

The role of ethical leadership and its dimensions in combating administrative corruption in the Iraqi Ministry of Migration, Displacement and Trade

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Summary:

The research aimed to know the role of ethical leadership in its dimensions in combating administrative corruption in a sample of the departments of the Iraqi Ministries of Migration and Displacement and Trade. The research concluded that there is a relationship and a statistically significant effect between ethical leadership and strategies to combat administrative corruption in the two ministries. The research recommended the necessity of preparing a comprehensive program for the manufacture of ethical administrative leaders who are selected or nominated from government departments to lead their organizations in the future.

Introduction:

Research in the field of management has dealt with the role of leaders at all organizational levels in influencing the behavior of subordinates in order to achieve basic organizational goals, and given that the business world today is increasingly characterized by issues of bankruptcy, moral scandals and other issues, one of the most important areas of leadership that has gained the attention of researchers is leadership Ethical (Asif, 2012). It considers that ethical leadership is of unique importance, as the ethical leader affects the behavior of the organization through its influence on the behavior of his subordinates, which ultimately leads to an impact on organizational performance in the organization (Bangun & Asri, 2017). Recently, many theoretical and applied research emphasized the importance of developing and strengthening ethical leadership in organizations, because of its positive impact on each of the subordinates in the organization. In the organization, the practice of ethical leadership is linked to enhancing the credibility of the organization with subordinates, increasing profits, and assisting in the decision-making process, in addition to that ethical leadership facilitates collective performance by

providing foundations for developing group performance standards and behaviors to become over time self-reinforcing (Bogdan, L. Mihelic, K. Metka, T. 2010) Moral leadership has been described in a variety of ways. The moral leader influences others through his behavior, while others refrain from behavior that could cause harm to others (Butt, AA, Butt. , AN, & Ayaz, M. 2016). There are many negative manifestations of administrative corruption, including the absence of justice, the low efficiency of organizations, and the low trust among citizens within the organization, which affects the efficiency and effectiveness of the organization's performance (Altahat & Atan, 2018). It is worth noting that the importance of the topic lies in the role of ethical leadership in combating administrative corruption, as the researcher will apply this study to the offices of the Ministry of Migration and Displacement and the Ministry of Trade in the Republic of Iraq. The Ministry of Migration and Displacement and the Ministry of Trade are among the most important ministries in Iraq, as their work is in direct contact with the citizen, as the Ministry of Migration and Displacement covers the necessary and basic needs of refugees and displaced persons fleeing the hell of wars, whose

number has been increasing period by period due to the inflamed conditions that it is going through and the neighboring countries. There are millions of displaced and displaced people inside and outside Iraq. As for the Ministry of Trade, it is the ministry responsible for providing food and construction materials to all Iraqi citizens, so the subject of the study will crystallize.

□ **Research problem:** The researcher can formulate the research problem through the following main question: Is there a role for ethical leadership in its dimensions in combating administrative corruption in the Iraqi Ministries of Migration and Displacement and Trade.

1. What is the level of moral leadership in the two ministries under study?
2. What is the level of strategies to combat administrative corruption in the two ministries under study.
3. Is the increase in administrative corruption an indication of the lack of moral leadership?
4. Do the two ministries under study work on activating ethical leadership in combating administrative corruption?

□

research

aims: The research seeks to achieve a set of goals:

1. Determining the nature of the relationship between ethical leadership and the patterns of administrative corruption organized by the Ministries of Commerce and Immigration and Displacement.
2. Studying the impact of ethical leadership in reducing patterns of administrative corruption in the two ministries.

□ **research importance:** The scientific importance of this research stems from the importance of the variables included in this research and their great importance for organizations, namely moral leadership, and patterns of administrative corruption. Patterns of combating administrative

corruption in the ministries under study, as well as supporting the positive ethical climate for workers within the ministries in question, which will benefit administrative practices and improve the mental image of ministries among all parties, which increases the ministries' ability to achieve their goals.

• **Research hypotheses:** In light of the objectives of the study, the following study hypotheses can be formulated:

1. The first hypothesis: There is a moral relationship between ethical leadership and the fight against administrative corruption.
2. The second hypothesis: There is a significant effect of ethical leadership on combating administrative corruption.

