

The Impact of Ethical Leadership on Enhancing Organizational Commitment A Field Study of a Sample of Sonelgaz Workers in Djelfa.

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Abstract:

This study aims to determine the extent to which ethical leadership influences the promotion of organizational commitment among Sonelgaz employees in Djelfa. A questionnaire was designed to collect data, and the sample consisted of 95 participants. After analyzing the data using SPSS,

several findings were identified, the most important of which are: there is a statistically significant positive effect of ethical leadership on enhancing organizational commitment at the institution under study. The results were interpreted, and several recommendations were presented.

Keywords: ethical leadership, organizational commitment, Sonelgaz, Djelfa.

Introduction:

Ethical leadership is a modern management approach that focuses on establishing integrity, fairness, and transparency in leaders' interactions with employees. Contemporary organizations have come to pay increasing attention to the ethical behavior of leaders due to its role in building trust and strengthening relationships within the workplace. Organizational commitment is considered an important indicator of an organization's success, as it reflects an employee's connection to the organization and their dedication to achieving its goals. From this perspective, the importance of studying the relationship between ethical leadership and organizational commitment becomes evident, given that ethical leadership practices may contribute to strengthening employees' sense of belonging and loyalty to the organization

1- Research Problem: In light of the above, the main research question can be formulated as follows: **To what extent can ethical leadership influence the enhancement of organizational commitment?**

Based on the main question and for the purpose of gaining a better understanding of the topic, the following sub-questions will be posed:

- ✓ **What is the impact of the ethical integrity dimension on organizational commitment?**
- ✓ **What is the impact of the dimension of justice and fairness on organizational commitment?**
- ✓ **What is the impact of the behavioral role model dimension on organizational commitment?**
- ✓ **What is the impact of the ethical dimension of participation and empowerment on organizational commitment?**

2. Research Hypotheses: In light of the main research question, the following hypotheses were formulated:

- a- **Main Hypothesis:** Ethical leadership has a statistically significant positive effect on organizational commitment in the organization under study.
- b- **Sub-hypotheses:**

Sub-hypothesis 01: There is a statistically significant effect of the ethical integrity dimension on organizational commitment.

Sub-hypothesis 02: There is a statistically significant effect of the fairness and equity dimension on organizational commitment,

Sub-hypothesis 03: There is a statistically significant effect of the behavioral role model dimension on organizational commitment,

Subhypothesis 04: There is a statistically significant effect of the dimension of participation and moral empowerment on commitment,

3. Significance of the Study:

- ✓ To enrich the theoretical framework and existing research on ethical leadership and organizational commitment in the field of human resource management,
- ✓ To identify the extent to which ethical leadership practices influence the level of organizational commitment among Sonelgaz employees,
- ✓ To assist organizational officials in developing leadership practices based on integrity, fairness, and transparency,
- ✓ To present empirical findings on the nature of the relationship between ethical leadership and organizational commitment at Sonelgaz in Djelfa.

1.2 The Concept of Ethical Leadership

Ethical leadership is considered a modern approach to leadership, having gained prominence at the beginning of the third millennium to create a suitable and healthy work environment within an

ethical framework. Before addressing the concept of ethical leadership, it is first necessary to examine the two components of the concept: leadership and ethics.

Al-Luzzi defines leadership as the ability to influence subordinates, coordinate their efforts, and guide them in order to earn their obedience and loyalty and foster cooperation toward achieving the organization's goals (Al-Zaydi et al., 2013, p. 41). Al-Omari, on the other hand, defines it as the activity a leader engages in to influence subordinates and get them to cooperate toward achieving their shared goal (Abu Al-Ba, 2015, p. 15).

As for ethics, it is defined as the set of values, rules, and beliefs that enable individuals to distinguish between good and bad and between right and wrong (Al-Otaibi, 2013, p. 10).

Al-Sani'i defines it as the behaviors an individual exhibits when dealing with various situations they encounter, as well as in their interactions with others, which they have acquired through their upbringing and the social environment in which they lived (Al-Zainati, 2014, p. 12).

There have been numerous perspectives on the concept of ethical leadership among researchers, depending on their field, Dradka defines it as the exemplary behaviors and actions practiced by a leader toward employees, using appropriate means and methods to help employees acquire the moral values and virtues that make them good and beneficial individuals for themselves and their society (Daradkah & Al-Mutairi, 2017, p. 228).

