation

b. Predictors: (Constant), Eithical

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.833	.998		1.836	.074	-.188	3.854
	Eithical	.520	.228	.346	2.277	.029	.058	.982

a. Dependent Variable: Motivation

عنوان المشروع

أثر القيادة الأخلاقية على تحفيز الموظفين:
"دراسة حالة في برنامج استمطار السحب- بجدة -المملكة العربية السعودية"

أسم الطالب

تركي عطيه الحربي

مشروع تخرج 2

كلية الإدارة- جامعة ميدأوشن

إشراف

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