



## The Role of Ethical Leadership in Sustainable Performance: An Analytical Research from the Perspective of Al-Muqdadiya Hospital Employees.

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Received:9/4/2024 Accepted:12/5/2024 Published Online First: 1 /10/ 2024



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### Abstract:

**Purpose:** This research seeks to identify ethical leadership and sustainable performance from a theoretical perspective.

**Theoretical Framework:** Based on what researchers (Kyalo, 2019) reported, these organizations must adopt one of the leadership styles that helps them enhance their reputation from an ethical standpoint in the society within which they operate.

**Design/Methodology/Approach:** The study analyses hospital data (2023-2024), using the ethical leadership model with its three components (justice, power sharing, and role clarification) in enhancing sustainable performance with its three components (social performance, economic performance, and environmental performance).

**Findings:** The results confirmed the existence of a vital role for ethical leadership in enhancing the sustainable performance of Al-Muqdadiya Hospital, and therefore the hypotheses of this research (main and subsidiary) were accepted.

**Research Implications:** The results confirm the need for Al-Muqdadiya Hospital to form a work team of leaders who are distinguished by ethical principles and adhere to them when carrying out the tasks and duties assigned to them, in a way that enhances their role in investing the resources available to the hospital when meeting the standards and indicators of sustainable performance that it seeks.

**Originality/Value:** This study confirms that modern business organizations of all types, as well as the sector in which they operate, need to strengthen their relationship with the environment in which they operate, due to the wide wave of environmental transformations, as well as the rapid changes that the world is witnessing, specifically in the ethical and social aspects.

**JEL Classification:** M10, M12, M15, M19.

**Authors' individual contribution:** Conceptualization — A.H.A.I.; Methodology — A.H.A.I.; Formal Analysis — A.H.A.I.; Investigation — A.H.A.I.; Data Curation — A.H.A.I.; Writing —

Original Draft — A.H.A.I.; Writing — Review & Editing — A.H.A.I.; Visualization — A.H.A.I.; Supervision — A.H.A.I.; Project Administration — A.H.A.I.

**Declaration of conflicting interests: The Authors declare that there is no conflict of interest.**

### **1.0 Introduction:**

Ethical leadership has become one of the most essential leadership concepts that have increased interest in studying it, as a natural result of the scandals that organizations have been exposed to due to the unethical behaviours of their senior executives. This was not limited to a specific organization or country but rather included all parts of the world (Lawton & Páez, 2015).and many terms can be used to refer to the concept of ethical leadership, including (ethical leader behaviour, leadership ethics, and leadership. Responsible, administrative ethical leadership). It must be noted that researchers' interest in studying ethical leadership has contributed to the multiplicity and diversity of dimensions and components that can be relied upon in the study of ethical leadership (Kaptein, 2019) There is a clear and explicit interest by specialists in the field of public administration and economics in studying sustainable performance. The Most important methods and techniques that can be relied upon in discussing its ideas and proposals and its concept have also been explained. In the Brundt and Report to the Committee. World Environment and Development (WCED) was established in 1987 as a tool that can be used to meet the needs of current generations without compromising the ability of future generations to meet their own needs. (Char dine-Baumann et al., n.d.).As for the concept of sustainable performance, it was referred to clearly and explicitly for the first time in 1992, and it was expanded as one of the concepts of environmental quality in 1996 and then social quality in 2008. Then it witnessed The concept of sustainable performance successive developments as a result of the transformation of the concept of performance from financial and accounting performance to comprehensive performance that guarantees financial, social, and environmental aspects. This means that the concept of sustainable performance includes three pillars (economic, environmental, and social), and the concept of social responsibility also contributed to its development when the organization went beyond the traditional view that views profit as its primary goal and began to view itself as part of society (Hamza et al., n.d.).Green HR management practices have also contributed to the development of the concept of sustainable performance as well because they have a much broader scope than simply implementing sustainable performance initiatives, as the HR function has been praised as the driver of green culture in organizations. By aligning its practices and policies with sustainability goals that reflect an environmental focus (Mishra et al., 2014). Several results were reached that confirmed the existence of a vital role for ethical leadership in enhancing the sustainable performance of Al-Muqdadiya Hospital. Accordingly, the hypotheses of this research (main and secondary) were accepted, and one of the most important recommendations that came out was the need for Al-Muqdadiya Hospital to form a work team of leaders who are distinguished by ethical principles and adhere to them. When they carry out the tasks and duties assigned to them, it enhances their role in investing the resources available to the hospital when the standards and indicators of the sustainable performance it seeks are met.