□ **Structure Search:** In order to achieve the objectives of the research and in line with them, the researcher will divide it into two axes:

1. The first axis: the theoretical framework.
2. The second axis: the application framework.

• **The concept of ethical leadership:** The success of the organization depends to a large extent on the efficiency and effectiveness of leadership, as effective leadership has a major role in achieving the goals of the organization, and it is one of the most important elements of success in the organization, because it will direct all resources towards achieving the goals, and leadership in general is the art of persuading a follower to do. With the actions, things and activities that the leader sets as goals, therefore, the role of the leader is evident in the process of directing the individual's behavior towards the desired goal (Bogdan, Mihelic & Metka, 2010: 32). As for the issue of moral leadership, it started talking about it after many organizations realized the fact that the role that leaders play in these organizations in determining them has become vital. Communication sites the way managers define the ethical means of action (1995: 14, Badaracco & Webb). Ethics and leadership are two complementary concepts and should not be thought of separately from each other. Researchers see ethical leadership in leadership that engages in ethical behavior that is based on

right or wrong behavior towards members of the community. Khuntia & Suar, 2004:15 mentions other traits of a moral leader such as integrity, steadfastness in determination, justice, honesty, humility, tolerance, courage, enthusiasm, and responsibility. Through the previous definitions, ethical leadership can be defined as: superior traits and capabilities that enable the leader to influence others to achieve common goals according to an inspiring vision within a specific situational framework, careful consideration of ethical and legal dimensions and various interests.

□ **Dimensions of ethical leadership.**

Ethical leadership has several dimensions that can be addressed through the following points (Al-Hamd and Al-Ani, 2020: 119):

1. **Personal Ethics:** It is a set of traits that a moral leader must have, including the investigation of honesty, honesty and excellence in his behavior and actions, and also bears responsibility for the mistakes he commits, accepts criticism and is not easily provoked, and fulfills his promises that he makes to himself. The moral leader is considered a role model for others In his behavior, his actions and his dealings.
2. **Administrative Ethics:** It is the ethics that is represented by a clear keenness to achieve the organization's vision and objectives and to encourage employees to be creative and innovative, so that they are involved in planning and decision-making. Depends on clear criteria and systems to evaluate the performance of employees, and makes working and sound decisions.
3. **Relational ethics:** the ethical leader aspires to build high-end human relationships with workers, where he deals with workers with humility, respect and appreciation for them and takes into account their needs and feelings, appreciates their circumstances, and is keen to help them, thus gaining their love, affection, trust and appreciation.

• **The concept of administrative corruption:**

Professor Brasiz believes that corruption means the arbitrary force used by a certain party to achieve a purpose that differs from the purpose on which the authority and sovereignty were granted to use this force, that is, the use of official authority under the slogan of legal legitimacy or in other words only pretending to be legitimate, but in fact the purpose of This practice is not to achieve the goals of the public interest, but rather to achieve narrow goals according to the size of those who carry out this practice (Ahmadi, Homayouni, Asgari Dehabadi, 2015), meaning that administrative corruption is based on the abuse of power gained from a certain position in order to achieve personal interests and the interests of It is linked to them by a certain interest, and the United Nations Development Program has defined it: "It is the misuse of public power, position or authority for private benefit through bribery, extortion, influence peddling, nepotism or fraud to expedite services through embezzlement." And the International Monetary Fund defined it: "Where corruption is considered Administrative corruption is primarily linked to influential figures in the authority who exploit their position to obtain benefits from this behavior for one person or group with a relationship between individuals, and the International Interpol defined administrative corruption: It is the intended exploitation to distort the authorized application of the rules, laws and regulations in order to obtain a private benefit" (Ehsani, Taboli & Darooneh, 2013), and the researcher believes that these definitions neglected corruption in the private sector, and focused only on the public sector, while many reports indicate that The extent of corruption in the private sector far exceeds what exists in the public sector, which can be defined as the deliberate exploitation of the position or authority delegated by a public or private institution, in order to obtain personal benefits.

□ **Features of administrative corruption.**

There are several characteristics of administrative corruption and these characteristics can be explained as follows (Saleem, 2017: 821):

1. Confidentiality, which is a covert action that takes place in a framework of secrecy and fear, and its disclosure leads to knowing part of the truth that should be known in full.
2. Pluralism, administrative corruption uses multiple forms and elements that are difficult to detect due to their abundance.
3. Risk and adventure, and whenever the circumstances in which the risk factor is weak, the commission of corruption is tempting, and the temptation is less if the risk element is increased. Therefore, this characteristic must be taken into account when developing anti-corruption plans.
4. Organized work, administrative corruption is no longer an individual act, but rather an organized work. Usually more than one person participates in corruption, and thus there are multiple parties, which makes it more complex and difficult to combat.

• **Research method:** The study used the descriptive approach, which is considered a broad umbrella for human and social research and studies, and it includes several scientific methods and approaches, as it allows the researcher the freedom to describe a phenomenon, explain it, and go beyond description, so that the researcher can collect data, analyze it and address all its dimensions, and find relationships between the variables of the phenomenon. It also includes a comparison between the results obtained by the researcher, and therefore it is commensurate with the nature and objectives of the current

research, as the study is concerned with clarifying "the role of ethical leadership in combating administrative corruption (a field study in the Iraqi Ministries of Trade and Immigration and Displacement)."

