

The influence of ethical leadership practices on employees' perception of distributive equity at HYPROC SC

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Abstract---With the growing number of business scandals, corporate misconduct, bribery, and fraudulent accounting practices that endure making headlines, ethical leadership is emerging as a powerful catalyst for establishing a sustainable organizational culture. It is not simply a moral inspiration, but a strategic necessity for building prosperous staff and companies in the long term. Distributive equity is the most important component in fostering employees' contentedness, commitment and loyalty to the company. This study investigates whether HYPROC SC practices, in the context of ethical leadership, affect distributive equity. The researchers wield a questionnaire administered to the employees of the HYPROC Company. Data collection and analysis were performed using SPSS V26 software. The reliability of the model was tested, and the research hypothesis was verified using the Smart PLS V4 software. Despite the positive perception of ethical leadership, the findings indicate that it does not significantly influence employees' sense of distributive equity. This suggests that ethical leadership alone may be insufficient to ensure perceived fairness in the workplace. The study underscores the importance of integrating ethical leadership with transparent and equitable human resource practices to enhance employee satisfaction, commitment, and long-term organizational performance.

Keywords---Employees' contentedness, Ethical leadership, Distributive equity, HYPROC Company.

Jel Classification Codes: M10; M12; M14.

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1. Introduction:

The fast rate of global business change accentuates the importance of leadership that goes beyond maximizing profits or simple decision-making, emphasizing core values such as integrity, accountability, and respect. A current tendency has emerged in global organizations and institutions calling for discarding the traditional concept of leadership based on hierarchy, guardianship and authority from the center, with variant forms such as autocratic, laissez-faire and transactional leadership. However, given the current events, we have examined a leadership style that emphasizes values such as well-being, honesty, and integrity in creating a supportive environment for the professional and self-improvement of each individual: Ethical Leadership.

It is crucial to acknowledge the significance of the employee-employer relationship in achieving company goals and improving performance. Superiors play a major role in establishing such a relationship, in addition to conceiving how leaders can influence each other's frame of mind, as well as their subordinates. Hence, ethical leadership is often associated with positive employee behaviors, with (DIRKS & FERRIN, 2002) employees who receive greater respect, support, and consideration from their leaders feeling more compelled to reciprocate positive attitudes such as performance and commitment to the organizations to which they belong.

Based on this prerequisite, it is legitimately conforming to set the following inquiry:

"To what extent does ethical leadership influence distributive equity within the company Hyproc shipping Company Spa?"

This research question leads directly to two sub questions which include:

- Is ethical leadership necessarily a source of fairness within an organization?
- What are the challenges and obstacles that ethical leaders face when seeking to influence distributive equity?

Consequently, these hypothesis are formulated

H 0: *There is no significant relationship between Ethical leadership and distributive equity.*

H 1: *There is a significant relationship between Ethical leadership and distributive equity.*

The research model represents all the variables of our study as well as the relationships that could exist between them, such as:

- Ethical leadership is an exogenous variable.
- Distributive equity is an endogenous variable.

The methodological approach

First of all to address the research problem, verify the hypothesis and analyse the influence of ethical leadership on distributive equity, the selected scientific approach is divided into two phases. The first one is theoretical, involving documentary research on the Internet and in the bibliography, based on academic studies and scientific journals.

The second step consists of a quantitative research based on a questionnaire that was distributed to the company workers" Hyproc shipping Company Spa". Then, a brief description of the organization and a survey that was conducted there in May 2024. after that, we will analyse and interpret the results obtained. This case study will allow us to confirm or deny our research hypothesis and answer the research question.

