Does Ethical Leadership Enhance Employee Outcomes? Evidence From Five And Four-Star Hotels In Egypt

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Abstract

The study aimed to identify the extent of the impact of ethical leadership as an independent variable on employees' results as a dependent variable, which is (creativity - motivation - passion). This is applied to five- and four-star hotels in the Greater Cairo Governorate in Egypt. After excluding incorrect questionnaires, the study sample reached (189) questionnaires with a response rate of (75.6%). The results reached a number of results, the most important of which is the existence of a distinction between evaluating employees' attitudes toward ethical leadership, and also the presence of a significant effect of ethical leadership on the creativity, motivation, and passion of employees in the hotels under study. A set of recommendations were developed, the most important increasing the awareness of hotel managers and department heads about the importance of following ethical leadership behaviors and the endeavor of hotel institutions to prepare training and educational programs that contribute to spreading the culture of ethical behaviors.

1. Introduction

The moral aspect of leadership has garnered significant scholarly attention in the field of leadership theory due to its increasing popularity in recent years (Ramseur, 2018). The ethical conduct of leaders in the hospitality industry has a significant impact on the attitudes of employees. Numerous studies have explored the correlation between leaders' ethics and the attitudes of their followers across various sectors (Çelik et al., 2015 and Jeseviciute & Fominiene, 2017). For instance, researchers have examined ethical leadership in relation to variables such as organizational commitment, organizational justice, work passion, employee motivation, job satisfaction, and several other factors (Miao et al., 2018).

According to ethical decision-making models, leaders play a crucial role in managing the ethical decision-making process among individuals within an organization (Schwartz, 2016). Although it has received limited attention in the hospitality literature, ethical leadership is a leadership style that has the potential to enhance the ethical decision-making of organizational members by demonstrating managers' concern for employees and promoting improved employee performance (Srivastava & Madan, 2022). According to Alshammari et al. (2015), ethical leadership possesses the capacity to enhance employees' loyalty towards their organizations, thereby promoting job satisfaction, which ultimately contributes to the success of the organization (Knani, 2014). Furthermore, Nolan (2017)

stated that a favorable ethical climate fosters higher levels of creativity and motivation among employees at all levels.

Ethical leaders are perceived as individuals who possess several key traits, including honesty, integrity, concern for others, altruism, visibility, determination towards collective goals, reliability, and a commitment to upholding ethical principles in their decision-making (Asarkaya & Akaarir 2021). These leaders are recognized for their balanced judgments and their consistent demonstration of principled behavior. According to Javed (2017), employees exhibit higher levels of creativity when they receive direction in a supportive and encouraging manner. Consequently, the role of leaders becomes crucial in attaining a competitive edge within tourism organizations.

In the hotel industry, leaders have a vital responsibility to establish an organizational climate rooted in values. By effectively managing ethical values within the workplace, leaders validate decision-making actions; reinforce cultural consistency, and foster trust among individuals, employees, guests, and other stakeholders (Nicolaides, 2019). This, in turn, contributes to improved service quality and products. Managers and other leaders must effectively communicate the significance of ethical values to all employees and establish clear expectations regarding ethical conduct in interactions with all stakeholders (Grojean et al., 2004). According to Hoogh and Hartog (2008), ethical leadership encompasses three drivers: 1) morality, 2) role clarification, and 3) power sharing. These dimensions serve as motivational factors that contribute to employee creativity (Zhao et al., 2020). Accordingly, this paper examines the nexus of ethical leadership with 1) employee creativity, 2) employee motivation, and 3) work passion in the hotel context.

2. Literature Review and Hypothesis Development
### 2.1. Ethical Leadership

Leadership can be defined as the process through which an individual influences a group of people to work together towards a shared objective (Beth, 2016). Leaders have a crucial function in assisting groups and organizations in attaining their goals. Ethical leadership is characterized as the display of behavior that aligns with established norms, demonstrated through personal actions and interactions with others, while also actively encouraging such behavior among followers through effective reinforcement and decision-making processes (Langlois et al., 2014). Ethical leadership gauges draw on the use of the perceived leader integrity scale which gauges employees' perceptions of their leaders' integrity, ethical behavior, and negative conduct within various relationships within the organization (Ramseur, 2018).

As ethical leadership encompasses fairness, honesty, and concern for others, it exerts a positive influence on employees' attitudes and yields favorable outcomes such as satisfaction, commitment, organizational citizenship behavior, and elevated levels of service quality within the organization (Nazarian et al., 2022). Ethical leaders demonstrate qualities such as fairness, trustworthiness, and honesty in their ethical decision-making approach (Ko et al., 2018). They actively promote moral behavior among their followers, practicing moral management (Eluwole et al., 2022). Such leaders also prioritize fair rewards and maintain positive relationships with their followers (Asarkaya & Akaarir, 2021). By acting with integrity and fostering open communication, ethical leaders establish trust among employees in hotel settings (Ko et al., 2018).

Ethical leaders demonstrate empathy and prioritize serving others while respecting their dignity and rights, thereby fostering a sense of connection. When employees are under the guidance of ethical leaders who exemplify trust, respect, and integrity in their relationships, it increases the likelihood of meeting their innate psychological needs (Sarwar et al,2020). Ethical leaders are inclined to nurture intrinsic motivation by creating an environment that

fosters feelings of care, security, and connectedness, providing employees with opportunities to enhance their skills, make autonomous choices, and engage in meaningful interactions with leaders (Ouakouak et al., 2020).

