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قسم الإدارة

أثر القيادة الخادمة في اتخاذ القرار الأخلاقي في أمانة عمان الكبرى

The Impact of Servant Leadership on Ethical Decision Making at Greater Amman Municipality

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**The Impact of Servant Leadership on Ethical
Making at Greater Amman Decision
Municipality Jordan**

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Abstract

The success of organizations in general related to the way they are managed, and the style of leadership in them, because it is responsible for implementing policies and achieving goals, which makes ethical behavior a prerequisite for success, sustainability and stability.

With the efforts of governments achieving the seventeen sustainable development goals, among the goals affecting people's lives is sustainable development goal number 8, which aims at economic development, and achieving of decent work through the employment of the labor force.

Hence the importance of the study to identify "the impact of ethical leadership on achieving the UN's Sustainable Development Goal Number 8 (SDG8): Palestinian Ministry of Labor as a Case", due to close connection with the SDG8.

Through this thesis, we supply the decision-makers data to make decisions based on reflect real that are consistent with the reality of the Ministry of Labor and contribute to effective internal and external communication. This thesis in clouded the concept of ethical leadership, the sustainable development goals, their importance, and the relationship of ethical leadership to the law and its most important principles.

The major conclusion of this study is: The proves the existence of relationship and influence of ethical leadership and its six qualities (general principles, Wisdom, Mercy, Humanity, Integrity and justice) in achieving and implementing the SDG8.

key words: Ethics, Ethical Leadership, SDGs, Decent work, economic growth, MOL.

الملخص

يرتبط نجاح المنظمات بشكل عام بطريقة إدارتها، وأسلوب القيادة فيها، لأنها مسؤولة عن تنفيذ السياسات وتحقيق الأهداف، مما يجعل السلوك الأخلاقي شرطاً أساسياً للنجاح والاستدامة والاستقرار.

ومع جهود الحكومات لتحقيق أهداف التنمية المستدامة السبعة عشر، ومن الأهداف التي تؤثر على حياة الناس هدف التنمية المستدامة رقم 8، والذي يهدف إلى التنمية الاقتصادية، وتحقيق العمل اللائق من خلال توظيف القوى العاملة.

ومن هنا تأتي أهمية الدراسة لتحديد "تأثير القيادة الأخلاقية على تحقيق هدف التنمية المستدامة رقم 8 للأمم المتحدة: وزارة العمل الفلسطينية كحالة"، نظراً لارتباطها الوثيق بالهدف الثامن من أهداف التنمية المستدامة.

من خلال هذه الرسالة نقوم بتزويد متخذي القرار ببيانات لاتخاذ قرارات مبنية على انعكاس حقيقي يتماشى مع واقع وزارة العمل ويساهم في فاعلية الاتصال الداخلي والخارجي. غطت هذه الأطروحة مفهوم القيادة الأخلاقية وأهداف التنمية المستدامة وأهميتها وعلاقة القيادة الأخلاقية بالقانون وأهم مبادئه.

الاستنتاج الرئيسي لهذه الدراسة هو: إثبات وجود علاقة وتأثير للقيادة الأخلاقية وصفاتها الست (المبادئ العامة، الحكمة، الرحمة، الإنسانية، النزاهة والعدل) في تحقيق وتنفيذ الهدف الثامن من أهداف التنمية المستدامة.

الكلمات المفتاحية: الأخلاق، القيادة الأخلاقية، أهداف التنمية المستدامة، العمل اللائق، النمو الاقتصادي، وزارة العمل.

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List of Abbreviations

ALO: Arab Labor Organization.

DW: Decent work.

GDP: Gross Domestic Product.

GNP: Gross National Product.

ILO: The International Labor Organization.

MDGs: Millennium Development Goals.

MOL: The Palestinian Minister of Labor.

UN: United Nation.

SDGs: The Sustainable Development Goals.

SDG 1: The Sustainable Development Goal Number 1.

SDG 4: The Sustainable Development Goal Number 4.

SDG 5: The Sustainable Development Goal Number 5.

SDG 6: The Sustainable Development Goal Number 6.

SDG 8: The Sustainable Development Goal Number 8.

SDG 9: The Sustainable Development Goal Number 9.

CHAPTER I

Introduction

CHAPTER I

Introduction:

Ethical leadership, defined “as a process where the leader influences their followers to achieve specific goals and be socially responsible and perform moral actions and ethical behavior” plays a necessary part to achieve the organizations’ goals in both private and public sectors.

In 2015, seventeen SDGs were identified in order to end poverty all around the world by 2030, where all UN state members committed to enucleate poverty everywhere and forever and to ensuring that "no one is left behind". In general, the major goal of adapting the SDGs is to achieve enucleating hunger, quality education, equality of mankind especially women, and to keep our planet green, clean on land and under sea, and finally, to achieve economic growth and decent work

Economic development and decent work are the eighth goal of SDGs which could be achieved by creating decent jobs and improving economic growth in every country. In order to achieve this, a set of key ingredients must be present, the most important of which is the existence of an ethical leadership that directs and exploits resources in an ethical and wise manner, and build effective partnerships with linked organizations like The International Labor Organization (ILO) and The Arab Labor Organization (ALO).

The Palestinian Ministry of Labor: It is the governmental body concerned with leading and managing the labor sector, regulating the labor market and providing services to the target groups in it according to best practices and on the basis of Palestine's commitment to international and Arab standards and national legislation. (The organizational structure of the Ministry of Labor, 2022).

The comprehensive concept of the labor sector is based on all agreements, recommendations and standards (international and Arab) with a tripartite composition, where the social partners in this sector reflect its elements and components within the framework of a complete system concerned with issues of employment and decent work, the flexibility, organization and stability of the labor market and its needs of qualified and trained manpower, And the relations of its parties, in a way that serves development (economic, social and environmental), and preserves human dignity. As a governmental institution, the Palestinian Ministry of Labor plays its role in the context of governmental action directed by the government, which in turn relies on the national plan issued by it in organizing its work and competencies as follows:

- Legislations that include direct competences of the Ministry of Labor, including the Palestinian Labor Law No. (7) of 2000 and the regulations, decisions and instructions issued according to it. And the laws (trade union organization, professional organization, safety supervisors), when completed.
- Legislations that include subsidiary specialties, including Presidential Decree No. (9) of 2003 establishing the Employment and Social Protection Fund and Decree-Law No. (19) of 2016 regarding Social Security and the Cooperative Work Authority Law.
- Legislations that include indirect competences of the Ministry as a specialized ministry, and include a number of laws such as the Charitable Associations Law No. (1) of 2000, the Disabled Rights Law No. (4) of 1999 and its executive regulations, the applicable companies' laws and other related laws.
- Arab and international agreements and treaties related to the labor sector, signed by the Palestinian government and the PLO.

(الموقع الرسمي لوزارة العمل، ٢٠٢٢)

The Palestinian Minister of Labor said in the introduction of the sectoral strategy for labor, "We in the labor sector and with us all partners are called to raise the levels of dialogue and work to stabilize the local market and make it capable of creating decent employment opportunities for young people of both genders."

Moreover, according to the strategic objectives in the sectoral strategy for labor (2021-2023), which came under the slogan "The needs of the labor market are not important, it is important to create new needs". In fact, slogan is linked to the UN's (SDG8).

The UN's SDG8 indicates that promoting steady, included sustainable economic development, complete and productive employment, and the supply of decent work opportunities for all will be achieved by developing employment services opportunities.

Despite the various statements of leaders about the importance of achieving sustainable development for the labor sector, there is still a need for further research into the extent to which these statements are implemented into practical steps on the ground.

In this research, we will focus on one of (SDGs) adopted by the UN, which called the world's biggest inter-governmental organization with 193 state members.

The importance of the eighth goal stems from the sustainable development goals because it is established on Decent Work Agenda, with its four 'core standards' – independency for forced labor, freedom from child labor, freedom from discrimination at work, independent to form and join a union, and to bargain collectively. These guidelines acknowledge the need to meet the different and diverse experiences in the workplace: promoting decent and productive work for women and men in conditions of freedom, justice, security and humanity. All employees have the right to decent work, not only those working in the formal economy, but also the self-employed, those

working in the informal and informal economy, as well as those, most women, working in the care economy and private households (Rai et al., 2019).

SDG 8 covers a wide area of objects, such as per capita GDP growth, new policies for economic development and labor market, improved resource effectiveness, the protection of unstable workers, the situation of youth in the labor market and the eradication of child labor. In other words, it contains a wide set of challenges, at its core is the great challenge of how to achieve economic development without compromising the environment while ensuring respect for human just in general, and labor rights in particular.

1.1 The Research Problem:

Economic development would be positive energy for the entire planet.

This is why we must ensure that financial steps create decent and fulfilling jobs while not harming the environment. We must protect workers' rights and take a final step towards modern slavery and child labor. If we encourage job creation with improved access to financial services, we can ensure that everyone gets the dividends of entrepreneurship and renewal.

In light of the above, the need came to study the role of ethical leadership in achieving the eighth goal of the sustainable development in the MOL. One main study question is guiding this study: **What is the role of ethical leadership in achieving the United Nations Sustainable Developing Goal Number 8 (SDG8) in the MOL?**

1.2. Significance of the Study

According to new research (Global Employment Trends for Youth 2020, 2020) which concludes that the unemployment rates of graduates, youth and women continues to increase, and the impact of ethical leadership in economic growth and decent work are linked to high levels of productivity and technological in addition to encouraging entrepreneurship. This means that the society is in need to ethical decision- makers to resolve this issue.

In this research, we will examine the impact of - Ethical leadership, which is defined as “the demonstration of normative conduct through individual acts and interpersonal relationships, and promoting that behavior through two-way communication, empowerment, and decision-making” (Brown et al. 2005, p. 120), to achieve (SDG 8), defined as “a call for the international community to promote sustainable economic growth, inclusive and sustainable, adequate and productive work and decent work for all”.

The significance of this study may be divided into two categories: scientific and practical. On the scientific level, although they are many studies that dealt with the role of ethical leadership in many developmental fields, few of those dealt with that role in achieving the SDG8. Also, this study will be the first to research this relationship at the level of the Palestinian Ministry of Labor. As for the practical level, it expected the outcomes of this study will be useful to decision makers in the Palestinian government in general and MOL in particular.

Moreover, this study is expected to have an impact on guiding decision-makers to follow ethical behavior and commit to providing a decent work environment and a

decent life for workers in different sectors, especially while implementing future strategic plans related to the development of the labor market.

1.3. Objective of this Study:

Based on literature review and research problem, the study's objectives will be the following:

- To clarify the relationship between independent variable (ethical leadership and its five domains: Wisdom, Humanity, Justice, Mercy and Integrity), (the dependent variable (SDG8) in the Ministry of Labor).
- To determine the relationship between wisdom and the UN's (SDG8) in the Ministry of Labor.
- To determine the relationship between humanity and the UN's (SDG8) in the Ministry of Labor.
- To determine the relationship between justice and the UN's (SDG8) in the Ministry of Labor.
- To determine the relationship between Mercy and the UN's (SDG8) in the Ministry of Labor.
- To determine the relationship between integrity and the UN's (SDG8) in the Ministry of Labor.

1.4 Research Questions and Hypotheses:

The following questions were addressed by this study:

Main question: Is there a relationship between ethical leadership and implementation of united nations eighth sustainable development goal in the MOL?

Q 1: Is There a relationship between wisdom and SDG8 in the MOL?

Q 2: Is there a relationship between humanity and SDG8 in the MOL?

Q 3: Is there a relationship between justice and SDG8 in the MOL?

Q 4: Is there a relationship between Mercy and Compassion and SDG8 in the MOL?

Q 5: Is there a relationship between integrity and SDG8 in the MOL?

Hypotheses:

The hypotheses associated with this study are as follows:

- **Major hypotheses:** There is no significant relationship between ethical leadership and implementation of eighth SDG8 in MOL.

This hypothesis splits into five sub hypotheses as follow:

Hypothesis number 1: There is no significant relationship between wisdom and SDG8 in the MOL.

Hypothesis number 2: There is no significant relationship between humanity and adopting SDG8 in MOL.

Hypothesis number 3: There is no significant relationship between justice and SDG8 in MOL.

Hypothesis number 4: There is no significant relationship between Mercy and Compassion and SDG8 in MOL.

Hypothesis number 5: There is no significant relationship between integrity and SDG8 in MOL.

1.5 Research Methodology:

This Study will utilize a quantitative research method by implementing used of a questionnaire, which contains 37 questions according to respondent's administrative level and approach by purposive sample. It will gather the perception for those who are considered the main key leaders and employees and have professional knowledge about achieving SDG8 especially decent work and economic development represented in measurement indicators related to achieving this goal and reports.

The target of a questionnaire is represented in the use of a Likert type scale.

When employing a Likert type scale, the responders rate the statement on the basis of its magnitude (Leedy & Ormrod, 2005). 1-Strongly disagree, 2-Disagree, 3-Neutral, 4-Agree, and 5-Strongly agree will make up the Likert type scale.

Research tools will be designed by considering research questions and objectives, the instrument will be evaluated by experts, who will try the instrument with three correspondents who met the criteria of being the respondent, and finally improve the instrument.

The data analysis will begin by generating descriptive statistics in the analysis of quantitative respondents and to be followed by correlation. SPSS will be utilized to analyze the data and generate tables, graphs and figures, portraying the results.

The additional aim of the study is to search literature to response the following question: What are the basic principles and institutional environment wanted for decent work and sustainable economic development?

1.6 Research Tools: Study area, Sample Size.

1.6.1 Population and Sampling

Anticipants in this study are all leaders and employees of public sector organizations at the administrative level, politicians or leaders who have solid knowledge and experience of sustainable economic development and decent work and its performance.

Potential sample includes members from each level of management, members from each of the management levels, the number of employees at (MOL) is 150, and 30% of the study population (50 respondents).

