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ETHICAL LEADERSHIP AND ITS IMPACT ON  
IMPROVING JOB PERFORMANCE: - AN  
EXPLORATORY STUDY OF BAGHDAD  
INTERNATIONAL AIRPORT

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## ABSTRACT

The current research aims to test the relationship between moral leadership as an independent variable in improving job performance in a sample of Baghdad International Airport, as well as diagnosing the level of interest of Baghdad International Airport in research variables and their dimensions, to come up with a set of recommendations that contribute to improving the practice and adoption of these variables. And based on the novelty of the variables and their urgent importance for the airport and its staff on the one hand, and society on the other, and in order to serve the objectives of the research, the descriptive exploratory approach was used for that purpose, as the application of the current research included Baghdad International Airport (Iraqi Airways Company, the Iraqi Civil Aviation Authority) and it was The research sample whose opinions about the research variables should be investigated included (200) of (department managers, divisional officials and administrative units), distributed to them exclusively and comprehensively. I retrieved (182) of them, and when they were unpacked, the valid ones for statistical analysis were (179) views. While the research used the statistical programs (AMOS V.25 - SPSS V.26) to analyze the primary data, with the adoption of descriptive and inferential statistics methods represented in (normal distribution test, exploratory factor analysis, confirmatory factor analysis, test of validity and reliability, arithmetic mean, deviation Standard, relative difference coefficient, relative importance, Pearson correlation coefficient, multiple linear regression coefficient, ANOVA test) to test the seven research hypotheses emanating from the main questions. and the Iraqi Civil Aviation Authority), or according to the type of department at Baghdad International Airport on the existence of a joint impact of ethical leadership by influencing the productivity effectiveness, especially through serving others and achieving justice and honesty, to improve the job performance of teams working in the field of tourism in particular and for society in general, to put Research some of the necessary recommendations and the necessary mechanisms to avoid cases of procrastination Ethical

**Keywords:** *ethical leadership, job performance, tourism work teams*

## INTRODUCTION

The interest in the quality of administrative service has become a global phenomenon that organizations pay great attention to in order to achieve the best in order to achieve strong and effective management represented by ethical leadership distinguished by intellectual fluency, creative skills, awareness, insight and accuracy in forming future visions, as well as the best method for

practicing leadership behaviors that fit the requirements of airport management. Contemporary, in addition to its possession of behavioral and cognitive complexity, awareness and momentary attention to enable it to exercise its multiple roles at the same time, and its distinguished role in the management of airports by maintaining the capabilities of those who address the decision at the airport joints, and addressing tensions and contradictions, by adapting and

responding strategically to events Contemporary environmental developments and changes and according to its available resources by modifying, creating, replacing and formulating strategies and scenarios, restructuring and changing its operations, context and content to ensure its survival, growth, prosperity and development to serve the aviation sector and its outputs.

## **RESEARCH METHODOLOGY**

### **First: The Research Problem**

Field problem: Given that the field of work at Baghdad International Airport lies in activating the tourism aspect and enhancing ethical behavior and its reflection on the job performance, which is considered complementary to the administrative and organizational aspect of the airport, and that the ethical impact on the job performance of airport workers leaves a positive character in a way especially and for society in general, but we have seen unsatisfactory results in performance due to the lack of focus for managers and officials in assuming responsibility for the commitment to developing the capabilities of working individuals and achieving moral effectiveness and neglecting the human aspects of respect for others, honesty in dealing, respect and fairness, which negatively affected its performance as an administrative organization and services

presented to travellers, so the study problem can be described by asking a number of questions, as follows:

1. What is meant by ethical leadership, job performance and tourism teams?
2. What is the impact of ethical leadership on improving the job performance of tourism at Baghdad Airport International.

### **Second: The Importance of Research**

The importance of the study lies in the results that it is hoped to reach, which express the importance of ethical behavior and the standards that should be followed to raise the effectiveness of working at Baghdad International Airport and achieve excellence in job performance because it is the main determinant in preparing and training working individuals to apply ethical leadership practices to reach a measure It is of great interest at all levels, and from here, the study gains its importance from a set of points as follows:

1. Clarification that the relationship between the investigated variables (ethical leadership, job performance improvement,) is not a relationship based on individuality at work, but rather a relationship based on cooperation and fruitful teamwork through identifying interests between

the subordinate and the boss, which was presented in the aspect theoretical study.