2-2 Dimensions of Ethical Leadership: According to George Wanderi Karanja, the dimensions of ethical leadership are:

Dimension	Key Indicators/Sub-Dimensions	The Procedural Concept
Ethical Integrity	Honesty, integrity, transparency, keeping promises, taking responsibility, consistency between words and actions	The leader's commitment to ethical principles and values in their statements, decisions, and practices
Justice and Fairness	Equality, objectivity, non-discrimination, fair distribution of tasks and rewards, fair evaluation, respect for rights	The leader treats employees objectively and equitably, free from favoritism and bias
Behavioral Role Model	Commitment to values, discipline, respect for others, accountability, self-control, adherence to laws	A leader embodies ethical values through daily conduct, serving as a role model
Participation and Ethical Empowerment	Listening to employees, involving them in decision-making, delegating authority, encouraging initiative, freedom of expression, and supporting independence	Involving employees in decision-making and empowering them to express their opinions and exercise their responsibilities within an ethical framework

The Concept of Organizational Commitment

Organizational commitment is one of the fundamental concepts in human resource management and organizational behavior. It refers to **the degree to which an employee is attached to the organization, is loyal to it, wishes to remain with it, is willing to go the extra mile to achieve its goals, and accepts its values.**

Mowday, Steers, and Porter (1979) defined organizational commitment as the strength of an individual's attachment to the organization, which is manifested in three key elements: **a strong belief in the organization's goals and values, a willingness to exert significant effort on its behalf, and a strong desire to maintain one's membership in it.**

Meyer & Allen (1991) also presented a more comprehensive concept, viewing organizational commitment as a psychological state that reflects an employee's relationship with the organization and influences their decision to remain with it; they divided it into three dimensions: **affective commitment, continuance commitment, and normative commitment** (Al-Sayed, 2017).

The Importance of Organizational Commitment

The importance of organizational commitment stems from the fact that it directly influences employee behavior and organizational effectiveness. Its significance can be highlighted in the following points (Bakraoui, 2021)

1. **Reducing employee turnover:** It helps reduce the intention to leave and the number of resignations.
2. **Improving Performance:** Motivates employees to go the extra mile to achieve the organization's goals.
3. **Improves workplace discipline:** It reinforces adherence to rules, instructions, and professional responsibilities.
4. **Achieving organizational stability:** Helps retain talent and expertise within the organization.
5. **Promoting positive organizational behavior:** Encourages employees to cooperate, take initiative, and help their colleagues.
6. **Achieving organizational goals:** When employees align with the organization's values and goals, they become more willing to contribute.
7. **Strengthening employee loyalty:** Increases employees' attachment to the organization and their sense of belonging.

Dimensions of Organizational Commitment (Saleh al-Din, 2005)

According to the **Meyer & Allen (1991)** model, organizational commitment can be measured through three main dimensions:

Dimension	Definition
Affective Commitment	The employee's emotional attachment to the organization and their sense of pride and belonging

Continuance commitment	The employee's desire to remain with the organization due to an awareness of the costs and losses associated with leaving
Normative commitment	An employee's sense of duty and moral responsibility toward the organization and their continued involvement in it

5. Field Aspect of the Study

1.5. Study Population and Sample:

- **Study Population:** The study population consists of all employees of the Sonelgaz Djelfa facility at various job and managerial levels.
- **Study Sample:** A total of 130 questionnaires were distributed to a random sample of employees at the institution under study; 115 questionnaires were returned, representing a response rate of 93%. Twenty questionnaires were excluded for failing to meet the requirements for analysis, leaving 95 valid questionnaires. The questionnaire was also reviewed by a panel of expert professors to correct it and ensure its suitability for field distribution.

2.5. Questionnaire Scale:

The study used a five-point Likert scale to measure the sample participants' responses, with each statement having five response options: (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree) weighted proportionally (5, 4, 3, 2, 1). The scale length was calculated by dividing the range (4) by the number of options (5), resulting in a scale length of 0.80, as shown in Table (01).

Table (01): Levels of the five-point Likert scale

Very low	Low	Moderate	High	Very High	Meaning
1	2	3	4	5	Grade
[1.80 – 1]	[2.60 – 1.81]	[3.40 – 2.61]	[4.20 – 3.41]	[5 – 4.21]	Category Range

Source: Prepared by the researcher based on previous studies

3.5. Reliability of the Questionnaire:

To verify the reliability of the study instrument, Cronbach's alpha was used. As shown in Table 2, the ethical leadership dimension exhibited good reliability (0.92), while the organizational commitment dimension had a reliability of (0.88). The overall reliability coefficient for the questionnaire was 0.95, a high value indicating the validity and reliability of the research instrument.