1.6.2 Data Analysis and Collecting:

Two types of data will be collected:

- **Primary Data:**

Surveys will be conducted with the target group; and 50 responses will be reviewed.

- **Secondary Data:**

Administrative files (plans and reports from the various Administrative and Technical Units of Ministry of Labour) were reviewed and used to design part of the questionnaire instrument related to report and indicators.

After reviewing the completed surveys, 50 responses will be utilized for the data analysis.

The data analysis will begin by generating descriptive statistics in the analysis of quantitative respondents and to be followed by correlation. SPSS will be utilized to analyze the data and to generate tables, graphs and figures portraying the results.

1.7 Literature Review:

In the study, we will examine the impact of ethical leadership which is defined as "the demonstration of normative conduct through individual acts and interpersonal relationships, and promoting that behavior through two-way communication, empowerment, and decision-making" (Brown et al. 2005, p. 120), to achieve Sustainable Development Goal 8 (SDG 8), described as "a call for the international community to promote sustainable economic growth , inclusive and sustainable, Adequate and productive work and decent work for all".

The most important requirement for creating an ethical climate is ethical leadership. (Vamsa, 2019). Ethical leadership has confirmed to play a worthy and important role in achieving organizational goals and in the way they are achieved. Ethics managers play a clef part in the processes of a successful organization which influences staff performance and achievement of goals. (Vēvere & Liniņa, 2016).

After we understand these meanings, we must know that the ethical leaders are truly ethical to their followers and are considered ethical managers who effectively influence their worker.

Ethical leaders are moral people who view ethical characteristics and behaviors in their personal lives.

It is necessary to analyze and understand the factors that influence the significance and performance of ethical leadership, which are related to leader traits (integrity, honesty, credibility) and ethical behavior (openness concerns fairness), but also needs to analyze and understand the factors that affect the meaning and performance of ethical leadership. Researchers using leadership by explaining how moral leader function as role models and by drawing attention to the moral practices and decision-making

standards of their followers, is disseminating ethical behavior throughout the organization. When a follower emulates a leader (Ko et al., 2017).

In this research we will focus on one of (SDGs) adopted by UN which is the world's largest intergovernmental organization with 193 state members.

In 2015, seventeen SDG's were identified in order to end poverty all around the world by 2030, where all members of UN committed to eradicate poverty everywhere and forever and commit to ensure that "no one is left behind". In general, the main goal of adopting the, SDG's is to achieve eradicating hunger, quality education, equality of mankind especially women, and to keep our planet green, clean on land and under sea, finally, to achieve decent work and economic growth.

Economic development and decent work are the eighth goal of SDGs that could be achieved by creating decent jobs and improving economic growth in every country. In order to achieve this, a set of key ingredients must be present, the most important of which is the existence of an ethical leadership that directs and exploits resources in an ethical and wise manner, and builds effective partnerships with related organizations such as the International Labor Organization and in our situation with the Arab Labor Organization.

Therefore, SDG8 captures two strongly interconnected major economic themes: economic growth and employment / good employment. Many people with good employment and a health workforce could be leading to a more power and comprehensive economic development.

It's a powerful relationship that is worth paying more notice to decision-making.

In research from Kruja (2013), economic growth focused on helping the poor, confirm that true development is not possible without considering the environment, without

taking into values local social and cultural and ensuring stakeholder partnership. In addition, sustainable development according to the World board on development & environment as: "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

In general, the public sector contains the government and any public controlled or public funded entity, companies, and other entities that supply public programs, goods, or services. The public sector is composed of more and more organizations, centered on the core government, followed by institutions and public companies. (Internal Auditors, 2011)

When we talk about the public sector in the field of research in this study, it is worth noting the great influence of (Ministry of Labor) in any country to make work chance and regulate the labor market through inspection workplaces to ensure a decent work environment and participate in economic development through this government body, and in partnership with the tripartite production parties (government, employers, workers).

Today, amidst all braves, ethical leadership brings calm, and balance is essential to balance worst-case scenarios at work. ("Ethical Leadership Practices and Factors Affecting It in South Addis Ababa District Commercial Bank of Ethiopia," 2021).

Achievement more of other SDGs based on progress under the economic development and decent work goals. crowd the policy priority means partners and resources are related to this goal's interventions can be critical to end poverty, reducing inequality and at the same time avoiding marginalization. Also, progress towards only economic

development and decent work "is meaningless" if it allows environmental and social degradation.

There is a lack of researches to determine the effect of moral leadership in achieving sustainable economic development with, decent and productivity work for all. As the unemployment rates of graduates, youth and women continues to increase, research into the effect of moral leadership on economic growth and decent work which linked to high levels of productivity and technology in addition to encouraging entrepreneurship. This means the society is in need of ethical decisions makers to resolve this issue.

Despite the afore-mentioned, not all workforces are entertaining decent work. This produces the labor market unstable and in need for moral decision-makers to manage poverty and rising unemployment. (Rai et al., 2019).

This study focuses on the role of ethical leadership and its effects on implementing the eighth sustainable development goal in the MOL. Such academic efforts have been rarely made on Palestinian labor sector level, making this study important to researchers and those interested in this field.

Moreover, this Study will utilize and gather the perception for those who are considered the main key leaders and employees and have professional knowledge about achieving SDG8, especially decent work and economic development.

1.8 The limitations of this Research Study will Include:

- **Limitation1:** The data associated with relationship between an ethical leadership and sustainable economic development will be limited to the data collected by questionnaire conducted upon researcher's understandings and data, experience and knowledge and reflects respondent's opinion about research aspects.

Limitation 2: no previous local studies on the subject.

Limitation 3: Limited studies and data on the indicators of the eighth goal.

Limitation 4: the study is confined to the Ministry of Labor, because they have the greatest relationship with the target in the government sector, with the presence of other related.

CHAPTER II

Theoretical Framework

Ethical Leadership and the Eighth Sustainable

Developing Goal

CHAPTER II

Theoretical Framework Ethical Leadership and the Eighth Sustainable Developing Goal

2.1 Ethical Leadership

2.1.1 The Concept of Ethical Leadership

2.1.1.A Ethics is the section of science that tests moral behavior, including what is morally right or mistake and what is valid or bad in humanitarian action. It sets forth the ethical standard that guide our behavior. we want to clarify how its right or good came to be. "Rectus", is Latin word, of English word mean to "right", translating to "straight" and "according to rule." it is hint to interest with the values that give our behavior a proper or straight direction, ethics indicator to the rules that must be decided humanitarian behavior, usually in whence of right, responsibilities, justice, and a special virtueness. (Kumar Sudan, n.d.). Ethics is defined by Northouse (2016) as the interest related to morally and the value the community or person discover advantageous, as it is also concerned with the motives.

Many people now operate in a dynamic environment that is becoming more internationally networked. The job of directors will need to adapt in order to fulfill the new criteria as their methods of working shift.

Genuine, sympathetic, and grateful leaders foster a culture of trust among their team members and encourage incentive, personal accountability, and a high performance – with their hearts and brains. According to recently studies, effectiveness and successfully cooperation involves neither hierarchy nor equality, nor centralized power, but rather a culture where everyone assumes responsibility. Since honesty, empathy, and

a willingness to work together are now more important than power and control, toxic leadership behavior will inevitably surface. It will be up to the superiors to reconsider if they do not wish to work alone in the future. (Haedrich, 2020)

2.1.1.B History of Ethical Leadership

Through history, there have always been variations in leadership styles. Leaders utilize their positions to advance both themselves and others. They are also in charge of rendering judgments and conveying their views in a way that will be advantageous to the subordinates, in addition to their decision-making responsibility. (Ethical and Unethical Leaders Through History: Examples [962 Words], 2022).

An attractive huge and awareness ethical leadership have described in the twenty-first century. although of the major literature, the knowledge of ethical leadership knows two crucial limited:

First, existing concepts integrate conducts of an ethical leader with followers' classification of the characteristics, value and types of leaders, and awareness of followers. Second, we do not know the causes and consequences of ethical driving behaviors because most of the index not only confuses concepts but also obscures conclusions due to design issues. (Banks et al., 2021)

In research by Luenendonk (2020), ethical leadership is a leadership paradigm that uses moral principles as a road map for leading subordinates. ethics is procedure of encourage others through the principles of "right" behavior, but leadership is the procedure of encourage others to achievement aims, the crises on the business sector of recent years are the reason for emergence of ethical leadership. There has been a need for more ethical leadership to emerge as a result of the collapse of large corporations,

which has been partially attributed to unethical behavior. One of the major issues facing modern businesses is unethical leadership and unethical behavior.

To achieve a balance between business profit and the luxury to workers as well as the society through ethical leadership. This idea senses the value of communications and confidence. In root, the idea of service is valued in recent ethical leadership philosophy. The approach is somewhat similar to Robert Greenleaf's idea of "Servant Leadership", according to him, "Serving followers is the primary responsibility of leaders and the core of ethical leadership". (Luenendonk ,2020)

To describe ethical leadership there are Three approach leadership are a lot used, all of them would be light of different aspects of decision-making, and they own philosophy and history roots. The leader must increase the comfort of their workers, according to" the utilitarianism theory, which is the first approach.

Before choose an action, the confirmation of making certain the workers are satisfaction and feel good. The right goals of the actions must the focus, not necessarily how you went there.

John Stuart Mill and the ethical cost and benefit analyses are linked to the program. The Libertarianism theory is center of secondly approach. leader primacy is to security each individual's right to freedom. The leader would not implementation on with a plan of action if it would close the subordinates' freedom, interests are raising about people intention. The approach committed to morality ethics, as submitted by Aristotle. The third leadership approach emphasize Immanuel Kant's ethical theory act the right thing. Therefore, looking the timely procedures is the approach to making decisions.

Understanding to the organization's norms and practices is the foundation of ethical behavior.

The based on is a leaders might choose by wise comprehending these global, acceptable principle. (Luenendonk ,2020)

Leadership is a very critical role and we say that it is very crucial in a achievement implementation goals, in a book called Study guide for Principles of Management V1. 1 by Carpenter, Mason (2013), Leadership is described as impacting the employees to take responsibility towards specific objectives in the organization, as Leadership is related to interpersonal behavior, motivation, and the method of communication. (Mullins,2007) In another define we can say leadership as" ways of influencing others, habits, interactions, positions in the organization and perceptions about the legitimate influence" (Dewi & Wibowo, 2020)

2.1.2 “The Importance of Ethical Leadership”

We can see the importance of ethical leadership in policy implementation. According to (Hoogh and Den Hartog, 2009), “ethical Leadership is a process where the leader influences their followers to achieve specific goals and be socially responsible and perform moral actions and ethical behavior”.

In addition, according to research (zaim. H, 2021) which defined as “explain standard timely conduct through interpersonal acts and interpersonal relationships, and support such behavior to followers through two-way communication, reinforcement, and decision-making”.

From the researcher's point of view, we can say ethical leadership is the leader capacity to achieve goals and take appropriate decisions by influence followers and employees to following ethical behavior and performance in accomplishing their work and dealing with others.

2.1.3 Leadership Qualities

The leadership qualities are to blame for the increasing number of business excellence cases in the modern company environment. The tenets of ethical leadership involve the requirement to interact with psychological empowerment zones in order to have an effect on employee's morality and organization performance. (Alshammari et al., 2015).

The golden rule is to treat others as you would want them to treat you. Most of the time, people consider ethics and rules to distinguish between right and wrong. The most common definition of "ethics" is a code of behavior that distinguishes between proper and improper work, and that ethical guidelines are everywhere educative palpation at house, in schoolmistress, in religious settings, or in other public situations.

As ethical progress takes place during lifetime and peoples go on over different stages from outgrowth as those ripe, mostly human's primary establishes their sense of good and bad when they are youth.

because moral scales are very general, man might become catches Let's imagen its only logic feeling. Everyone agrees on part basic moral principle's principles, but depending on the individual's beliefs and life experiences, they may be explaining, applying, or balancing these principles in different ways (what are ethics in Research and why is it important? —By David B. Resnick, Ph.D., n.d.). major members they you enable be process regular to evolve moral leadership in areas are the members have to directory the moral base and shape of leaders.

The root of any icon of conduct. These icons of morals often fail to recognize this Ethical action is challenging due to the unique situations, in research a by Hegarty and Moccia (2018) the ethical elements are wisdom, humanity, justice, mercy and compassion and integrity.

2.1.3.1 Wisdom

We describe wisdom as a generic mental ability that integrates morality and intelligence but is learned through effort and experience. (Wang Fengyan & Zheng Hong, 2012).

Wisdom is the ability to think things through before acting. The cautious leader weighs the implications of decisions on all parties involved in the pursuit of desirable goals with minimal negative repercussions. Being careful didn't aim work in a "smooth" or "lazy" way; Instead, it means acting cautiously and deliberately afterward doing the needfully advanced seek.

Conscious leadership is major to create a successful business. Intelligent, patient, shrewd, and situational all understanding is necessary for such wisdom. Thus, you must include wisdom impartiality to evaluate different points of view.

Rapid decision-making and bias support particular courses of action while promoting a lack of research and thought, which runs counter to objectivity and prudence.

Moreover, leadership recognizes how choice bias is a hazard in creating strong decision-making procedures, wasting less organizational resources as a result. (Hegarty & Moccia, 2018).

2.1.3.2 Humanity:

The Latin word *humanitas*, which means "human nature, benevolence" where the term humanity comes from it. All people are believed to be part of humanity, but it may also indicate to the tendency of people to feel kindly about one another. However, when you mention humanity, you can just be referring to all humans. His/her trust in mankind is put to the test by awful things that people do. People appeal to their feeling of empathy when they beg for money to help feed hungry youngsters. to be humane is a morality

related with major moral standards of beneficence. It also appears the kindness and friendship that people have for one another. Humanity shows a major of mercy to toward the people; humanity, acts of love, charity, and social intelligence are typically personal qualities. (Ben-Nun, 2021). The humanity and behavior are very important and communicates to followers the necessity for them. There, leader inspire a feeling of valid optimism and justice internal the organization. workers oftentimes seeing it as a mark of leader's strong and trust in them to carry out their business committing. The humanity leader lacks hubris, not aggressiveness, which many people mistake for weakness. Instead, it is a quiet, calm trust and estimation in others' abilities.