2. The importance of the research stems from the importance of the dimensions that have been delved into and the extent of their coherence and interdependence with each other to form a package of strong relationship that enables organizations, and in particular Baghdad International Airport, to face the challenges it is exposed to

### **Third: Research Objectives**

The objectives of the research are embodied in certain indicators that are summarized in the following :

1. Providing a conceptual framework covering the field of organizational literature for the study variables, by defining the concepts, importance and dimensions of the three variables (ethical leadership, improving job performance) at the level of the surveyed community
2. Identify the extent to which Baghdad International Airport applies ethical leadership methods that have lost their heritage due to some wrong practices by those at the top of the organizational hierarchy and work to

improve the level of job performance in all departments and all administrative levels.

3. Develop development proposals to achieve ethical leadership to improve the job performance of the teams working at Baghdad International Airport.
4. Developing a hypothetical model for the study that links the main and sub-variables of the study and testing its credibility through the basic hypotheses of that study.
5. Clarify the quality of the relationship and influence between ethical leadership, job performance improvement, and tourism work teams for the study sample

### **Fourth: Research Hypotheses**

The basic research hypotheses are formulated in the light of its objectives and in accordance with the theoretical reviews of the independent and dependent research variables, which will be subject to testing, analysis and statistical treatment, and then they will be proven correct or not. Main and subsidiary as follows:-

1. The first main hypothesis: There is no significant, statistically significant effect relationship between moral leadership as a whole (and its sub-

dimensions) and job performance improvement

2. The second main hypothesis: There is no significant statistically significant correlation effect between the moral leadership as a whole (and its sub-dimensions).
3. The third main hypothesis: There is no significant statistically significant effect between the (and its sub-dimensions) and job performance improvement

#### Fifth: The hypothesis of the Research

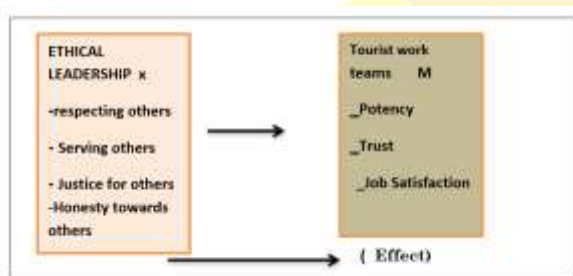


Figure (1) The hypothesis of the research

Designed by Researcher

#### Sixth: The Sample and The Research Community

The researcher chose all the departments, divisions, and units affiliated with Baghdad International Airport in order to apply the practical side of the study, as the study community included all employees with the rank of general manager and assistant director general and officials of departments, divisions and administrative units, which

numbered (112) departments, divisions, and administrative units affiliated to Iraqi Airways And (80) departments, divisions, and administrative units from the Civil Aviation Authority, and the number of the study community reached (200) officials in these departments. They were exclusively and comprehensively distributed, and the main research tool (the questionnaire) was distributed to them to survey their opinions about the availability of the investigated variables in order to identify the relationships targeted by the research, so (182) of them were recovered, and when unloaded, the valid ones were for statistical analysis (179) views, and the questionnaire was supplemented with data And the limited observations and interviews, while the research used the statistical programs (AMOS V.25 - SPSS V.26) to analyze the primary data, with the adoption of descriptive and inferential statistics methods represented in (medical distribution test). A, exploratory factor analysis, confirmatory factor analysis, test of validity and reliability, arithmetic mean, standard deviation, relative difference coefficient, relative importance, Pearson correlation coefficient, multiple linear regression coefficient, ANOVA test) to test the research hypotheses emanating from the main questions, a questionnaire

## THE FIRST TOPIC: THEORETICAL FRAMEWORK FOR ETHICAL LEADERSHIP

### First: The Concept of Ethical Leadership

The concept of ethical leadership and how leaders are affected by this modern philosophy and its impact on followers in a way that leads to the creation of continuous communication dynamics in order to know the behaviors that will contribute to raising the performance level of employees, as there are two important aspects related to moral leadership, the first of which is related to leadership, a concept that is considered the most important in contemporary administrative thought, and the second is related to ethics, which are the societal values that affect the course of human life, and to show the importance of moral leadership in all sections of the same organization