- **research community:** The research community consisted of all workers in the Ministry of Migration and Displacement and the Ministry of Trade in Iraq, and they had administrative or supervisory positions ranging from (staff, division official, department head, assistant general manager, general manager), and based on the statistics obtained by the researcher through visits In a field survey for the Ministries of Migration and Displacement and Trade in Iraq, the research community amounted to (593) people.
- **The research sample:** The researcher chose the study sample in a proportional and stratified manner, and therefore the required sample amounted to (234) male and female employees, and the researcher distributed (234) questionnaires, and returned (74) questionnaires, with a response rate of (35.6%), and (60) questionnaires were excluded for not completing them. The required conditions, and the remaining (100) questionnaires were not answered. Therefore, the sample on which the data were analyzed, and the results were drawn, amounted to (75) male and female employees, at a rate of (20%) of the original research community.

First: test the normal distribution of the data. The researcher used the Sample Kolmogorov-Smirnov -1 test, to identify the moderation of the data curve, due to its relevance to the nature of the study sample.

Table (1): Results of the normal distribution test for the data.

fields	number of paragraphs	Test value	value (Sig.)
ethical leadership	20	0.978	0.216
Anti-corruption strategy	21	0.950	0.015

From Table (1), all Sig. values are greater than the 0.05 significance level, and accordingly it can be said that the data follow a normal distribution, and accordingly, parametric tests should be used in this study.

Second: the results of the study.

The results of the first question discussed: What is the level of moral leadership among workers in the Ministry of Migration and Displacement and the Ministry of Trade?

To answer the first question, the researcher used the appropriate descriptive statistics, where the arithmetic means, standard deviations, relative weights and ranks of the ethical leadership domains and its paragraphs were calculated as follows:

Table (2): Arithmetic mean and standard deviation, relative weight and degree of the ethical leadership variable.

ethical leadership		Arithmetic mean	standard deviation	Relative Weight	arrangement	Approval degree
1	Personal ethics for leadership	2.142	1.027	42.85	3	low
2	Administrative ethics of leadership	2.296	1.126	45.93	2	low
3	Relational ethics of leadership	2.451	0.975	49.02	1	low
T tal		2.296	1.042	45.93		low

It is clear from the previous table that the degree of evaluation of the practice of ethical leadership from the point of view of workers in the Ministry of Migration and Displacement and the Ministry of Commerce is at (45.93%), which is a low percentage. The areas of the ethical leadership questionnaire were arranged as follows:

1. The field of relational ethics came at the highest levels of ethical leadership with relative weight (49.02%).
2. Followed by the field of administrative ethics with relative weight (45.93%).
3. And thirdly, comes the field of personal ethics) with relative weight (42.85%).

The reason is due to the low degree of appreciation of employees in the two ministries, due to the low practices of

decision-makers of ethical leadership and their lack of awareness of the importance of ethical leadership and its effective role in increasing workers' motivation towards work, which may reflect positively on their performance of their job duties, so if the practices of decision-makers in the two ministries were of this type. Leadership in a high degree, leads to employees feeling that moral impact on their managers' dealings with them, and the study differed with the study of Al-Hindi, (2013), (Abidin and others 2012), (Yahya, 2010), (Al-Habsia, 2009), (Karakose, 2007). Where it found that the degree to which decision-makers and employees practice ethical leadership was at a high degree from the point of view of their teachers, while in other studies, the degree of employees' practice of ethical leadership was moderate, such as Al-Arida studies, (2012) (Al-Sharifi and Al-Tanah, 2011).

Table (2): arithmetic mean and standard deviation, the relative weight and score of the personal ethics of leadership.

Paragraph	Arithmetic mean	standard deviation	Relative Weight	arrangement	Approval degree
1 Heapplies therules andlawsto himself before asking others to applythem.	2.027	1.098	40.54	6	low
2 Theleaderupholdsmoralvalues and avoids offending subordinates.	2.040	0.883	40.80	5	low
3 Leadership seeks to fulfill its obligations towardssubordinates.	2.148	0.822		3	low
4 The leadership respects the officialworkinghours.	2.081	1.030		4	low
5 Leadership trustssubordinates.	2.459	1.036		1	low
6 Leadership attributes successes to the team.	2.216	1.076		2	low
7 The leadership accepts	2.027	1.249		7	low
Total	2.142	1.027	42.85		low

It is clear from table (2) that paragraph (5) ranked first and states (the leadership trusts subordinates), with a relative weight of (49.18%), while paragraph (7) came in the last rank and states (the leadership accepts constructive criticism with a broad and welcoming chest), relative weight (40.54%), It is clear that all the percentages were somewhat

low, and these results were contrary to the expectations of the researcher. Despite the conditions that the two ministries are going through (immigration and displaced, and trade), the employees believe that the future will be better, and the researcher interprets these results in the light that the workers in the two ministries may compare their conditions

Like them in other institutions, and how they enjoy a prestigious social status, and working in these areas provides the individual with hope, which is one of the indicators of civilization and progress. The results contained in the table agree with the opinion of

(Makhamara, 2019), where it found that the personal ethics of leadership came in the last place, while this result differed with the study (Al-Harthy, 2019), which found that personal characteristics came in the first place.