Humanity also encourages acceptance of truth, which helps leaders plan their strategies better. Humanity's leader admits to their flaws and failings and doings to make amendments. The best of management planning was making possible by this reality-based sight, and organizational performance is enhanced by its impact on organizational learning and resilience. The most effective leaders are humble and have no ambitions for recognition.

Humanity makes up for a lack of leadership aptitude by encouraging greater employee involvement in decision-making. Pride and stubbornness in leadership breed isolation and a lack of capacity to forge agreement, both of which are serious leadership weaknesses. (Hegarty & Moccia, 2018).

The humanity and behavior are very important and communicating to followers the necessity for them. From there, the leader's creating a feeling of good optimism and justice inside the workings of the organization. It is often seen by employees as a sign of a leader's strength and confidence in them to carry out their job obligations. The humanity leader lacks hubris, not aggressiveness, which many people mistake for

weakness. Instead, it is a quiet, calm confidence and appreciation in others' abilities. (Ben-Nun, 2021).

2.1.3.3 Justice:

Justice, derived from the Latin *iustus*, directs behavior and compels people to do so with due consideration for the rights of others. Organizational fairness is a leading indicator of situations and actions in the all kind of business. According to John Stacey Adams' original research on equity theory since 1963, people have been seeking equality at work, equalizing their own achievement and being paid for their competitor's.

One of the biggest concerns of employees is fairness amongst rivals in order that everyone wants to be recognized for their assists. for this reason, justice motivates workers to work effectively by ensuring that they are recognized and rewarded appropriately. Therefore, it is the accountability of the leader to administer justice in an equitable manner. As a result, it is the duty of the commander to administer justice impartially. Properly administering justice also builds a sense of fairness, promotes citizenship in the workplace, and promotes transparency of individual value. In cultural, generational, or stereotypical contexts, leaders must exercise caution to avoid displaying bias. Favoritism runs opposite to fairness, which is the standard by which performance should be judged.

Employees who are subjected to such unfair treatment When faced with such injustice may act negatively or, employees may behave badly or even angrily at work. (Hegarty & Moccia, 2018).

employee views of justice are significantly influenced by the organization's rules and processes. Employee attitudes regarding organizational regulations and procedures serve as a mediating element between moral leadership and successful work performance. Ethical style of leadership can lead to justice established decision making and hence can help the leaders to decrease the ethically unwelcome behavior. (Ali, n.d.)

2.1.3.4 “Mercy and Compassion”:

Although considered religious overtones, mercy and compassion are essential in the profession. They endorse the leader's deep understanding of the challenges that subordinates can face in carrying out their responsibilities. They show sensitivity, devotion to politeness, they demonstrate empathy and a commitment to professionalism and non-aggression in the workplace. In order to confront and resolve behavioral difficulties, the exercise of these traits may appear as hard-headed in troublesome subjects but still warm toward the individuals who generate the problem. In the workplace, a compassionate leader looks out for the interests of the person, the group, and the business as a whole.

Being brave in the face of others' pain rather than dismissing it is what we mean by empathy in the workplace. These acts of empathy have a huge positive impact on the mood in the workplace for all employees.

Because indifference means not caring for or empathizing with others, it is incompatible with mercy and compassion. While the lack of leadership interaction with employees results in detachment and "bystander apathy" on the part of the employee, the leader must be able to deal with hidden personal and interpersonal difficulties that may impair project completion. (Hegarty & Moccia, 2018).

2.1.3.5 Integrity:

Integrity, derived from the Latin term *Integritas*, refers to the internal principles that guide a leader's behavior. A characteristic that all successful leaders possess is a dedication to their ideals. Employees value, appreciate, and accept this involvement to ethical conduct in any case of their godly background because it indicates an expectancy of honest play in all business dealings, and as a corporate characteristic that workers respect when dealing with executives.

Companies that focus on integrity create a better work environment for employees and extra competitive in any offices or factories that esteem personal. As outcome, this loyalty to the man and to high personal norms sponsors a higher quality of goods and services that the customer values.

In contrast to integrity, corruption promotes the development of a dysfunctional organizational temple that shortage goals and employee honesty to achieving those goals. (Hegarty & Moccia, 2018).

2.1.4 Relationship Between Ethics and Law

Legal standards can include a moral component. A society's legal system is very important from a moral perspective. In the sense that an organization must adhere to certain ethical norms even if the legislation in a particular nation does not have explicit rules, ethics may (and have been) to some extent a sort of "soft law." (Bartneck et al., 2020).

The Palestinian Basic Law has a solid foundation and represents Palestinians' collective consciousness, including their spiritual beliefs, nationalist allegiance, and nationalistic faith. The Basic Law's article's contain a collection of contemporary constitutional laws

and concepts that deal with individual and public and rights freedoms in a way that promotes justice and equality for all people without discrimination. They also uphold the rule of law, strike a balance between the executive, legislative, and judicial branches, and draw boundaries between their respective jurisdictions in a way that guarantees the independence of each branch while coordinating their respective roles to achieve a high national interest that will serve as a benchmark for everyone. (2003 Amended Basic Law, 2012).

In addition, the Palestinian Labor Law in Articles No. 16 and Article No. 100 refer to commitment to ethics. (الموقع الرسمي لوزارة العمل الفلسطينية, n.d.).

2.2 “The Eighth Sustainable Development Goal: Decent Work and Economic Growth”

2.2.1 The Concept of “Sustainable Development Goals”

The Sustainable Development Goals (SDGs) are a collection of global goals for equitable and sustainable health at all levels: from the planetary biosphere to local communities. The goal is to end poverty, save the planet, and guarantee that everyone can enjoy peace and growth, presently and futurity. (Morton et al., 2017).

We can define the Sustainable Development Goals (SDGs) as “a network of quantifiable objectives created to solve linked issues and promote sustainable development on a global scale. They are directed to all social actors, including the government, civil society, for-profit businesses, and nonprofits”. (Mio et al., 2020)

2.2.2 The History of “Sustainable Developing Goals”

The United Nations General Assembly adopted Resolution 55/2 on September 8, 2000, often known as the Millennium Declaration, which asserts that the foundation of international relations in the twenty-first century must be a set of fundamental principles including freedom and equality. The so-called Millennium Development Goals are a set of objectives that are supposed to represent the principles of solidarity, tolerance, respect for nature, and shared responsibility. These objectives include: a) Ending severe poverty. developing a global partnership for development; b) ensuring universal primary education; c) advancing gender equality and women's empowerment; d) lowering the infant mortality rate; e) enhancing maternal health; f) combating HIV/AIDS, malaria, and other diseases; g) guaranteeing environmental sustainability; and h) lowering the infant mortality rate. (Rodriguez-Anton et al., 2019)

Afterwards, the 2030 Agenda Document for Sustainable Development was approved and ratified by "the United Nations General Assembly" in September 2015. A number of initiatives on this agenda are intended to strike a balance between environmental preservation and economic growth. Between industrialized and emerging nations, it exists. The Sustainable Development Goals (SDGs) are a set of 17 objectives in the agenda document that include, among other things, reducing poverty and enhancing health in developed and developing nations. The SDGs are necessary and relevant, but it is not apparent how to handle present and upcoming sustainability concerns. (Leal Filho et al., 2018).

They are global goals that set targets for everyone - not just poor countries - and they are related to the United States of America. Discussions on the successor to the Millennium Development Goals also opened in July 2012, the UN Secretary-General

organized a debate to define the "post-2015 agenda", establishing a high-level task force of eminent personalities chaired by the Prime Minister.

The UK minister and the presidents of Liberia and Indonesia formed a UN working group. The eight Millennium Development Goals and the 21 goals were restricted to redefining development and eradicating severe poverty. The SDGs, on the other hand, focus on sustainable development. While eradicating poverty is one of its main objectives, there are other 17 goals and 169 targets that define larger objectives for environmental, social, and economic sustainability. (Fukuda-Parr, 2016).

The idea of sustainable development is mainly based on the idea of development (monetary social development in line with environmental constraints), the idea of needs (redistribution of assets to ensure an excellent existence for all) and the idea of destiny generations (the opportunity to use assets for a long time to ensure an excellent existence important for future generations). The essence of the concept of sustainable development stems from the idea of the triple back line, which means stability between three pillars of sustainability - environmental sustainability, social sustainability, and economic sustainability necessary to preserve nature, social, and humanity.

Full sustainable development is accomplished by a balance between all of these pillars, but the necessary condition is difficult to attain since each pillar of sustainability must respect the interests of the other pillars in order to accomplish its goals and prevent an imbalance. (Klarin, 2018)

Sustainable development is a multidimensional concept that integrates different aspects of society, with the aim of protecting the environment and preserving natural capital to achieve prosperity and economic equity for generations. now and future. (Cezarino et al., 2019)

After the United Nations established the 17 Sustainable Development Goals, the 2030 Agenda for Sustainable Development, and the eight Millennium Development Goals in 2000, fifteen years later (SDGs), key establishments the world's most elevated positioning rulers have worried constantly about the sustainability of supportability goals Universe. (Rodriguez-Anton et al., 2019)

The Sustainable Development Goals are an ambitious global agreement to end all kinds of poverty and create a just, equitable and secure future for the well-being of all as well as our planet and our world.

In order to discuss and achieve this ambitious agenda, the SDGs were produced through an extraordinary conference method that imparted jointly national governments and millions of people from around the world. (FAO, 2020)

2.2.3 Topics of the 17 Sustainable Development Goals

The 2030 Agenda for Sustainable Development, which was endorsed by all UN members in 2015, provides an integrated vision for peace and prosperity for people and the planet, both now and in the future. For the sake of all nations, developed and developing, in a global partnership, the 17 Sustainable Development Goals (SDGs) are an urgent call to action. They understand that policies that support health and education, lessen inequality, foster economic growth, address climate change, and work to preserve forests and oceans are all necessary to battle poverty and other types of deprivation. (THE 17 GOALS | Sustainable Development, n.d.).

The topics of the 17 sustainable development goals (SDGs) are:

Goal number one: No Poverty

Goal number two: Zero Hunger

Goal number three: Good Health and Well-being

Goal number four: Quality Education

Goal number five: Gender Equality

Goal number six: Clean Water and Sanitation

Goal number seven: Affordable and Clean Energy

Goal number eight: Decent Work and Economic Growth

Goal number nine: Industry, Innovation and Infrastructure

Goal number ten: Reduced Inequality

Goal number eleven: Sustainable Cities and Communities

Goal number twelve: Responsible Consumption and Production

Goal number thirteen: Climate Action

Goal number fourteen: Life Below Water

Goal number fifteen: Life on Land

Goal number sixteen: Peace and Justice Strong Institutions

Goal number seventeen: Partnerships to achieve the Goal. (#Envision2030: 17 Goals to Transform the World for Persons with Disabilities | United Nations Enable, n.d.)

2.2.4. The Sustainable Development Goals Number 8 (SDG8)

The main idea of this goal is to “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”. (#Envision2030

Goal 8: Decent Work and Economic Growth | United Nations Enable, n.d.)

The conservation of the natural environment is crucial for fostering sustainable economic growth since it is necessary for maintaining economic activity. both directly and indirectly contributes. It directly supplies the resources and raw materials—such as

water, lumber, and minerals—needed as inputs in the creation of commodities and services. It is indirectly dependent on ecosystem services including nutrient cycling, water purification, managing flood risk, and carbon sequestration. Natural catastrophes directly affect economic activity, resulting in enormous financial losses that plunge many people into poverty. So, preserving ecosystems and limiting climate change may have a positive impact on a nation's economic and job prospects. Sustainable development calls for inclusive and sustainable economic growth in order to improve the lives of people all over the world. More employment possibilities and improved financial security might result from economic growth. The wage gap between developing and less developed nations and developed nations can be reduced by rapid economic growth, hence diminishing the glaring inequities between the affluent and the poor. (GOAL 8: Decent Work and Economic Growth, n.d.).

We can say that decent work “embodies the aspirations of people in their working lives – their aspirations for opportunity and income; for rights, voice and recognition; for family stability and personal development; for gender equity and equality.” Ultimately, these different dimensions of decent work serve to anchor peace in communities and society.” (Decent Work in Arab States (Arab States), n.d.)

2.2.4.A Important Components of Decent Work

The International Labor Organization (ILO) first proposed the concept of "decent work" (DW) at the turn of the millennium. Since then, the idea has been refined and refined into an operational goal for everyone. In its revised version, the DW is defined by 11 thematic components also referred to as a decent work program. (Ferraro et al., 2015).

In research by Ferraro et al. (2015), The ILO's Four Fundamental Principles of Freedom, Justice, security and human dignity provide the basis for 11 themes Aspects of the Decent Work Agenda. By promoting employment opportunities and social protection, and social interaction is supported by the tripartite relationship between Government, employers and workers, they seek to show respect for the essential's values and rights at work, these substantive elements are:

2.2.4.A.1. Employment Opportunities

An essential component of decent work is the establishment of employment prospects. Although it is a factor that is intimately related to the socioeconomic and market conditions of a nation, it is also tied to the idea of company expansion and growth. It is important to keep in mind that, result of globalization, the expansion or growth of an organization commonly occurs outside of a single nation and is frequently or could be accompanied by a migrant labor migration. No single social agency can be held solely responsible for the creation of employment possibilities.

The responsibility for employment opportunities is shared by political actors (those identify policies conducive to job creation), organizational leaders (as entrepreneurs starting new businesses), and individual workers (who must do their part to contribute to wealth creation).