The state of the art

- The objective of the study (TAWFEEQ YOUSIF & Al- QALLAF, 2023) is to investigate the correlation between ethical leadership and financial performance of non-financial firms in Bahrain, while considering the mediating role of organizational culture. According to the study, there is a strong correlation between ethical leadership and financial performance and competitiveness among companies. Moreover, the study highlights the crucial role of organizational culture as a mediator in the relationship between ethical leadership and financial results. Furthermore, organizations can improve their competitive advantage by aligning their business objectives with ethical principles and promoting ethical leadership practices.
- The objective of the study (AMINATOU , HALIDOU, & MAZRA , 2023) is to assess the impact of different dimensions of ethical leadership on citizenship behavior in addition to investigate the relationships between the dimensions of ethical leadership (justice, role clarification and power sharing) and organizational citizenship behavior directed towards employees of Cameroonian SMEs. Hence , Ethical leadership has a positive effect on organizational citizenship attitudes.
- The study of (BOUTIBA, 2022) highlighted the analysis of the impact of ethical leadership practices at the level of human resource management on company loyalty, by examining the role of justice with its three dimensions: distributive, procedural, and interactional, in enhancing organizational loyalty among employees at the University Hospital Center of Oran. The results indicate a significant correlation between ethical leadership practices at the level of human resource management and justice. However, organizational justice does not impact the enhancement of loyalty among the hospital personnel .
- The objective of the study (M'HAMDI , 2019) is defined by the statements of people met their perception of ethics (qualitative study). The result of this study concluded that: Ethics is an integral part of leadership in the Moroccan company and ethics is perceived as a quality by the leader.
- (OKAN & MUTLU AKYUZ, 2015) published a study titled "Exploring the Relationship between Ethical Leadership and Job Satisfaction with the Mediating Role of the Level of Loyalty to Supervisor." This study aimed to examine the impact of ethical leadership behavior on employees' internal and external job satisfaction and also to explore a potential mediating effect of loyalty to the supervisor in this relationship. The results of the study confirmed that ethical leadership practices at Gümüşhane University in Turkey have a clear impact on organizational loyalty, which positively affects job satisfaction.
- (KAJTA MIHLIK, LIPICNIK, & TEKAVCIC, 2010) published a study on "Ethical Leadership," with the goal of clarifying the role of ethical leadership practices in modifying individual conduct over the long term. The study highlights how ethical leaders set high moral standards such as trust, fairness, and integrity, and act according to these standards, to making them positive examples for others

2. Conceptual framework of ethical leadership:

Actually, leadership is a necessary skill for any professional who wants to shine and who wants to succeed in their projects", we cannot ignore to develop our leadership, but in this case we must accept that our career and our success are not the same. (BELTRAN, 2021)

2.1. Leadership :

Leadership can be considered as a process of influencing or the impact of the leader behavior for his collaborators, this influence between leader-collaborator remains a particular context characterized by situational factors (EL MAHI & SLAOUI, 2023) Managers or leaders occupy a position of influence on the ground either at the tactical or strategic level that allow them to influence work teams (Yukl, 2002), through coaching, constructive feedback, support and assistance. The leader's goal is always to achieve these goals by other people with the best possible performance. (GUEDJGHOUDJ, 2012)

As the Leader is "a person with formal authority and showing himself capable of influencing others" (ROBBEN, COULTER, DECENZO, NE, GABILLIET, & CLEMENTS, 2018), This definition highlights four key elements that are commonly existed in the different conceptions of leadership. These are the process, the influence "leadership and will be an influence." (BELTRAN, 2021) , the group and the objectives.

2.2. Ethics:

Ethics is the science of moral values and customs. This philosophical discipline aims to be reflected on the behavior of people in order to humanize the world. "Ethics is a quest for an ideal society associated with ideal conduct." (M'HAMDI , 2019)

"Ethics is a resource that helps the manager to nourish his judgment and it is also a reflection that guides and motivates the manager's actions and his relationships with others » (AZARRE, 2019)

2.3. Ethical leadership:

"Effective leadership and ethics are so closely related that they are inseparable." (BOUMESBAH & SIAGH, 2018)