Table (02): Cronbach's Alpha Coefficient for Measuring the Reliability of the Research Instrument

Stability coefficient	Number of Paragraphs	Variable
0.92	12	Ethical Leadership
0.88	4	Organizational Commitment
0.95	16	Overall Stability

Source: Prepared by the researcher based on SPSS output

4.5. Study of the Sample's Attitudes Toward the Study Variables:**Table (03): Arithmetic Mean, Standard Deviation, and Level of Influence for the Ethical Integrity Dimension**

Level	Standard	Mean	Statement	Number
High	0.78	4.02	The leader is committed to honesty and transparency in all his dealings	01
High	0.84	3.85	The leader fulfills his promises and commitments to employees	02
High	0.81	3.94	The leader refuses to engage in practices that violate professional ethics	03
High	0.72	3.94	Ethical Integrity	—

Source: Prepared by the researcher based on SPSS output

Table 3 shows that the score for the first dimension—ethical integrity—was high, with a mean of 3.94 and a standard deviation of 0.72, reflecting management's commitment to honesty and transparency in its dealings with employees.

Table (04): Arithmetic Mean, Standard Deviation, and Level of Influence for the Dimension of Justice and Fairness

Level	Standard Deviation	Mean	Statement	No.
High	0.92	3.58	The leader treats all employees equally without discrimination	01
Moderate	0.97	3.21	Tasks and rewards are distributed fairly among employees	02
Moderate	0.95	3.34	The leader takes everyone's opinions into account before making a decision	03
Moderate	0.81	3.38	Fair and just	—

Source: Prepared by the researcher based on SPSS output

Table 4 shows that the results for the second dimension—justice and fairness—were at a moderate level, with a mean of 3.38 and a standard deviation of 0.81. This indicates that there is room for improvement in the mechanisms for the fair distribution of tasks and rewards within the organization.

Table (05): Arithmetic Mean, Standard Deviation, and Level of Influence for the Behavioral Role Model Dimension

Level	Standard Deviation	Mean	Statement	No.
High	0.75	4.10	A leader serves as a role model for ethical behavior	01

High	0.80	3.88	The leader's ethical values are reflected in the behavior of employees	02
High	0.79	3.95	A leader's behavior serves as a model for employees to follow in their work	03
High	0.70	3.98	After behavioral role modeling	—

Source: Prepared by the researcher based on SPSS output

Table (05) shows that the results for the third dimension—behavioral role modeling—were high, with an arithmetic mean of 3.98 and a standard deviation of 0.70, reflecting the influence of the ethical leader's behavior as a model for employees to follow.

Table (06): Arithmetic Mean, Standard Deviation, and Level of Influence for the Dimension of Ethical Participation and Empowerment

Level	Standard Deviation	Mean	Statement	No.
High	0.90	3.46	The leader encourages employees to express their opinions freely	01
Moderate	0.94	3.19	The leader grants employees a degree of autonomy in decision-making	02
Moderate	0.91	3.29	The leader supports employees' ethical and professional initiatives	03
Moderate	0.79	3.31	After Participation and Ethical Empowerment	—

Source: Prepared by the researcher based on SPSS output

Table 6 shows that the results for the fourth dimension—participation and ethical empowerment—were at a moderate level, with a mean of 3.31 and a standard deviation of 0.79.

Table (07): Arithmetic Mean, Standard Deviation, and Level of Influence for the Dependent Variable (Organizational Commitment)

Level	Standard Deviation	Mean	Item	No.
High	0.85	3.72	I feel a genuine sense of belonging to this organization	01
High	0.83	3.80	I am proud to be part of this organization in front of others	02
High	0.92	3.41	I feel that my professional future is tied to the organization's future	03
Average	0.90	3.35	I go above and beyond what is required of me to serve the organization	04
High	0.74	3.57	Dependent variable: Organizational commitment	—

Source: Prepared by the researcher based on SPSS output

Table 7 shows that the dependent variable (organizational commitment) scored high, with a mean of 3.57 and a standard deviation of 0.74. This result is relatively consistent with previous studies that examined the relationship between ethical leadership and organizational commitment in economic and service organizations.

5.5. Testing the Study Hypotheses:

Table (08): Regression Results for Testing the Relationship Between Organizational Commitment and Dimensions of Ethical Leadership

T-level	T-value	F-Level	F-value	R ²	R	Variable
0.000	10.839	0.000	117.483	0.378	0.615	Ethical Integrity
0.000	8.965	0.000	80.371	0.294	0.542	Justice and Fairness
0.000	12.466	0.000	155.407	0.446	0.668	Behavioral Role Model
0.000	7.744	0.000	59.978	0.237	0.487	Participation and Ethical Empowerment

Source: Prepared by the researcher based on SPSS output

1.5.5. Testing the First Sub-Hypothesis: There is a statistically significant effect of the ethical integrity dimension on organizational commitment at a significance level of $\alpha \leq 0.05$.