2.2.4.A.2. Adequate Earnings and Productive Work

Given that "for many people, the most essential aspect of labor is compensation, and the notion of an 'appropriate living wage' is emphasized in the preamble to the ILO Constitution, the ILO accords high emphasis to this component. [...]"

The term "earnings" can refer to wages, reimbursement for rest periods, bonuses, honoraria, and discounts available to the employee and his or her family.

The constructive contribution to generating value via labor is called productive work. It demands performance from the person. It is on to organizations to provide an environment where workers may perform to their full potential. Laws and public policies that support competence growth and do not obstruct productive work are necessary from the decision maker.

2.2.4.A.3. Decent Working Time:

The first ILO agreement that addressed "working hours" was done in 1919, and the ILO Constitution's preface touches on this subject as well. The amount of time spent working has many different aspects: working for a long time can be detrimental to employees' bodily and mentally health, as well as a factor in accidents and the emergence of long-term professional unrest.

The involvement of numerous agents, such as politicians, organizational executives, and individual employees, is necessary for an intervention to be effective and durable.

2.2.4.A.4. Combining Work, Family and Personal Life

A balance between work, family and/or personal life is one of the goals of public policy in many different countries. Many organizations place great importance on this balance. Have a direct impact on gender equality issues in the workplace. When it comes to the issue of fairness, it is also about good time management, equal employment opportunities for men and women, and decent pay without prejudice. It also affects Social Security and many forms of employee support, such as the maternity and

paternity leave that they are entitled to. Since men and women appear to be represented in the workforce in different ways, issues related to gender also appear to be related to social interaction and worker representation.

2.2.4.A.5. Work That should be Abolished

This part has previously been labeled "unacceptable work", which stands for any forms of forced labor or employment that disregards human rights. The different forms of child labor and slave labor fall under this category.

Work that violates human rights can be eliminated by national policies. The several parties involved in the work situation, including organizational leaders, lawmakers, and person workers who are in charge of employing personnel, must, nevertheless, show dedication.

2.2.4.A.6. Stability and Security of Work

The majority of employees often worry and fret about the labor market's instability and the resulting lack of job-related assurances. Even a brief job loss results in financial expenditure, a loss in human capital gathering, and possibly a decrease in the value of the specialized knowledge and skills used, developed, and/or gained in the lost work.

The worker's family is also affected by all of this since they frequently move when the worker finds a new job, causing chaos for everyone. The lack of security and stability at work is caused in part by the intense global rivalry in which businesses must compete. Thus we might assume that a strong social security, which is able to assist a worker in more vulnerable circumstances such as unemployment, can compensate for a lack of consistency and job security. It is also important to view this substantive element as

reliant on a number of agents, including different employees (who can improve their competence and contribution), organizational leaders (who can adopt HR policies that are appropriate to this component), and politicians (who can promote development of economic and legislative according to this element) and others.

2.2.4.A.7. Equal Opportunity and Treatment in Employment

There are several components to fair treatment at work, some of which have been covered in the earlier components. "Equal remuneration for labor of equal worth" is what the majority of people desire. The goal of decent work is to provide employment opportunities for both men and women, regardless of age, color, race, political affiliation, sexual orientation or religious affiliation. Jobs should be made available to those with impairments and other supposedly stereotypical conditions.

"Fair treatment" is defined as working without being subjected to harassment or physical violence, having some degree of autonomy, and managing disputes and grievances fairly.

The shared accountability of many public actors is especially evident in this component: political decision-makers who enact legislation establishing equal chances.

2.2.4.A.8. Safe Work Environment

When thinking a safe and healthy workplace, it is important to consider the worker's physical health and safety as well as any objective circumstances. In order to do so, it must not only be identified, but also nurtured and strengthened.

This aspect of DW is linked to the concept that, to the extent possible, work should be completed using available resources to protect the employee's physical and mental well-

being. Therefore, a decent job necessitates the prevention of physical and psycho-social hazards to the greatest extent feasible by encouraging behaviors that stop accidents and the emergence of occupational disorders.

We should take into account that creating a safe workplace necessitates resource allocation, which means increased cost of goods and services. Workers must follow established protocols and regulations to reduce danger.

Managers and organizational leaders must adopt safe practices and foster a safe workplace. Politicians must adopt laws and determine if organizations are abiding by them in order to avert health dangers.

2.2.4.A.9. Social Security

Institutional frameworks for social security systems can be public, private, or mixed; they can also be mandatory or optional, among other things. These institutions do exist, but according to the ILO, only 20% of the global labor force has incoming to sufficient social security. "Medical care, sickness benefit, unemployment benefit, old-age benefit, employment injury benefit, family benefit, maternity benefit, invalidity benefit, and survivors' benefit" were established as the nine benefit categories that social security would ensure.

This element conveys the belief that the production of labor-intensive wealth have to be payoff, among other things, by the facilitate of resources that people might use at vulnerable times or stages of their lives. Therefore, people are viewed as deserving of care at all stages of their lives and in all constraining circumstances, not only at the times or circumstances in which they are productive.

This component makes it especially clear how the notion of an inclusive society of well-being underpins decent employment.

In terms of the shared responsibility in this substantive element, each employee must maintain a top stage of showing to contribute to the economic sustainability of the trad; Organizational chief and leaders must adhere to good management practices, perfect leadership strategies, and sustainable organizational philosophy to sustain the organization's contribution to the common wealth; Politicians must make laws that contribute to the social and economic well-being of the society.

2.2.4.A.10. Social Dialogue, Workers' and Employers' Representation

This aspect of DW is concerned with the ability of employees to discuss issues directly connected to or having an impact on their own job in the workplace. The two types of engagement are direct and indirect, respectively. When a worker directly influences choices that directly affect their life or their place of employment, this is referred to as direct involvement. When a worker expresses themselves with the assistance of trade unions and professional organizations, this is known as indirect participation, which frequently reduces the efficacy of direct involvement. The ILO emphasizes protecting the right of workers to participate in collective bargaining as an organization and respecting the right to freedom of association.

Any sort of discussion, references or interchange of data between or between deputies of governments, employers and employees on matters of mutual interest directly related to the workplace and the economic and social policies associated with it is referred to as social dialogue.

Since social discourse processes vary greatly between countries, this aspect of decent employment demonstrates a strong intercultural diversity.

On the one hand, the shared accountability of the numerous social agents is particularly clear in this component. The agents participating must be dedicated to that involvement, which is more than the chance they are provided to participate, in order for it to be effective.

While the presence of opportunities for involvement does not exclude ineffective participation, engaged participation is necessary for high-quality participation. Social dialogue is more than just a key component of workers', employers', and governments' rights (and obligations); it is also a crucial step in the development of decent work.

2.2.4.A.11. Economic and Social Context for Decent Work

In the field of public health and epidemiology, economic and political factors influence how individuals and the public use resources like education, health, social welfare, and working conditions, creating "income inequality," and changing those factors may be able to lessen disparity.

There are several effects, not just on longevity and death rates but also on how individuals live.

Studies on the relationship between economic disparity and health outcomes show that the latter is negatively impacted. The conclusion that income disparity has negative effects on everyone's health, not only those with the lowest earnings, was considered to have significant ramifications. Everyone would benefit from seeing the disparity reduced, even those with greater salaries.

2.2.4.B. Economic Growth

Economic growth, is the other component of SDG 8, which is means a rise in output of goods and services on a comparative basis between two time periods. Both nominal and real (inflation-adjusted) terms can be used to compute it.

Although there are numerous ways to estimate total economic growth, gross national product (GNP) and gross domestic product (GDP) are the two most used methods. The value of all completed products and services produced during a certain time period utilizing resources owned by a nation's population is estimated to be the gross national product (GNP). Gross domestic product (GNP) is often calculated by adding together all domestic private investment, domestic government expenditure, net exports, and any resident income from overseas investments, then subtracting foreign resident income. Net exports are the sum of a nation's exports and any related imports of products and services. The relationship between the Gross Domestic Product (GDP) and the Gross National Product (GNP) is critical since the GDP measures all output generated inside a nation's boundaries, regardless of who owns the production machinery (GNP). The starting point for calculating gross national product is gross domestic product, which is then augmented by the revenue from overseas investments of the population and lowered by the income from domestic investments of foreign residents. (What Is Economic Growth and How Is It Measured?, 2021).

Gross Domestic Product (GDP) is the total monetary or market worth of all finished goods and services produced within a nation's boundaries during a specific time period. As a wide measure of GDP, it provides an overview of the status of the economy in a specific nation. (What Is Economic Growth and How Is It Measured?, 2021).

Employment economic growth produces a positive feedback loop that benefits both the economy and people, and it also promotes sustainable development. (International Labour Organization, n.d.).

If societies want to experience sustainable economic progress, they must ensure that people have access to high-quality jobs that boost the economy without damaging the environment. There should be enough employment opportunities and favorable working conditions for the whole population of working age. More individuals require access to financial services in order to manage their finances, accumulate assets, and make effective investments. Increased investments in banking, commerce, and agricultural infrastructure will aid in boosting production and reducing unemployment in the world's poorest regions. (SDG Academy, 2022)

CHAPTER III
Research Methodology

CHAPTER III

Methodology

Introduction:

This chapter provides a detailed presentation of the procedures and methods used, their community, sample, and the practical procedures used to construct and describe the study tools for estimating the validity and reliability of the questionnaire and for data collection and analysis.

3.1 Research Methodology

The descriptive statistical method was used, approach which is the method used to reach knowledge and facts, by reviewing the information or data recorded in the past periods, and revising and criticizing them impartially and objectively.

The researcher employed purposive sample. Purposive sampling, also known as a judgment sampling, refers to the purposeful selection of the participant based on the personal characteristics of the subject. (Etikan, 2016)

It was selected because of the target group in the study, and the aim of this sample was to take the opinions of employees who are close to the decision-makers and have influence in the process of decision-making, sustainable development goals' eighth goal is directly related to the Ministry of Labor.

Through quantitative methods, we will explain the relationship between ethical leadership and SDG8, as well as determine the impact of ethical leadership in achieving the eighth goal in the government sector.

3.2 Procedures

The study used the descriptive method to measure the impact of ethical leadership on achieving sustainable development for the United Nations (SDG8) in Palestinian Ministry of Labor.

3.3 Population

The population study consists of the Ministry of Labor employees in the center building, where they represent the main departments and units that influence policies, plans and decision-making in the MOL.

3.4 Study Sample

Since the study population is known to be 150 employees, the study sample was calculated based on the statistical equation of Robert Mason, according raphani 2022, which is:

$$n = \frac{N}{\left[\left(\frac{d}{Z} \right)^2 \times \frac{(N-1)}{Pq} \right] + 1}$$

n: the sample size to be calculated.

N: community size.

P: is the probability value of 0.5.

q: it is the remaining percentage of the property availability value,

(q =1- P).

Z: the standard score is 1.96 at a confidence level of 0.95. (رفاني، ٢٠٢٢)

When applying the equation to the study population, it appears the required sample is only 23 employees, while the number of actual respondents to the questionnaire amounted to 54 employees.

An electronic questionnaire was distributed via google Forms by the researcher, and (54) employees responded to the questionnaire, showing the main characteristics of the respondents in this chapter which explain results of data analysis to questionnaire which distributed in (MOL).

3.5 Instrumentation

After reviewing previous studies related to the subject, the researcher developed a questionnaire. Three main areas are covered in (37) paragraphs:

First part about the characteristics of the demographic sample contains five variables Gender, Age Group, Experience Years, Highest academic degree, Job title. the second part Ethical Leadership items in the MOL which included General principles, Wisdom, Integrity, Justice, Humanity and Mercy, and the third part (SDG8) items in the MOL by Achieving the goals through some indicators of the 8 goal and principles of decent work. The following scale is based on a 5-point Likert scale: very large degree: five points, large degree: four points, medium: three points, little degree: two points, very little degree: one point.

3.6 The Study Variables:

Demographic variables: Gender, Age Group, Experience Years, Highest academic degree, Job title.

Independent variable: Ethical Leadership in the MOL. It contains six diminutions as follows:

The first diminution: General principles, and it contains 4 paragraphs.

The second diminution: Wisdom, and it contains 4 paragraphs.

The third diminution: Integrity, and it contains 4 paragraphs.

The fourth diminution: Justice, and it contains 4 paragraphs.

The fifth diminution: Humanity, and it contains 4 paragraphs.

The sixth diminution: Mercy, and it contains 4 paragraphs.

The dependent variable is the Achieving the SDG8 in the MOL, and contains two diminutions as follows:

The first diminution: Principles of decent work, and it consists of 4 paragraphs.

The second diminution: Achieving the goals through some indicators of the goal 8, and it consists of 4 paragraphs.

Conceptual framework

To achieve the objectives of the research, the study tests the conceptual model in Figure (1).

The framework below describes how the independent variable, ethical leadership, affects the achievement of the dependent variable, which is Goal 8 of the Sustainable Development Goals (SDG8).