Ethical leadership represents a set of standards and principles that govern managerial behavior to determine what is right or wrong. It also provides guidelines for managers in decision-making. The more positive and correct the outcomes and effects of a decision are, the more it indicates that a good behavior choice has been made or that the ethical option is good, excellent, or desirable. (HAKEM & DOULI, 2017) It also involves the process of influencing subordinates to achieve goals through adherence to ethical behaviors, encouraging and supporting these practices among subordinates (GHONAIM, 2020) and motivating them to participate more in the decision-making process. (KAOUDA & SALAMI, 2020) The degree of influence varies depending on the individual leadership style, which stems from the leader's personal characteristics and the prevailing culture within the company. (KAJTA MIHLIK, LIPICNIK, & TEKAVCIC, 2010)

Ethical leadership is also defined as "leadership based on practicing behavioral and moral virtues, including: respecting others, serving them, justice, honesty, and community building, and applying these principles in daily interactions to activate the influencing process on employees, and achieve their loyalty within the framework of mutual benefit for all parties in the organization." (YOUSSEFI & YOUNE, 2020) Ethical leaders are characterized by ethical principles such as honesty, fairness, and trust, which make their decisions fair and balanced. (OKAN & MUTLU AKYUZ, 2015) They recognize that adhering to these principles clearly contributes to achieving the organization's overall goals, and neglecting them may lead to the loss of ethical decision-making.

Ethical leadership is defined as « the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making ». (BROWEN, TREVINO, & HARRISON, 2005, p. 120)

(BROWN & TREVINO, 2006, p. 597) suggested that ethical leaders are considered as honest, caring, and principled individuals who make fair and balanced decisions. Ethical leaders also frequently communicate with their followers about ethics, set clear ethical standards and use rewards and punishments to see that those standards are followed.

2.4. Distributive equity

"People don't work in isolation. They make comparisons." (ROBBEN, COULTER, DECENZO, NE, GABILLIET, & CLEMENTS, 2018)

Distributive equity concerns the assessment of the outcomes and consequences of resource allocation decisions, especially in terms of the proportionality between rewards and contributions (FALL, 2015), contributions (inputs) refer to the efforts made by an individual while rewards (outputs) are the benefits

resulting from the effort made by the employees such as the intrinsic remuneration of the position, the benefits in kind, the status of the position, the symbols linked to the status, etc. (MBIEDOP WANDJI, MBOE, & TSALA MBANI, 2023)

Distributive equity is based on the equity theory developed by J. Stacey Adams in 1963 which argues that stakeholders subjectively evaluate what they get out of their work relative to what they put into it (ratio of *inputs* to outputs). Equity theory is considered an "application to wage phenomena of the theory of cognitive dissonance developed by L. Festinger (1957)." Indeed, Adams states that each employee seeks a certain coherence between his professional contributions and his remuneration. The latter is considered a form of counter-gift, according to the principles of social exchange theory. (BENSASSI, 2023)

(TUFAN, NAMAL, ARPAT, YESIL, & MERT, 2023) Think that distributive fairness stands for employees' perception of fairness in the distribution of earnings, as well as equity distributive could be summed up by the idea "equal pay for equal work" (BEDDI & ROQUES, 2022)

2.5. The relationship between distributive equity and ethical leadership:

Ethical leadership and organizational fairness are deeply intertwined. Empirical studies have asserted, by statistical methods of causal analysis, ethical leadership, through the perception of organizational fairness that it induces among employees, has important organizational consequences and can have effects on organizational performance. (BOUMESBAH & SIAGH, 2018)

(TUFAN, NAMAL, ARPAT, YESIL, & MERT, 2023) state in their study that ethical leadership affects all sub-dimensions of organizational justice including distributive justice. Perception of organizational justice can play a critical mediating role in reducing employee deviant behavior through ethical leadership in organizations.