Ethical leaders are characterized by their honesty and adherence to principles when making fair decisions (Khuong & Hoang, 2015). They effectively communicate ethical expectations, establish transparent ethical standards, and implement appropriate rewards and consequences to ensure adherence to ethical guidelines (Brown & Mitchell, 2010). These leaders cultivate an organizational atmosphere that encourages employees to push their limits and enhance their skills, aligning employee competence with moral values to help them achieve their goals (Ouakouak et al., 2020). Figure 1 presents the putative linkages between ethical leader behaviors and employee outcomes (i.e., employee creativity, employee motivation, and work passion).
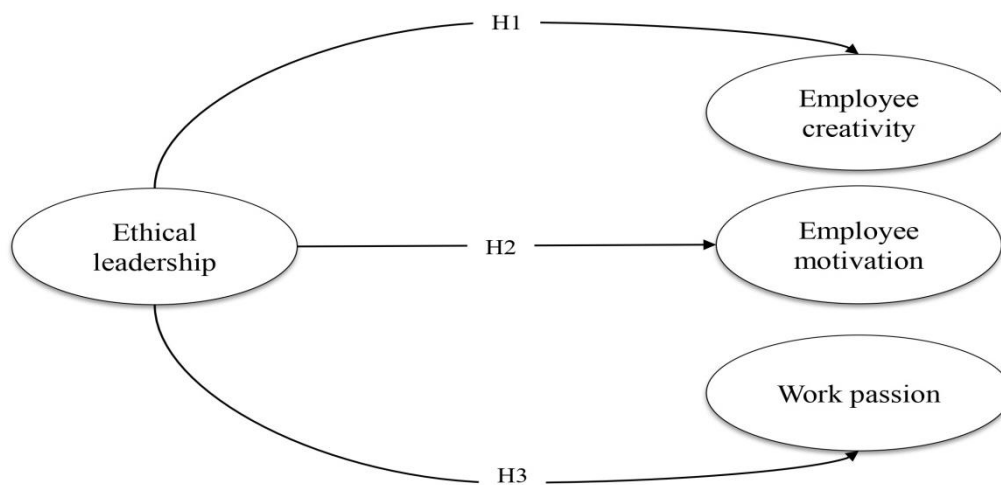
Fig. (1): Research model

2.2. Employee Outcomes
2.2.1. Employee Creativity

Creativity involves employees utilizing their knowledge, skills, experiences, and perspectives to find solutions, perform their tasks effectively, and generate ideas for decision-making purposes (Radwan, 2020). To foster organizational creativity, the organization should establish an environment that supports it through various means. This includes allocating sufficient time and resources, offering training opportunities to enhance competence and problem-solving abilities, setting clear goals and vision, and implementing a reward and recognition system to acknowledge and appreciate staff members who contribute to innovation efforts (M.F., 2011).

Employee creativity can be defined as the innovative thinking, expertise, and skills of employees, which are developed based on their knowledge and qualifications (Hanaysha, 2022). In today's business environment, employee creativity has emerged as a distinctive competitive advantage essential for the development of an organization (Lukes & Stephan, 2017). Consequently, corporate leaders should actively foster a culture of creativity and innovation in the workplace, providing support and encouragement for employees to engage in inventive and innovative work (Khalili, 2013).

Numerous studies have indicated that leaders' actions and ethical conduct significantly affect creative behaviors of employees (Javed et al., 2017). Specifically, when employees have a greater sense of autonomy and receive clear guidance from their leaders, it tends to

cultivate a conducive workplace for creativity (Lee et al., 2020; Hanaysha, 2022). To summarize, ethical leaders promote an environment of respect and acceptance towards employees' differing views and values by fostering trust, honesty, consideration, virtuousness, and fairness in their relationships (Iqbal et al., 2013). These leaders play a pivotal role in shaping and influencing the culture of hotels, empowering employees by encouraging autonomy and valuing their ideas, ultimately fostering employee creativity (Asif et al., 2019). Thus, this paper suggests that:

H1. Ethical leadership positively affects employee creativity.

2.2.2. Employee Motivation

In today's dynamic and highly competitive market, employee motivation is recognized as a crucial component for achieving success and prosperity in businesses. According to Devadass (2011), employee motivation encompasses a range of energizing forces, including internal factors inherent to individual and external factors such as job characteristics, individual differences, and organizational practices. In essence, employee motivation should involve a comprehensive combination of meeting employees' needs and expectations arising from their work and the workplace factors that facilitate and enhance employee motivation. It is undeniably a significant challenge for employers to effectively satisfy these factors and increase employee motivation (Feng et al., 2018).

Motivation can be described as the internal psychological drive that influences and directs behaviors (Evans, 2023). In the context of hotels, ethical leadership is the essential factor that can effectively inspire and motivate employees by upholding and promoting values, principles, and beliefs (Asarkaya & Akaarir, 2021). According to Treviño & Brown (2005), leaders are seen as influential figures and role models for their followers. They hold legitimate authority, and it is crucial for them to fulfill their role by ethically guiding their followers, effectively communicating ethical standards, and leveraging these standards to influence their followers.

Ethical leader behaviors are expected to have a positive influence on both their employees' motivation and job performance, provided that these leaders foster an environment where ethics and values are upheld (Asarkaya & Akaarir, 2021). The ethical behavior of leaders is crucial in motivating employees to exert significant effort on their tasks. According to Walumbwa et al. (2012), ethical leaders actively encourage employee effort, which in turn leads to enhanced task performance.

This implies that employees evaluate the underlying motives behind leaders' behaviors, and this assessment significantly impacts their motivation for work. Therefore, the power that leaders hold over employees is contingent upon the ethicality of their actions (Jeseviciute & Fominiene, 2017). Thus, this paper assumes that:

H2. Ethical leadership positively affects employee motivation.