Table (3): Arithmetic mean and standard deviation, the relative weight and degree of the administrative ethics of leadership.

Paragraph	Arithmetic mean	standard deviation	Relative Weight	arrangement	Approval degree
1 Leadership depends on integrity and transparency in evaluating the performance of employees.	2.459	1.184	49.18	2	low
2 Leadership makes decisions and sets goals that are in the interest of the organization.	2.081	0.888	41.62	7	low
3 Leadership is characterized by the application of the principle of justice in the exercise of the function.	2.527	1.387	50.54	1	low
4 Management encourages and supports ethical competition among employees.	2.256	1.073	45.12	5	low
5 Leadership guides and supports low performers to raise their performance.	2.310	1.122	46.20	4	low
6 Leadership supports and enhances the positive aspects of employees.	2.324	1.074	46.48	3	low
7 The leadership maintains the secrets of the organization's work.	2.121	1.158	42.42	6	low
Tot al	2.296	1.126	45.93		low

It is clear from Table (3) that Paragraph (3) ranked first and states (The leadership is characterized by the application of the principle of justice in the exercise of the job.), with relative weight (50.54%), while Paragraph (2) came in the last rank and stipulates that (Leadership makes decisions The goals that are in the interest of the organization are set, with relative weight, (41.62%), and it is clear that all the percentages were somewhat low, and these results were contrary to the expectations of the researcher, who believes that the reason for this is due to the routine practices and stagnation that are reflected in the level of administrative ethics of leadership. The researcher also considered that the administrative ethics of leadership, if it is widely available in the two ministries, adds the factor of humanity at work, which moves it from the phase of routine and stagnation to instilling a state of positivity and vitality in it; Which supports their favorable interaction with work and between them. Administrative practices based on transparency and clarity work to consolidate the concept of the

institution and institutional work by building these practices on the spirit of the law away from moodiness and following whims, which leads to randomness and reprehensible competition, and it differed with the study (Al-Harthy, 2019), which concluded that the total degree of administrative ethics for leadership reached a relative weight of (86.8%). It also differed from the study of Al-Abadi and Al-Ibrahim, 2019), which concluded that the degree of practicing administrative ethics for leadership and its fields is medium. I agreed with the study of Dajani, 2018), which found that the degree of practicing personal ethics for leadership was low.

Table. (4): Arithmetic mean and standard deviation, relative weight and degree of leadership's relational ethics.

Paragraph	Arithmetic mean	standard deviation	Relative Weight	arrangement	Approval degree
1 The leadership inspects subordinates in the workplace to check on them.	2.297	0.871	45.94	6	low
2 Leadership takes into account customs and traditions when dealing with subordinates.	2.378	0.855	47.56	3	low
3 Leadership invests its relationship with the local community for the benefit of the organization.	2.337	0.864	46.74	5	low
4 Leadership takes into account the personal needs of employees and works to achieve them.	2.770	1.228	55.40	2	middle
5 The leadership strengthens the bonds of friendship between it and the employees.	2.337	0.864	46.74	4	low
6 Leadership shares the subordinates their social events outside the organization.	2.783	1.050	55.66	1	middle
7 Leadership respects employees and chooses good words when talking to employees.	2.256	1.099	45.12	7	low
Total	2.451	0.975	49.02		low
It is clear from table (4) that paragraph (6) ranked first and states (the leadership shares their					

It is clear from table (4) that paragraph (6) ranked first and states (the leadership shares their social events with subordinates outside the organization.), with a relative weight (55.66%), while paragraph (7) came in the last rank and states (the leadership respects the workers and selects Good words when talking with employees), with a relative weight, (45.12%), and it is clear that all percentages were somewhat low. The researcher attributes this result to the existence of a kind of negligence on the part of managers and officials in the two ministries (immigration, displaced and trade) in their quest to solve the problems faced by employees and find a solution to them as a result of their preoccupation with their administrative work entrusted to them, and the result differed with the

study of Al-Harthi, 2019) which The relational ethics dimension of leadership was resolved as the least dimension of ethical leadership. The result agreed with the study (Makhamara, 2019), in which the relational ethics of leadership ranked first. The results of the second question and its discussion: What is the level of the strategy to combat administrative corruption from the point of view of employees and leaders in the Ministry of Migration and Displacement and the Ministry of Trade? To answer the first question, the researcher used the appropriate descriptive statistics, where the arithmetic means, standard deviations, relative weights and ranks were calculated for the areas of the anti-administrative corruption strategy and its paragraphs as follows:

Table (5): Arithmetic mean and standard deviation, relative weight and degree of the anti- administrative corruption strategies variable.