Additionally, although ethical leaders are fair, they also need to prevent and correct unethical practices within the company. Therefore, fairness is considered an essential attribute of ethical leadership because ethical leaders incorporate qualities such as fairness, trustworthiness, and honesty as explicit parts of their leadership. Thus, in this fair environment, employees will be confident to trust the application of justice and act ethically to eliminate uncertainties in their relationship with their employers. (TUFAN, NAMAL, ARPAT, YESIL, & MERT, 2023)

3. Materials and Methodologies

3.1. Company presentation:

The head office of Hyproc SC is located at the "Zone des Sieges" ZHUN - USTO in the city of Oran. Operational divisions are located at the Arzew site to meet the needs of the fleet and listen to the flight crew. Hyproc Shipping Company, formerly known as "*Société Nationale de Transport Maritime des Hydrocarbures et des Produits Chimiques*", abbreviated to SNTM/HYPROC, was created on 14 August 1982. It has over 42 years of experience in the field of maritime transport of hydrocarbons and chemical products. It has and operates in partnership and ownership a fleet of tankers for liquefied gas (LNG/GPL) and tankers for petroleum and chemical products. Since 2003, the name of the Company has become "HYPROC Shipping Company". Hyproc Shipping Company operates a fleet of 14 owned or co-owned vessels and employs a workforce of 1,501 employees, of which 60.2% are seagoing personnel and 39.6% are sedentary personnel.

3.2. Methodological approach

We have attempted a quantitative method based on a field survey using a questionnaire as tool of investigation. This approach allow the analysis of the influence of ethical leadership practices on distributive equity. The field survey was conducted using a questionnaire, administrated randomly to the HYPROC company employees which is situated in USTO ORAN and an other questionnaire developed by "Google Forms" intended for the other agency located in ARZEW.

3.2.1. the basic model of the study:

The basic model shows that *ethical leadership* is an exogenous variable that is equivalent to a latent independent variable and *distributive fairness* is an endogenous variable representing a latent dependent variable.

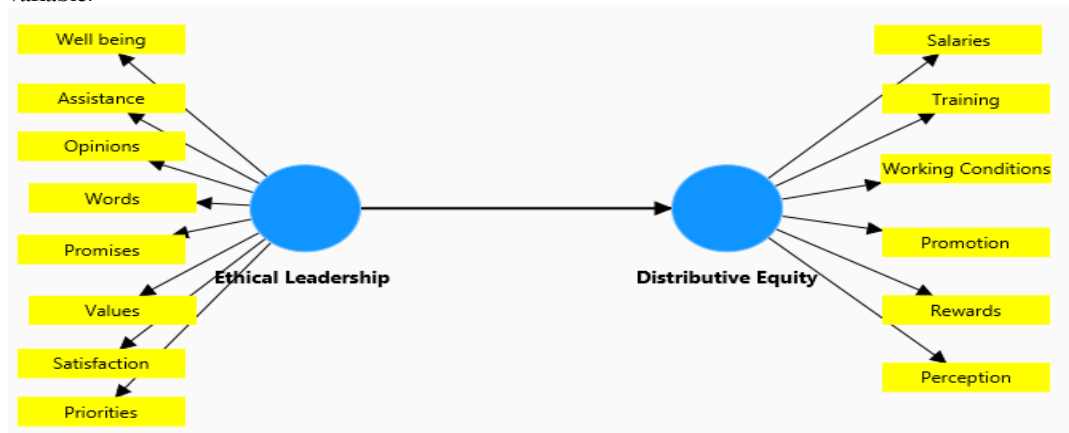


Figure 1. Basic model
Source: Generated by SmartPLS software

3.2.2. Reliability of the research model

Regarding the reliability of the measures used for each construction of the designed model, it was confirmed using the internal reliability measured by the composite reliability coefficient, which must exceed 0.7. In our study, the reliability of distributive equity is 93.2 % and that of ethical leadership is 94%. In addition, the convergent validity was assessed using the AVE (Average Variance Extracted) index, which must be greater than 50%. For our two constructs, ethical leadership and distributive equity, the respective values are 65.1 % and 65.4 %. Thus exceeding the required threshold.

