

## The role of Ethical leadership in Achieving Organizational Excellence An analytical study of the opinions of a sample of workers in private hospitals in the middle Euphrates Region

Prof Dr. Rounaq Kadhem Hussin <sup>(1)</sup> Maryam Khanjar Oudah <sup>(2)</sup>

<sup>1</sup>University of Al-Qadisiyah / College of Administration and Economics / Business Administration  
Department([Rounaq.Hussin@qu.edu.iq](mailto:Rounaq.Hussin@qu.edu.iq))

<sup>2</sup>University of Al-Qadisiyah / College of Administration and Economics / Business  
Administration Department([marym95kh@gmail.com](mailto:marym95kh@gmail.com))

Corresponding Author: Prof Dr. Rounaq Kadhem Hussin affiliation: University of Al-Qadisiyah Email:  
[Rounaq.Hussin@qu.edu.iq](mailto:Rounaq.Hussin@qu.edu.iq)

### Abstract

The Aim of the Current Research is to test the Role of Ethical leadership through its dimensions (individual orientation, equity, power sharing, attention to sustainability, ethical guidance, role clarification, integrity) in achieving Organizational Excellence through its dimensions (Administrative excellence, employee excellence, organizational structure excellence, strategic excellence). The research problem was represented by a number of questions with the aim of identifying the intellectual and applied frameworks for its variables, and then diagnosing the level of interest in them in the field, as well as identifying the appropriate procedures by the organization. Its hypotheses, and the questionnaire was adopted as a main tool in collecting data related to the field aspect of the research, and the size of the random sample was (243). (Spss.var.27), (amos.var.26), and a set of results were reached, the most important of which is the existence of a correlation relationship, and the effect of ethical leadership on organizational excellence.

**Key words:** Ethical Leadership, Organizational Excellence

### المستخلص

يهدف البحث الحالي إلى اختبار دور القيادة الأخلاقية عبر أبعادها (توجه الافراد, الانصاف, تشارك السلطة, الاهتمام بالاستدامة, التوجيه الاخلاقي, توضيح الدور, النزاهة) في تحقيق التفوق التنظيمي عبر أبعاده (التفوق الإداري, تفوق الموظفين, التفوق في الهيكل التنظيمي, التفوق الاستراتيجي), إذ تمثلت مشكلة البحث بعدد من التساؤلات بهدف التعرف على الأطر الفكرية والتطبيقية لمتغيراتها, ومن ثم تشخيص مستوى الاهتمام بها ميدانياً, وكذلك التعرف على الإجراءات المناسبة من قبل المنظمة, وقد أجرى البحث على عدد من العاملين في المستشفيات الأهلية بمنطقة الفرات الأوسط ميداناً للدراسة واختبار فروضها, وتم اعتماد استمارة الاستبانة كأداة رئيسة في جمع البيانات المتعلقة بالجانب الميداني من البحث وبلغ حجم العينة عشوائية (243), واستخدم البحث في التحليل العديد من الوسائل الإحصائية كالانحرافات المعيارية, المتوسطات الحسابية, ونمذجة المعادلة الهيكلية بمساعدة البرامج الإحصائية (SPSS.var.27), (AMOS.var.26), وتم التوصل إلى مجموعة من النتائج, ومن أهمها وجود علاقة ارتباط, وتأثير للقيادة الأخلاقية في التفوق التنظيمية.

الكلمة المفتاحية: القيادة الأخلاقية, التفوق التنظيمية.

### Introduction

The challenges of the business environment have increased in the last decades of the last century, and have become a source of great pressure on organizations, which requires organizations to face these challenges efficiently and effectively to reach their goals. Keeping up with these changes and challenges is to prepare successful leaders who are capable of change and innovation and have the ability to solve problems and take action. Decisions in appropriate situations, and ethics and integrity have received a great deal of attention in the field of leadership, as ethics and values are among the most important pillars of human societies because they are directly related to directing human behavior. Its strategies in the environment in which it operates, must possess the strategic ability that enables it to enhance its organizational excellence over its competitors, which lies in the organizations possessing organizational resources and increasing the participation of employees, which represent strategic forces for organizations in achieving their strategic success and implementing their various objectives.

## **Methodology**

### **First: Research Problem**

Competition has become an inherent feature of the third millennium organizations, as the environment of business organizations witnesses a constant threat to markets and resources. These threats may result in some organizations adopting weak procedures in terms of business ethics in order to achieve success in the changing environment characterized by high turbulence, which leaves behind organizational crises. Many leaders must confront them, and here it appears the importance of administrative leaders in business organizations resorting to adopting a leadership style that depends on ethical and behavioral values in dealing with threats and crises resulting from them. It is a motivator and motivator for workers at all levels that contributes to achieving their self-well-being, and leads to the adoption of positive behaviors that contribute to improving performance that pushes hospitals towards improving their outputs. Achieve its objectives, and the research problem can be limited to several important questions:-

- 1-are the dimensions of ethical leadership available among The administrative leaders in the private hospitals investigated? What is the level of availability?
- 2-does the level of availability of the dimensions of ethical leadership vary among workers in the private hospitals investigated?
- 3- what is the level of organizational excellence achieved in the surveyed private hospitals?
- 4- How does ethical leadership affect organizational excellence?