Ethical leadership is just a leader who acts in a moral form or form, while others believe that moral leadership can reveal itself more in the behavior or behavior of followers than in the leader himself (Barnes & Joseph, 2010:90). Creativity and innovative solutions as applications have priority, especially in light of contemporary challenges, where the business world in the twenty-first century is witnessing a period of successive changes due to technological, economic, scientific

and social booms and the intensification of competition in light of the relative scarcity of resources (Abdul-Ghani, 2017, 40), and that ethical leadership is A group of ethical behaviors at work and mainly aims to develop ethical standards in the organization, such as honesty, credibility, integrity, justice, and making ethical decisions at work to guide the behavior of individuals and activate their implementation and work with them (Taha Ismail, 2019). Based on the foregoing, ethical leadership can be defined as: To take care of workers and take fair and impartial decisions in order to achieve the gains of administrative success and give workers the right to express their opinions in order to be able to Establishing ethical standards in dealing with them in the public interest.

### Second: The Importance of Ethical Leadership

The extent of the importance of ethical leadership in the institution or organization lies in the extent of its impact in many areas, which provides the opportunity for organizations to adhere to and direct it as an enhancement of the credibility of the organization with managers or subordinates, as well as providing organizations with profit and assistance in improving the decision-making process and the availability of credibility between the organization and society, as well as It maintains society and

the environment at a higher level than the laws and regulations (Hamayel, 2012, 82). From the researcher's point of view, some aspects that illustrate the importance of ethical leadership can be highlighted through the following:

Ethical leadership enhances a sense of belonging, trust, integrity, moral courage, and justice to subordinates. The presence of ethical leadership would ensure effectiveness and influence on productive elements. Ethical leadership helps the organization to draw a picture of the future and achieve its goals and then plan for the organization's progress and reach The desired results as well as intensifying the moral perspective of subordinates to become more willing to face immoral situations and not give in to temptations

### **Third: Dimensions of Ethical Leadership**

Ethical leaders care about issues of fairness, equality and justice, as they make them among their priorities in the center of decision-making as a general rule, as no person should receive special treatment or special consideration, unless his special situation requires it, and these dimensions are (respect for others, serving others Justice with others, honesty with others), as each type has a special philosophy in dealing with workers, accordingly, the researcher relied on a scale (Musabib, 2016: 52\_56) to

identify the dimensions of ethical leadership, as follows:

1. Respect for others: Respect is represented in the fact that the leader listens to his followers and sympathizes with them and allows them to express their opinions and accept opposite opinions.” Respect means treating working individuals in a manner that preserves their values, attitudes and beliefs. Most of the man-made laws, and this is what gives it a global character, and it can be said that the principle of respect for human dignity as a supreme value in society is guaranteed by natural law (Northouse, 2013:43
2. Serving others It means that moral leaders serve others, they act in an altruistic manner rather than behaving with the principle of selfishness and arrogance, as the moral leader puts his followers in the first place, and the main underlying goal is to support and nurture others (Northouse, 2010:388)
3. Justice for others: To be just is to give consideration to the worthy person, even if he is a subordinate, and this requires the leader to have the necessary knowledge and the ability to distribute the

encouragement and rewards due to each of the subordinates and the relevant stakeholders, each according to his worth (Courtois, 1991: 54), and one of the most enemies of justice is (discrimination) It is a person's inclination towards one of the equals, in a way that makes him give him more than his right, and detract from the other's right (Ameen, 2012: 106)

4. Honesty towards others: The ethical management must have the credibility and fairness of decisions, and their suitability with the identity of the organization, its goals and ambitions, taking into account the budget in achieving the interests of all parties in the organization (Al-Ghamdi, 2010: 114). Being authentic with yourself and others, promoting openness and developing consistency in how facts are presented