Anti-corruption strategies		Arithmetic mean	standard deviation	Relative Weight	arrangement	Approval degree
1	integrity strategy	2.680	1.328	53.608	2	middle
2	delegation of authority strategy	2.145	0.908	42.916	4	low
3	control strategy	2.580	1.190	51.612	3	middle
4	Transparency Strategy	2.707	1.182	54.152	1	middle
T tal		2.528	1.152	50.572		middle

It is clear from the previous table that the degree of assessment of the practice of anti-administrative corruption strategies from the point of view of workers in the Ministry of Migration and Displacement and the Ministry of Trade is at (50.57%), which is a medium rate.

1. The field of transparency strategy came at the highest levels of anti-administrative corruption strategies with a relative weight (54.15%).
2. Followed by the field of integrity strategy with a relative weight (53.60%).
3. Thirdly, the field of control strategy comes with a relative weight (51.61%).
4. Fourthly, the strategy of delegating authority has a relative weight (42.91%).

The result agreed with the study (Abbas Hamid, 2013), in which, after the transparency strategy, he got a medium rank. The result differed with the study of Alaa Mohsen, 2020) and the study of Amer Al-Amiri and Jassem Mashtat, 2011), which concluded that the transparency strategy was resolved as the highest dimensions of anti-administrative corruption strategies.

Table (6): Arithmetic mean and standard deviation, relative weight and degree, integrity strategy

Paragraph	Arithmetic mean	standard deviation	Relative Weight	arrangement	Approval degree
1 The officials in the organization shall be honest, trustworthy, clean and not be exposed to public money.	2.594	1.302	51.88	4	low
2 Leaders and officials are obligated to disclose their financial interests.	2.824	1.307	56.48	2	middle
3 Corruption cases, even if they are at the level of senior leadership, are investigated by specialists under the supervision of a professional and impartial investigative judge.	2.702	1.321	54.04	3	low
4 The senior leadership urges the Integrity Commission formed in the organization to prevent and combat corruption within its legal duty.	2.445	1.366	48.9	5	low
5 The presence of an educational, informative and informative aspect and periodic forums carried out by the senior leaders in the organization to combat corruption and demonstrate integrity.	2.837	1.345	56.74	1	middle
Total	2.680	1.328	53.60		low

It is clear from table (6) that paragraph (5) ranked first and states (the presence of an educational, informative and informative aspect and periodic forums carried out by the senior leaders in the organization to combat corruption and demonstrate integrity.), with a relative weight (56.74%), while paragraph (4) came) in the last rank and stipulates (the senior leadership urges the Integrity Commission formed in the organization to prevent and combat corruption within its legal duty.), with a relative weight, (48.90%). The researcher attributes this result to the existence of a kind of failure on the part of managers and officials in the two ministries (immigration, displaced and trade) in applying this strategy correctly, due to weakness in strategic planning, defects in the division of tasks and duties, in the

authorization of powers, failure to place the right employee in the right place and the prevalence of relationships Personal and informal relations between management and employees and the low effectiveness of guidance and motivation and other reasons, and the result differed with the study of Raad Abdullah, 2015), which concluded that the integrity strategy dimension was resolved as the highest dimensions of administrative corruption strategies. The result agreed with the study (Erdan Hatem, 2013), in which, after the integrity strategy, he got a medium rank.

Table (7): Arithmetic mean and standard deviation Relative weight and degree Delegating authority strategy.

Paragraph	Arithmetic mean	standard deviation	Relative Weight	arrangement	Appraisal degree
1 The boss grants part of the powers to a subordinate in order to carry out the decision-making process at its most appropriate level and to avoid bureaucracy.	1.910	0.743	38.2	5	low
2 The degree of delegation is commensurate with the employee's ability and position.	2.243	0.948	44.86	1	low
3 The delegation works to help creativity and innovation that qualifies an administrative cadre capable of leading the organization in the future.	2.094	0.797	41.88	4	low
4 The higher commands monitor the subordinates granted to them with powers to prevent the exploitation of those powers for personal gain.	2.243	1.156	44.86	2	low
5 The delegation process strengthens the human and functional relationships between superior and subordinate and increases trust between them so that the subordinate gives allegiance to the organization.	2.239	0.900	44.78	3	low
Total	2.145	0.908	42.91		low

It is clear from table (7) that paragraph (2) ranked first and states (the degree of delegation is proportional to the employee's ability and job position.), with a relative weight (44.86%), while paragraph (1) came in the last rank and stipulates that (the president grants a portion From the powers of a subordinate in order to implement the decision-making process at the most appropriate level and avoid bureaucracy.), with a relative weight, (38.20%), and it is clear that the percentages of five paragraphs were

somewhat low. The researcher attributes this result to the fear of managers and officials in the two ministries (Immigration, Displaced Persons and Trade) that employees will fall into the process of administrative corruption. That after the strategy of delegation of authority resolved as the highest dimensions of the strategies of administrative corruption. The result agreed with the study (Abbas Hamid, 2013), in which, after the strategy of delegating power, the rank was weak.