2.2.3. Work Passion

Bayraktar and Jimenez (2022) stated that individuals characterized by obsessive passion develop emotional dependency on their work, making it challenging for them to detach themselves from it. Conversely, individuals with harmonious passion not only devote their focus and energy to their work but also experience enjoyment and engage in non-work-related activities with undivided concentration (Chen & Lim, 2020). Employee work passion refers to an enduring and emotionally positive state of well-being experienced by individuals, derived from ongoing cognitive and emotional evaluations of different job and organizational circumstances. This state of passion leads to consistent and constructive intentions and behaviors in the workplace (Talib et al., 2019).

Work passion is the state of well-being that employees specialize in, marked by persistently happy feelings. Work passion results from positive assessments that are influenced by favorable social aspects of the workplace (Popovic et al., 2018). According to Ahadiat and Dacko-Pikiewicz (2020), ethical leadership has been found to be a significant factor affecting employees' enthusiasm for their jobs. Fan (2021) asserts that ethical leadership has the ability to increase levels of productivity and job fulfillment. Similarly, Robertson and Barling (2013) discovered that ethical leader behaviors were positively associated with employees' pro-environmental behaviors. Therefore, this paper proposes that:

H3. Ethical leadership positively affects work passion.

3. Methodology
3.1. Study Population and Sample
The population study consists of employees in five- and four-star hotels in the Greater Cairo Governorate. The sample of respondents was selected by appropriate sampling.
3.2. The Characteristics of the Investigated Hotels
The study was conducted on a sample of five and four star hotels in Greater Cairo. Greater Cairo was chosen because it is the capital of Egypt and also has the largest number of 4- and 5-star hotels and the number of tourists is large. The selected hotels were selected as shown in table No. (1).

Table (1): The Hotels' Capacity.

No	Hotel No.	Category
1.	30	5 stars
2.	24	4 stars

Source: Central Department of Information and Decision Support General Department of Information and Statistics, Ministry of Tourism (2022).

3.3. Data Collection Methods
The study combines two basic types of data:
- Secondary data: The researchers relied on secondary data to establish the theoretical aspect of the variables, relying on scientific journals and foreign references that were interested in dealing with the study variables from their various aspects.
- Primary data: The questionnaire method was used to collect study data because it is one of the most common methods in previous and current studies.

This study relied on the quantitative method, using the questionnaire as a data collection tool. Where the data was collected by mail and distributed manually in the hotels included in the study. (250) questionnaires were distributed to employees in 4- and 5-star hotels in Greater Cairo Governorate, and (189) valid questionnaires were retrieved. Thus, the percentage of valid returned forms is about (75.6%) of the total distributed forms. The questionnaire and interview forms were distributed in the period from February 2023 to August 2023.
3.4. Description of the Questionnaire
The questionnaire was used to measure the impact of ethical leadership on enhancing employee Outcomes from four and five-star hotels in the Greater Cairo Governorate. The first part was devoted to collecting information about the respondents and included (i.e. gender, age, scientific qualification, current job, and total years of experience). The second part focused on the study variable (independent variable). The independent variable represents the focus on measuring ethical leadership behaviors. It consists of 19 items. The third part consists of the axes of the variables of the results of workers, which are represented in three dimensions, namely the first dimension (Employees' creativity) and consists of 13 phrases, the second dimension (motivation of workers) and it consists of 12 phrases, and the third and

last dimension (workers' passion) and it consists of 10 phrases. All measurement statements were measured based on a five-point Likert scale ranging from 1= strongly disagree to 5 = strongly agree. The researcher depended on previous studies when preparing the questionnaire statement as follows; (Vallerand (2010); Gallagher & Tschudin (2010); Mihelič et al. (2010); Walumbwa et al. (2011); Stiab & Maninger (2012); Sharma & Jain (2013); Kalshoven et al. (2013); Assaed et al. (2016); Mitonga-Monga & Cilliers (2016); Chen & Hou (2016); Barkhordari-Sharifabad et al. (2017); Egan et al. (2017); Hahm (2018); Purba & Ananta (2018); Savithri & Mozhi (2019); Gao & Jiang (2019); Ahadiat & Dacko-Pikiewicz (2020); Danish et al. (2020)). The researchers relied on previous studies in preparing the questionnaire. After that, the validity of the questionnaires was validated through an experimental study on the hotels that were examined, and the questionnaire form was presented to professors specialized in the field. After collecting online questionnaires. They were screened and incomplete questionnaires were excluded. Finally, the operations were carried out by creating the extracted data tables for use in the SPSS and AMOS v25 statistical analysis programs, and the statistical analysis of the data was done using the Statistical Package for Social Sciences twenty-fifth version (25).

4. Results and Discussion

4.1. Psychometric Properties of the Questionnaire

The study used the questionnaire as the main tool for collecting data, In addition to the demographic data and hotel classification, the questionnaire is divided into two parts, The first part concerns items measuring the independent variable (ethical leadership), which numbers 19 items. The second part of the questionnaire measures the dependent variable (employee outcome variables) with its three dimensions (creativity - motivation - passion), where the employee creativity dimension consists of 13 items, and the employee motivation dimension consists of 12 items. The work passion dimension consists of 10 items.

4.2. Sample Demographic Characteristics

A total of 189 samples were recruited for this research, 81 percent of the sample (153 people) is males, and 19 percent (104 people) is females. The percentage of males in the four-star hotels of the sample was (84.6%) and (15.4%) of the females, while in the five-star hotels the percentage of males was (79%) greater than the percentage of females (21%). (63.7%) are aged from 36 to 45 years, (20.2%) are from 46 to 55 years, (7.3%) are from 25 to 35 years, and (8.9%) are from 56 years and above in four-star hotels. While in five-star hotels, the percentage of (63.7%) were between 36 to 45 years old, (20.2%) from 46 to 55 years old, (7.3%) from 25 to 35 years old, and (8.9%) from 56 years old and above. above. (95.4%) held a bachelor's degree, (1.5%) held a diploma, and (3.1%) held a master's degree in the four-star hotels, while in the five-star hotels (97.6%) held a bachelor's degree, and (2.4%) held a diploma. 65.6 percent of the sample (124 people) works at five stars hotels, and 34.4 percent (65 people) works at four stars hotels. The Demographic and sample characteristics shown in table (2).