## **THE SECOND TOPIC: THEORETICAL FRAMEWORK FOR JOB PERFORMANCE**

### **First: The Concept of Job Performance**

The efficiency of the human resource occupies a great and wide importance in the success of organizations at the strategic organizational level, and since the effectiveness of organizational performance depends largely on the job performance of

individuals, so the concept of job performance received great attention by specialists and researchers in the fields of management and human resources. And the concepts that highlight the features of that concept

The activities expected of the employee, which show how the good implementation of those activities will be done, in order to help identify areas of strength and weakness and improve them to achieve the goals of the organization (Hutabarat, 2015:431). It is also every intellectual and physical effort made by the leader or employee alike to achieve Objectives of the organization (Kharshi, Faisal, 2019 p.: 53) and based on the foregoing, it is possible to define job performance as a group of activities and events that the individual provides in his work and to complete the tasks assigned to him efficiently and effectively to achieve the requirements of his job during a specific period of time

### **Second: The Importance of Job Performance**

The issue of job performance is of increasing importance in all developed and developing societies alike, as all organizations seek to raise the level of performance and its rates to a degree that has become a basic standard and indicator of economic and administrative progress as well, because of its impact on



increasing the rates of comprehensive economic and social development in the country

Therefore, high-performing individuals help the organization easily achieve its strategic goals that will maintain its competitive advantage. Therefore, the workforce should be well prepared with the appropriate skills, and prepare to ensure that the organization's business will not be lost as a result of weakness in the ability to Competing with other organizations, whether internationally or locally (June & Mohmood, 2011: 95) that job performance plays a role in the stability of the institution, and enhances the clear vision of the market by influencing the productivity of the organization or company (Almahdi, 2017: 17). According to the researcher's opinion, job performance has a relationship Moderate with personality traits, especially conscience, as organized, reliable and achievement-oriented people outperform other workers in different contexts, so job performance occupies a special importance in organizations as the outcome of activities at the level of the individual and the organization, and this reinforces its importance

### **Third: The Dimensions of Job Performance**

Although there are many and many types of behaviors practiced by employees at work,

there is a broad classification of employee behaviors and actions, which form the basis of performance evaluation, as the dimensions of performance link the job and work to those surrounding features, which possess employees who can give their best Usually, organizations decide the dimensions of job performance and thus determine the range of behaviors that employees need to possess and prove during the performance of their job roles. Accordingly, the researcher relied on the (Goodman & Vyantek, 1999) scale because the dimensions of this measurement are of a purely behavioral nature in line with other research variables

1. Altruism: Altruism is the willingness shown by the employee to help his colleagues at work, and to help others outside the requirements of the job when communication is continuous between them, and altruism can be considered one of the precedents of organizational citizenship behaviors (Muhammed, 2012:249)
2. Task performance: the effectiveness with which the employee accomplishes activities that contribute to the technical core of the organization, and employees can directly increase the value of their job by designing and implementing part of the technical process such as service delivery, managing subordinates, or creating a production pattern, and it is

indirectly from By providing supporting knowledge (Hernaus&Mikulic, 2013:7)

3. Conscientiousness:the level of dedication and effort in working towards individual goals (Lenton, 2014:4) as well as a voluntary behavior that exceeds the minimum requirements of work in performing the job role and serving the public interest, even if this is at the expense of personal interest (Al-Tabouli, et al., 2015: 69). The researcher defines a live conscience as: vigilance or awareness and the inner feeling that calls out to its owner, and the person with a living conscience is aware of what is happening around him, and can adapt to the most difficult circumstance.

### **THE THIRD TOPIC: THE PRACTICAL SIDE: PRESENTATION, ANALYSIS AND DISCUSSION (ETHICAL LEADERSHIP, JOB PERFORMANCE)**

#### Foreword

The third topic aims to present, analyze and diagnose the level of availability and practice of variables (ethical leadership, job performance) among workers at Baghdad International Airport, as well as answers (179) views of the questionnaire's paragraphs (53) paragraphs that represented the dimensions and paragraphs of the latent variables (ethical leadership, job performance), as the researcher relied on the

arithmetic mean, standard deviation, coefficient of variation, and the relative importance of each of the paragraph according to the following:

#### **First: Presentation, Analysis and Diagnosis of the First Independent Variable**

##### Ethical leadership

The independent variable measured moral leadership through its dimensions (respect for others, service of others, justice for others, honesty towards others) through (19) paragraphs and through answers (179) seen in workers at Baghdad International Airport, as moral leadership obtained a calculated average of ( 3.53) High level, to indicate that the airport leaders possess a set of behaviors that will take care of their subordinates and direct them to take fair, objective and impartial decisions, in a way that achieves administrative success, and grants their subordinates the freedom to express their opinions and to make them establish ethical standards when dealing with them or with each other service for the airport's reputation, for ethical leadership to obtain a standard deviation (0.409), a good relative interest (70.6%), and a relative coefficient of variation (11.58%) indicating homogeneity and convergence of opinions about the availability of ethical leadership practices

among the leaders of Baghdad International Airport:

The employees of the Iraqi Baghdad International Airport showed the tendency of their leaders to adopt the **service of others first**, so it won a high level arithmetic average (3.47), and with a relative interest (69.4%) good about their adoption of a positive social behavior aimed at benefiting their subordinates and enhancing the spirit of cooperation and avoiding selfishness and self-love as much. Their answers indicated agreement with a standard deviation of (0.546), and with a relative coefficient of variation (15.73%) and to give good to average attention in their ability to design their organizational processes in a way that suits the satisfaction of travellers and their aspirations in the quality and quality of its service.

While the opinions of the workers at Baghdad Airport about their leaders' possession of **honesty towards others** came in the second order, as the dimension got an arithmetic mean (3.56) of a high level, and it is practiced with relative interest (71.2%) good in owning a value principle that it mainly adopts to give everyone the ability to be individuals. They are real with themselves and others and it enhances openness and develops consistency and consensus in presenting facts without fraud or withholding. Their answers indicated agreement with a standard deviation of

(0.575), and with a relative coefficient of difference (16.15%), and an interest from average to good in addressing issues of fraud and corruption in matters Personal and associated with their work slowly and discreetly without resorting to publicity, adopting the principle of mutual trust with working individuals to present many ideas and visions that contribute to the development of their performance. The Baghdad International Airport leaders showed their resort to **respect for others** in the third rank, which contributes to improving ethical leadership practices, so that the dimension gets a high-level arithmetic mean (3.58) and exceeds the hypothetical mean (3), as it received their good (71.6%) relative interest in considerations based on The value of the individual and his distinction from others, and if there are differences in their level of productivity, the standard deviation of the dimension was (0.582), and with a relative coefficient of difference (16.25%), as they received good attention in ensuring that a climate of mutual trust prevails among their subordinates based on respect, credibility and altruism in the workplace. Especially as it gives those with administrative capabilities. Finally, the Baghdad International Airport leaders showed their inclination to adopt **justice for others** in the fourth rank, so I got a high-level average score of (3.50), and care for it relatively (70%) well, by relying on

major virtues adopted by society and social institutions that support equity and equality among their subordinates. Their answers were consistent and agreed to some extent with a standard deviation (0.635), and with a relative coefficient of variation (18.14%) and it received attention from good to average in its belief that the fairness of criteria for granting incentives pushes their followers to achieve common goals, especially since it understands their feelings and feelings and calls for commitment to the principle of Equality when dealing with them, holding the negligent ones accountable in applying ethical standards at work, and reliance on them in evaluating their job performance on the achievements they actually make and what they achieve away from personal relationships and nepotism

### **Second: Presentation, Analysis and Diagnosis of the Mediating Variable of the Tourism Work Teams**

The median variable was measured by the tourist work teams across three dimensions (effectiveness, confidence, job satisfaction) and through (17) paragraphs after the confirmatory factor analysis excluded paragraph (56), and the answers of (179) observations from workers at Baghdad International Airport, as the variable in total occurred On a calculated average of (3.56) at a high level, which indicates that the Baghdad airport leaders adopt behaviors that

call for action through a group of individuals who deliberately choose to carry out one specific task, and are responsible for achieving the goals set by the airport and authorized by each according to his role in that group and leads to Achieving the goals, as the variable in general had a standard deviation (0.411), a good relative interest (71.2%), and a relative coefficient of variation (11.54%) indicating the homogeneity and convergence of opinions about its good availability at Baghdad International