The research was divided into four sections, the second section includes previous studies and hypotheses, while the third section includes a presentation of the results

## **2. Literature Review And Hypothesis Development:**

### **2.1 This includes a range of dimensions**

Ethical leadership, Ethical leadership is considered a role model for ethical leaders for managers and workers within the organization, and on this basis, it has been defined as leadership that focuses on achieving integrity and high standards of ethical behavior in the work environment, as well as emulating and adopting professional ethics. Leadership. Value-based behaviors of the ethical leader who is considered a role model, influence the behavior of the role model. Ethical using motivational and informational methods (Danook & Omar-F, 2024)(Al Halbasi et al., 2021). It is clear to us that ethical leaders seriously achieve interactional justice and ensure that internal and external stakeholders are treated fairly, by engaging them in activities that develop social consensus, ensure their personal growth, and communicate a sense of social responsibility. Workers may view ethical leaders as worthy. With confidence and honesty (Wood et al., 2021). Ethical leadership was discussed by focusing on its role in enhancing the performance of human resources that hold high ethical standards from their ethical leader, forming integrated work teams that contribute to achieving the goals of their organization, assisting their colleagues, and participating in conveying information related to the activities and tasks assigned to them (Saeed et al., 2022). Justice, Justice is considered one of the most important indicators of the success of ethical leadership. Through justice, it is possible to control the behaviors of employees within the organization and make them recognize the rights of others with whom they deal. Accordingly, fairness is an important indicator of work attitudes and behaviors that aim to achieve equality in the workplace and compare employees' performance and wages with that of their peers (Hegarty & Moccia, 2018). Definitions of justice have varied and multiplied, as it is known as an important form of ethical leader behavior who works with integrity and treats others fairly, to enhance trust among those working with them and enhance a sense of equality and responsibility. towards their tasks and functions (Wijesekera & Fernando, 2018). Therefore, it can be said that achieving justice among employees is considered one of the most important work priorities that must be focused on, as each of them seeks to have his contribution recognized. On this basis, justice can be defined as the incentive for employees that guarantees high performance because of recognition and corresponding reward, then the burden falls on applying justice. It is the responsibility of the leader who must manage them equally, therefore proper application of justice can enhance the feeling of equality and create better citizenship in the workplace community and high transparency in dealing with them (Danook et al., 2024)(H. Khan et al., 2017). Power sharing, sharing power is considered one of the most important indicators of the success of ethical leadership, as sharing power represents an important form of behavior of an ethical leader, who is convinced to allow his subordinates to have an opinion and participate in making important decisions within the leadership. Organizing, listening to their ideas and interests, and using them to determine the nature of strategic directions. For the organization (Kalshoven et al., 2011). Therefore, by sharing power, subordinates can be given room for control and made less dependent on their leaders. Ethical leaders clarify responsibilities, expectations, and performance goals, so employees know what is expected of them and understand when their performance is up to par. It allows workers to have more control and makes them less dependent on their management (Ko et al., 2018). Accordingly, power-sharing was defined as the process through which powers and responsibilities are distributed between the leader and workers in the organization's environment, to achieve balance and enhance interaction between them at all levels. As has been referred to in all organizations (Elqassaby, 2018).sharing power is a strategy to enable human resources to contribute to critical decision-making processes, giving them the freedom to work to deal with problems and exceptional situations at work, in addition to delegating difficult tasks on foot. Equality and the opportunity for all employees to plan their goals within the boundaries of their organization (Siva Vikaraman et al., n.d.).