### **Second: Research objectives**

The current research is trying to achieve a basic goal based on the interpretation of relationship between ethical leadership and organizational excellence, and to achieve this goal, the research has set sub-goals as follows:-

- 1-Determining the level and nature of ethical leadership perceived by those working with the private hospitals under study..
- 2-To test the direct impact relationship between ethical leadership and organizational excellence.

### **Third: Importance Of Research**

- 1-The health sector, especially (the private hospitals) is one of the vital and important sectors in societies, especially in the Iraqi society.
- 2- The importance of the researched variables at the intellectual and applied level in the field of organizational and organizational behavior management, as the research contributes to enriching the knowledge side of topics that the local and Arab library lacks, including the issue of ethical leadership and organizational excellence, which is one of the modern variables that receive great attention from researchers, and this enrichment is not limited to On the presentation and the theoretical narrative, but includes exposure to the nature of the possible relationships between them, whether through discussion based on the logical and mental framework, or on the level of practical testing of a set of hypotheses by linking these variables.
- 3- It is also hoped that this study will benefit private hospitals in our dear country in forming an integrated framework that can be relied upon in finding a way to reach ethical leadership and organizational excellence in private hospitals.

### **Fourth: Hypotheses**

**The first main hypothesis:** There Is A Direct Correlation With Statistical Significance Between The Ethical Leadership With Its Dimensions And The Organizational Excellence Variable With Its Dimensions.

**The second main hypothesis:** There Is A Significant Effect Between ethical Leadership In Its Dimensions And The Variable Of Organizational Excellence With Its Dimensions.

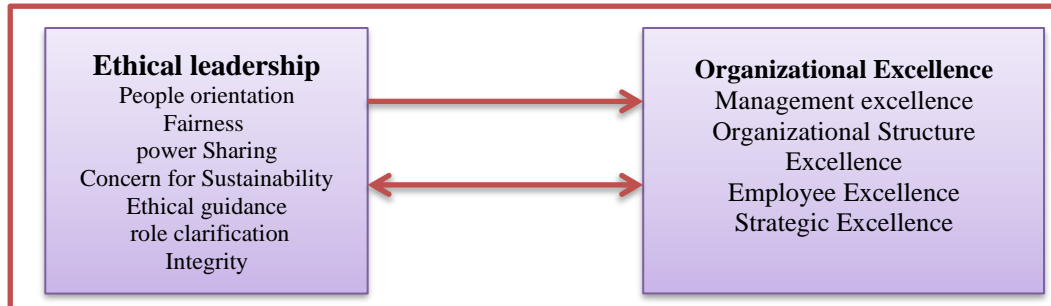
### **Fifth: Materials and Methods**

We relied on the questionnaire to obtain data from the operational side. The questionnaire in its final form included three parts, the first of which dealt with the information of the individuals who were examined, while the second questionnaire included questions to deal with ethical leadership and the third included measures after organizational excellence and was prepared on the basis of the method of random sampling.

### **Sixth: Study sample**

The study population consists of individuals working in private hospitals in the middle Euphrates region, and to test the hypotheses of the study and achieve its objectives, a questionnaire was distributed and after a period of time (two months), (243) questionnaires were obtained. Which represents the research sample