Table (2): Demographic Data.

Sample Characteristics (n= 189):		4 stars hotels		5 stars hotels	
		Count	(%)	Count	(%)
Gender	male	55	84.6%	98	79.0%
	female	10	15.4%	26	21.0%
	25-35 years old	12	18.5%	9	7.3%
	36-45 years old	40	61.5%	79	63.7%

	46 -55 years old	10	15.4%	25	20.2%
	56 years and over.	3	4.6%	11	8.9%
Qualification:	diploma	1	1.5%	3	2.4%
	Bachelor's	62	95.4%	121	97.6%
	Master's	2	3.1%	0	0%
	Executive manager	5	7.7%	15	12.1%
	Head of department	8	12.3%	24	19.4%
	Employee	52	80.0%	85	68.5%
Total years of experience:	Less than 5 years	15	23.1%	19	15.3%
	6-10 years	37	56.9%	66	53.2%
	11-15 years old	7	10.8%	21	16.9%
	16-20 years old	5	7.7%	14	11.3%
	20 years and over.	1	1.5%	4	3.2%

4.3. The Validity (Structural Validity)

Structural validity measures the degree to which the scores are an adequate reflection of the dimensionality of the construct to be measured. In this study, the structural validity of the questionnaire was assessed by confirmatory factor analyses (CFA). A quinary factor model of the questionnaire was tested. Unidimensionality was examined by CFA on the polychoric correlation matrix with Weighted Least Squares with Mean and Variance adjustment (WLSMV) estimation. The Comparative Fit Index (CFI), Tucker Lewis Index (TLI), Root Means Square Error of Approximation (RMSEA), and Standardized Root Mean Residual (SRMR) evaluate model fit. We report scaled fit indices, which are considered more exact than unscaled indices as shown in Table (3). Figure (2) present the model.
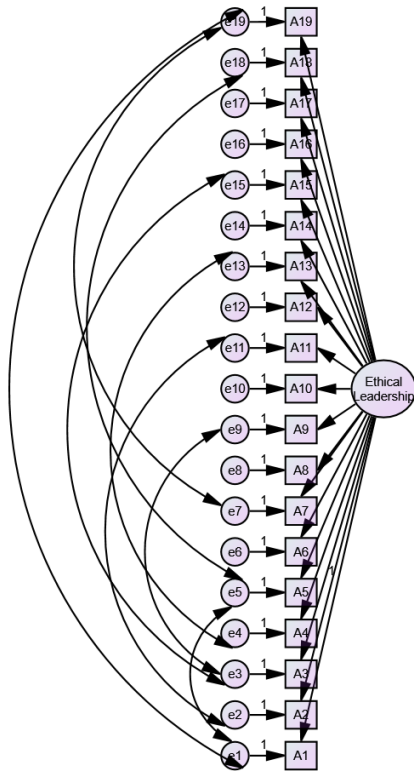
Table (3): The Validity (Structural Validity).

Indicators	CFI	TLI	RMSEA	SRMR
Evaluation value	**> 0.9**	**> 0.9**	**< 0.06**	**< 0.08**
Model Value **(part1, Ethical leadership behaviors)**	0.948	0.948	0.013	0.061
Model Value **(part2, Employee outcome variables)**	0.990	0.960	0.008	0.064

*4.4. Reliability*

Reliability by Internal consistency measures the degree of the interrelatedness among the items. Internal consistency was assessed by calculating Cronbach's alpha. A Cronbach's alpha value is $0.700 \geq 0.70$ was considered sufficient evidence for reliability of part1 (Ethical leadership behaviors). A Cronbach's alpha value is $0.712 < 0.70$ was considered sufficient evidence for reliability of part2 (Employee outcome variables).

Part1: Ethical Leadership Behaviors   **Part2: Employee Outcome Variables**
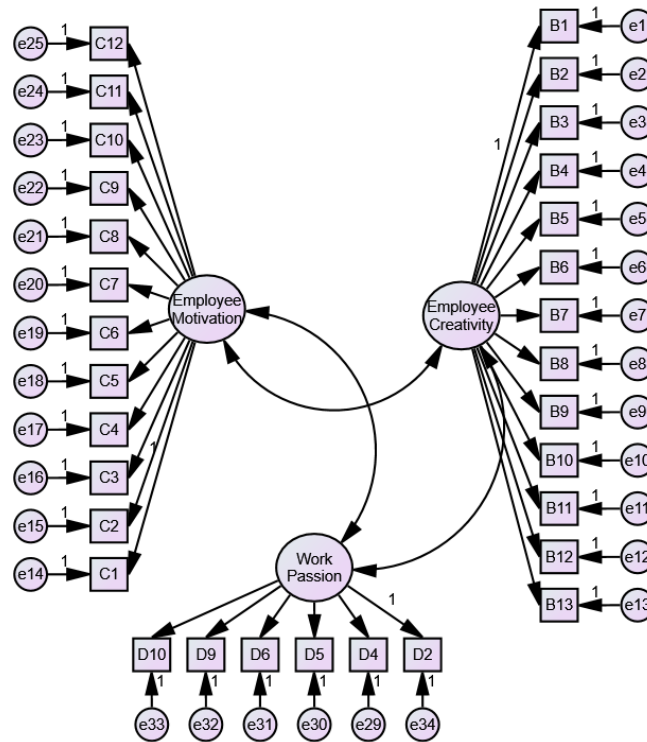
Fig. (2): Structural Validity by Confirmatory Factor Analyses (CFA), Using IBM Amos ver. 25.