The Baghdad International Airport leaders have relied on **trust** first when they aim to improve the tourism work teams, to obtain a high-level arithmetic mean (3.54), which stems from their good (70.8%) relative interest in the degree to which they are sure of their followers' ability to complete tasks and succeed in them, and it is a behavioral and psychological requirement for them. At work, their answers indicated agreement with a standard deviation of (0.516), and with a relative coefficient of difference (14.57%) to get the first rank, and they received attention from average to good in ensuring that the principles and laws of work at the airport are transparent, clear, documented and known to all employees in the work .On the other hand, the Baghdad International Airport leaders relied on **job satisfaction** in the second rank when they were targeted to provide a good level for the

tourist work teams, so he got a high-level arithmetic average (3.54), and received a good (70.8%) relative interest in the feeling of their followers satisfaction as a result of providing tasks through which they obtain On results that satisfies everyone, as their answers indicate agreement on the availability of the dimension with a standard deviation (0.554), and a relative coefficient of variation (15.64%), and it received good to average attention in ensuring that the material returns obtained by workers at Baghdad Airport are sufficient to meet the requirements of Ordinary life, as well as applying the principle of equality when securing opportunities for development and promotion without bias, as well as keenness to value their efforts when they perform distinguished work with extra effort, especially since the airport administration focuses on the need for them to participate in socially important events, related to the airport and in a way that leads to strengthening the relationship Among them, emphasizing the compatibility of the powers that it confers on its members with the nature of work, their characteristics and their functional competence in the airport departments

While the Baghdad International Airport leaders showed their effectiveness in the third rank, which contributes to improving the tourism work teams, as the effectiveness got an arithmetic mean of (3.60) high, to get

a good relative interest (72%) about having the ability to achieve the desired results, and harmony with the environment surrounding the work Through its best investment of its resources, their answers indicated compatibility and harmony with a standard deviation of (0.580), and with a relative coefficient of variation (16.11%), so it obtained with good interest in delegating part of the authority and responsibilities of the airport leaders to their subordinates, which makes them able to complete the work in a renewed manner and upgrade the methods Administrative management of the airport in a manner similar to international airports, as this method of management allows to expel negative thoughts from their minds and provide positive opinions, openness and orientation towards providing high-level services, as it cares, follows up and continuously directs its followers, especially with regard to the quality and effectiveness of their performance in all sections of the airport, as well as Expressing its keenness to provide an atmosphere of competition between them, which helps to present methods and ideas that allow improving the quality of airport services for travellers, as it pursues recruitment and promotion programs And motivation based on the efficiency and effectiveness of working individuals, and striving to reduce bureaucracy and simplify procedures to develop the teams' work effectively, efficiently and productively

**Third: Presentation, Analysis and Diagnosis of the Dependent Variable: Job Performance**

The variable adopted for the research measured job performance through three dimensions (altruism, task performance, conscientiousness) and through (17) paragraphs, after excluding paragraph (28) by confirmatory factor analysis, and through answers (179) seen by the leaders of Baghdad International Airport, as He obtained a calculated mean of (3.62), a high level, indicating the possession of a set of activities and events provided by the employees during the performance of their tasks that were entrusted to them efficiently, effectively and productively to achieve the requirements of their jobs at Baghdad Airport during a specified period of time depending on the performance of tasks and possession of a live conscience and offering feelings of altruism during The work, and obtained a standard deviation (0.337), a relative interest (72.4%) is good, and a relative coefficient of variation (9.30%) indicates agreement on its availability and practice in the form that the sample realized when answering it, as shown by the results of Table (12), either at the level The dimensions were arranged according to the relative coefficient of variation, as follows

