

Midocean University

Faculty of Management

Department/ Specialization



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

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Final Project - 2

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Date of submission – number of Semester

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

مشروع تخرج 2

كلية الإدارة- جامعة ميدوشن

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Acknowledgment

Dedication

Abstract

Purpose:

Methodology:

Findings:

Originality & Implication:

Keywords:

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1. Chapter 1: 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? 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?

1.5. Research Objectives

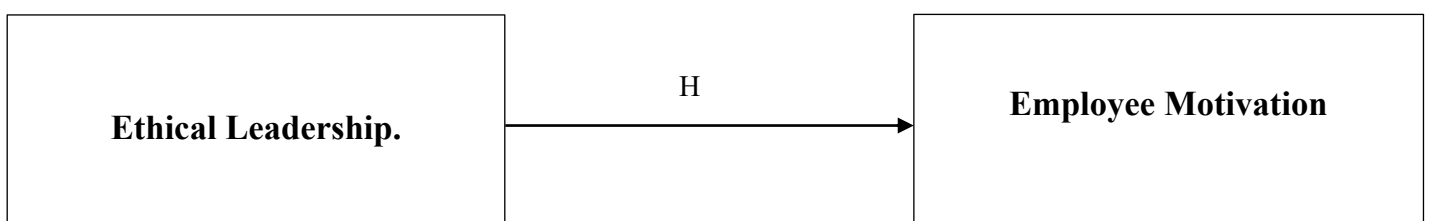
1. To examine the relationship between ethical leadership and employee motivation.
2. To assess the influence of the leader's integrity on employee motivation.
3. To explore the impact of the leader's fairness and justice on employee motivation.
4. To investigate the effect of the leader's transparency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

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

1.8. Scope of The 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.

1.9. The Project Structure



2.Chapter 2: 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 persons 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 j.
Asking for opinions when making decisions

Ethical Leaderships Dimensions:

Different leader behaviors were suggested as components or dimensions of ethical leadership, according to ethical leadership has six dimensions: fairness, integrity, directing people, role clarification, moral guidance, and power-sharing (Keating et al, 2007).

Ethical leadership has several dimensions as he explained in his studies: integrity, altruism, motivation, encouragement, and empowerment (Resick et al, 2006).

While Bello, (2012) identified five dimensions for the ethical leadership, respect, justice, humility, honesty, and service to others.

Therefore, the ethical leadership dimensions include the following:

1. fairness or justice,
2. integrity,
3. directing people or moral guidance,
4. role clarification,
5. power-sharing or empowerment,
6. altruism or humility,
7. motivation or encouragement,
8. respect,
9. honesty,
10. and service to others.

Based on the dimensions of ethical leadership discussed above from the previous studies , this study will concentrate specifically on motivation. We aim to delve into how ethical leadership impacts employee motivation.

Themes of Ethical Leadership:

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:

Value alignment was described using three categories: integrity, courage, and trustworthiness.

Integrity:

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:

Courage for ethical leaders means having the mental and emotional strength and power to perform the leaders' duties and responsibilities.

Trustworthiness:

a trustworthy leader gave others a sense of assurance that the expectations of the role would be fulfilled consistently over time.

Governance

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.

Accountability:

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:

which 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.

Relationship-Centeredness

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 by 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 (cited in Unit & et al, 2022) there External factors and Internal factors that influence Motivation including:

External factors:

1. Work environment.
2. Compensation.
3. Good supervision.
4. Non-rigid rules.

Internal factors

1. Desire for possession.
2. Desire for reward.

3. Desire for recognition.
4. Desire for power.

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 as the following:

1. Need for achievement.
2. Need for friends.
3. 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 promotes 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 celebrates.

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 3: Research Methodology

3.1. Introduction

3.2. Operational definitions for research variables

3.3. Research design (research onion)

3.4. Research population & Sampling methods and technique

3.5. Data collection method

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4. Chapter 4: Statistical Analysis & Findings discussion

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4.2. Sample profile (descriptive statistics for research sample)

4.3. Validity & reliability tests for the questionnaires

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

4.5. Testing Hypotheses & Findings Discussion

4.6. Conclusion

5. Chapter five: Research limitations, Recommendations & Conclusion

5.1. Research Limitations & Future Research

5.2. Research Recommendations

5.3. Conclusion

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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 Scale

#	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 Scale

#	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.					

Tale 1: the items used to measure independent variable (Ethical Leadership)

independent variable	Number of items	Source
Ethical Leadership	10 items	(Yates, 2011)

Tale 2: the items used to measure dependent variable (Employee's Motivation)

dependent variable	Number of items	Source
Employee's Motivation	6 items	(Mawoli, 2011)

Source (The Student)