Clarifying roles is considered one of the most important indicators of the success of ethical leadership, as most administrative theories have focused on the necessity of organizing and clarifying the roles of employees, to ensure the unification of their efforts and their success in achieving what they want. They are required. Through role clarification, it is possible to examine how employees' role is construed and the differential ways in which this is achieved. By activating their role in organizations, role status refers to the tool through which role ambiguity and conflicts between employees within the organization, as well as the unavailability of information necessary for a specific organizational position, can be eliminated. It is also a factor that correlates positively with job uncertainty, and with a range of emotions such as dissatisfaction, stress, and anxiety (Cicero et al., 2010). State clarification can also be defined as employees' beliefs regarding the responsibilities, activities, and behaviors that are important to the employee's role, the extent of their awareness of the role, as well as about what is required to be effective while working. Dealing with management and leadership (Ko et al., 2018). The concept of role clarity also refers to understanding and defining what is expected of each worker within the organization or team, including the leader and other colleagues they deal with within the organization. This definition emphasizes what is essential for achieving effectiveness and efficiency at work. So every individual in the organization must accurately explain their responsibilities, including daily tasks, organization's projects, and any other specific duties. Here it becomes clear to us that ethical leadership must clarify the organization's general goals and expectations of all employees in achieving these goals. (Newman et al., 2015). Accordingly, ethical leadership is provided through role clarification and clarity of roles for employees, as leaders high in this style model appropriate behavior and provide ethical guidance, as well as supporting the treatment of followers fairly and with respect and showing care. For workers. It is expected that ethical leadership will ensure fair distribution of work. In ways that can contribute to reducing employees' perceptions of excessive job burden (Vullingsh et al., 2020). Sustainable Performance, The concept of sustainable performance is one of the coordination tools that combines financial, social, organizational, and environmental performance, which contributes to achieving sustainable growth that stems from the exchange of knowledge between all parties related to the organization's operations (Aamir et al., 2021). One of the means used to develop the organization's capabilities and technological tools is necessary to improve the quality of its products and operations to achieve its vision and long-term strategic goals (Zalfa & Novita, n.d.). Social performance, Social performance is considered one of the important indicators that productive organizations should focus on more than service organizations so that they can achieve their economic performance as well as environmental performance to help them implement a set of environmental initiatives as well as green human resource management practices (N. U. Khan et al., 2020).and therefore Achieving social sustainability is extremely important for individuals, organizations and society, as many organizations, especially large ones, have come a long way towards achieving their goal of achieving social sustainability, but as for small and medium-sized organizations, they suffer greatly. Achieving social sustainability, although the progress made by multinational and global organizations in this regard is tangible, society cannot fully benefit from social sustainability unless small and medium-sized organizations implement small support programs, as these small organizations represent the majority of organizations in Many organizations (Chowdhury & Shumon, 2020). Social performance has been defined as one of the indicators that is used to evaluate an organization's performance by focusing on its relationship with the environment. The most prominent of these indicators are social commitment, training and development, social welfare support, working conditions, and other benefits related to the organization's employees. Therefore, social performance is as important as both environmental and economic performance, because it includes a set of other evaluation indicators related to employee programs, occupational health and safety, product liability, and customer relationship management (N. U. Khan et al., 2021).

Economic Performance, It is necessary for organizations to be fully aware of the cost of capital and the cost of operation, as a low-cost production system is considered one of the most important requirements for achieving economic performance, and the implementation of the pilot program gives great importance to organizations that achieve profits in the long term and own assets of high value. Liabilities are the important key to success in achieving economic performance, and assets include good machinery, tools, and skilled human resources because most organizations are concerned with overhead costs (Jitmaneroj, 2016).and thus organizations focus on profitability, which is considered low in organizations. public sector compared to other sectors, so profitability is compared across farms using one proxy for revenue (total revenue), two proxies for costs (total costs and production costs), and two proxies for profit (value added and net income), which can also help explain the profit portion (revenue Or costs) which are affected after succession (Bertoni & Cavicchioli, 2016). Performance can also be measured in terms of organizational efficiency, the relationship between outputs and inputs, or in terms of organizational effectiveness, the relationship between outputs and objectives, and more precisely how outputs are generated. The input is economic performance, and in this, way three main aspects of the economic performance of organizations are generally productivity, profitability, and growth (Alsayegh et al., 2020).Environmental performance, Since the beginning of the 1980s, many organizations have integrated their environmental concerns into their strategic and operational decisions. They began to focus on studying the pollution resulting from their operational activities, as they are undesirable results and have not received sufficient attention. Supporting many organizations related to community protection, while many organizations have witnessed changes brought about by government legislation and pressure from society to meet the requirements of sustainable environmental development, as a result, the importance of managing environmental activities to prevent negativity is highlighted. The organizations have highlighted the aspects and impacts on them, and Among the environmental management practices that organizations have applied in recent years related to environmental performance, the most prominent of which are the following (cleaner production, environmental efficiency, and life cycle assessment) (Campos et al., 2015), so it has become clear that the environment helps the organization achieve its advantage Competitiveness because it provides resources and capabilities that enhance the organization's profitability by reducing pollution that affects its reputation in society. Therefore, environmental resources, strategies related to pollution prevention, and organizational capabilities work to enhance environmental performance and are considered one of the indicators used to measure the performance of organizations by focusing on the environmental, social, and economic aspects. It has its social responsibility (Kraus et al., n.d.). Therefore, when organizations compete, they often use technologies that allow them to maximize the efficiency of their resource consumption while maintaining their interest in environmental sustainability by focusing on pollution control and waste minimization. Therefore, the result of an organization's rationally conscious operational activities, the entirety of a company's behaviors and tendencies can be considered directed toward achieving environmental balance (Sahoo et al., 2023).