Table (8): arithmetic mean and standard deviation, relative weight and degree, control strategy.

	Paragraph	Arithmetic mean	standard deviation	Relative Weight	arrangement	Approval degree
1	The presence of a strong supervisory authority in the organization capable of deterring spoilers and holding them accountable.	2.432	1.425	48.64	5	low
2	The owners of the senior management in the organization have integrity and work according to self-censorship without the need for the supervision of the regulatory authority in the organization.	2.689	1.303	53.78	1	low
3	The senior leadership deals with deviations and errors first-hand to avoid their accumulation and the occurrence of larger deviations.	2.567	1.124	51.34	4	low
4	The supervisory element in the organization is professional and efficient to know the gap and the gap between the real and planned performance.	2.486	0.925	49.72	2	low
5	The existence of a system and a supervisory device that covers all the large geographical area in which the directorates, departments and divisions of the Ministry extend.	2.729	1.174	54.58	3	low
Total		2.580	1.190	51.61		low
It is clear from table (8) that paragraph (5) ranked first and states (the existence of a system and a supervisory device that covers all the large geographical area in which the directorates, departments and divisions of the Ministry extend.)						

It is clear from table (8) that paragraph (5) ranked first and states (the existence of a system and a supervisory device that covers all the large geographical area in which the directorates, departments and divisions of the ministry extend.), with a relative weight (54.58%), while paragraph (1) came) ranked last and stipulates (the existence of a strong supervisory authority in the organization

capable of deterring spoilers and holding them accountable.), with a relative weight, (48.64 percent). Which got it after the control strategy on the average rank. The result differed with the study of Amer Al-Amiri and Jassem Mashtat, 2011), which concluded that the control strategy dimension was resolved as the highest dimension of administrative corruption strategies.

Table. (9): Arithmetic mean and standard deviation, relative weight and degree, transparency strategy.

1	There is transparency in the organization that clarifies all regulations and laws to avoid personalization in dealing and misuse of legislation.	2.324	0.995	46.48	5	low
2	Senior management applies the principle of working in	2.986	1.164	59.72	2	middle

	greenhouses so that its work, decisions and regulations are open to all.					
3	The presence of accurate and correct information that helps the citizen in understanding, monitoring and evaluating the decisions taken by officials.	2.756	1.108	55.12	3	middle
4	Senior leadership seeks to establish coherence between all administrative and executive levels to avoid a gap between these levels and to allow the corrupt to manipulate.	2.432	1.228	48.64	4	low
5	Senior leaderships freely allow the free press to deepen transparency and reveal cases that are taking place behind the scenes.	3.040	1.418	60.8	1	middle
Total		2.707	1.182	54.15		middle

It is clear from table (9) that paragraph (5) ranked first and states that (higher leaders allow freedom for the free press to deepen transparency and reveal cases that happen behind the scenes.), with a relative weight (60.80%), while paragraph (1) ranked in the rank. The latter stipulates (there is transparency in the organization that clarifies all regulations and laws to avoid personalization in dealing and misuse of legislation.), with a relative weight, (46.48%). 2013), which, after the Transparency Strategy, ranked average. The result differed with the study of Alaa Mohsen, (2020) and the study of Amer Al-Amiri and Jassem Mashtat, (2011), which concluded that the transparency strategy was resolved as the highest dimensions of anti- administrative corruption strategies.

Third: Study hypotheses test.