### **Seventh: The research scheme**



Figure(1) theoretical framework for research

## **Literature Review**

### **First: The Concept ethical leadership**

Ethical leadership has received a certain amount of attention in organizations, because it focuses on many factors that affect the success of the organization. ). The concept of ethical leadership emerged as a result of the existence of many unethical behaviors, practices and scandals, which resulted in the emergence of what is known as values-based leadership theories, which consist in many leadership styles such as servant leadership, spiritual leadership, trustworthy leadership and ethical leadership (Copeland, 2014:5). Propositions about ethical leadership that focus on ethical values began since the early part of the first era of the twentieth century as a new style of leadership, and as a leadership style in which the leader possesses universal values such as reliability, integrity, and justice, and reinforces these values through two-way communication with followers, and encourages formation of their ethical thought, so institutionalizing ethical values in the management of organizations is a basic duty of the leader, and the leader must be the most prominent practitioner of ethical rules in the style of leadership and decision-making (Bekir, 2017:564). In the same context, it was found (Dimitriou & Schwepker, 2019:13) that ethical leadership is the normatively appropriate behavioral treatment in interpersonal relationships and dealing with others, and also through making fair decisions and promoting ethical behaviors in subordinates through two-way communication, and thus others look at leaders ethical people are honest, trustworthy, honest and principled people who care about others and society as a whole. In addition, it is the only method that focuses on ethical management and ethical standards through communication and accountability processes, as it takes into account the proactive influence of leaders on the ethical and unethical behavior of employees at work (Hamad & 2020:2). Ethical leadership is also seen as the agreed behavior between the leader and group members towards achieving common goals based on the leader's guidance and care for his subordinates, and unleashing their energies and ambitions with vigor and determination to create an atmosphere of happiness and good performance in the workplace (Nemr, 2021:2). And (Shakeel et al., 2019:614) defined it as showing appropriate leadership behavior in terms of adherence to approved and accepted standards in personal behavior and interpersonal relationships, and promoting that behavior among followers and subordinates.

### **Second: Importance Ethical leadership**

(Brown & Treviño, 2006) developed the concept of ethical leadership through two theories: social exchange theory and social learning theory, and the social learning theory hypothesis is that individuals learn appropriate behavior by observing others, the leader as a role model is in a direct position to influence the behavior of subordinates who learn Acting ethically or unethically by observing the behavior of the leader and other subordinates, subordinates learn appropriate behavior by observing how other workers are rewarded or punished. Conversely, an individual will be reinforced to act unethically if a model of unethical behavior is rewarded (DeConinck et al., 2016:1). Whereas, social exchange theory suggests that subordinates exchange ethical behaviors for the leader by demonstrating organizational citizenship behavior because they see themselves benefiting from ongoing reciprocity, which may be beneficial to them in the future in their work (Garba et al., 2018:6).

Note (Nemr, 2021:2) that the application of ethical leadership within the organization helps to create an atmosphere for creativity and innovation, raise the ethical e of employees, increase their ability, and

raise levels of enthusiasm for work. As (Brown & Chikeleze, 2020: 2-3) pointed out the importance of ethical leadership represented by the following:-

1-Ethical leadership highlights the importance of leaders building relationships with followers and promoting ethical behavior and models of ethical behavior.

2-Ethical leaders constantly reward ethical behavior, discipline and unethical behavior at all levels in the organization, and thus this behavior allows workers to see appropriate behavior constantly receive reward and inappropriate behavior receive punishment, so workers learn through signals what is acceptable behavior within the organization.

3- The development of leadership programs that train leaders to model ethical s, values, and behaviors that support the organization's overall culture and ethical goals is in the interest of the organization.

### **Third: Dimensions Ethical leadership**

By reviewing the studies related to ethical leadership, we note the agreement of most researchers that the dimensions of ethical leadership are as follows:

#### **1- People's orientation**

indicated (Zehir et al., 2011:4). To emphasize the relationship between the leader and subordinates through speaking and listening skills, exceptional care for the well-being of working individuals and making fair decisions. In the same context, he added (Al-Taie et al., 2017:282) that the orientation of individuals or the real interest in individuals reflects the person-directing component of ethical leadership the real interest in, respect and support for subordinates, and where possible to ensure that their needs are met.

#### **2-fairness**

Leaders recognize that they must exercise fairness with all working individuals, by giving equal opportunities, making decisions, and listening without judgment or discrimination (Zehir et al., 2011:4). All working individuals were given equal opportunity to share their ideas, knowledge, talent and skills, and space to achieve their personal goals (Al-Taie et al., 2017:282).

#### **3- power Sharing**

Ethical leadership must separate the administrative levels and each level has its own responsibilities and powers and distribute the powers among the working individuals and according to the tasks assigned to them. It should be by the ethical leader who follows up the business in a professional and professional manner, and directs the working individuals who cannot accomplish their tasks and facilitate it to reduce cases of waste and loss, if any (Zehir et al., 2011:4).

#### **4- Concern for Sustainability**

One of the fundamental issues practiced by ethical leadership is the search for sustainability and this requires a focus on developing relationships with others in the environment and the distribution of responsibilities. Sustainable ethical leaders may act by transcending their self-interest and assuming responsibilities towards society (Zehir et al., 2011:4). Considering the impact of their actions outside the scope of the working group and showing concern for well-being and sustainability (Al-Taie et al., 2017:282)

#### **5- Ethical guidance**

The ethical orientation represents a basic basis for building societies, as all laws and rulings are based on it, and it is the foundation upon which the principles of Islamic Sharia are based, which makes it a basis for the good of society, and it is the protective shield from the causes that lead to its collapse, and the ethical leader's concern for the individuals working with him and taking care of their interests, Defending it and working to encourage them to achieve, creativity and innovation will positively reflect the leadership practices adopted by the leader, which makes working individuals attracted to him and implement what is required of them and combat all forms of administrative corruption that can be eliminated before it penetrates into the organization, and leads to its failure, and this leads Working individuals to commit to their work and not waste time and materials used to keep the organization in competition (Zehir et al., 2011:4).