4.5. Descriptive Statistics

4.5.1.Ethical Leadership Behaviors

Table (4): Descriptive Statistics of Ethical Leadership Behaviors Items.

No.	Items	Descriptive Statistics			
		Mean	Std. Dev.	Sk.	Ku.
A1	Your manager helps others meet their needs.	4.13	0.74	-0.22	-1.16
A2	Your manager forms distinct ethical relationships with others, whether in the internal or external work environment.	4.38	0.71	-0.69	-0.75
A3	Your manager is flexible in dealing with others.	4.33	0.76	-0.64	-0.99
A4	Your manager has ethical behaviors towards his ownership and commitment to the interests of the hotel.	4.57	0.62	-1.15	0.27
A5	Your manager provides a reward system that promotes ethical behavior.	3.78	0.83	0.09	-0.96
A6	Your manager discusses values and professional ethics with his subordinates.	4.12	0.83	-0.57	-0.44
A7	Your manager participates with colleagues at work in social events.	4.36	0.76	-0.71	-0.91
A8	Your manager respects the rights of others.	4.46	0.56	-0.37	-0.87
A9	Your manager provides an ethical charter that promotes positive behavior within the hotel.	4.40	0.65	-0.61	-0.61
A10	Your manager follows justice in distributing rewards or directing penalties.	4.45	0.66	-0.79	-0.45

A11	Employees who enjoy transparency and integrity at work are rewarded.	4.47	0.66	-0.88	-0.36
A12	Your manager cares about the feelings of others and respects their dignity.	4.67	0.61	-1.66	1.57
A13	There is fairness in selecting employees for promotion.	4.74	0.53	-1.90	2.75
A14	There is fairness in providing training opportunities.	4.37	0.68	-0.61	-0.72
A15	Subjectivity and personality are avoided in evaluating employees.	4.52	0.65	-1.01	-0.09
A16	Your manager promotes ethical practices among employees.	4.59	0.56	-1.00	0.01
A17	Your manager takes justice in organizing and coordinating the efforts of workers.	4.58	0.59	-1.07	0.16
A18	Your manager is characterized by shying away from lies, hypocrisy, and impossible promises.	4.55	0.64	-1.12	0.13
A19	Your manager encourages employees to work together, not compete against each other.	4.42	0.68	-0.76	-0.58
Total (A): mean (4.41), std. dev. (0.08), Relative importance (88.2%)					

The results in Table (4) indicated that the level of response of the sample members to the independent variable (ethical leadership) was high, as it obtained a percentage of (88.2%), thus giving the total score for the ethical leadership variable in the four- and five-star hotel chains in Grand Cairo Governorate. Whereas the statements from (A1) to (A19) measure the practice of ethical leadership, which occurred with an average of (4.41), a standard deviation of (3.37), and a relative weight of (88.2%), which is a high percentage that confirms the employees' agreement on the extent of the availability of ethical leadership in Four and five-star hotels. This indicates that the average response score for this field differs significantly from the average agreement score, and this means that there is agreement on the items in this field. It is also clear from the table that the most important statements are that managers meet the needs of employees with a mean (4.13) and a standard deviation (0.74), and they are also flexible in dealing with hotel workers with a mean (4.33) and a standard deviation (0.76), and they also have ethical behaviors towards their ownership and commitment to what is in the best interest with a mean (4.57) and a standard deviation (0.62), the hotel management provides rewards that enhance the ethical behavior of employees with a mean (3.78) and a standard deviation (0.83), the management also provides an ethical charter that promotes positive behavior within the hotel with a mean (4.40) and a standard deviation (0.65), also follows.

Hotel managers are fair in distributing rewards and directing punishments with a mean (4.45) and a standard deviation (0.66), and there is also fairness in selecting employees for promotion with a mean (4.74) and a standard deviation (of 0.53). The results also confirmed that managers move away from subjectivity and personality in evaluating workers with a mean (4.52) and standard deviation (0.65). The results also showed the extent to which managers support ethical practices among hotel workers with a mean (4.59) and a standard deviation (0.56). The results also showed that managers achieve justice in organizing and coordinating employees' efforts with a mean (4.58) and a standard deviation (0.59), while managers encourage workers to work together and not compete against each other with a mean (4.42) and standard deviation (0.68). This is confirmed by the results in previous

studies such as (Mihelič *et al.* (2010); Kalshoven *et al.* (2013); Hansen *et al.* (2013); Knani (2014); Ko *et al.* (2018); Nicolaides (2019); Ouakouak *et al.* (2020); Fan *et al.* (2021)).

4.5.2. Employee Creativity

Table (5): Descriptive Statistics of Employee Creativity Items.