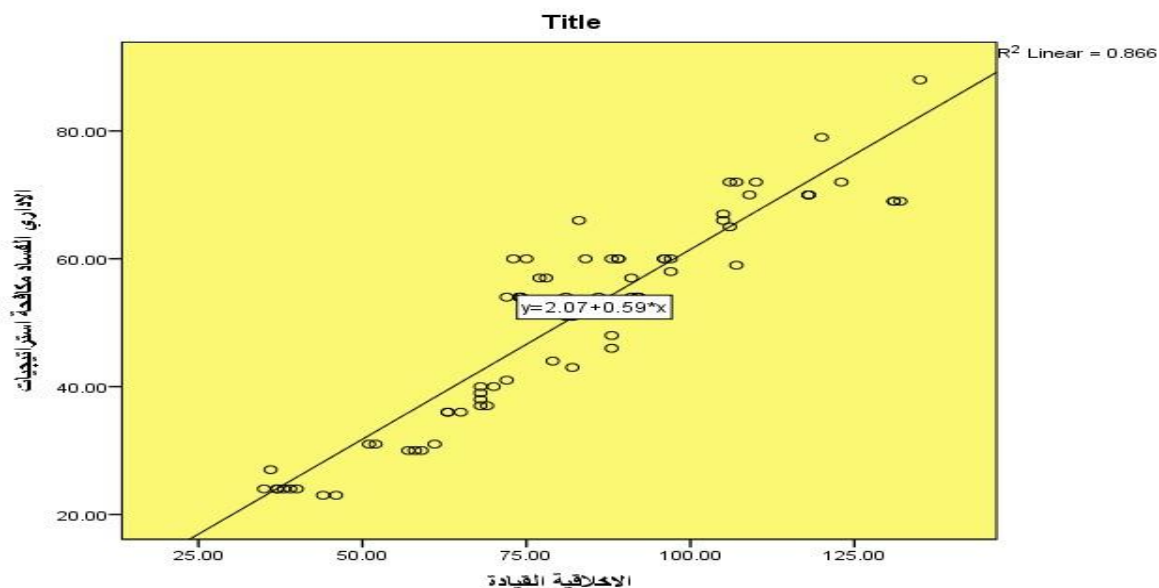
1. Results of the first hypothesis: There is no significant relationship between moral leadership and combating administrative corruption.

To verify the first hypothesis, the researcher used Pearson correlation coefficient analysis, and the following explains the results:

fields	Correlation coefficient (Pearson)	Significance level (sig.)
ethical leadership	0.930**	0.000
Anti-corruption strategy		

As we note in the previous table, the Pearson correlation coefficient between the independent variable (ethical leadership) and the mediator is 0.930 at the level of significance (0.000), which is less than the hypothetical significance level of 0.05, that is, there is a strong correlation with statistical significance between the independent variable (ethical leadership) dependent (and the strategy to combat administrative corruption). Hence, we accept the alternative hypothesis (H1) and reject the null hypothesis (H0).

Figure (1): Determining the correlation between the independent variable (ethical leadership) and the mediating variable (the anti-administrative corruption strategy).



The sub-hypotheses can be verified as shown in the following table (11):

Table (11) shows the sub-hypotheses of the correlation between the independent variable and the dependent variable.

fields	Correlation coefficient (Pearson)	Significance level (sig.)
Personal ethics for leadership Anti-corruption strategy	0.807**	0.000
Administrative ethics of leadership Anti-corruption strategy	0.830**	0.000
Relational ethics of leadership Anti-corruption strategy	0.819**	0.000

As we note in the previous table that there is a strong correlation between the personality ethics dimension of leadership and the dependent variable (strategies to combat administrative corruption) of (0.807) at the level of significance (0.000), which is less than the hypothetical significance level of 0.05, and there is also a strong correlation with statistical significance between After the administrative ethics of leadership and the dependent variable (strategies to combat administrative corruption) of (0.830) at a level of significance (0.000), which is less than the hypothetical significance level of 0.05, there is also a strong correlation with

statistical significance between the relational ethics dimension of leadership and the dependent variable (strategies to combat administrative corruption. of (0.819) at the significance level (0.000), which is less than the hypothetical significance level of 0.05.

2. The second main hypothesis: There is no significant effect of ethical leadership on combating administrative corruption.

To verify the second hypothesis, the researcher used simple linear regression coefficient analysis, and the following explains the results:

Table (12): Testing the linear relationship between the total score for ethical leadership and the anti-administrative corruption strategy.

fields	R	R ²	R ²	standard deviation	F	Significance level (sig.)
ethical leadership	**0.930	0.866	0.863	5.983	463.872	0.000
Anti-corruption strategy						

Table (12) shows that the correlation coefficient between ethical leadership and strategies to combat administrative corruption is (0.930) and the coefficient of determination is (0.866), and therefore the change in the practice of ethical leadership explains (86.60%) of the change in the strategy to

combat administrative corruption, and this indicates that leadership Ethics are the most important factors that help workers to combat administrative corruption, and enhance integrity, transparency, delegation of authority and oversight between workers in the two

ministries, and this indicates the existence of a linear relationship between ethical leadership and strategies to combat administrative corruption.