## **2.2 Based on the literature contributions, we propose the following hypotheses:**

The core hypothesis: Ethical leadership statistically impacts at a significance level (0.01) sustainable performance within Al-Muqdadiya Hospital. The following sub-hypotheses emerge from this hypothesis:

H1: The first sub-hypothesis: Justice, as one of the dimensions of ethical leadership, has a statistical impact at a significant level (0.01) on sustainable performance within Al-Muqdadiya Hospital.

H2: The second sub-hypothesis: Sharing power, as one of the dimensions of ethical leadership, has a statistically significant effect (0.01) on sustainable performance within Al-Muqdadiya Hospital.

H3: The third sub-hypothesis: Role clarification as one of the dimensions of ethical leadership has a statistical impact at a significant level (0.01) on sustainable performance within Al-Muqdadiya Hospital.

### 3.0 Methodology:

The descriptive analytical approach was chosen for several justifications, the most important of which is that this approach attempts to study the researched phenomenon from all its aspects, and as is currently the case, the researcher seeks to study the relationship between ethical leadership and sustainable performance from a theoretical and applied perspective. This approach also attempts to help the researcher obtain descriptive data by using a questionnaire by surveying the opinions of the research sample and then converting this descriptive data into quantitative data that can be analyzed statistically, to come up with a set of results that help the researcher achieve the goals he seeks

### 3.1 The Sample:

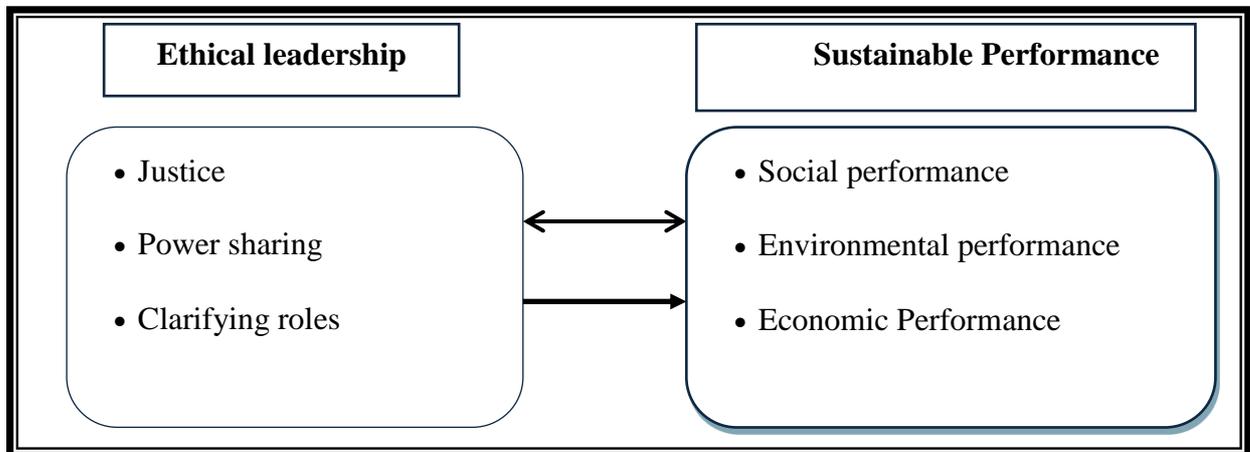
To analyze and discuss, a set of measures of central tendency was used. In the descriptive analysis of the research variables, the researcher used the following tools: (arithmetic mean, percentage of agreement, standard deviation, coefficient of variation, and relative importance). To test the research hypotheses, he used the correlation coefficient and Regression.