Table 1. Reliability of constructs

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Distributive Equity	0.897	0.932	0.919	0.654
Ethical Leadership	0.924	0.940	0.937	0.651

Source: Generated by SmartPLS software

Very satisfactory Cronbach 's alphas were observed, where 92.4 % for ethical leadership for a value of 89.7 % for distributive equity.

3.2.3. Internal consistency:

Loading is a statistical measure that evaluates the strength of the relationship between a latent variable and the observed variables associated with it. For all constructs, we considered correlations greater than 0.7, which means that more than 70% of the variance of the observed variable is explained by the construct.

Table 2: Internal consistency

	Distributive Equity	Ethical Leadership
Assistance		0.823
Opinions		0.727
Perception	0.741	
Priorities		0.865
Promises		0.805
Promotion	0.837	
Rewards	0.855	
Salaries	0.854	
Satisfaction		0.813
Training	0.794	
Values		0.813
Well being		0.826
Words		0.776
Working Conditions	0.762	

Source: Generated by SmartPLS software

3.2.4. Validation of the structural model

In order to confirm the validity of the structural model according to the PLS method, it is essential to analyse the coefficients of determination R^2 of the dependent variable and the independent variable.

Table 3. The R square coefficient

	R-square	R-square adjusted
Distributive Equity	0.090	0.068

Source: Generated by SmartPLS software

The table presented reveals that 09% of the variance of the dependent variable (distributive fairness) can be explained by ethical leadership. **Cohen's F2:** One of the main methods of calculating the effect size of each constructed variable is Cohen's F2. Cohen categorised the effect size as small ($F2 \geq 0.02$), medium ($F2 \geq 0.15$), or large ($F2 \geq 0.35$).

Table 4. Cohen's F²

	Distributive Equity	Ethical Leadership
Distributive Equity		
Ethical Leadership	0.099	

Source: Generated by SmartPLS software

From the above table, we see that ethical leadership has a small effect on distributive fairness as the value of $F2$ is equal to 0.099, which is less than 0.15.

3.3. Results and Discussion

In this section we will try to process and interpret the data obtained from the questionnaires collected using SPSS software, where we will present a series of simple and cross tables with graphical representation, as well as the correlations between the variables and the test of the hypotheses.

3.3.1. Descriptive statistics

To solve our problem, we will do a descriptive analysis using flat sorts for all the variables:

Axis 01: Personal information

In order to confirm or reject the research hypothesis, a questionnaire was conducted among 43 employees of the company. Hyproc Shipping Company.

Based on the obtained results, it is clearly seen that: the sample of our study is composed of: 14% of supervisors, 81% of executives and 4.7% of senior executives.

It consists of 51.2% men and 48.8% women. 55.8% of the participants have experience of 11 years or more. Participants with experience of 5 years and less represent 9.3% of the sample, while those with an experience between 6 and 10 years represent 34.9%.

Axis 02: Ethical Leadership

Table 5 . Presentation of responses concerning ethical leadership practices

	Mesure	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Median	Variance
The concern for employee well-being by supervisors	Frequency	10	4	14	9	6	2,93	3,00	1,828
	Percentage	23,3	9,3	32,6	20,9	14,0			
The assistance of managers	Frequency	3	13	10	11	6	3,09	3,00	1,420
	Percentage	7,0	30,2	23,3	25,6	14,0			
The consideration of employees' opinions	Frequency	8	6	8	17	4	3,07	3,00	1,685
	Percentage	18,6	14,0	18,6	39,5	9,3			
The consistency of managers' words with their actions.	Frequency	3	14	7	11	8	3,16	3,00	1,616
	Percentage	7,0	32,6	16,3	25,6	18,6			
The keeping of promises and commitments by superiors.	Frequency	6	8	9	14	6	3,14	3,00	1,647
	Percentage	14	18,6	20,9	32,6	14			
The exemplary nature of managers' values and ethics	Frequency	5	4	12	14	8	3,37	4,00	1,525
	Percentage	11,6	9,3	27,9	32,6	18,6			
Employee satisfaction with ethical leadership practices	Frequency	5	11	8	10	9	3,16	3,00	1,806
	Percentage	11,6	25,6	18,6	23,3	20,9			
The clarification of priorities by managers.	Frequency	5	4	8	20	6	3,81	400.	1,183
	Percentage	11,6	9,3	18,6	46,6	14			

