

Project Title

The impact of ethical leadership on employee motivation:
a case study in the National Center for Meteorology, Jeddah in the Kingdom of Saudi
Arabia

Student Name:

Turki Attyah Alharbi

Graduation Project – 1

Faculty of Management - Midocean University

Supervisor

Dr. Mona Moustafa Elashry

Faculty member- Faculty of management- Midocean University

1st Semester- 2024

عنوان المشروع

أثر القيادة الأخلاقية على تحفيز الموظفين:

"دراسة حالة في المركز الوطني للأرصاد الجوية بجدة في المملكة العربية السعودية"

أسم الطالب

تركي عطيه الحربي

1- مشروع تخرج

كلية الإدارة- جامعة ميدوشن

إشراف

د. منى مصطفى العشري

عضو هيئة التدريس- كلية الإدارة- جامعة ميدوشن

سبتمبر ٢٠٢٤- الفصل الدراسي الأول

Contents

<i>Project title</i>	1
<i>عنوان المشروع</i>	2
1. Introduction.....	4
2. Research Problem:.....	6
2.1. Theoretical Gap:	6
2.2. Empirical Gap:	6
3. Research Significant.....	8
3.1. Theoretical Significance:	8
3.2. Empirical Significance:	8
4. Research Questions:	9
5. Research Objectives:	9
6. Research Hypotheses:.....	9
7. Research Model.....	10
8. Empirical Study	10
9. Research Philosophy: Positivist.....	11
10. Research Approach: Deductive	11
11. Research Strategy: Case Study.....	11
12. Research Choice: Quantitative	11
13. 1. Time Horizon: Cross-sectional.....	11
14. Data Collection and Analysis Techniques: Statistical analysis of survey results.....	11
15. Suggested Project Structure.....	12
16. References.....	13

1. Introduction

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.

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.

2.1. Theoretical Gap:

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.

2.2. Empirical Gap:

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?"

3. Research Significant

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

3.1. Theoretical Significance:

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.

3.2. Empirical Significance:

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.

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?

To achieve this overarching goal, the following sub-questions have to be answered:

Sub-question 1: To what extent does the leader's integrity influence employee motivation?

Sub-question 2: What is the impact of the leader's fairness and justice on employee motivation?

Sub-question 3: To what extent does the leader's transparency affect employee motivation?

Sub-question 4: How does the leader's responsibility impact employee motivation?

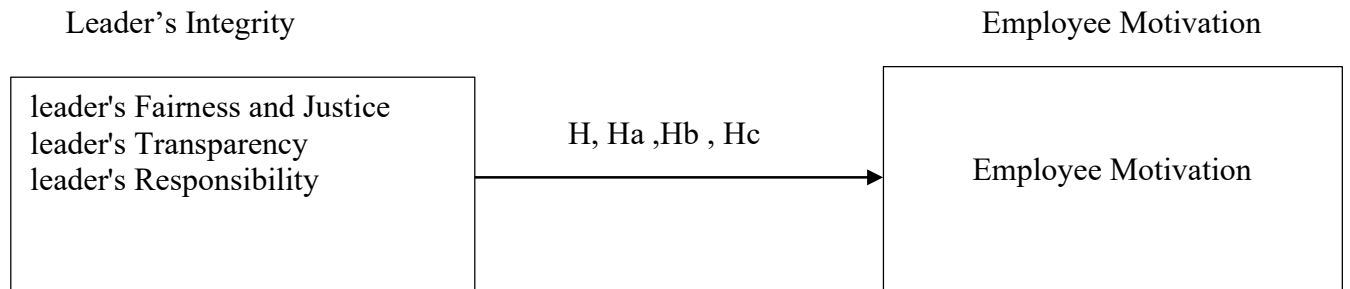
5. Research Objectives:

1. To examine the relationship between ethical leadership and employee motivation.
2. To assess the influence of the leader's integrity on employee motivation.
3. To explore the impact of the leader's fairness and justice on employee motivation.
4. To investigate the effect of the leader's transparency on employee motivation.
5. To evaluate the impact of the leader's responsibility on employee motivation.

6. Research Hypotheses:

1. There is a statistically significant positive relationship between ethical leadership and employee motivation.
2. The leader's integrity positively influences employee motivation.
3. The leader's fairness and justice positively impact employee motivation.
4. The leader's transparency positively affects employee motivation.
5. The leader's responsibility has a positive impact on employee motivation.

7. Research Model



Suggested research model: Student

8. Empirical Study

The National Center for Meteorology, headquartered in Jeddah, Kingdom of Saudi Arabia, is tasked with the responsibility of monitoring weather phenomena and providing forecasts to safeguard lives and protect properties. This is accomplished through the implementation of an integrated technological and operational system that complies with international meteorological standards. Furthermore, the center endeavors to optimize the utilization of the Kingdom's natural resources and ensure their rationalized use in order to address the genuine needs for the protection of present generations. please write this to be my imperial study and why the research is importance for the NCM. <https://ncm.gov.sa/ar/Pages/default.aspx>

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.