**Table1:** The Research sample

<b>Sample search by gender</b>		
<b>Category</b>	<b>Repetition</b>	<b>rate</b>
male	59	%58
feminine	42	%42
the total	101	%100
<b>Research sample according to age</b>		
<b>Category</b>	<b>Repetition</b>	<b>Rate</b>
Less than 25 years old	19	%19
25-less than 35 years old	54	%53
35- Under 45 years old	15	%15
45- Under 55 years old	4	%4
55 years or more	9	%9
the total	101	%100
<b>Research sample according to academic achievement</b>		
<b>Category</b>	<b>Repetition</b>	<b>rate</b>
Preparatory school and below	20	20%
Technical Diploma	31	31%
Bachelor's	39	39%
Higher Diploma	4	4%
Master's	7	%7
the total	101	100%

### 3.3 The hypothetical scheme of the research:

The hypothetical outline of the research embodies the idea that it seeks to prove, which is to enhance sustainable performance (the dependent variable), through the use of the independent variable (ethical leadership). This can be achieved within the framework of the correlation and influence relationships that combine these two variables, which can be determined in a manner It is clear from Figure (1):



**Figure 1:** Hypothetical diagram of the research

**Source:** Prepared by the researcher.

### 4. Descriptive statistics:

#### 4.1 Hypothesis testing:

**Testing the core hypothesis:** The researcher presents in Table (1) the most essential results he reached after testing the strength and direction of the influence exerted by ethical leadership on sustainable performance, in a way that helps him test the second core hypothesis (ethical leadership has a statistical impact at a significant level (0.01) on sustainable performance within a hospital Al-Muqadadiyya), and the three sub-hypotheses that emerged from it. The following is a discussion and interpretation of these results:

**Table 2:** Results of the impact of ethical leadership on sustainable performance

Dimensions	a	$\beta$	R <sup>2</sup>	f	Evaluation		The result
					Degree of influence	Moral level	
Justice	0.79	0.87	0.35	32.67	Existing	0.01	Accept the hypothesis
Power sharing	0.74	0.90	0.35	33.89	Existing	0.01	Accept the hypothesis
Clarifying roles	0.81	0.86	0.34	29.31	Existing	0.01	Accept the hypothesis
Ethical leadership	0.78	0.88	0.35	31.96	Existing	0.01	Accept the hypothesis

Through the researcher's knowledge of the statistical results as well as field experience in the organization under study, it becomes clear that ethical leadership plays a role in enhancing sustainable performance through the distribution of justice, the sharing of power, and clarity of goals among its members to achieve its goal.

#### 4.1.1 Testing the first sub-hypothesis:

The results indicated in Table (2) confirm that justice, as one of the components of ethical leadership within Al-Muqdadiya Hospital, plays an important role in enhancing its ability to sustain its performance levels, based on the calculated (f) value, which exceeded the tabulated value as it reached (32.67), while the value of the constant (a) reached (0.79), which confirms that Al-Muqdadiya Hospital has the ability and desire to sustain its performance at a rate of (79%) even if justice is equal to zero, and the value of ( $\beta$ ) reached (0.87), which confirms that The interest of the ethical leadership within Al-Muqdadiya Hospital in enhancing justice when dealing with its human resources by one unit will lead to enhancing its ability to sustain its performance by (87%). The value (R2) also confirmed that justice contributes to enhancing Al-Muqdadiya Hospital's ability to sustain its performance by 35%. The remaining percentage is due to other factors that were not mentioned in the regression model that explains the effect of justice on sustainable performance. Then the researcher can rely on these results to provide the necessary justifications to accept the fourth sub-hypothesis (justice as one of the dimensions of ethical leadership has a statistical impact at a significant level (0.01) on sustainable performance within Al-Muqdadiya Hospital).

Through the researcher's knowledge of the statistical results as well as field experience in the researched organization, it became clear that justice is the basic element within the hospital to distribute tasks fairly among employees and know the extent of its impact on achieving the desired performance.