#### **6 - roles clarification**

The participation of the ethical leader in his personal experiences, skills, thoughts and feelings, especially at the beginning of work, is of great importance to working individuals, as this participation encourages them to talk and express their problems and feelings, and helps them know what is required of them or what is expected from within the organization, and they feel many working individuals find it easy for them to talk about their problems, thoughts and feelings in front of others whenever they feel the leader and their co-workers are ready to participate in it (Kalshoven et al.,2011:351).

#### **7-integrity**

It is defined as the behavior of individuals and organizations who follow the rule of law, or it is integrity and freedom from shortcomings, and it is defined by the Intermediate Dictionary far from bad and beyond suspicion (Zehir et al., 2011:4).

#### **Fourth: Concept organizational excellence**

Organizations in a constantly changing business environment need to focus on creating new entrances to their development, as such methods must provide confidence in the organization's ability to achieve long-term and sustainable success, and organizational excellence is one of the most recognized concepts that can ensure this ability, as it ensures Organizational Excellence All organizational systems are compatible and work coherently together (Nenadál et al., 2018:49). Excellence is one of the modern concepts identified by management thought. Since its emergence, organizations have begun the task of searching for the best ways to improve and develop organizations' performance and reach levels to satisfy various parties. The most famous of these organizations are the European Organization for Quality, the Japanese Organization for Quality, and the Excellence Model (Malcolm Baldrige, the American), as the purpose The basic principle of management in any organization is to achieve excellence in all its activities and achieve unprecedented results, and this has made managing excellence an inevitable necessity in an accelerating environment with all its variables (Malkawi, 2018:149).

(Al-Dhaafri et al., 2013: 68) described Organizational Excellence as the ideal model for the growth and improvement of organizations by identifying strengths and opportunities for improvement, as superior organizations refer to organizations that seek to adapt themselves more and more with the excellence model and the step towards organizational excellence It is an evaluation process for continuous improvements to understand what has been achieved and what further improvements the organization needs.

(Al-Shobaki et al., 2017: 12) Pointed out that Organizational Excellence is a holistic, comprehensive and indivisible concept. it is an intellectual method and a management philosophy based on an approach linked to how to achieve tangible results for the organization to achieve a balance in meeting the needs of all parties, whether stakeholders or society as a whole in the context of a culture of learning, creativity and continuous improvement. and he (alnaweigah, 2013:177) defined it as the organizations' pursuit of investment critical opportunities preceded by effective strategic planning and commitment to achieving a common vision dominated by clarity of purpose, adequacy of resources and keenness on performance.

#### **Fifthly : Importance Organizational Excellence**

Interest in Organizational Excellence is increasing in many organizations and among managers, due to its impact on the performance of individuals and the overall performance of the organization, because superior organizations that focus on satisfying and meeting the changing needs of customers and employees, and seek to exceed the performance of competing organizations by adopting a culture that plays a decisive role in achieving performance higher, and the importance of organizational excellence comes in providing a good framework for guiding organizational behavior, through the pressures it exerts on working individuals to move towards forward thinking and act in ways that are consistent and commensurate with the prevailing culture in the organization (mah'd-hussein et al.,2020:614). Organizational excellence reflects the organization's ability to meet the sustainable development of the organization and meet the needs of customers, and the measurement of organizational excellence is affected by the type of organization (public or private) and the nature of the organization's activities (al-jedaiah, 2020:51).

#### **Sixth: Dimensions Organizational Excellence**

##### **1- Management Excellence**

Managerial excellence is the deep pursuit and constant drive to achieve entrepreneurship, that is, it is an ambitious state that is always beyond the current state of management practice, which provides an effort to learn, adapt and grow (Chopra et al., 2010:972). And (Andjelkovic, 2013:2) defined it as the successful supervision of specific goals, and success can be defined as a satisfactory result, as successful managers strive to achieve great results with full consideration of the participants.

##### **2- Employee Excellence**

The human resource is one of the most important sources of excellence and the basis for value creation, especially in light of the rapid changes in the business environment, so the human resource has become the first place in raising the value of the organization and achieving its distinction (Yousif et al., 2020: 113). The excellence of employees is a set of behaviors, skills and high cognitive abilities enjoyed by individuals working in organizations that enable them to provide the best work, superior to the

organizational standards set and superior to what others provide in terms of quantity and quality (Khalaf et al., 2021: 88).