The Baghdad International Airport leaders tended to adopt the living conscience in the

first order when targeting to improve their ability to build and achieve job performance, so the dimension overall got a high-level arithmetic mean (3.62), and it was practiced with relative interest by it (72.4%) good, as they seemed to adopt vigilance, awareness and sense The internal one, which calls its owner to realize and understand what is going on around him and makes him adapt to the most difficult circumstances to perform his work in the fullest manner, as their answers indicated agreement and convergence with a standard deviation (0.479), and with a relative coefficient of variation (13.23%), to obtain a relative interest that is good in emphasizing the necessity of Being highly accurate in the regularity of the workers from its beginning until the time of their rest, as well as bearing the damages that their followers are exposed to while they are at the airport, and committing to providing all their material and moral promises related to the safety of their workers, especially as it is keen to establish a continuous evaluation process that helps in defining tasks and burdens And distribute it to them accurately, avoiding duplication of tasks, and correcting errors resulting from job performance with transparency and dedication without discrimination of one party at the expense of the other, as it emphasizes the need to deal with others honestly and honestly. And a high sense of responsibility, so that it often

allocates part of its material profits to critical cases and charitable works that contribute to raising morale, and enhance loyalty and belonging to them. While the leaders of Baghdad International Airport expressed their adoption of **the task performance** in the second rank when they sought to improve the job performance of their followers, so that the dimension obtained in total on a high-level arithmetic mean (3.66), as it received a good relative interest (73.2%) stemming from their adoption of specialized and multi-directional activities performed by their followers prove. Through which their knowledge, competence and ability to complete them on time, their answers confirmed the agreement with a standard deviation of (0.490), and with a relative coefficient of difference (13.38%), as it received a good relative interest in its ability to ensure the rights of its followers by grievance and complaint about any wrong decision taken against them. In accordance with the provisions of the work, as she showed her familiarity with all the laws, regulations and regulations in force and worked to implement them without any transgression or violation. Finally, it became clear that the leaders of Baghdad International Airport depended on **altruism** in the third rank, which contributes to improving their orientation to improving the level of job performance for their followers, so it obtained a high level arithmetic mean

(3.59), as it received a good relative interest (69.4%) in owning and spreading a group of positive behaviors aimed at Strengthening the spirit of cooperation inside and outside work, and what drives them to achieve results at the individual and collective levels. Their answers affirmed the agreement with a standard deviation of (0.535), and with a relative coefficient of variation (14.90%), so they received good attention to strive to provide working conditions that fit the requirements of their followers and create an organizational climate. Ethics and cooperation

#### **Testing the Influence Relationships and Verifying the Research Hypotheses**

The researcher aimed to employ inferential statistics methods, to test the validity of the main impact hypotheses that were identified in the research methodology, and aiming to determine its acceptance or rejection according to the outcomes of testing each of the main and sub-hypotheses emanating from it, as she tested the effect of the independent variables model (ethical leadership with its combined dimensions) on The dependent variable is job performance in total and its dimensions separately, as well as the effect of the **mediating variable model** on the approved variable job performance in total and its dimensions separately, and then resorting to the test of the impact of ethical leadership and its dimensions combined and

it affects the mediating variable teams Tourism work and its dimensions separately, according to the coefficient of determination and influence and their acceptance through the level of significance (Sig < 0.05), the calculated value (T > 1.962), and the value (F > 3.849), in order to determine the following multiple linear regression equation:

$$Y = \alpha + \beta_1 * X_{1i} + \beta_2 * X_{2i} \dots + e$$

### To test the impact of ethical leadership on performance

The first main hypothesis of the research was determined: There is a statistically significant effect of the dimensions of moral leadership combined (respect for others, service of others, justice for others, honesty towards others) on job performance and its dimensions (altruism, task performance, conscientiousness). Implementation of the multiple linear regression model according to the following sub-hypotheses :

1. Verification of the first sub-hypothesis: Ethical leadership, with its combined dimensions, has a moral effect on altruism: Ethical leadership, with all its dimensions, has a moral effect on altruism), according to the following equation:

According to the following equation

$$\text{Altruism } Y = ((1.959) + 0.179 * (\text{serving others}) + 0.163 * (\text{honesty towards others}))$$

2. Verification of the second sub-hypothesis: Ethical leadership, with its combined dimensions, has a moral effect on the performance of the task: according to the following equation:

$$\text{Task performance (Y) = (2.401 + 0.203) * honesty towards others + 0.167 * (respect for others)}$$