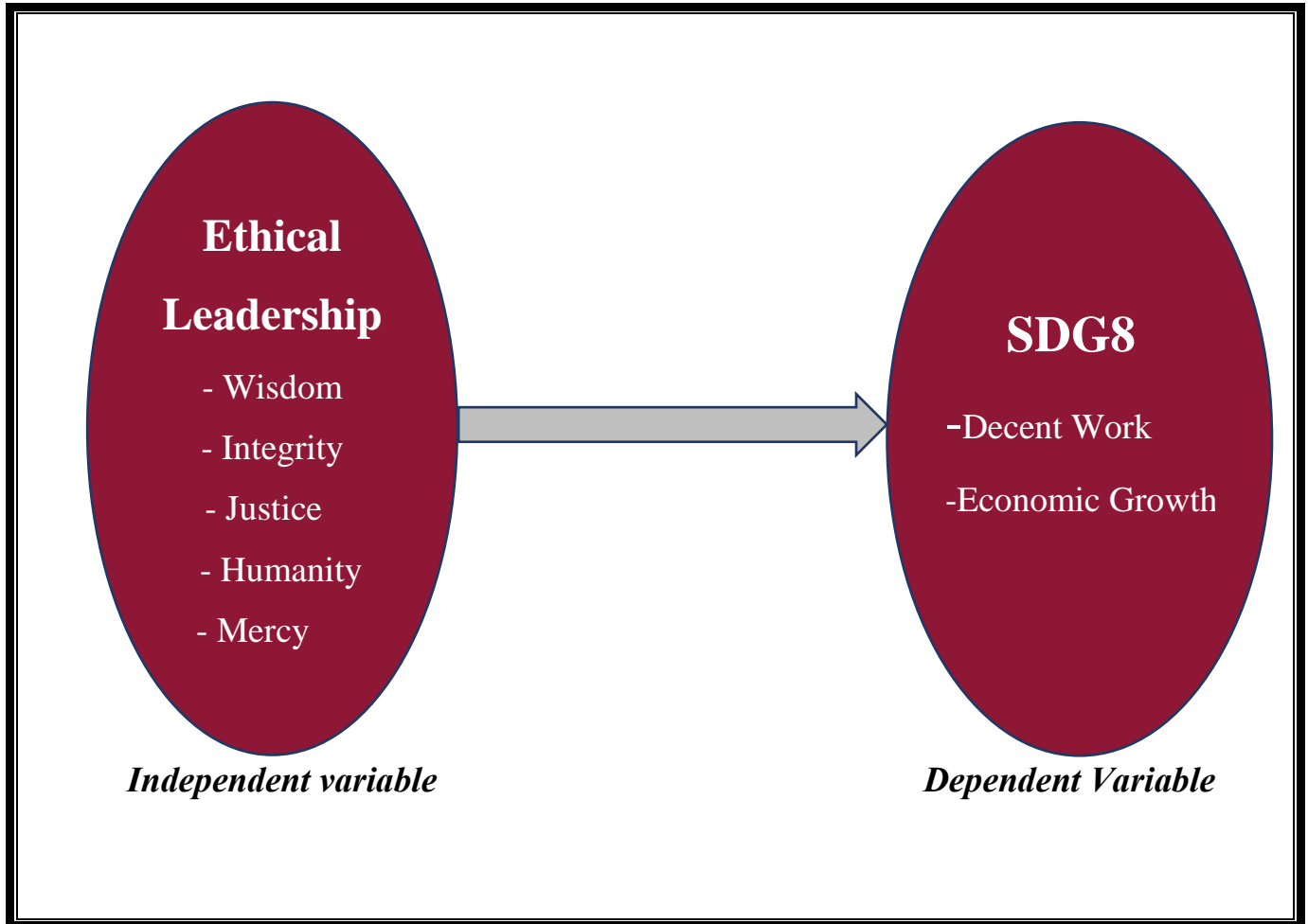


Figure (1): Conceptual framework.

Source: Prepared by the researcher.

3.7 The Validity of the Scale

A referee's validity and an internal consistency validity test were used to test the validity of the scale as follows:

3.7.1. The Referee Validity:

What is meant by virtual honesty or the honesty of the arbitrators is that the researcher selects a number of specialized arbitrators and those with expertise in the subject of the study. Three specialized arbitrators were presented with the questionnaire by the researcher, and their names are as follows:

- Dr. Sameer Al- Jamal, PHD General Administration, Lecturer in Palestinian universities
- Dr. Ibrahim saad Al- egrouf, PHD Administration, Lecturer in Alqouds open University.
- Mr. Jameil Rimawi, the head of General administration of studies and research.

and the researcher responded to the opinions of the arbitrators and conducted a procedure The necessary deletion, modification and addition in the light of the proposals submitted, resulting in the final questionnaire.

3.7.2. Validity (Internal Consistency):

Internal consistency means the extent to which each paragraph of the questionnaire is consistent with the axis to which it belongs. Therefore, the Pearson correlation coefficient was calculated between each of the paragraphs, meaning that each paragraph aims to measure the same concept that is measured by other paragraphs in the same dimension so that the correlation coefficients reflect the sincerity of the configuration of the dimension. The results are in the following tables:

Table (3.1): Pearson Correlation of Paragraphs with the Total Dimension.

paragraph	Pearson Correlation	Sig.
1. Leadership promotes ethical practices in others.	.311*	0.022
2. Leadership upholds ethical values such as integrity, justice, tolerance and wisdom.	.321*	0.018

paragraph	Pearson Correlation	Sig.
3. Leadership seeks to activate the ethical dimension to achieve the organization's vision and goals.	.389**	0.004
4. Leadership organizes and coordinates the efforts of individuals.	.277*	0.042
5. Leadership delegates authority to subordinates.	.355**	0.008
6. Leadership issues decisions through the powers and responsibilities conferred on it by law.	.375**	0.005
7. Leadership possesses high intellectual skills in analysis before making decisions.	.371**	0.006
8. Leadership has the ability to listen to problems and solve them.	.313*	0.021
9. The leadership sets clear ethical standards in the ministry.	.453**	0.001
10. Leadership avoids lies and impossible promises.	.375**	0.005
11. Leadership is committed to applicable laws and regulations.	.461**	0.000
12. Leadership seeks to give place to morals and values and make them influential in the work environment.	.536**	0.000
13. Senior management respects the rights of others.	.772**	0.000
14. Senior management considers fairness a cornerstone in decision-making.	.737**	0.000
15. Senior management takes corrective, not punitive, action.	.629**	0.000
16. Senior management is fair in distributing	.695**	0.000
17. Leadership shows empathy with others, whatever their orientations and beliefs.	.572**	0.000

paragraph	Pearson Correlation	Sig.
18. Leadership possesses high skills in understanding the human psyche.	.606**	0.000
19. Leadership Engages co-workers in social events.	.538**	0.000
20. Leadership involves co-workers in the decision-making process.	.538**	0.000
21. Leadership gives confidence to others despite their negative behaviors.	.479**	0.000
22. Leadership achieves balance in achieving the interests of the organization and the interests of its employees.	.580**	0.000
23. Leadership contributes to social responsibility programs.	.760**	0.000
24. Leadership seeks to avoid harm to the environment and society.	.797**	0.000

Independent variable: Ethical Leadership in the MOL

It is clear from Table No. (3.1) that the values of person correlation of the paragraphs of the independent variable with the dimension were statistically significant, Whereas, the values of the correlation coefficients for the paragraphs ranged between (0.311- 0.797) which indicates that there is an internal consistency of the paragraphs of the paragraphs, and thus the paragraphs are considered honest and measured by what it was designed to measure.

Table (3.2): Pearson Correlation of paragraphs with the total dimension.

paragraph	Pearson Correlation	Sig.
1. The policies followed provide a safe and healthy work environment for the partners.	.797**	0.000
2. The policies followed provide job security and sustainability for the partners.	.807**	0.000
3. The adopted policies ensure the existence of an effective tripartite dialogue between the three production parties (the government, employers and workers) in a fair	.789**	0.000
4. The policies followed ensure equal opportunities in employment for the beneficiaries.	.818**	0.000
5. The policies followed have served to reduce various work injuries.	.788**	0.000
6. The adopted policies strengthened the right to exercise trade union freedoms.	.772**	0.000
7. The pursued policies strengthened the right of young people to work and encouraged employment.	.797**	0.000
8. The adopted policies promoted the annual growth of the real GDP (improving the level of income associated with increasing employment opportunities).	.817**	0.000

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

* . Correlation is significant at the 0.05 level (2-tailed).

Dependent variable: Achieving the SDG8 in the MOL

It is clear from Table No. (3.2) that the Pearson correlation with the dimension were statistically significant, Whereas, the values of the correlation coefficients for the paragraphs ranged between (0.772-0.818). which indicates that there is an internal consistency of the paragraphs of the paragraphs, and thus the paragraphs are considered honest and measured by what it was designed to measure.

3.7.3 Reliability

The table below indicates Cronbach's alpha factor for all measured equation, which are shown as follows

Table (3.3): Cronbach's Alpha coefficients

Domain	No. of Items	Cronbach's Alpha
General principles	4	.902
Wisdom	4	.861
Integrity	4	.866
Justice	4	.914
Humanity	4	.921
Mercy	4	.821
Principles of decent work	4	.973
Achieving the goals through some indicators of the 8 goal	4	.801
Over all	32	.966

Through the (Cronbach's Alpha) equation, the value of the stability factor on the total fields was verified, which amounted to (0.966), which is a high value and therefore acceptable in academic research.

3.8 Statistical Methods:

The researcher collected and computed by using the Statistical Package for the Social Sciences (SPSS), she used:

1. Descriptive statistics: percentage, means and standard deviation.
2. Independent Samples T. Test.
3. Pearson correlation coefficient.
4. Cronbach's Coefficient Alpha.
5. The One- Way Analysis of Variance (ANOVA).
6. Linear regression analysis.

CHAPTER IV
Findings and Result

CHAPTER IV

Findings and Result

Introduction:

The researcher examined The Impact of Ethical Leadership on Achieving (SDG8): Palestinian Ministry of Labor Case study. This chapter included the results the quantitative analysis as well as the discussion of these results.

Data Analysis

In order to achieve the main aim of the study, a quantitative design was utilized. Data was analyzed for 54 participants

4.Data Analysis and Discussions

This chapter presents the analyses and study results of “The impact of ethical leadership on achieving Sustainable Development Goal No. 8 of the United Nations, Palestinian Ministry of Labor -Case study.”

In order to determine the level and role of ethical leadership in achieving the UN’s Sustainable Developing Goal Number 8 (SDG8) in Palestinian Ministry of Labor. The findings of the current study as the following:

- Participant Profile
- Descriptive Statistics
- Testing Hypothesis/ Research Questions

4.1 Participant Profiles

Table (4.1): Demographic Variables of Study

Demographic Variables	Sample size (n=54)	
	Frequency	Percentage
Sex		
Male	17	31.5%
Female	37	68.5%
Age Group		
Less than 30	9	16.7%
30- <40	22	40.7%
40- <50	10	18.5%
50 and above	13	24.1%
Experience Years		
Less than 10 year	18	33.3%
10 to 15 years	14	25.9%
More than 15 years	22	40.7%
Highest academic degree		
A diploma or less	10	18.5%
bachelor's degree	29	53.7%
master's degree or higher	15	27.8%
Job title		
General manager/or head of a unit	4	7.4%
Director	17	31.5%
Head of division/branch	17	31.5%
Employee	16	29.6%

Among the above table, there are a total of (54) respondents: the weight is between females and males (68:32).

As the researcher's point of view, the result is expected, because number of males in the main building for the MOL is less than number of females, and it is identical to reality.

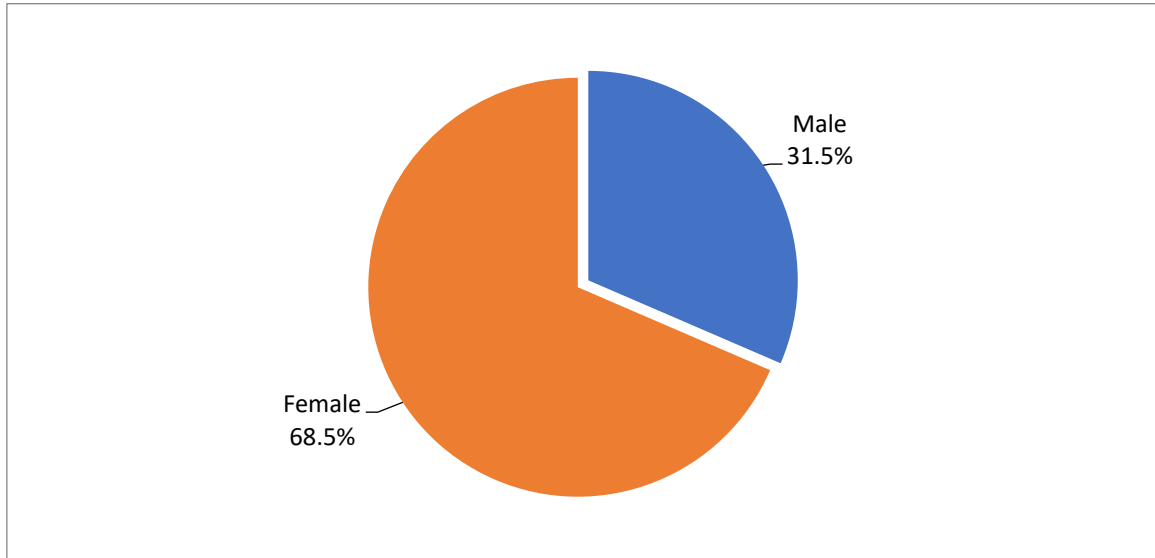


Figure4.1: Illustrates Percentage Distribution by Gender

The age of the respondents, the age segment (30 – less than 40) years old has the highest weight, by 40.7% of the respondents; and the category of (less than 30) was the lowest with only 16.7% of the respondents. The group (50+) consists of 24.1% of the participants.