### 3- Organizational Structure Excellence

Relying on an organizational structure away from red tape, bureaucracy and central procedures, and following an organizational structure characterized by flexibility in a dynamic regulatory environment, gives the organization the ability to modernize and invest available opportunities, and speed decision-making in light of acceleration and assistance in achieving the required goals and excellence compared to competitors (Alnaweigah, 2013: 177).

### 4-Strategic Excellence

Contemporary organizations seek to distinguish the steps they take to achieve their vision, mission and actions as a unified and comprehensive plan and in accordance with the conviction that it is the right and proper framework to be the right professional tool for the survival and stability of organizations, facing environmental challenges and achieving customer satisfaction (Qawasmeh et al., 2013:8). He referred to (Rana et al., 2021: 3400) strategic excellence as the real challenge for organizations, not only at the level of market identification, but also in determining the organization's position in the market in a way that gives sustainable competitive advantages to the organization and in return this requires providing an adaptive strategic plan With the difficulties facing organizations, the strategic plan, in turn, works on identifying the different needs of customers and drawing up a competitive strategy.

## Applied Aspect Of Research

### 1-The Data Moderation Test For The Ethical Leadership Variable

The current paragraph is concerned with testing the data moderation (normal distribution) of the ethical leadership variable, as we note from Table (1) that the test statistic for all dimensions was not significant, meaning that it is significant, and this indicates that the variable does not follow the normal and therefore the variable will be treated based on the formula (Random Numbers) By adopting the (Rv.normal) method, and after re-analysis it was found that all the paragraphs of the ethical leadership variable are subject to a normal distribution, and this gives support towards adopting parametric methods in the processes of data analysis and hypothesis testing.

Table (1) Kolmogorov-Smirnova test for ethical leadership variable

Tests of Normality						
Test After Modification Kolmogorov-Smirnova			Test before modification Kolmogorov-Smirnova			Dimensions
	Sig.	Statistic	Result	Sig.	Statistic	
Insignificant	.086	.054		.000	.128	People orientation
Insignificant	.086	.054	significant	.000	.120	Fairness
Insignificant	.200	.028	significant	.000	.082	power sharing
Insignificant	.200	.045	significant	.000	.127	Concern for Sustainability
Insignificant	.200	.044	significant	.035	.060	Ethical guidance
Insignificant	.200	.027	significant	.000	.098	Role clarification
Insignificant	.200	.041	significant	.000	.131	Integrity

### 2- Data Moderation test for the Organizational Excellence Variable

The current paragraph is concerned with testing the data moderation (normal distribution) of the organizational excellence variable, as we note from Table (2) that the test statistic for all dimensions was not significant, meaning that it is significant, and this indicates that the variable does not follow the normal and therefore the variable will be treated based on the formula (Random Numbers) By adopting the (Rv.normal) method, and after re-analysis, it was found that the paragraphs of the organizational excellence variable are all subject to a normal distribution, and this gives support towards the adoption of parametric methods in the processes of data analysis and hypothesis testing.

Table (2) Kolmogorov-Smirnova test for the variable of organizational excellence

Tests of Normality						
Test After Modification Kolmogorov-Smirnova			Test before modification Kolmogorov-Smirnova			Dimensions
	Sig.	Statistic	Result	Sig.	Statistic	
Insignificant	.200	.036	significant	.000	.090	management excellence

Insignificant	.200	.026	significant	.000	.079	Employee excellence
Insignificant	.053	.057	significant	.000	.113	Excellence in the organizational structure
Insignificant	.200	.033	significant	.000	.118	Strategic excellence

### 3-Structural stability and structural validity of the measuring instrument- :

The reliability test is one of the most important pillars on which the measurement tools are based, and it attaches the utmost importance so that the results of the research come at a high level of confidence and appreciation. It represents the degree to which individual differences can be measured harmoniously and homogeneously when answering a specific scale, and the scale is considered stable when it measures what it was built for. (0.70) at the level of behavioral research (Tavakol & Dennick, 2011: 54). The structural validity coefficient was also adopted to determine the percentage of validity of the measurement tool with respect to the variables and sub-dimensions depending on the answers of the sample members, which represents the Cronbach root alpha, as we note from Table (3) that the values of Cronbach's alpha coefficient for the main research variables and their sub-dimensions ranged between (0.771-922), and these values are acceptable and approved and have an excellent level of stability in descriptive studies, being high values compared to the standard Cronbach alpha values. We also note that the values of the structural validity coefficient were excellent and high within the answers. Thus, the research tool and its standards became valid for the final application as they are characterized by accuracy, stability and high honesty.