No.	Items	Descriptive Statistics			
		Mean	Std. Dev.	Sk.	Ku.
B1	Your manager at work gives the opportunity to employ the capabilities and expertise of workers.	4.22	0.79	-0.81	0.14
B2	Your manager is keen to involve all employees in various training courses.	4.20	0.81	-0.92	0.82
B3	Your manager encourages employees to innovate, innovate and innovate in work methods.	4.23	0.85	-1.04	1.09
B4	Your manager at work encourages fair and honest competition among employees.	4.22	0.88	-0.92	0.21
B5	Your manager at work does not punish mistakes in the work.	1.98	0.88	0.94	1.11
B6	Your manager at work supports and supports new ideas.	4.35	0.76	-1.07	1.21
B7	Your manager encourages cooperation and teamwork.	4.33	0.76	-1.21	1.94
B8	Your manager at work seeks to improve the capabilities of employees by providing incentives.	4.35	0.75	-1.05	1.20
B9	Your manager urges employees to exchange experiences with each other.	4.34	0.78	-1.01	0.81
B10	Your manager encourages employees to provide creative ideas and opinions to solve problems.	4.43	0.70	-0.84	-0.55
B11	Your manager gives the opportunity to employees to express their opinions.	4.24	0.96	-1.31	1.29
B12	Your manager is interested in using modern technology.	4.59	0.56	-0.98	-0.04
B13	Your manager seeks to improve the performance of the upper, middle and lower managements.	4.40	0.71	-0.76	-0.68
Total (B): mean (4.15), std. dev. (0.09), Relative importance (83%)					

The results in Table (5) indicated that the level of response of the sample members to one of the axes of the dependent variable (employee results), which is the axis of employee creativity, where its percentage was high, thus giving the total score for the ethical leadership variable in four and five stars hotels in Greater Cairo Governorate. Whereas the phrases from (B1) to (B13) measure the axis of employee creativity, and the results showed this axis with a total mean (4.15), a standard deviation (3.23), and a relative weight (83%), which is a percentage close to high. The percentage that confirms the employees' agreement on the extent to which creativity is available among workers in four- and five-star hotels in an acceptable manner. This indicates that the average response score for this domain differs significantly from the average agreement score, and this means that there is agreement on the items in this domain. It is also clear from the table that the most important statements are that managers give employees the opportunity to employ their work experience with a mean

(4.22) and standard deviation (0.79), in addition to their keenness to have employees participate in various training courses with a mean (4.20) and standard deviation (0.81), also encourage workers to innovate, create and innovate at work with a mean (4.23) and a standard deviation (0.85), managers support and support new ideas with a mean (4.35) and a standard deviation (0.76), also encourage workers to cooperate and work in a team spirit with a mean (4.33) and a standard deviation (0.76), as well as improving the capabilities of workers with a mean of (4.35) and a standard deviation (0.75), also encouraging employees to present creative ideas and opinions to solve problems with a mean of (4.43) and standard deviation (0.70), also using modern technology with a mean of (4.59) and standard deviation (0.56), improving the performance of senior, middle and lower departments with a mean of (4.40) and standard deviation (0.71). This has been confirmed by previous studies (Cheung & Wong (2011); Lee *et al.* (2020); Radwan (2020)).

4.5.3.Employee Motivation

Table (6): Descriptive Statistics of Employee Motivation Items.

No.	Items	Descriptive Statistics			
		Mean	Std. Dev.	Sk.	Ku.
C1	Your manager is keen on the principle of equal opportunities in granting promotions.	4.40	0.73	-0.79	-0.71
C2	You often receive appreciation and encouragement if you do extra work.	4.40	0.74	-1.19	1.20
C3	Your manager does not take into account the quality of performance in promoting its employees.	1.76	0.85	1.48	3.06
C4	You receive thanks and appreciation from your direct manager for your performance.	4.49	0.74	-1.54	2.66
C5	The process of career progression and promotions takes place according to clear principles known to all.	4.36	0.98	-1.66	2.20
C6	Your manager does not encourage you to do your best in accomplishing your tasks.	1.66	0.78	1.42	2.96
C7	Your manager allocates to you a percentage of the annual profits that you achieve.	4.78	0.45	-1.85	2.60
C8	The salary you receive corresponds to the effort you make in performing your work.	4.25	0.92	-1.20	1.02
C9	Your manager takes care of all health insurances for its employees.	4.36	0.67	-0.58	-0.71
C10	Your manager provides material incentive bonuses that encourage you to create a spirit of competition between you and your colleagues at work.	4.40	0.79	-1.04	0.04
C11	Your salary is not increased when you are assigned to work outside the official working hours.	2.85	1.45	0.26	-1.33
C12	The rewards given to you by the administration encourage you to develop your business.	4.04	0.84	-0.94	1.48
Total (C): mean (3.81), std. dev. (0.24), Relative importance (76.2%)					

The results in Table (6) indicated that the level of response of the sample members to one of the axes of the dependent variable (employee results), which is the axis of employee motivation, was moderate, which gave an average score for the ethical leadership variable in the hotels under study. Whereas the expressions from (C1) to (C12) measure the motivation axis, the results showed this axis with an overall mean (3.81), a standard deviation (2.83), and a relative weight (76.2 %), which is an average percentage. This means that there is agreement on the items in this area. The study showed the administration's keenness on the principle of equal opportunities in granting promotions with a mean (4.40) and a standard deviation (0.73), and also that the administration encourages workers while they are doing additional work with a mean (4.40) and a standard deviation (0.74), and as for the workers receiving thanks and appreciation from the direct supervisor for their performance in work, mean was (4.49) and a standard deviation (0.74), and with regard to career progression and promotions according to clear principles known to employees, mean was (4.36) and a standard deviation (0.98), and regarding the administration's guarantee of health insurance for its employees, it was a mean (4.36) and a standard deviation (0.67), and with regard to incentive bonuses and creating a spirit of competition. Among the employees, mean was (4.40) with a standard deviation (0.79), and with regard to the material rewards that management grants to employees to develop work, it was a mean (4.04) and a standard deviation (0.89). This has been confirmed by previous studies (Kooskora & Mägi (2010); Khuong & Hoang (2015); Evans (2023).

4.5.4. Work Passion

Table (7): Descriptive Statistics of Work Passion Items.