From the researcher's point of view, the importance of the age segment (30 - less than 40) years old has the highest weight, which forms 40.7% of the respondents group lies in its impact on future policies, and it is one who will apply ethic

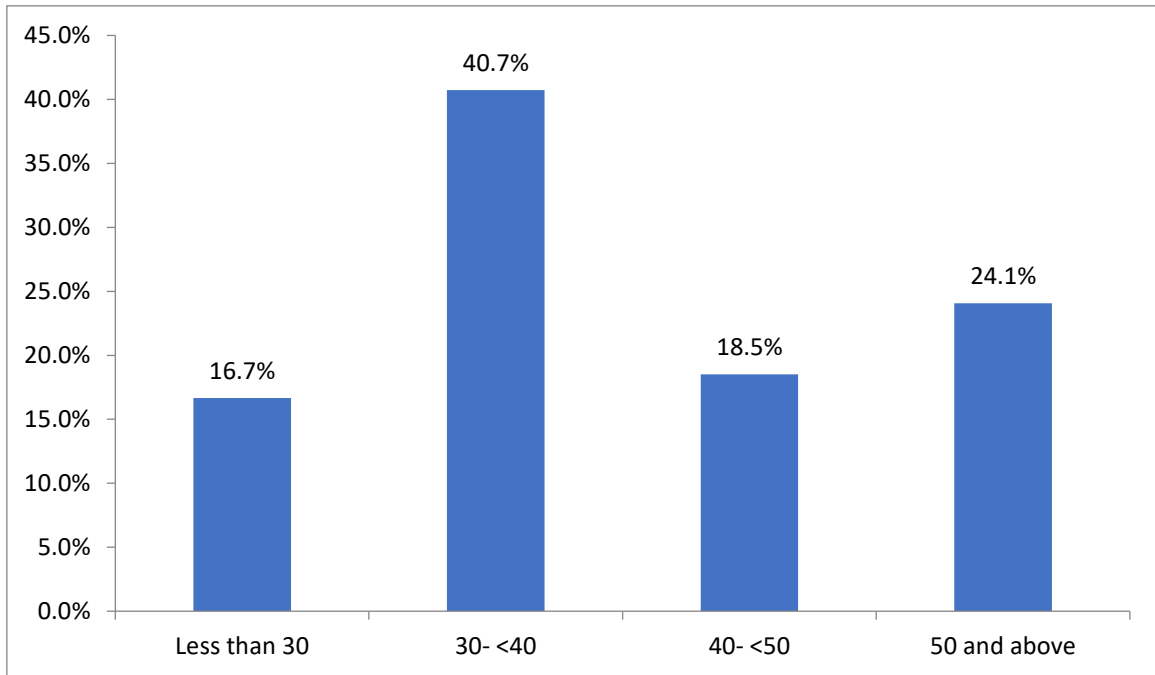


Figure4.2: Illustrates the Percentage Distribution of Respondents by Age Categories'

Regarding the time in MOL so far where the employees are working, results show that 40.7% are working more than 15 years, compare to 33.3% are working less than 10 year and the remaining respondents are working between 10 to 15 years which forms 25.9% of the respondents.

The researcher's point of view, the result 40.7% are working more than 15 years, Experience reflects the ability of employees to understand and implement the ministry's plans and achieve its goals, and they are the highest experience in the ministry's policies understanding.

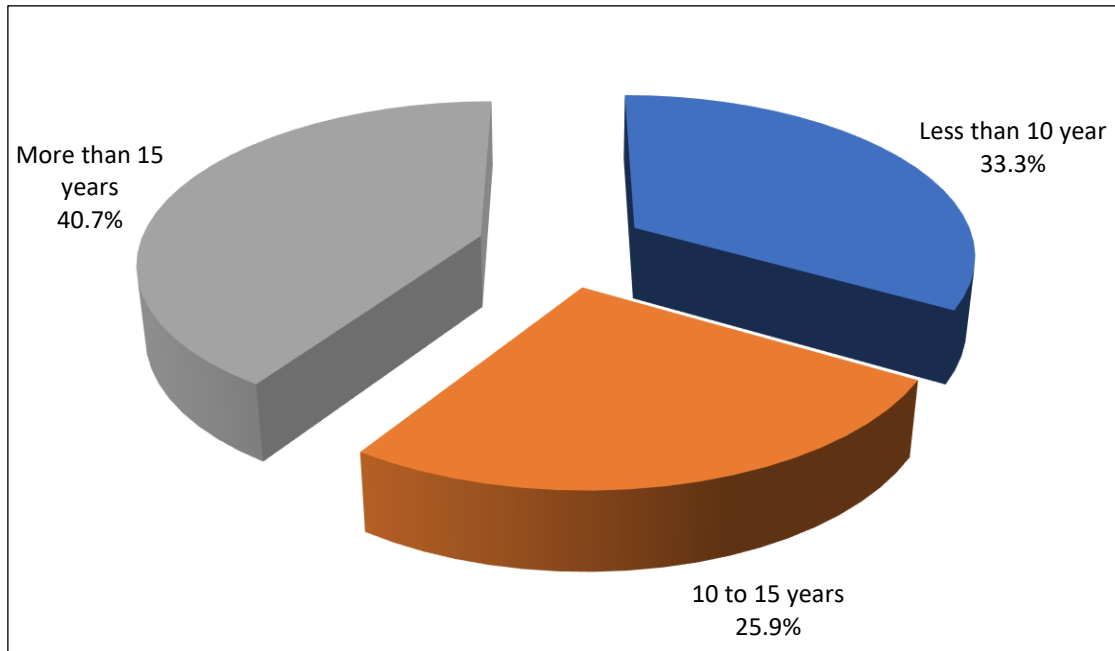


Figure4.3: Illustrates the Percentage Distribution of Respondents according to the number of years working in the Ministry

Respondents were also asked about their education qualifications. The result shows that 27.8% of the sample are master's degree or higher. The largest percentage of the respondents are having a Bachelor, and they are 53.7% of the total participants. And the remaining respondents who are 18.5% of them got a diploma degree or less.

The largest percentage of the respondents are having a Bachelor, and they are 53.7% of the total participants. The researcher's see this result refer to ability of employees to gain experience, and their ability to learn and train.

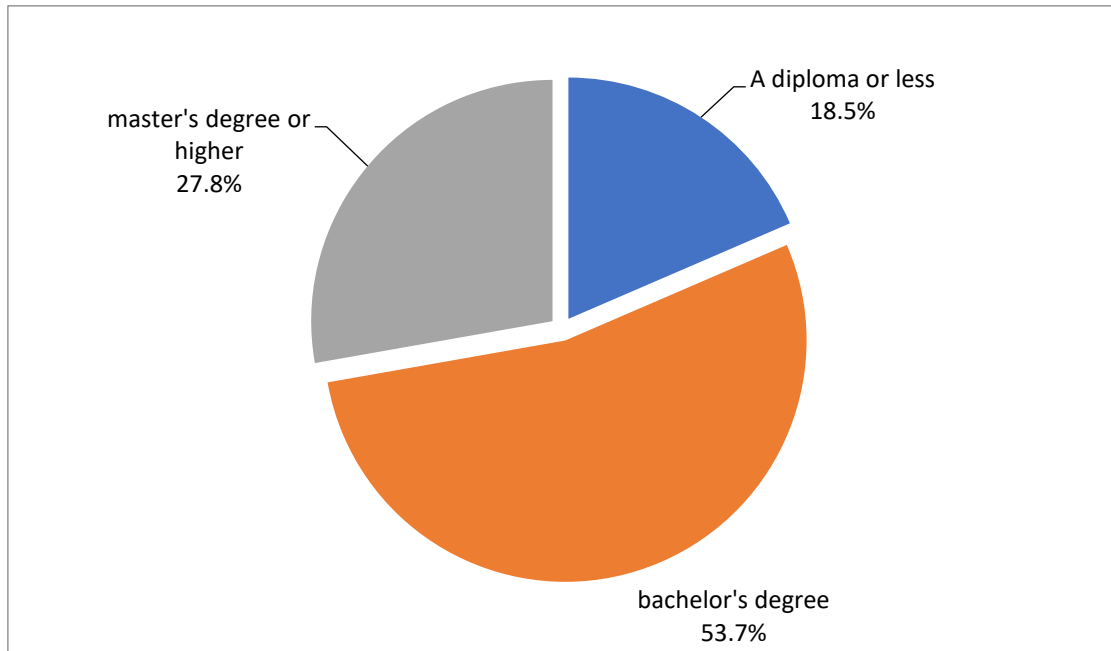


Figure4.4: Illustrates Percentage Distribution of Respondents by the academic degree

The questionnaire also asked employees about Job title. About 7.4% of them were General manager/or head of a unit, 31.5% of the respondents were Director, and the same percentage were Head of division/branch 31.5%, and the Employees were 29.6% of the sample.

These results are acceptable to the researcher and natural, as the organizational structure Contains the least number of categories the highest, in addition to that it indicates the diversity of job categories responding to the questionnaire.

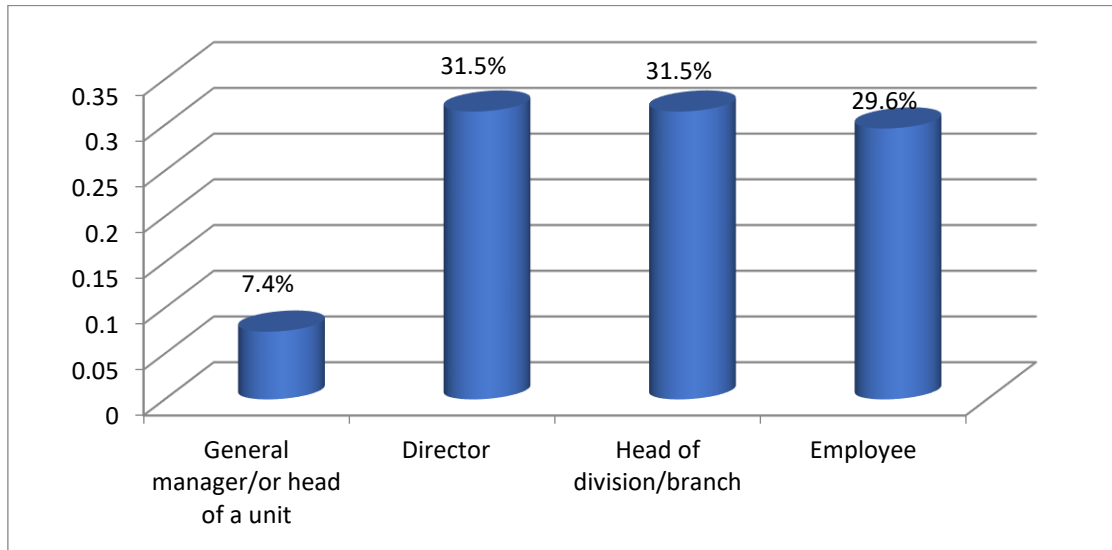


Figure4.5: Illustrates Distribution the No. of Respondents by their Job title

4.2 Descriptive Statistics

This part aims to address the research question, which was **“What is the role of ethical leadership in achieving the UN’s Sustainable Developing Goal Number 8 (SDG8) in the MOL?”**.

To determine and evaluate the level of items on a Likert scale, if the mean of the item is (1-2.330), then the level is low, and the category (2.340-3.660) is moderate, while for the higher category it is (3.670-5). See table (4.2):

Table (4.2): Level of the Likert Scale According to the Mean Value

Degree	Range	Percentage
High	3.670-5	73.3%-100%
Moderate	2.340-3.660	46.8%-73.2%
Low	1-2.330	20.0%-46.7%

Source: Iriqat and Diebes (2019)

Table (4.3): Rule of Thumb for Interpreting the Value of a Correlation Coefficient

Value of Correlation	Interpretation
0.90 to 1	Very high positive (negative)
0.70 to 0.90	High positive (negative)
0.50 to .0.70	Moderate positive (negative)
0.30 to 0.50	Low positive (negative)
0.00 to 0.30	Negligible correlation

4. Hinkle DE, Wiersma W, Jurs SG. *Applied Statistics for the Behavioral Sciences*. 5th ed. Boston: Houghton Mifflin; 2003.

4.2.1 Level of Application of the Ethical Leadership in the MOL

As mentioned in the following table, it shows the 24 items that represent the Ethical Leadership in the MOL (General principles, Wisdom, Integrity, Justice, Humanity and Mercy) collected from the reality of the survey.

Table (4.4): Means and Standard Deviations of Ethical

Item	Mean	S.D	%	Rank
1. Leadership promotes ethical practices in others.	3.85	1.00	77.0%	High
2. Leadership upholds ethical values such as integrity, justice, tolerance and wisdom.	3.57	1.04	71.5%	Moderate
3. Leadership seeks to activate the ethical dimension to achieve the organization's vision and goals.	3.67	1.01	73.3%	High
4. Leadership organizes and coordinates the efforts of individuals.	3.76	1.06	75.2%	High
General Principles	3.71	0.90	74.3%	High
5. Leadership delegates authority to subordinates.	3.67	0.99	73.3%	High
6. Leadership issues decisions through the powers and responsibilities conferred on it by law.	3.70	0.94	74.1%	High
7. Leadership possesses high intellectual skills in analysis before making decisions.	3.57	1.04	71.5%	Moderate
8. Leadership has the ability to listen to problems and solve them.	3.44	1.06	68.9%	Moderate
Wisdom	3.60	0.85	71.9%	Moderate
9. The leadership sets clear ethical standards in the ministry.	3.30	1.04	65.9%	Moderate
10. Leadership avoids lies and impossible promises.	3.11	1.11	62.2%	Moderate
11. Leadership is committed to applicable laws and regulations.	3.26	0.94	65.2%	Moderate
12. Leadership seeks to give place to morals and values and make them influential in the work environment.	3.33	0.95	66.7%	Moderate
Integrity	3.25	0.87	65.0%	Moderate
13. Senior management respects the rights of others.	3.06	1.12	61.1%	Moderate

Item	Mean	S.D	%	Rank
14. Senior management considers fairness a cornerstone in decision-making.	2.91	0.96	58.1%	Moderate
15. Senior management takes corrective, not punitive, action.	2.89	0.98	57.8%	Moderate
16. Senior management is fair in distributing tasks and job burdens.	2.76	1.15	55.2%	Moderate
Justice	2.90	0.94	58.1%	Moderate
17. Leadership shows empathy with others, whatever their orientations and beliefs.	3.20	1.16	64.1%	Moderate
18. Leadership possesses high skills in understanding the human psyche.	3.06	1.14	61.1%	Moderate
19. Leadership Engages co-workers in social events.	3.48	0.99	69.6%	Moderate
20. Leadership involves co-workers in the decision-making process.	3.09	0.93	61.9%	Moderate
Humanity	3.21	0.88	64.2%	Moderate
21. Leadership gives confidence to others despite their negative behaviors.	3.19	1.05	63.7%	Moderate
22. Leadership achieves balance in achieving the interests of the organization and the interests of its employees.	3.31	1.06	66.3%	Moderate
23. Leadership contributes to social responsibility programs.	3.39	1.11	67.8%	Moderate
24. Leadership seeks to avoid harm to the environment and society.	3.44	0.96	68.9%	Moderate
Mercy	3.33	0.88	66.7%	Moderate
Over all (Ethical Leadership in the MOL)	3.33	0.89	66.7%	Moderate

As shown in table (4.3), the “**General Principles**” dimensions have a Highest degree (M = **3.71**, SD = **.90**),

According to the respondents’ answers, the most important item for the employees in the “**General Principles**” dimension is the first one which is

“Leadership promotes ethical practices in others.” with a High degree ($M = 3.85$, $SD = 1.00$).