Table (3) reliability coefficients and structural validity of the research variables and dimensions

Structural validity coefficient	Cronbach's alpha coefficient	Variables and Dimensions	Sequence
0.90	0.82	People orientation	1
0.94	0.88	Fairness	
0.89	0.80	power sharing	
0.88	0.77	Concern for Sustainability	
0.90	0.82	Ethical guidance	
0.92	0.84	Role clarification	
0.90	0.81	Integrity	
0.97	0.95	Ethical leadership	
0.88	0.78	management excellence	2
0.93	0.86	Employee excellence	
0.90	0.81	Excellence in the organizational structure	
0.94	0.89	Strategic excellence	
0.97	0.94	Organizational Excellence	

### 4-Describe and diagnose the ethical leadership variable

The description and diagnosis of the ethical leadership variable includes describing and diagnosing paragraphs and dimensions of this variable in detail, and then describing and diagnosing the variable in total. And attention to sustainability, ethical guidance, integrity, power-sharing, and equity) respectively, according to the answers of the respondents, as shown in Table (4).

Table (4) Descriptive statistics for the ethical leadership variable with its dimensions

Dimensional order	Relative importance %	Answer level	Standard deviation	Mean	Dimensions
1	.70	High	1.1301	3.503	People orientation Dimensions
7	.63	Moderate	1.1935	3.1737	People orientation Dimensions



6	.66	High	1.1087	3.3012	Dimensions power sharing
3	.69	High	1.0350	3.4403	Concern for sustainability Dimensions
4	.68	Moderate	1.0872	3.3933	Dimensions ethical guidance
2	.69	High	1.0554	3.4424	Role clarification Dimensions
5	.67	Moderate	1.1062	3.3508	Dimensions integrity
--	.67	Moderate	1.1023	3.3721	Dimensions ethical leadership variable

5-Describe And Diagnose The Organizational Excellence Variable

The description and diagnosis of the organizational excellence variable includes a description and diagnosis of paragraphs and dimensions of this variable in detail, and then describing and diagnosing the variable as a whole. Strategic excellence, excellence in the organizational structure) respectively, according to the answers of the respondents, as shown in Table (5).

Table (5): Descriptive statistics for the variable of organizational excellence with its dimensions

Dimensional order	Relative importance %	Answer level	Standard deviation	Mean	Dimensions
2	.68	Moderate	1.0429	3.3959	<b>management</b> excellence
1	.69	High	1.0598	3.4547	<b>Employee</b> excellence
4	.67	Moderate	1.0810	3.3354	Excellence in the organizational structure
3	.67	Moderate	1.0837	3.3798	Strategic excellence
--	.68	Moderate	1.0669	3.3915	<b>Employee</b> organizational excellence variable

**The first major correlation hypothesis:**

The first main correlation hypothesis is determined by exploring the level of correlation between the ethical leadership variable and the organizational excellence variable, whose content (there is a direct correlation with Statistical Significance between (ethical leadership) with its dimensions and the variable (organizational excellence).

As the Pearson correlation coefficient was used to determine the extent to which the above hypothesis was achieved (checking the nature of the correlation between the (ethical leadership) variable) and represented by its dimensions (individual orientation, equity, power sharing, concern for sustainability, ethical orientation, role clarification, integrity) and the variable ( Organizational Excellence .Table (6) shows the matrix of correlations between the ethical leadership variable and its dimensions and the organizational excellence variable .To clarify the details of the contents of the table, the letter (n) shows the size of the tested sample, and a brief (2-tailed) shows that the test was two-way, while The significance of the test can be known through the abbreviation (Sig.), which represents the result of the comparison between the (t) calculated by the program with that calculated in the statistical tables without showing the value of the output, but the significance is inferred by adopting the mark (\*\*). The value of the correlation coefficient will be looked at Five main categories, as shown in Table (6):-

Table (6): The matrix of correlation coefficients between ethical leadership and its dimensions, organizational excellence

		People orientation	Fairness	power sharing	Concern for Sustainability	Ethical guidance	Role clarification	Integrity	Ethical leadership
people	Pearson	1	.720**	.656**	.600**	.580**	.622**	.521**	.807**



orientation	Correlation								
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	243	243	243	243	243	243	243	243
fairness	Pearson Correlation	.720**	1	.752**	.652**	.582**	.572**	.462**	.822**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000
	N	243	243	243	243	243	243	243	243
power sharing	Pearson Correlation	.656**	.752**	1	.747**	.705**	.669**	.549**	.869**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	243	243	243	243	243	243	243	243
Concern for Sustainability	Pearson Correlation	.600**	.652**	.747**	1	.706**	.707**	.623**	.863**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000
	N	243	243	243	243	243	243	243	243
Ethical guidance	Pearson Correlation	.580**	.582**	.705**	.706**	1	.727**	.614**	.834**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000
	N	243	243	243	243	243	243	243	243
Role clarification	Pearson Correlation	.622**	.572**	.669**	.707**	.727**	1	.727**	.861**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	243	243	243	243	243	243	243	243
Integrity	Pearson Correlation	.521**	.462**	.549**	.623**	.614**	.727**	1	.772**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	243	243	243	243	243	243	243	243
Organizational Excellence	Pearson Correlation	.665**	.643**	.829**	.812**	.872**	.875**	.820**	.942**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000
	N	243	243	243	243	243	243	243	243