No.	Item	Descriptive Statistics			
		Mean	Std. Dev.	Sk.	Ku.
D1	I am emotionally dependent on my job at the hotel.	3.67	1.23	-0.53	-0.71
D2	I'm very busy with my hotel work.	4.48	0.62	-0.76	-0.40
D3	My hotel profession allows me to gain a variety of experiences.	4.53	0.66	-1.10	0.00
D4	I am so passionate about my work that I can't control it.	3.63	1.36	-0.57	-1.04
D5	I find it difficult to imagine my life without my work.	3.92	1.03	-0.80	0.15
D6	I really need this job.	4.61	0.63	-1.89	5.22
D7	My work in the hotel takes up most of my time.	3.50	1.53	-0.54	-1.28
D8	This job makes good use of my abilities.	4.22	0.96	-1.33	1.57
D9	I gain new experiences that increase my appreciation for my work in the hotel.	4.41	0.75	-1.06	0.39
D10	I feel happy and in a good mood if I can do my job well.	4.78	0.49	-2.14	3.89
Total (D): mean (4.17), std. dev. (0.35), Relative importance (83.4%)					

The results in Table (7) indicated that the level of response of the sample members to one of the axes of the dependent variable (employee results), which is the axis of employee passion, was close to high, which gave the overall score to the ethical leadership variable in hotels. Whereas the phrases from (D1) to (D10) measure the axis of job passion, the results showed this axis with an overall mean (4.17), a standard deviation (3.20), and a relative weight (%83.4), which is close to high. The percentage that confirms the employees' agreement on the extent of job passion among employees in four- and five-star hotels is high.

This indicates that the average response score for this domain differs significantly from the average agreement score, and this means that there is agreement on the items in this domain. The results showed that workers depend on their jobs with a mean (3.67) and standard deviation (1.23), and that they gain various experiences with a mean (4.53) and standard deviation (0.66), and the results also showed the extent of their passion for their work with a mean (3.63) and standard deviation (1.36), and that they find it difficult to imagine their lives without work with a mean (3.42) And a standard deviation (1.03), meaning their need for their work with a mean (4.61) and a standard deviation (0.63), in addition to their exploiting their work well with a mean (4.22) and a standard deviation (0.96), and their acquisition of new experiences that increase their appreciation for their work with a mean (4.41) and a standard deviation (0.75). This has been confirmed by previous studies (Vallerand (2010); Savithri & Mozhi (2019); Shareef & Atan (2019); Talib *et al.* (2019); Srivastava & Madan (2022).

4.6. Test of Hypotheses

The Main Hypothesis: "There is a statistically significant effect of the Ethical leadership behaviors on Employee outcome variables ", it is divided into the following hypotheses:

Hypothesis (1): "There is a statistically significant effect of the ethical leadership behaviors on employee creativity".

The first hypothesis was tested using the liner regression analysis. Results are presented on table (8).

Table (8): Liner Regression Analysis Showing the effect of the ethical leadership behaviors on employee creativity (n= 189).

Items	B	T	P.value	R	R^2	F	P.value
(Constant)	19.613	5.181**	0.001	0.611	0.374	44.768**	0.000
Ethical leadership behaviors	0.490	6.691**	0.000				

** Significant at α < 0.01.

The result revealed a significant effect of the ethical leadership behaviors on employee creativity (R^2 = 0.374, F= 44.768, P. < 0.01). This indicates that the ethical leadership behaviors contributed significantly (37%) to employee creativity.

Hypothesis (2): "There is a statistically significant effect of the ethical leadership behaviors on employee motivation".

The second hypothesis was tested using the liner regression analysis. Results are presented on table (9).

Table (9): Liner Regression Analysis Showing the effect of the ethical leadership behaviors on employee motivation (n= 189).

Items	B	T	P.value	R	R^2	F	P.value
(Constant)	8.626	2.637**	0.010	0.377	0.142	12.438**	0.001
Ethical leadership behaviors	0.223	3.527**	0.001				

** Significant at α < 0.01.

The result revealed a significant effect of the ethical leadership behaviors on employee motivation (R^2 = 0.142, F= 12.438, P. < 0.01). This indicates that the ethical leadership behaviors contributed significantly (14%) to employee motivation.

Hypothesis (3): "There is a statistically significant effect of the ethical leadership behaviors on Work passion".

The third hypothesis was tested using the liner regression analysis. Results are presented on table (10).

Table (10): Liner Regression Analysis Showing the effect of the ethical leadership behaviors on work passion (n= 189).

Items	B	T	P.value	R	R^2	F	P.value
(Constant)	7.849	2.327**	0.023	0.405	0.164	14.681**	0.001
Ethical leadership behaviors	0.250	3.862**	0.000				

** Significant at α < 0.01.

The result revealed a significant effect of the ethical leadership behaviors on employee passion (R^2 = 0.164, F= 14.681, P. < 0.01). This indicates that the ethical leadership behaviors contributed significantly (16%) to work passion.
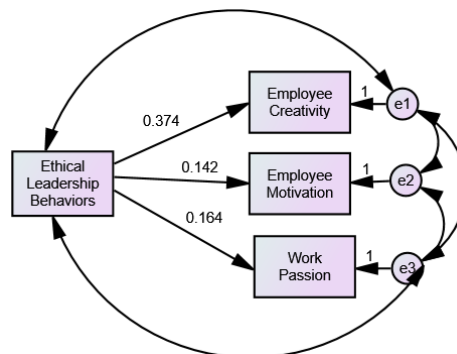
The Model of: "There is a statistically significant effect of the Ethical leadership behaviors on Employee outcome variables"

According to results of the last three hypotheses, the main hypothesis was tested using the Structural Equation Modeling (SEM). Results are presented on table (11).