Source: Generated by SPSS software

As illustrated in the table above, 32.6% of HYPROC employees are neutral, this means the participants who do not have opinion or are unsure about the level of concern of their manager. While 23.3% indicate those who are strongly disagree and 9.3 % disagree. It is possible that these people feel that their manager does not care enough about their well-being . On the other hand, 20.9% agree and 14% strongly agree indicating that their manager does care about their well-being.

According to the results Most participants do not perceive their manager as someone who helps them and to turn failures into successes, with a predominantly negative tendency. 30.2 % showed partial disagreement and 7 % showed total disagreement, 23.3 % are neutral; 25.6 % agree and 14 % strongly agree which could be understood that a minority of participants believe that their manager does indeed help to turn failures into successes.

From the above table, we see that 48.8% feel that their opinion is taken into account while 18.6 % of respondents were neutral could indicate some ambivalence among the participants. Although 18.6 % indicated total disagreement and 14 % expressed partial disagreement, Overall, there seems to be a balanced distribution of responses between those who feel that their opinion is taken into account and those who do not, with a slight positive trend towards agreement.

The results of the question regarding the consistency between the manager's words and actions show a predominantly negative trend. With 32.6 % expressing partial disagreement and 7 % expressing total disagreement, it seems that most participants do not perceive any conformity between the words and the behavior of their manager. However, it is interesting to note that 25.6% indicated that they agreed and 18.6 % completely agreed. In summary, there is a diversity of opinions among the respondents, but a majority seems to perceive a gap between the words and actions of their manager.

According to the results obtained, we note that out of a sample of 43 individuals, 46.6% declare that Promises and commitments are kept by a agree or strongly agree 20.9 % are neutral which may indicate some uncertainty among the participants, 14 % indicated that they strongly disagree and 18.6 % expressed disagreement. Overall, there appears to be a balanced distribution of responses between those who believe that promises and commitments are being kept and those who do not, with a slight positive trend towards agreement.

Moreover, it is noted that 51.2 % of the employees surveyed have a favorable opinion and believe that the boss demonstrates exemplary values and ethics, 27.9 % are neutral which could indicate a certain ambivalence among the participants. 20.9 % have an unfavorable opinion and believe that the boss does not demonstrate any exemplary value and ethics in the workplace.

The results reveal overall positive replies with 46.5 % indicating agree and 14 % strongly agree. It seems that the majority of participants believe that their manager puts priorities. However, it is important to note that 11.6 % of respondents indicated that they strongly disagree and 9.3 % expressed disagreement, there is a minority who do not think that priorities are clarified satisfactorily. The 18.6 % neutral could indicate some ambivalence among participants.

The results of the question on satisfaction with ethical leadership practices within the HYPROC organization show an overall positive trend. 23.3% agree and 20.9% strongly agree, 18.6 % are neutral. However, it is interesting to mark that 11.6% of respondents indicated total disagreement and 25.6% expressed partial disagreement, suggesting that there is still a minority who are not satisfied with ethical leadership practices.

The results of the ethical leadership axis are:

- A mean between 2.93 and 3.42 indicates that HYPROC employees are rather neutral to slightly in agreement with the ethical leadership practices. There is a trend towards a feeling of moderate agreement among the participants.
- A median between 3 and 4 suggests that half of the participants agree or strongly agree, while the other half are neutral or disagree.
- Variance between 1.420 and 1.828: A relatively low variance suggests that participants' responses are fairly clustered around the mean. This indicates some consistency in perceptions of ethical leadership practices within the sample studied, with less dispersion of opinions.