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### The impact pathway test for the second main hypothesis:

In this hypothesis, the effect of the independent variable on the dependent variable and its content will be verified (there is a direct and significant effect between ethical leadership in organizational excellence at the level of private hospitals in the Middle Euphrates region) by relying on the structural modeling approach that It represents a better alternative than path analysis, multiple regression, and time series analysis because it does not extract the effect size and statistical significance only, but rather extracts the suitability of the data to the proposed model for the study in light of a number of statistical indicators, and table (7) to

determine the influence relationships and their significance among the variables, as shown below.

Table (7) Regression weights to test direct impact hypotheses between ethical leadership and organizational excellence

variable and dimensions	path	Variables	S.R.W	Estimate	S.E.	C.R.	P
organizational excellence	<---	ethical leadership	.942	.937	.021	43.748	***

Table (7) shows the set of results related to the direct impact test between ethical leadership and organizational excellence. The value of the coefficient of determination (interpretation) (R<sup>2</sup>) (0.89), and this indicates that ethical leadership explains (89%) of the changes that occur at the level of organizational excellence. As for the remaining percentage (11%) due to the effect of other variables that were not studied in the statistical model of the study, while the value of the tested effect was (Beta Standardized)

( $\beta = 0.942$ ,  $P < .01$ ), a value that indicates that the marginal slope coefficient indicates a positive direct relationship between the ethical leadership variable and organizational excellence, and these values are considered significant because (the critical value C.R.) obtained an amount greater than (1.96), which is Significant value at ( $P < .001$ ) and the content of this result indicates the interest in ethical leadership by private hospitals in the middle Euphrates region will be positively reflected in increasing organizational excellence in it, and based on the above results, support is available to accept the path of the first effect hypothesis between the independent variable and the dependent variable, which is Match the expectations of the research in its intellectual framework.

## Conclusions and Recommendation

### Conclusions

1-There is a strong direct correlation relationship between the independent variable (ethical leadership) and its dimensions (individual orientation, equity, power sharing, concern for sustainability, ethical orientation, role clarification, integrity) and the dependent variable (organizational excellence), as this result explains that private hospitals in The Middle Euphrates region (research sample) enables it, through the practice of ethical leadership behaviors, such as adopting integrity in the completion of work, achieving fairness among all its functional levels, and paying attention to the sustainability of its resources, from affecting the level of its work and achieving organizational excellence.

2-The existence of a correlation relationship with Statistical Significance and a direct direction between the dimension of individuals' orientation and the variable of organizational excellence, and this direct correlation can be explained that the management of private hospitals in the middle Euphrates region is directed towards paying attention to the needs of its employees and looking into their problems that will lead to strengthening organizational excellence.

3-There is a strong positive correlation between the equity dimension and the organizational excellence variable, and this positive correlation between the equity dimension and the organizational excellence variable can be explained by the fact that the management of private hospitals in the middle Euphrates region enhances their employees' independence and that what happens in the work environment is part of the work process, which creates Practical orientation of employees to strive for organizational excellence.

4-The strength of the achieved direct correlation was within the level of a strong positive correlation between the dimension of power sharing and the variable of organizational excellence the people in it.

5- There is a significant and direct correlation relationship between the dimension of concern for sustainability and the variable of organizational excellence, and this direct correlation between the dimension of concern for sustainability and the variable of organizational excellence can be explained by the fact that the management of private hospitals in the Middle Euphrates region believes that the increasing level of interest in sustainability will lead to more organizational excellence .

### **Recommendations**

1- The necessity of increasing attention to ethical leadership practices because of their positive and effective results on the performance of workers in the private hospitals investigated by excellence the aesthetic creativity that reveals the potentials and capabilities of employees.

2- Ethical leadership is one of the prominent theories. Ethical leaders should participate in actions and behaviors that benefit others while refraining from behaviors that cause harm to others.

3- The surveyed private hospital administrations should rely on short goals and take them into consideration when building long-term goals, and enable employees to participate in formulating them to motivate them and ensure that they run in the same direction as the hospital administration, which helps to achieve the hospital's excellence.

4- If the management of the private hospitals in question wants to perpetuate their excellence, they should pay more attention to cooperative work and conclude strategic agreements and partnerships with major reputable international hospitals.