Table (11): Model Fit Indicators of Structural Equation Modeling (SEM) "The effect of the ethical leadership behaviors on employee outcome variables" (n= 189).

Indicators	CFI	TLI	RMSEA	SRMR
Evaluation value	> 0.9	> 0.9	< 0.06	< 0.08
Model Value	0.994	0.964	0.060	0.054

Model fit was examined by many indicators, the Comparative Fit Index (CFI), Tucker Lewis Index (TLI), Root Means Square Error of Approximation (RMSEA), and Standardized Root Mean Residual (SRMR) evaluates model fit. We report scaled fit indices, which are considered more exact than unscaled indices as shown in Table (3). Figure (3) present the model.

Fig. (3): Structural Equation Modeling (SEM) "the effect of the ethical leadership behaviors on employee outcome variables, using IBM Amos ver. 25.

Hypothesis (4): "There are statistically significant differences in "the ethical leadership behaviors" and "Employee outcome variables (Employee creativity- employee motivation- work passion) between four stars hotels and five stars hotels".

The fourth hypothesis was tested using independent samples T-test analysis. Results are presented on table (12).

Table (12): Differences in "The Ethical Leadership Behaviors" and "Employee Creativity" Between Four Stars Hotels and Five Stars Hotels Using T-test (n= 189, d.f= 187).

Variables	*Variables*	t (Calculated t)	Sig. (2-tailed)	Mean Difference
Ethical Leadership		0.515	0.607	0.245
Employee Outcome Variables	*Employee Creativity*	-0.860	0.391	-0.388
	Employee Motivation	0.418	0.676	0.141
	Work Passion	0.665	0.507	0.201

t tabled (d.f=187, α=0.05) = +/- 1.9727

The result revealed non-significant differences in the ethical leadership behaviors (t= 0.515, P. > 0.05), non-significant differences in employee creativity (t= -0.806, P. > 0.05), non-significant differences in employee motivation (t= 0.418, P. > 0.05), and non-significant differences in work passion (t= 0.665, P. > 0.05) between Four stars Hotels and Five stars Hotels in all of them.

5. Conclusion

It is important to note that moral responsibility lies not solely with the hotel as an entity but with the individual members across different departments (Nicolaides, 2019). Hotels are advised to communicate their corporate values through comprehensive codes of conduct. These codes should effectively articulate the business's objectives and vision and be readily accessible to the public. It is crucial to demonstrate a clear and unwavering commitment to all stakeholders regarding ethical business practices and the establishment of minimum standards within the workplace and the wider community (Fan et al., 2021). The result revealed a significant effect of ethical leadership behaviors on employee creativity. This indicates that ethical leadership behaviors contribute significantly to employee creativity. The results showed this axis with a total mean (4.15), a standard deviation (3.23), and a relative weight (83%), which is a percentage close to high. The percentage that confirms the employees' agreement on the extent to which creativity is available among workers in four- and five-star hotels in an acceptable manner. The result revealed a significant effect of ethical leadership behaviors on employee motivation. This indicates that ethical leadership behaviors contribute significantly to employee motivation. The results showed this axis with an overall mean (3.81), a standard deviation (2.83), and a relative weight (76.2 %), which is an average percentage. This means that there is agreement on the items in this area. The result revealed a significant effect of ethical leadership behaviors on employee passion. This indicates that ethical leadership behaviors contribute significantly to work passion. The results showed this axis with an overall mean (4.17), a standard deviation (3.20), and a relative weight (%83.4),

which is close to high. The percentage that confirms the employees' agreement on the extent of job passion among employees in four- and five-star hotels is high. This indicates that the average response score for this domain differs significantly from the average agreement score.

6. Recommendations

- Increasing the awareness of hotel managers and department heads of the importance of following ethical leadership behaviors.
- Training and educational programs must be prepared that contribute to spreading a culture of ethical behavior in four- and five-star hotels.
- Developing an integrated system of organizational justice within hotels.
- Preparing a guide to ethical practices within hotels to enhance mutual ethical behavior between management, employees and customers.
- There is a need to support the ethical culture in all hotels and to formulate and unify a written ethical charter that is published at the level of all hotel categories for employees and managers.

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هل القيادة الأخلاقية تعزز نتائج الموظفين؟ الأدلة من فنادق الخمس والأربعة نجوم في مصر

مايسة فتحي عبد اللطيف

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إيجوث – الأقصر

سمر نبيل خلف

كلية السياحة والفنادق

جامعة الفيوم

معلومات المقالة	الملخص
	هدفت الدراسة إلى التعرف على مدى تأثير القيادة الأخلاقية كمتغير مستقل على نتائج العاملين كمتغير تابع والمتمثلة في (إبداع العاملين – تحفيز العاملين – شغف العاملين). وذلك بالتطبيق على الفنادق الاربعة والخمسة نجوم بمحافظة القاهرة الكبرى في مصر. حيث بلغت عينة الدراسة بعد استبعاد الاستبيانات الغير صحيحة (١٨٩) استبيان بنسبة استجابة (٧٥.٦%). وتوصلت النتائج إلى عدد من النتائج من أهمها وجود تمايز بين تقييم اتجاهات العاملين نحو القيادة الأخلاقية وأيضاً وجود تأثير معنوي للقيادة الاخلاقية على إبداع وتحفيز وشغف العاملين بالفنادق محل الدراسة. وتم وضع مجموعة من التوصيات من أهمها زيادة وعي مديرين الفنادق ورؤساء الأقسام بمدى أهمية إتباع سلوكيات القيادة الأخلاقية وسعي المؤسسات الفندقية لإعداد البرامج التدريبية والتثقيفية التي تساهم في نشر ثقافة السلوكيات الأخلاقية.