Axis 03: Distributive equity

Table 5. Presentation of responses concerning distributive equity

	Mesure	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Mediane	Variance
Fair distribution of salaries and bonuses	Frequency	00	5	5	24	9	3,86	4,00	0,790
	Percentage	00	11,6	11,6	55,8	20,9			
Equal training opportunities for employees	Frequency	6	8	5	15	9	3,30	4,00	1,883
	Percentage	14,0	18,6	11,6	34,9	20,9			
Satisfaction with working conditions for good performance	Frequency	1	3	3	24	12	4,00	4,00	0,857
	Percentage	2,3	7,0	7,0	55,8	27,9			
Equitable access to promotion opportunities for employees	Frequency	7	14	9	7	6	2,79	3,00	1,693
	Percentage	16,3	32,6	20,9	16,3	14,0			
Equity in access to rewards for all employees	Frequency	7	15	9	7	5	2,72	2,00	1,587
	Percentage	16,3	34,9	20,9	16,3	11,6			
Employees' perception of overall equity	Frequency	1	9	9	18	6	3,44	4,00	1,110
	Percentage	2,3	20,9	20,9	41,9	14,0			

Source: Generated by SPSS software

Based on the results obtained from 43 respondents, we find that 76.7% of employees have favourable opinions and affirm that salaries and bonuses are divided fairly among employees. 11.6 % neutral could mean a kind of ambivalence among the participants. However, 11.6% have an unfavourable opinion on the unequal distribution.

It is extremely important to see that 14 % of respondents indicated that they strongly disagreed and 18.6 % expressed disagreement, advocating that there is a significant proportion of people who feel that they do not have equal training opportunities. 11.6 % neutral. However, it is encouraging to see that 34.9 % of respondents indicated that they agreed and 20.9 % strongly agreed, recommending that the majority perceive equality of training opportunities.

We note that the majority of HYPROC employees say that working conditions are satisfactory and adequate (security, holidays, sick days, insurance, maternity leave, etc.), 55.8 % agree and 27.9 % strongly agree, 7 % are neutral, however, it is important to note that 2.3% of respondents strongly

disagreed and 7% expressed disagreement, suggesting that there is still a minority who are not satisfied with working conditions.

The results obtained from the question on the opportunity for all employees to get promotions show a diversity of perceptions among the participants. It is noted that 16.3 % of respondents indicated that they strongly disagreed and 32.6 % expressed disagreement, suggesting that a significant proportion of people do not believe that all employees have the opportunity to obtain promotions. 20.9 % of the neutral responses could indicate some uncertainty or lack of clarity on this topic. However, it is encouraging to see that 16.3 % of respondents indicated that they agreed and 14 % strongly agreed, suggesting that there is a minority who perceive equality of promotion opportunities.

From the table above, it can be seen that 27.9 % of HYPROC employees have a favourable opinion and say that there is fairness in access to rewards and incentives, 20.9 % are neutral which may indicate some uncertainty. 34.9 % expressed disagreement, and 16.3 % strongly disagree which suggests that there is a minority who perceive fairness in access to rewards and incentives.

It is concerning to see that one person responded that they strongly disagreed and 20.9 % expressed disagreement, suggesting that a significant proportion of people do not believe that employees are treated fairly. 20.9 % are neutral. It is encouraging to see that 41.9 % of respondents indicated that they agreed and 14 % strongly agreed, suggesting that a majority perceive that employees are treated fairly within the company.