The following model is statistically significant:

Table (13): Ethical leadership regression model and anti-corruption strategies.

fields	Non-standard Transaction standard deviation	unifving factor Beta	T	Significance level (sig.)
constant	2.071	2.357	0.879	0.383
ethical leadership	0.594	0.028	0.930	21.538

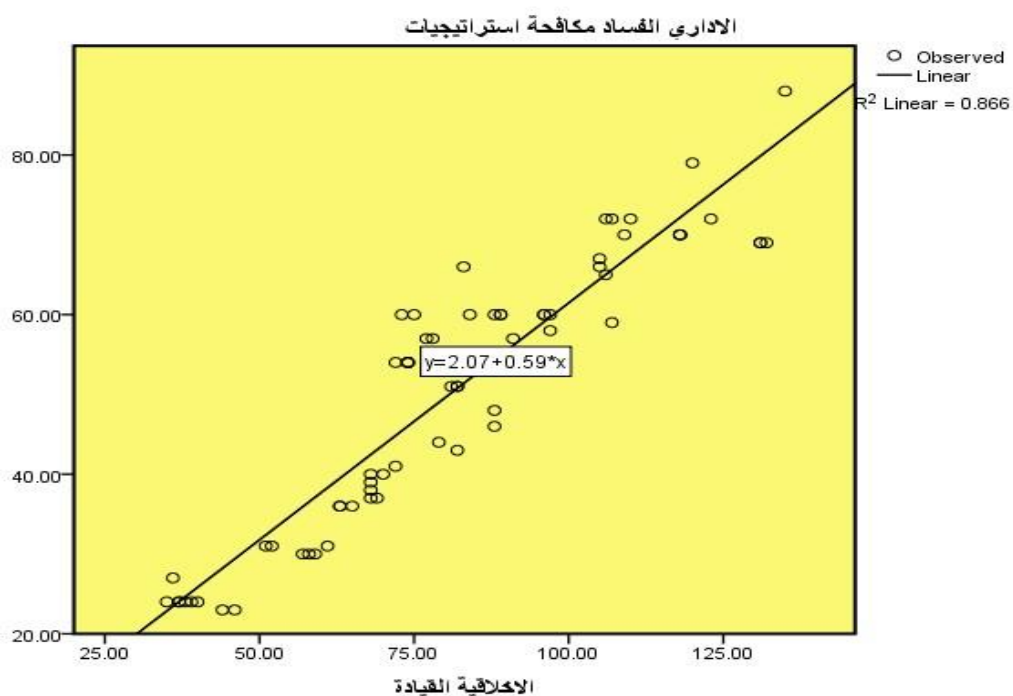
It is clear from Table (13) that the probability

value is less than the significance level (0.05),

and therefore the regression model is statistically significant, and the following is a

statement of the results: Strategic Anti-Corruption = 2.071 + (0.594 * Ethical Leadership)

Figure (2) Simple Linear Regression Coefficient.



Summary of results and recommendations

In this chapter, the researcher presents the most important findings of the research, and the recommendations that it was able to draw in light of these results.

1. Results related to the variable strategies for combating administrative corruption.

The results of data analysis showed that the level of anti-corruption strategies in the Ministry of Migration, Displacement and Trade was medium, with a relative weight of the total score (50.572%), and the field of integrity strategy ranked first with a relative weight (54.152%), then the field of integrity strategy with a relative weight (53.608). %), then the field of control strategy with a relative weight (51.612%), and finally the field of delegating authority strategy with a relative weight (42.916%), and the results showed that there are statistically significant differences between the average estimates of the study sample about the level of strategies to combat administrative corruption due to the answers The research sample.

2. Results related to the ethical leadership variable.

The results showed that the degree of moral leadership practiced by the Ministry of Migration and Displacement and the Ministry of Trade was low with a relative weight of (45.93), where the field of relational ethics ranked first with a relative weight (49.02%), then the field of administrative ethics with a relative weight (45.93%), then the field of personal ethics with a weight Relative (42.85%), and the results showed that there are statistically significant differences between the average estimates of the study sample about the level of moral leadership due to the answers of the research sample.

3. Results related to the relationship between the variables.

The results of hypothesis testing showed that there is a statistically significant effect of ethical leadership on the strategies to combat administrative corruption in the Ministry of Migration and Displacement and the Ministry of Trade.

4. Recommendations related to strategies to combat administrative corruption.

- The selection of competent administrative leaders is very important in order to eliminate administrative corruption
- Preparing a comprehensive program for the manufacture of administrative leaders who are selected or nominated from government departments to lead their organizations in the future.
- Giving a greater role for young people in assuming positions and leading administrative formations.
- Implementing a comprehensive job rotation program for administrative leaders at all levels for all government departments, by defining the duration of their stay in office for a maximum of four years.

5. Recommendations related to ethical leadership.

- Building a knowledge base, data and information about the characteristics of employees in the two ministries; So that management and leadership can enhance these capabilities, preparations and skills, and utilize them optimally.
- The necessity of providing all means of organizational justice, and dealing with integrity and without discrimination between all employees of the two ministries.
- Encouraging managers and employees to give priority to public interests over personal interests within the two ministries.
- The necessity of linking daily work plans and short-term plans to programs and activities that have specific timetables and are geared towards achieving goals.

- Encouraging workers to perform voluntary roles, and holding seminars and workshops necessary for voluntary work.

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