3. Verification of the third sub-hypothesis: Ethical leadership, with all its dimensions, has a moral effect on the living conscience According to the following equation

$$\text{Living Pronoun Y) = 2.041 + 0.175 * (justice for others)}($$

From all the presented results, the first main hypothesis is accepted (ethical leadership, with its combined dimensions, have a moral effect on job performance), according to the following equation:

$$\text{Job performance (Y) = (2.134) + 0.141 * (honesty towards others) + 0.138 (respect for others) + 0.151 * (serving others)}$$



**To test the impact of ethical leadership on tourism work teams**

The second main hypothesis of the research was determined: There is a statistically significant effect of the dimensions of moral leadership combined (respect for others, serving others, justice for others, honesty towards others) in the tourism work teams and its dimensions: effectiveness, trust, job satisfaction). Implementation of the multiple linear regression model according to the following sub-hypotheses

1. Verification of the first sub-hypothesis: Ethical leadership, with its combined dimensions, has a moral effect on altruism. Ethical leadership, with its combined dimensions, has a moral effect on effectiveness), according to the following equation:

$$\text{Effectiveness } Y) = ((1.023 + 0.334 * (\text{fairness to others}) + 0.177 * (\text{respect for others}))$$

2. Verification of the second sub-hypothesis: Ethical leadership, with its combined dimensions, has a moral effect on trust: (Ethical leadership, with all its dimensions, affects trust in a morale effect) according to the following equation

$$\text{Confidence } Y ( ) = ( 1.933 + (0.343) * (\text{serving others}) + 0.165 * (\text{fairness to others}))$$

3. Verification of the third sub-hypothesis: Ethical leadership, with its combined dimensions, has a moral effect on job satisfaction: Ethical leadership, with all its dimensions, has a moral effect on trust) according to the following equation

$$\text{Job satisfaction } Y)) = 1.726 + 0.268 * (\text{Serving others} ($$

**To test the impact performance**

The third main hypothesis of the research was determined: There is a statistically significant effect of the dimensions of the tourism combined (effectiveness, confidence, job satisfaction) on job performance and its dimensions: altruism, task performance, conscience). according to the following sub-hypotheses:

$$\text{Altruism } Y)) = (1.706) + (0.197) * (\text{job satisfaction}) + 0.193 * (\text{confidence}) + 0.140 * (\text{effectiveness})($$

**Verification of the second sub-hypothesis:**

The tourism work teams, with all their dimensions, have a significant impact on the performance of the task :

The researcher analyzed and tested the causal relationships between the main variables (moral leadership) as an influential independent variable, and the dependent variable (job performance) by mediating as a mediating variable, by adopting the statistical method mediation test using structural modeling, Barron and Kenny method, and Sobel criterion, which Accordingly, the direct impact of the independent variable, ethical leadership, is determined on the dependent variable, job performance through the tourism work teams, and the fourth main hypothesis (the impact of ethical leadership on job performance increases through the mediation) is tested. In the light of the expectation of the intensification of the impact of ethical leadership on job performance through the mediation of tourism work teams, as it is evident from the mediation test at the total level of the research variables from the outputs of the (AMOS V.26) program

It was found that there is a direct effect of ethical leadership on job performance of (0.246) at the significance level (0.000) and the calculated T value (4.013) which is more than its scheduled value (1.962) at the level of morale (0.05) and the degree of freedom (178), as well as the presence of A direct effect of ethical leadership on the tourism work teams is (0.569) at the significance level (0.000) and the calculated (T) value (9.307). Calculated T (5.034), that the

presence of direct relationships within the model generated an indirect influence relationship between moral leadership and job performance across tourism work teams of (0.176), while the value of the Sobel test was the calculated (T) value (4.406) at the level of significance ( 0.000), which indicates the significance of the indirect influence of ethical leadership on job performance through tourism work teams, as the mediation role of tourism work teams represents partial mediation between ethical leadership and job performance, which allows accepting the fourth main hypothesis (the influence of ethical leadership on job performance increases by mediating)

## CONCLUSION

1. Baghdad International Airport has demonstrated good functionality and enhanced it through smart driving practices directly.
2. Baghdad Airport showed a clear interest in the job performance of its personnel, and it strengthened it well with the work teams.
3. Baghdad Airport has invested its adaptive leadership in positively improving its teams

It became clear that Baghdad Airport was interested in its adaptive leadership, which prompted it to invest it in improving job performance through indirectly.

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