Table 8 shows that the F-value was 117.483 with a p-value of 0.000, which is less than the significance level of 0.05. and the T-value was 10.839 with a significance level of 0.000. This indicates that both values are statistically significant; therefore, the hypothesis that there is a statistically significant effect of the ethical integrity dimension on organizational commitment is accepted.

2.5.5. Testing the Second Sub-Hypothesis: There is a statistically significant effect of the fairness and equity dimension on organizational commitment at a significance level of $\alpha \leq 0.05$.

Table 8 shows that the F-value was 80.371 with a p-value of 0.000, and the T-value was 8.965 with a p-value of 0.000; both are statistically significant at the 0.05 level, Accordingly, the hypothesis that the fairness and equity dimension has a statistically significant effect on organizational commitment is accepted.

3.5.5. Testing the Third Sub-Hypothesis: There is a statistically significant effect of the behavioral role model dimension on organizational commitment at a significance level of $\alpha \leq 0.05$.

Table 8 shows that the F-value was 155.407 with a significance level of 0.000, and the T-value was 12.466 with a significance level of 0.000, which indicates their statistical significance. Accordingly, the hypothesis that the behavioral role model dimension has a statistically significant effect on organizational commitment is accepted; this dimension has the strongest effect compared to the other dimensions.

4.5.5. Testing the Fourth Sub-Hypothesis: There is a statistically significant effect of the ethical participation and empowerment dimension on organizational commitment at a significance level of $\alpha \leq 0.05$.

Table 8 shows that the F-value was 59.978 with a significance level of 0.000, and the T-value was 7.744 with a significance level of 0.000, which indicates their statistical significance. Accordingly, the hypothesis that the participation and ethical empowerment dimensions have a statistically significant effect on organizational commitment is accepted, although this effect is weaker than that of the other dimensions.

5.5.5. Testing the Main Hypothesis: There is a statistically significant positive effect of ethical leadership on organizational commitment in the organization under study.

Table (09): Regression Results for Testing the Relationship Between Organizational Commitment and the Ethical Leadership Variable

T-level	T-value	F-level	F-value	R ²	R
0.000	13.635	0.000	185.926	0.491	0.701

Source: Prepared by the researcher based on SPSS output

Table 9 shows the relationship between the dependent variable (organizational commitment) and the independent variable (ethical leadership), where the ethical leadership variable explained 49.1% of the variance in organizational commitment ($R^2 = 0.491$), while the correlation coefficient (R) was 0.701, which falls within the range [0.60–0.80] according to Cohen’s scale, indicating a strong positive correlation between the two variables. Furthermore, the F-value was 185.926 with a significance level of 0.000, and the T-value was 13.635 with a significance level of 0.000; both are below the accepted significance level of 0.05, Consequently, the main hypothesis—that ethical leadership has a statistically significant positive effect on organizational commitment in the organization under study—is accepted.

6. Conclusion

Ethical leadership is a leadership style based on adherence to ethical values and principles in the exercise of authority within organizations, through integrity, fairness, setting a good example, and employee participation, which positively reflects on employees’ sense of belonging and loyalty to their organization. In light of the theoretical and empirical aspects of the study, we have arrived at a set of findings and recommendations.

1.6. Findings:

- ✓ There is a high level of the dimensions of ethical integrity and behavioral role modeling from the perspective of the study sample;
- ✓ There is a moderate level of the dimensions of justice, fairness, participation, and ethical empowerment from the perspective of the study sample;
- ✓ The study revealed a high level of organizational commitment among the study sample, reflecting the impact of prevailing ethical leadership practices within the organization;

- ✓ There is a statistically significant positive effect of ethical leadership on organizational commitment within the organization under study;
- ✓ It was found that the behavioral role model dimension has the greatest influence on organizational commitment, followed by the ethical integrity dimension, then the justice and fairness dimension, and finally the participation and ethical empowerment dimension;
- ✓ Collectively, the dimensions of ethical leadership explain 49.1% of the variance in organizational commitment, a percentage that indicates the importance of this leadership style in explaining the phenomenon of organizational commitment within the organization.

2.6. Recommendations:

Based on the findings, the study recommends the following:

- Promote a culture of ethical leadership among executives and managers through specialized training programs in management ethics;
- Establishing clear and transparent mechanisms for the distribution of tasks and rewards that ensure fairness among employees;
- Work to highlight the leader as a behavioral role model by ensuring consistency between words and actions in various managerial situations;
- Expanding opportunities for employee participation and ethical empowerment in decisions related to their field of work;
- Link the performance evaluation of managers to ethical behavior standards, not just to quantitative productivity metrics;
- Strengthen awareness programs on the importance of organizational commitment and link it to ethical leadership practices within the organization;
- Conduct future studies examining the impact of ethical leadership on other organizational variables, such as organizational citizenship behavior and organizational trust.

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