#### 4.1.2 Testing the second sub-hypothesis:

The results indicated in Table (2) confirm that power sharing, as one of the components of ethical leadership within Al-Muqdadiya Hospital, plays an important role in enhancing its ability to sustain its performance levels, based on the calculated (f) value, which exceeded the tabulated value. It reached (33.89), while the value of the constant (a) reached (0.74), which confirms that Al-Muqdadiya Hospital has the ability and desire to sustain its performance at a rate of (74%) even if power-sharing is equal to zero, and the value of ( $\beta$ ) reached (0.90). This confirms that the interest of the ethical leadership within Al-Muqdadiya Hospital in enhancing the sharing of power when dealing with its human resources by one unit will enhance its ability to sustain its performance by (90%). The value (R2) also confirmed that sharing power contributes to the ability of Al-Muqdadiya Hospital to The sustainability of its performance is 35%, and the remaining percentage is due to other factors that were not mentioned in the regression model that explains the effect of justice on sustainable performance. Then the researcher can rely on these results to provide the necessary justifications to accept the fifth sub-hypothesis (power-sharing, as one of the dimensions of ethical leadership, has a statistical impact at a significant level (0.01) on sustainable performance within Al-Muqdadiya Hospital). Through the researcher's knowledge of the statistical results as well as field experience in the organization under study, it became clear that power-sharing is distributed equally among workers within their specializations, and this division may impact sustainable performance.

#### 4.1.3 Testing the third sub-hypothesis:

The results indicated in Table (2) confirm that clarifying the role as one of the components of ethical leadership within Al-Muqdadiya Hospital plays an important role in enhancing its ability to sustain its performance levels, based on the calculated (f) value, which exceeded the tabulated value. It reached (29.31), while the value of the constant (a) reached (0.81), which confirms that Al-Muqdadiya Hospital has the ability and desire to sustain its performance at a rate of (74%) even if the role clarification is equal to zero, and the value of ( $\beta$ ) reached (0.86). This confirms that the interest of the ethical leadership within Al-Muqdadiya Hospital in enhancing role clarification when dealing with its human resources by one unit will improve its ability to sustain its performance by (86%).

The value (R<sup>2</sup>) also confirmed that clarifying the role contributes to strengthening Al-Muqdadiya Hospital's ability to The sustainability of its performance was 34%, and the remaining percentage was due to other factors that were not mentioned in the regression model that explains the effect of role clarification on sustainable performance. Then the researcher can rely on these results to provide the necessary justifications to accept the sixth sub-hypothesis (role clarification as one of the dimensions of ethical leadership has a statistical impact at a significant level (0.01) on sustainable performance within Al-Muqdadiya Hospital).

By informing the researcher of the statistical results as well as field experience in the organization under study to clarify the roles among employees and the extent to which they carry out their work according to what is directed to them for effective work to achieve sustainable performance.

#### **4.2 Testing the core hypothesis:**

The results indicated in Table (2) confirm that ethical leadership within Al-Muqdadiya Hospital plays an important role in enhancing its ability to sustain its performance levels, based on the calculated (f) value, which exceeded the tabular value as it reached (31.96). As for the value of the constant (a), it reached (0.78), which confirms that Al-Muqdadiya Hospital has the ability and desire to sustain its performance at a rate of (78%) even if ethical leadership is equal to zero. The value of ( $\beta$ ) also reached (0.88), which confirms that the interest of ethical leadership Within Al-Muqdadiya Hospital, strengthening its components by one unit will lead to enhancing its ability to sustain its performance by (88%). The value of (R<sup>2</sup>) also confirmed that ethical leadership contributes to Al-Muqdadiya Hospital's ability to sustain its performance by 35% and that the remaining percentage is due to other factors. It was not mentioned in the regression model that explains the effect of ethical leadership on sustainable performance. Then the researcher can rely on these results to provide the necessary justifications to accept the second core hypothesis (ethical leadership has a statistical impact at a significant level (0.01) on sustainable performance within Al-Muqdadiya Hospital).