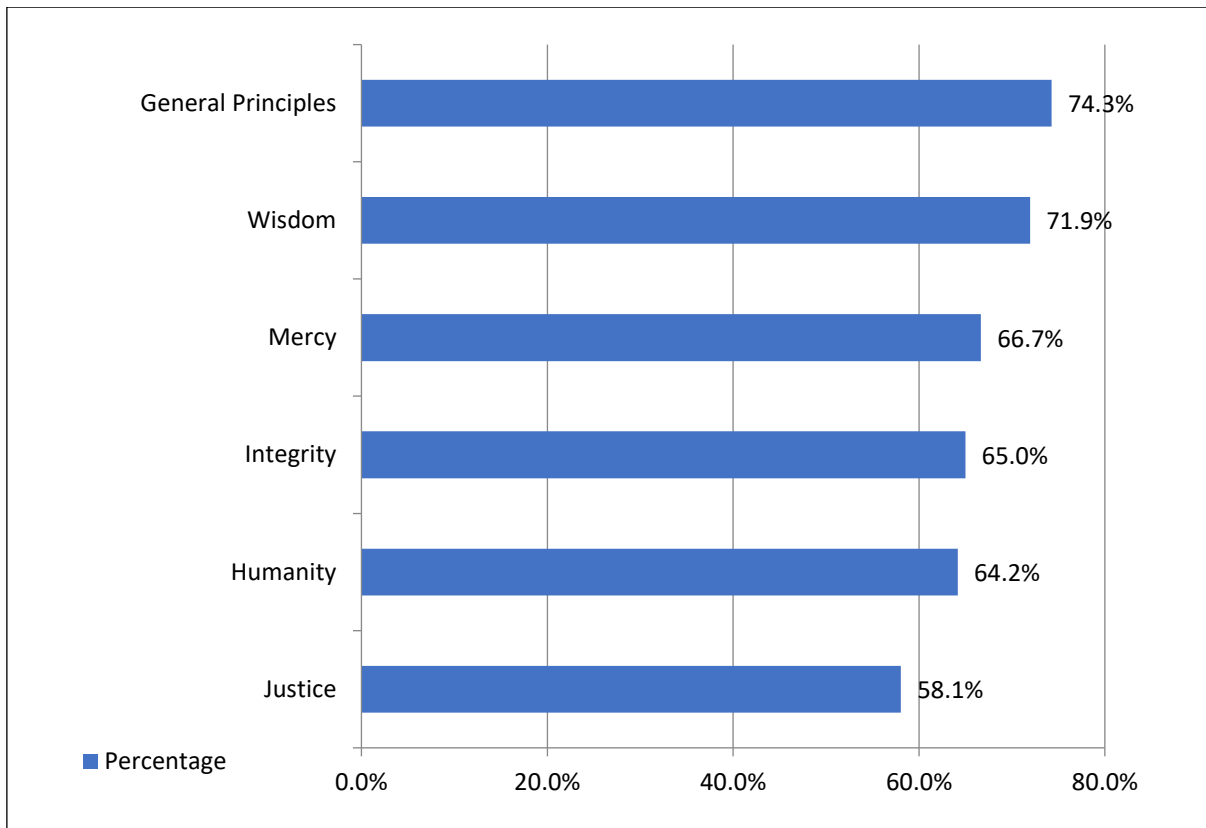


Figure4.6: Illustrates the level of respondents agreement on the study Dimintions

while the “Justice” dimensions have a Lowest degree ($M = 2.9$, $SD = .94$).

According to the respondents’ answers, the most important item for the employees in the “Justice” dimension is the last one which is “Senior management is fair in distributing tasks and job burdens.” with a moderate degree ($M = 2.76$, $SD = 1.15$).

The overall rate of the “Ethical Leadership in the MOL” was moderate degree ($M = 3.33$, $SD = .890$).

Table (4.5): Means and Standard Deviations of (SDG8) items in the MOL

Item	Mean	S.D	%	Rank
1. The policies followed provide a safe and healthy work environment for the partners.	3.19	1.08	63.7%	Moderate
2. The policies followed provide job security and sustainability for the partners.	3.1	1.0	62.2%	Moderate
3. The adopted policies ensure the existence of an effective tripartite dialogue between the three production parties (the government, employers and workers) in a fair manner.	3.41	1.00	68.1%	Moderate
4. The policies followed ensure equal opportunities in employment for the beneficiaries.	2.94	1.00	58.9%	Moderate
Principles of decent work	3.16	0.88	63.2%	Moderate
5. The policies followed have served to reduce various work injuries.	3.19	1.07	63.7%	Moderate
6. The adopted policies strengthened the right to exercise trade union freedoms.	3.15	0.98	63.0%	Moderate
7. The pursued policies strengthened the right of young people to work and encouraged employment.	3.26	1.12	65.2%	Moderate
8. The adopted policies promoted the annual growth of the real GDP (improving the level of income associated with increasing employment opportunities).	2.91	1.01	58.1%	Moderate
Achieving the goals through some indicators for the 8 goal	3.13	0.90	62.5%	Moderate
Over all (Achieving the SDG8)	3.14	1.01	62.8%	Moderate

As shown in table (4.3), the “**Principles of decent work**” dimensions rate is slightly higher than the “**Achieving the goals through some indicators for the 8 goal**” dimensions, with (M = **3.16**, SD = **.88**), (M = **3.13**, SD = **.90**) respectively.

4.2.2 Inferential Statistics

A Pearson Correlation test table (4.8) explains the relationship between the variables (ethical leadership and its six qualities: Wisdom, Mercy, Humanity, Justice, general principle and Integrity) and the variable (**Achieving the SDG8**) in the Ministry of Labor. It showed that there is a significant relationship between the (ethical leadership and its six qualities: wisdom, Mercy, humanity, justice, integrity and general principles) and the dependent variable (**Achieving the SDG8**) in the Ministry of Labor, with p-value <0.01 for all the sixth domains, and Correlation Coefficients equal + 0.662, which concedes a moderate correlation, and a positive correlation, in which both variables move in the same direction.

The interpretation of these results will be discussed in more detail through the following section (Study hypothesis).

Table 4.4 shows the respondents' opinions about the **Achieving the SDG8** according to the respondents' characteristics. And based on the significant p- value <.05 in the following table, there is no significant difference between the respondents' opinions rates as mention below.

Table (4.6): Means and Standard Deviations for Achieving the SDG8 by demographics characters

Demographics characters	Achieving the SDG8		
	Mean	Standard Deviation	Sig.
Male	3.38	.55	.082
Female	3.03	.90	
Less than 30	3.06	1.23	.716
30- <40	3.21	.73	
40- <50	3.39	.74	
50 and above	2.90	.68	
Less than 10 year	3.05	.96	.412
10 to 15 years	3.12	.88	
More than 15 years	3.09	.63	
A diploma or less	3.84	.48	.434
bachelor's degree	3.08	1.07	
master's degree and higher	3.12	.57	
General manager/or head of a unit	3.22	.74	.416
Director	3.15	.81	
Head of division/branch	3.12	.79	
Employee	3.18	.93	

4.3 Testing Hypothesis/ Research Questions

4.3.1 Testing Hypothesis

- **First Hypothesis:** There is a significant relationship between ethical leadership and the implementation of the eighth sustainable development goal in the MOL.

H0: There is no significant relationship between ethical leadership and the implementation of the eighth sustainable economic development goal in the MOL, at the level $\alpha \leq 0.05$.

The standard multiple regression method was used from linear regression analysis, to examine the presence of the effect of independent variables on the dependent variable, and through the ANOVA results table to test the significance of the regression, table (4.7), we note that the p-value ≤ 0.01 , and therefore we reject the null hypothesis H0, and we accept the alternative hypothesis H1, that says there is a statistically significant relationship between ethical leadership and the implementation of the eighth sustainable economic development goal in the MOL, at the level of ($\alpha \leq 0.05$).

Table (4.7) shows the regression coefficients, standard error, and the value of t-test with the p-value of the tests, where it was found that the variable (Justice) was statistically significant, with p-value ≤ 0.01 , which are the significant reason for the regression analysis of variance, while the other variables (Wisdom, Mercy, Humanity, general principle and Integrity) did not appear as well.

We also note that the values of the correlation coefficient R have reached (0.862), which is a value that is considered to be of medium strength. While the coefficient of determination R-Square reached (0.743), which means that the explanatory independent variables (Wisdom, Mercy, Humanity, Justice, general principle and Integrity) were able to explain 74.3% of the changes in Achieving the SDG8. Thus, we can predict the “Achieving the SDG8” variable according to the multiple regression line equation as follows:

$$\text{Achieving the SDG8} = .854 + (-.142) * \text{General Principles} + (.092) * \text{Wisdom} + (-.300) * \text{Integrity} + (.616) * \text{Justice} + (.282) * \text{Humanity} + (.232) * \text{Mercy}$$

Table (4.7): Linear Regression Outputs, (DV: Achieving the SDG8)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.862 ^a	.743	.710	.43875
a. Predictors: (Constant), Mercy:, Justice: , Wisdom: , General Principles:, Integrity: , Humanity:				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.184	6	4.364	22.670	.000 ^b
	Residual	9.048	47	.193		
	Total	35.231	53			
a. Dependent Variable: Achieving the SDG8						
b. Predictors: (Constant), Mercy:, Justice: , Wisdom: , General Principles:, Integrity: , Humanity:						

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.854	.287		2.974	.005
	General Principles:	-.142	.116	-.158	-1.228	.225
	Wisdom:	.092	.132	.096	.696	.490
	Integrity:	-.300	.155	-.320	-1.931	.060
	Justice:	.616	.090	.708	6.853	.000
	Humanity:	.282	.159	.305	1.772	.083
	Mercy:	.232	.161	.251	1.440	.157
a. Dependent Variable: Achieving the SDG8						

Second Hypothesis:

There is a relationship between Wisdom and Achieving the SDG8 in the MOL.

H0: There is no relationship between Wisdom and Achieving the SDG8 in the MOL, at the level $\alpha \leq 0.05$.

As mentioned in the Pearson Correlation table (4.8), it shows a significant relationship between wisdom and **achieving the SDG8**, with p-value < 0.01 and Correlation Coefficients $+0.418$, which concedes a low positive correlation.

Result: Reject H_0 and accept H_1 that says: There is significant relationship between Wisdom and Achieving the SDG8, at the level $\alpha \leq 0.05$.

Third Hypothesis:

There is a relationship between Mercy and Achieving the SDG8 in the MOL.

H0: There is no relationship between Mercy and Achieving the SDG8 in the MOL, at the level $\alpha \leq 0.05$.

As mentioned in the Pearson Correlation table (4.8), it shows a significant relationship between Mercy and **Achieving the SDG8**, with p-value < 0.01 and Correlation Coefficients $+0.639$, which concedes a moderate positive correlation.

Result: Reject H_0 and accept H_1 that says: There is significant relationship between Mercy and Achieving the SDG8, at the level $\alpha \leq 0.05$.

Fourth Hypothesis:

There is a relationship between humanity and achieving the SDG8 in the MOL.

H0: There is no relationship between humanity and achieving the SDG8 in the MOL, at the level $\alpha \leq 0.05$.

As mentioned in the Pearson Correlation table (4.8), it shows a significant relationship between humanity and **achieving the SDG8**, with p-value <0.01 and Correlation Coefficients $+0.672$, which concedes a moderate positive correlation.

Result: Reject H_0 and accept H_1 that says: There is significant relationship between humanity and achieving the SDG8, at the level $\alpha \leq 0.05$.

Fifth Hypothesis:

There is a relationship between justice and achieving the SDG8 in the MOL.

H₀: There is no relationship between justice and achieving the SDG8 in the MOL, at the level $\alpha \leq 0.05$.

As mentioned in the Pearson Correlation table (4.8), it shows a significant relationship between justice and **achieving the SDG8**, with p-value <0.01 and Correlation Coefficients $+0.797$, which concedes a high positive correlation.

Result: Reject H_0 and accept H_1 that says: There is significant relationship between justice and achieving the SDG8, at the level $\alpha \leq 0.05$.

Sixth Hypothesis: there is a relationship between integrity and achieving the SDG8 in the MOL.

H₀: There is no relationship between integrity and achieving the SDG8 in the MOL, at the level $\alpha \leq 0.05$.

As mentioned in the Pearson Correlation table (4.8), it shows a significant relationship between integrity and **achieving the SDG8**, with p-value <0.01 and Correlation Coefficients $+0.526$, which concedes a moderate positive correlation.

Result: Reject H0 and accept H1 that says: There is significant relationship between integrity and achieving the SDG8, at the level $\alpha \leq 0.05$.