### **References**

1. Al-Dhaafri, H. S., Al-Swidi, A. K., & Al-Ansi, A. A. (2016). Organizational excellence as the driver for organizational performance: a study on Dubai police. *International Journal of Business and Management*, 11(2), 47.
2. Al-Jedaiah, M. N., & Albdareen, R. (2020). The effect of strategic human resources management (SHRM) on organizational excellence. *Problems and Perspectives in Management*, 18(4), 49.
3. Alnaweigah, A. B. (2013). The impact of knowledge management functions on the organizational excellence from the perspective of the University of Al-Taif Staff. *Interdisciplinary Journal of Contemporary Research in Business*, 5(3), 170-192
4. Al-Taie, Y. H., Abdulla, D. F., & Rasheed, W. N. (2017). Ethical leadership and its role in organizational integrity to reduce the nutrients of administrative corruption: An Applied Study on a Sample of Najaf Governorate Departments. *Journal of University of Human Development*, 3(2), 272-311.
5. Andjelkovic Pesic, M., & Dahlgaard, J. J. (2013). Using the Balanced Scorecard and the European Foundation for Quality Management Excellence model as a combined roadmap for diagnosing and attaining excellence. *Total Quality Management & Business Excellence*, 24(5-6), 1-11.
6. Bekir, K. U. L. (2017). The impact of ethical climate and ethical leadership on ethical codes practices. *Uluslararası Yönetim İktisat ve İşletme Dergisi*, 13(13), 563-573.
7. Brown, S., & Chikeleze, M. (2020). A NEW CONCEPTUAL MODEL: Integrating Ethical Leadership into the Assess, Challenge and Support (ACS) Model of Leader Development. *Journal of Leadership Education*, 19(4).
8. Chopra, P. K., & Kanji, G. K. (2010). Emotional intelligence: A catalyst for inspirational leadership and management excellence. *Total quality management*, 21(10), 971-1004.
9. Copeland, M. K. (2014). The emerging significance of values based leadership: A literature: review. *International journal of leadership studies*, 8(2), 105.

10. DeConinck, J. B., DeConinck, M. B., & Moss, H. K. (2016). The relationship among ethical leadership, ethical climate, supervisory trust, and ethical judgment. *Academy of Marketing Studies Journal*, 20(3), 89-99.
11. Garba, O. A., Babalola, M. T., & Guo, L. (2018). A social exchange perspective on why and when ethical leadership foster customer-oriented citizenship behavior. *International Journal of Hospitality Management*, 70, 1-8.
12. Hamad Aldoseri, A. R. (2020). The Impact of Ethical Leadership on Employee Performance in the Hotel Industry in Bahrain: The Mediating Effect of Employee Voice
13. Khalaf, Wassan Fadel. Al-Khafaji Muhammad Naeem, Al-Saidi, Karrar Fadel. Razak, Huda Aqeel (2021) The Impact of Organizational Excellence on Sustainability-Oriented Practices, *Journal of Petroleum Research and Studies*, Volume (3), Issue (30) 82-98
14. Mah'd-hussein, d., & al-qurashi, d. R. (2020). The role of critical success factors in achieving organizational excellence an empirical study on cellular communications companies operating in jordan. *Palarch's journal of archaeology of egypt/egyptology*, 17(7), 6008-6028.
15. Malkawi, N. M. (2018). using electronic human resource management for organizational excellence-case study at social security corporation-Jordan. *International Journal of Engineering Technologies and Management Research*, 5(5), 146-166.
16. Nemr, M. A. A., & Liu, Y. (2021). The impact of ethical leadership on organizational citizenship behaviors: Moderating role of organizational cynicism. *Cogent Business & Management*, 8(1), 1865860.
17. Nenadál, J., Vykydal, D., & Waloszek, D. (2018). Organizational excellence: approaches, models and their use at Czech organizations. *Quality innovation prosperity*, 22(2), 47-64.
18. Qawasmeh, F. M., Darqal, N., & Qawasmeh, I. F. (2013). The role of organization culture in achieving organizational excellence: Jadara University as a case study. *International Journal of Economics and Management Sciences*, 2(7), 5-19.
19. Rana Abdul Sattar. (2021)"The impact of change management on organizational excellence Analytical study of a number of government banks in Thi-Qar Governorate." *Turkish Journal of Computer and Mathematics Education (TURCOMAT)* 12.12 :3396-3407.
20. Shakeel, F., Kruyen, P. M., & Van Thiel, S. (2019). Ethical leadership as process: A conceptual proposition. *Public Integrity*, 21(6), 613-624
21. Yousif Ali, M. S., & Hasaballah, A. H. A. (2020). Assessing the effect of organizational cultural values and employees engagement on performance excellence. *International Journal of Management*, 11
22. Zehir, C., & Erdogan, E. (2011). The association between organizational silence and ethical leadership through employee performance. *Procedia-Social and Behavioral Sciences*, 24, 1389-1404.