#### **5. Discussion of Results:**

The hospital administration emphasizes the importance of good interaction between the administration and its human resources. The highest arithmetic average value was obtained at (3.63), while the lowest arithmetic value was for the paragraph. The hospital administration works on constantly changing the individuals working in the private ward to benefit the largest possible number of them and not Its monopoly of a certain category (2.81). The hospital's supervisors deal with its human resources with respect. It obtained the highest arithmetic mean value, reaching (3.76), while the lowest arithmetic mean value was for the paragraph. The administration works within the hospital, making room for everyone to participate in developing its strategies and policies, as it reached (2.99). Development The hospital administration's ability of its human resources to schedule their tasks and duties obtained the highest arithmetic mean value, reaching (3.61), while the lowest arithmetic mean value was for the paragraph. The hospital administration works to clarify tasks and duties accurately for its human resources, as it reached (3.43), and the presence of Good harmony and low dispersion among the sample whose opinions were used to answer the items related to ethical leadership, as its values reached (1.05) (0.307). Ethical leadership also achieved moderate relative importance within Al-Muqdadiya Hospital, reaching (0.693). As for the order of relative importance of the components of ethical leadership within Al-Muqdadiya Hospital, justice came in first place, while power-sharing came in second place, and finally, clarifying the role came in third and last place. The hospital administration emphasizes the necessity of building positive relationships with the parties that deal with them, and it obtained the highest arithmetic mean value, which amounted to (3.56), while the lowest arithmetic value was for the paragraph (The hospital administration provides part of its financial resources to support civil society organizations, as it reached (2.78).

The hospital administration is developing and expanding the private wing to provide the best services can enhance the levels of revenue from private services. It obtained the highest arithmetic mean value, reaching (3.42), while the lowest arithmetic value was for the paragraph. The hospital administration maintains appropriate levels of incentives. The additional wages for workers in the private ward to obtain the highest possible performance from its human resources amounted to (3.16). The hospital administration is also interested in spreading the culture of preserving the environment and enhancing the awareness of its human resources. In this way, it obtained the highest arithmetic average value, reaching (3.57), while it was the lowest. The arithmetic mean value for the paragraph: The hospital administration employs environmentally friendly energy sources when implementing its operations and activities, as it reached (3.29). The results also indicate that there is good harmony and low dispersion among the sample whose opinions were sought to answer the paragraphs related to sustainable performance, as its values reached (1.16) ( 0.352), and sustainable performance achieved moderate relative importance within Al-Muqdadiya Hospital, reaching (0.648). As for the order of relative importance of the components of sustainable performance within Al-Muqdadiya Hospital, social performance came in first place, environmental performance came in second place, and finally, economic performance came in third and last place. After discussing previous studies, the researcher benefited from achieving several goals related to the completion of this research, which are (strengthening the theoretical aspect of the current research sections, enhancing his knowledge and conviction of the importance of researching between these two variables with one study, identifying the mechanism of designing and building the hypothetical plan for the research and how to formulate its hypotheses, Identifying the most important dimensions that can be relied upon in studying the variables investigated in the organization in the field of research, identifying the mechanism for presenting, discussing and interpreting the results of this research. The current research is also distinguished by the fact that it was applied in Al-Muqdadiya Hospital in Iraq, and the combination of two important variables in the field of public administration ( Ethical leadership and sustainable performance), and the results that were analyzed, discussed, and interpreted confirm the importance of combining these two variables in the health sector.

## **6. Conclusion:**

Leaders within Al-Muqdadiya Hospital adopt contemporary trends in dealing with their human resources, which emphasize the adoption of ethical principles and standards when dealing with human resources, by achieving justice among them, as well as empowering them and sharing power with them to enhance their conviction of the importance of the roles they play within the organization, through Introducing them and explaining it to them, and the leaders working at Al-Muqdadiya Hospital confirmed that they are working to achieve justice when evaluating the performance of their employees, and to determine the material and moral incentives that are relied upon to motivate them in a way characterized by a high degree of transparency and objectivity, which contributes to building an organizational climate characterized by a high degree of objectivity, transparency, and justice. Al-Muqdadiya Hospital's leaders are working to adopt a clear mechanism to divide authority among its human resources at all organizational levels. To achieve a balance between the tasks and responsibilities required to be performed, and the powers entrusted to them, which contributes to their ability to make the necessary decisions to manage their required work. Al-Muqdadiya Hospital informs its human resources about the nature of tasks and duties they perform and the importance of their role in achieving its goals in a clear and precise manner. Al-Muqdadiya Hospital can translate its social goals into measurable results, by all parties that deal with it, whether inside or outside it, and to focus on them when designing and implementing its production operations.

Al-Muqdadiya Hospital can exploit the resources available in implementing its production operations, to achieve the economic and financial goals with the highest possible effectiveness. Al-Muqdadiya Hospital can carry out a set of activities and operations in a way that enhances its suitability for the environment and does not harm its resources, in addition to enhancing its social responsibility from the community's point of view.

#### Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

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