9. Research Philosophy: Positivist

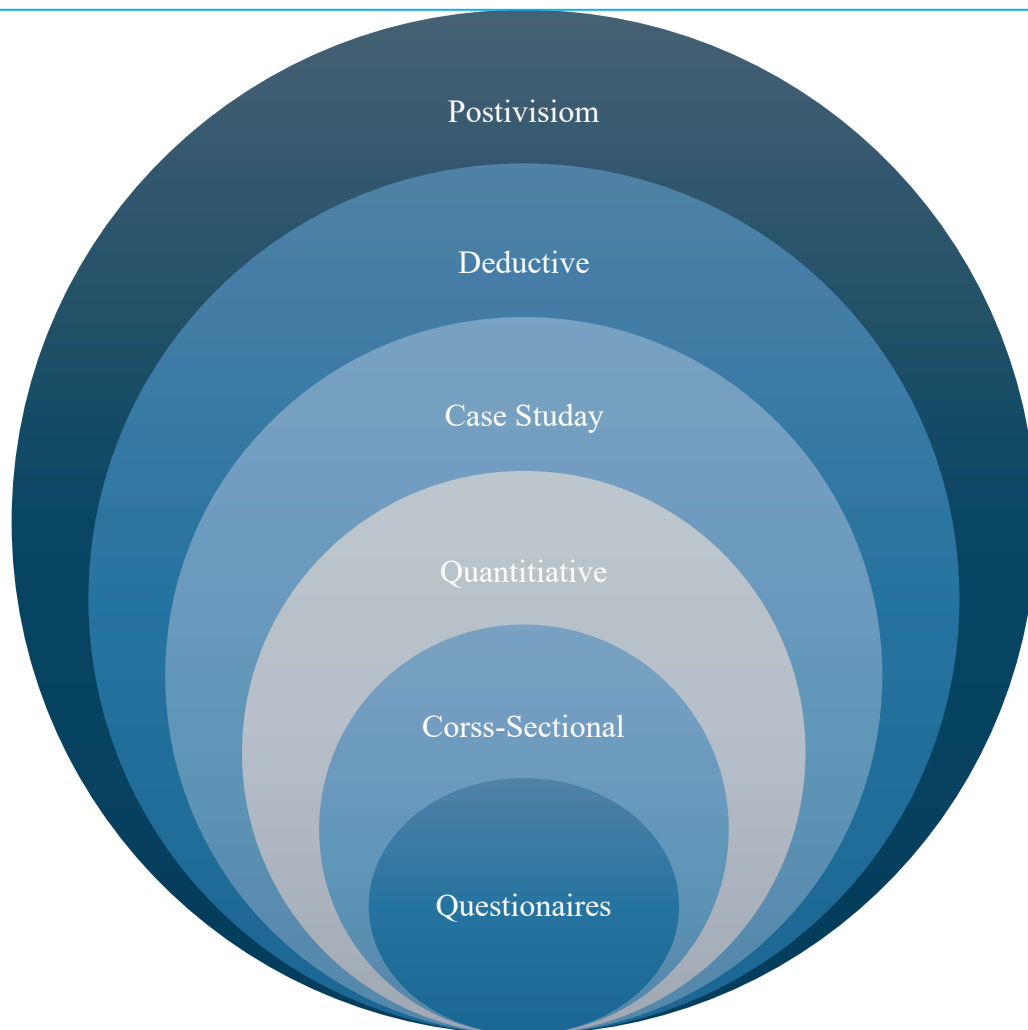
10. Research Approach: Deductive

11. Research Strategy: Case Study

12. Research Choice: Quantitative

13. Time Horizon: Cross-sectional

14. Data Collection and Analysis Techniques: Statistical analysis of survey results.



15.Suggested Project Structure:



16. References

- Alshammari, A., Almutairi, N. N., & Thuwaini, S. F. (2015). Ethical leadership: The effect on employees. *International Journal of Business and Management*, 10(3), 108. <https://doi.org/10.5539/ijbm.v10n3p108>
- Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. *The leadership quarterly*, 17(6), 595-616. <https://doi.org/10.1016/j.leaqua.2006.10.004>
- Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational behavior and human decision processes*, 97(2), 117-134. <https://doi.org/10.1016/j.obhdp.2005.03.002>
- Chowdhury, M. S. (2008). Enhancing motivation and work performance of the salespeople: The impact of supervisors' behavior. *International Journal of Applied Management and Technology*, 6(1), 7. <https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=1025&context=ijamt>
- Danish, R. Q., Hafeez, S., Hafiz, F. A., Mehta, A. M., Ahmad, M. B., & Ali, M. (2020). Impact of ethical leadership on organizational commitment and organizational citizenship behavior with mediating role of intrinsic motivation. *International Review of Management and Marketing*, 10(4), 25-30. <https://doi.org/10.32479/irmm.9840>
- Huang, L., & Paterson, T. A. (2017). Group ethical voice: Influence of ethical leadership and impact on ethical performance. *Journal of management*, 43(4), 1157-1184. <https://doi.org/10.1177/0149206314546195>
- Ibrahim, M., & Brobbey, V. A. (2015). Impact of motivation on employee performance. *International Journal of Economics, Commerce and Management*, 3(11), 1218-1237. <https://www.academia.edu/download/82430822/31177.pdf>

Shahzadi, I., Javed, A., Pirzada, S. S., Nasreen, S., & Khanam, F. (2014). Impact of employee motivation on employee performance. *European Journal of Business and Management*, 6(23), 159-166 <https://iiste.org/Journals/index.php/EJBM/article/view/14794>

<https://ncm.gov.sa/ar/Pages/default.aspx>