Table (4.8): Results of Pearson Correlation test

Pearson Correlation		Achieving the SDG8
General	Pearson	.369**
	Sig. (2-tailed)	0.006
Principles:	N	54
Wisdom:	R	.418**
	Sig.	0.002
	N	54
Integrity:	R	.526**
	Sig.	0.000
	N	54
Justice:	R	.797**
	Sig.	0.000
	N	54
Humanity:	R	.672**
	Sig.	0.000
	N	54
Mercy:	R	.639**
	Sig.	0.000
	N	54
Over all	R	.668**
	Sig.	.000
	N	54

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

4.3.2 Research Questions

1. Is there a relationship between Wisdom and Achieving the SDG8 in the MOL?.

As mentioned in the Pearson Correlation table (4.8), it shows a significant relationship with low positive correlation. between wisdom and Achieving the SDG8.

2. Is there a relationship between Mercy and Achieving the SDG8 in the MOL?.

As mentioned in the Pearson Correlation table (4.8), it shows a significant relationship with moderate positive correlation. between Mercy and Achieving the SDG8.

3. Is there a relationship between humanity and Achieving the SDG8 in the MOL?.

As mentioned in the Pearson Correlation table (4.8), it shows a significant relationship with moderate positive correlation. between humanity and Achieving the SDG8.

4. Is there a relationship between justice and Achieving the SDG8 in the MOL?.

As mentioned in the Pearson Correlation table (4.8), it shows a significant relationship with high positive correlation. between justice and Achieving the SDG8.

5. Is there a relationship between integrity and Achieving the SDG8 in the MOL?.

As mentioned in the Pearson Correlation table (4.8), it shows a significant relationship with moderate positive correlation. between integrity and achieving the SDG8.

4.4. Conclusion and Recommendations

4.4.1. Conclusion:

The main conclusion of this study is that: The research proves the existence of relationship and influence of ethical leadership and its six qualities (general principle, Wisdom, Mercy, Humanity, Integrity, and justice) in achieving and implementing the SDG8. This is an affirmation of what the Literature review indicated in the second chapter.

According to the results of the researcher concluded the following:

1. The relation between ethical leadership and achieving SDG8, the greater the ethical leadership in the ministry, the greater its ability to achieve and implement the SDG8, as Alshammari (2015) refer to having the ethical leadership is requirement in order to have an impact on both employee morality and company performance.

2. Justice got the highest percentage in terms of influencing the achievement of the eighth goal of the sustainable development goals, and the opinion of the researcher According to the review of the literature in the research, people search for equality at work and compare their achievements and pay with those of their peers. One of the biggest concerns of employees is fairness among peers because everyone wants to be recognized for their contributions. Therefore, justice encourages the workers to do a good job because it ensures that they get proper recognition and reward. (Hegarty & Moccia, 2018).

in addition, to employee views of justice are significantly influenced by the organization's rules and processes. Employee attitudes regarding organizational regulations and procedures serve as a mediating element between moral leadership and successful work performance.

Ethical style of leadership can lead to justice established decision making and hence can help the leaders to decrease the ethically unwelcome behavior. (Ali, n.d.)

3. According to results, the ranking of the leadership qualities is in the following order with the opinion to responders:

a. Humanity:

In the opinion of researcher humanity reset after justice because employees need to leader feel with them and encourages acceptance of truth, humanity leader helps

organization to plan their strategies better. And that is consistent with literature review in search, humanity's leader admits to their flaws and failings and works to make amendments. Better organizational planning is made possible by this reality-based perspective, and organizational performance is enhanced by its impact on organizational learning and resilience. The most effective leaders are humble and have no ambitions for recognition. (Ben-Nun, 2021).

b. Mercy:

literature review indicated in the research the essence of mercy Being courageous in the face of others' pain rather than dismissing it is what we mean by compassion in the workplace. Such acts of compassion have a significant positive impact on the mood of the workplace for all employees. (Hegarty & Moccia, 2018).

c. Integrity:

The researcher supports the importance of integrity through what was stated in the literature review, which was mentioned in the search, Contrary to integrity, corruption fosters the development of a dysfunctional organizational structure that lacks both goals and employee dedication to those goals. (Hegarty & Moccia, 2018).

d. wisdom:

Through the results, wisdom was in the last ranking in with regard to the qualities of ethical leadership. we can be concluded is the need for employees to achieve justice, humanity, mercy and integrity before wisdom, which the researcher stated in literature review, the describe wisdom as a generic mental ability that integrates morality and intelligence but is learned through effort and experience. (Wang Fengyan & Zheng Hong, 2012).

4. The results of the questionnaire emphasized the importance of ethical principles of leadership and the necessity of involve to values, organizing efforts, activating the ethical dimension to achieve goals, and encouraging ethical practices.

5. According to the results, the principles of decent work, which aimed to ask about the policies followed to implement the role of the ministry, were a little higher than measuring the achievement of the goals through some of the indicators of the SDG8, which enables the researcher conclude the policies followed achieved the goals in an average manner.

4.4.2. Recommendations:

According to ILO, the SDG8 is related with other SDGs, including the SDG1, SDG4, SDG5, SDG9, SDG10. To further activate the role of ministry through effective ethical leadership, the most important recommendations are:

1. Promoting equality among employees because the most important qualities of ethical leadership are justice.
2. It is noted that the applicable Palestinian Labor Law No. 7 was issued since the year 2000, which makes it necessary to work on promoting laws and regulations to encourage a fair, ethical, healthy and safe work environment to meet requirements of SDGs and keep step with the global acceleration in achieving the goals of sustainable development.
3. Developing human resources in the ministry, as the existing age group and academic degree make them employees able to learning and accept new experiences and skills that will form an important role in improving performance and achieving the goals in the future for the ministry.

4. The need to transformation traditional to digital systems to provide data that guaranty fair distribution of job opportunities and economic development
5. Decision makers should take the lead in implementing policies that promote the creation of sustainable job opportunities, educational opportunities, and social and economic empowerment in keeping with technology and developments.
6. Keep effective communication internally, coordination and cooperation between the Ministry and local and international partners to issue decisions responsive to needs.
7. Using updated copies of decent work, taking new measures, and benefiting from international experiences in the field.
8. Having a clear vision, mission responds to reality, and achievable goals in the future.
9. Preparing future research to examines the impact of ethical leadership on achieving another goal of SDGs.

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Appendix (1): Questionnaire



Master's Degree of Leadership

The researcher is conducting a study entitled: "The Impact of Ethical Leadership on Achieving the UN's Sustainable Development Goal Number 8 (SDG8): Palestinian Ministry of Labor as a Case study." Under the supervision of Dr. Firas Murrar.

We hope you will cooperate with the researcher in filling out the questionnaire objectively, as the data will be collected are important and effective for the success of the research and completion of the requirements for obtaining a master's degree in leadership from the Arab American University.

Note: The data will be collected used for scientific research purposes only, we will be treated in strict confidence, and no personal information will be provided.

In case of any inquiries, you can contact the researcher via

e-mail h.odeh8@student.aaup.edu or call the following number: 0599765873.

Thank you for your cooperation.

Researcher:

Hebah Odeh

- **Section # 1: Demographic information:**

1- Gender:Male Female **2- Age:**Less than 30 30- <40 40-<50 50 & above **3- Job title/ position:**General manager/or head of a unit Manager Head of
division/branch Head of branch Employee **4- Number of years of experience?**Less than 10 year 10 - 15 years More than 15 years **5- Highest academic degree:**High School Diploma Degree Bachelor's degree Master's degree higher degree

عزيزي الموظف/ة: ما مدى موافقتك على العبارات التالية المتعلقة بالقسمين 2 و 3 ؟

ثانياً: القيادة الأخلاقية Ethical Leadership:

لا أوافق بشدة	لا اوافق	محايد	أوافق	أوافق بشدة	الفقرة
العلاقة بين القيادة الأخلاقية وتنفيذ هدف التنمية المستدامة الثامن للأمم المتحدة في وزارة العمل.					
المبادئ العامة : General principles					
					1. القيادة تعزز الممارسات الأخلاقية لدى الآخرين. 1. The policies followed provide a safe and healthy work environment for the partners.
					2. القيادة تتمسك بالقيم الأخلاقية مثل النزاهة والعدالة والتسامح والحكمة. 2. Leadership upholds ethical values such as integrity, justice, tolerance and wisdom.
					3. القيادة تسعى لتفعيل البعد الأخلاقي لتحقيق رؤية المنظمة وأهدافها. 3. Leadership seeks to activate the ethical dimension to achieve the organization's vision and goals.
					4. القيادة تنظم جهود الافراد وتنسقها. 4. Leadership organizes and coordinates the efforts of individuals.
الحكمة : Wisdom					
					5. القيادة تقوم بتفويض الصلاحيات للمرؤوسين. 5. Leadership delegates authority to subordinates.
					6. القيادة تصدر القرارات من خلال الصلاحيات والمسؤوليات المخولة لها بالقانون. 6. Leadership issues decisions through the powers and responsibilities conferred on it by law.

					7. القيادة تمتلك مهارات فكرية عالية في التحليل قبل اتخاذ القرارات. 7. Leadership possesses high intellectual skills in analysis before making decisions.
					8. القيادة لديها القدرة للاستماع الى المشاكل وحلها. 8. Leadership has the ability to listen to problems and solve them.
النزاهة integrity :					
					9. تضع القيادة معايير اخلاقية واضحة في الوزارة. 9. The leadership sets clear ethical standards in the ministry.
					10. القيادة تبتعد عن الكذب والوعود مستحيلة التحقق. 10. Leadership avoids lies and impossible promises.
					11. تلتزم القيادة بالقوانين والأنظمة المعمول بها. 11. Leadership is committed to applicable laws and regulations.
					12. تسعى القيادة لإعطاء مكانه للأخلاق والقيم وجعلها مؤثرة في بيئة العمل. 12. Leadership seeks to give place to morals and values and make them influential in the work environment.
العدالة Justice :					
					13. الإدارة العليا تحترم حقوق الاخرين. 13. Senior management respects the rights of others.
					14. الإدارة العليا تعتبر العدالة ركن أساسي في اتخاذ القرارات. 14. Senior management considers fairness a cornerstone in decision-making.
					15. الإدارة العليا تتخذ إجراءات تصويبيه وليست عقابية. 15. Senior management takes corrective, not punitive,

					action.
					16. الإدارة العليا عادله في توزيع المهام والاعباء الوظيفية. 16. Senior management is fair in distributing tasks and job burdens.
: Humanity الإنسانية					
					17. القيادة تظهر التعاطف مع الاخرين أي كانت توجهاتهم ومعتقداتهم. 17. Leadership shows empathy with others, whatever their orientations and beliefs.
					18. القيادة تمتلك مهارات عالية في فهم النفس البشرية. 18. Leadership possesses high skills in understanding the human psyche.
					19. القيادة تشارك زملاء العمل في المناسبات الاجتماعية. 19. Leadership Engages co-workers in social events.
					20. القيادة تشارك زملاء في العمل في عملية صنع القرار. 20. Leadership involves co-workers in the decision-making process.
: Mercy الرحمة					
					21. القيادة تعطي الثقة للآخرين بالرغم من وجود سلوكيات سلبية لديهم. 21. Leadership gives confidence to others despite their negative behaviors.
					22. القيادة تحقق التوازن في تحقيق مصالح المنظمة ومصالح موظفيها. 22. Leadership achieves balance in achieving the interests of the organization and the interests of its employees.
					23. تساهم القيادة في برامج المسؤولية الاجتماعية. 23. Leadership contributes to social responsibility programs.

					24. تسعى القيادة الى تجنب الحاق الضرر بالبيئة والمجتمع. 24. Leadership seeks to avoid harm to the environment and society.
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ثالثا: الهدف الثامن من اهداف التنمية المستدامة:

لا أوافق بشدة	لا اوافق	محايد	أوافق	أوافق بشدة	الفقرة
العلاقة بين القيادة الأخلاقية وتنفيذ هدف التنمية المستدامة الثامن للأمم المتحدة في وزارة العمل.					
مبادئ العمل اللائق : Principles of decent work					
					1. توفر السياسات المتبعة بيئة عمل امنة وصحيه للشركاء. 1. The policies followed provide a safe and healthy work environment for the partners.
					2. توفر السياسات المتبعة الامن الوظيفي والاستدامة للشركاء. 2. The policies followed provide job security and sustainability for the partners.
					3. تؤمن السياسات المتبعة وجود حوار ثلاثي فعال بين أطراف الإنتاج الثلاث (الحكومة وأصحاب العمل والعمال) وبشكل عادل. 3. The adopted policies ensure the existence of an effective tripartite dialogue between the three production parties (the government, employers and workers) in a fair manner.
					4. تكفل السياسات المتبعة تكافؤ الفرص في التوظيف للمستفيدين. 4. The policies followed ensure equal opportunities in employment for the beneficiaries.

تحقيق الأهداف من خلال بعض المؤشرات للهدف الثامن: Achieving the goals through some indicators of the 8 goal				
				<p>5. السياسات المتبعة عملت على الحد من الإصابات العمل المختلفة.</p> <p>5. The policies followed have served to reduce various work injuries.</p>
				<p>6. السياسات المتبعة عززت من الحق في ممارسة الحريات النقابية.</p> <p>6. The adopted policies strengthened the right to exercise trade union freedoms.</p>
				<p>7. السياسات المتبعة عززت حق الشباب في العمل وتشجيع التشغيل.</p> <p>7. The pursued policies strengthened the right of young people to work and encouraged employment.</p>
				<p>8. السياسات المتبعة عززت من النمو السنوي للناتج المحلي الإجمالي الحقيقي (تحسين مستوى الدخل المرتبط بزيادة فرص التشغيل).</p> <p>8. The adopted policies promoted the annual growth of the real GDP (improving the level of income associated with increasing employment opportunities).</p>