The results of the distributive equity axis show that there are:

- Mean between 2.42 and 3.86: This indicates that, participants tend to agree and to strongly agree with the distributive equity practices. There is a trend toward a strong sense of agreement among participants.
- Median between 3 and 4: The median between 3 and 4 means that half of the participants somewhat agree or strongly agree, while the other half are neutral to agree regarding distributive equity practices.
- Variance between 0.857 and 1.883: A relatively low variance suggests that participants' responses are fairly clustered around the mean. This indicates some consistency in perceptions of distributive equity practices within the sample studied, with less dispersion of opinions.

Question 13: Do you have any recommendations/proposals to strengthen ethical leadership within your company?

The majority of the proposals cited were around these remarks:

- In order to achieve effective leadership within the company, tasks and responsibilities must be defined among all workers. Communication methods must be developed in case of conflicts and efforts must be made to involve all workers in productivity;
- Training of managers and employees / team building;
- Requires ongoing commitment to personal and professional development, effective communication, active listening, ability to inspire and motivate others.

3.3.2 Research hypothesis testing

The table below indicates that the p-value obtained is greater than 0.05, which invalidates our hypothesis that "ethical leadership has a significant impact on distributive equity"

Table 07: The main research hypothesis

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O-STDEV))	P values
Ethical Leadership -> Distributive Equity	0.301	0.355	0.239	1.257	0.209

Source: Generated by SmartPLS software

Finally, the findings indicate an **absence of direct influence of ethical leadership on distributive equity**: This could mean that even if the company's leadership is perceived as ethical, this does not necessarily guarantee that the policies for according rewards and resources will be perceived as fair by employees.

3.4. Summary of results

In order to confirm or refute the research hypothesis, we conducted a survey for 43 employees at the company HYPROC SC, the main objective is to determine to what extent the practices of HYPROC SC within the framework of ethical leadership could have an influence on distributive equity.

- On the basis of the obtained results, it appears that 81.4% of employees are executives, 55.8% of them have experience of more than 11 years, satisfaction with ethical leadership practices within the HYPROC company shows an overall positive trend, which means that the latter stands out for its exemplary commitment to ethical leadership, except for 37.2% of them who express their complete dissatisfaction with its practices.
- 53.5 % of employees designate that their working relationships are of the type of collaborator at work and not manager-worker with their hierarchical superior, which can significantly influence their motivation, their retention within the company. Indeed, 69.8% of employees confirm a moral commitment and a very positive loyalty towards the company.
- It seems evident that HYPROC SC is making efforts to make the distribution of resources perceived as fair by employees, In fact, 76.7% of respondents strongly agree that they receive salaries and bonuses equitably but 11.6% disagree.

4. Conclusion

The objective of the study is to assess the influence of the implementation of ethical leadership on distributive equity within the HYPROC company. Thus, our main hypothesis was formulated as follows: « ***There is a significant relationship between Ethical leadership and distributive equity*** ». To do this, in the practical investigation, we carried out a quantitative study by conducting a field survey using a questionnaire, thus collecting 43 responses from the employees of the company.

Implementing ethical leadership plays a crucial role in managing human capital within organizations. A superior with Ethical practices can easily create an environment of trust, transparency, and respect that fosters employee engagement plus loyalty. However, it is essential to recognize that distributive equity would have a crucial role in employee retention. A fair distribution of resources and rewards reinforces the sense of justice and fairness among employees, encouraging them to remain motivated and committed to the company. Thus, while ethical leadership is paramount, implementing adequate distributive equity can be the central pillar in ensuring employee satisfaction and loyalty, and therefore, ensuring organizational sustainability and long-term success.

In conclusion, Our study highlights the importance of leaders being at the helm, leading by example and promoting a culture of integrity and justice within the organization. and that ethical leadership and distributive fairness are two inseparable sails that keep the company's ship afloat in the storms of the business world. Based on our research work, we are led to propose some perspectives as employers:

- ✓ **Ethical Leadership Training:** set up regular workshops and trainings for superiors/headquarters to promote and foster ethical practices, transparency and fairness.
- ✓ **Professional development:** Provide professional development and career progression opportunities, such as training, mentoring, and personalized career plans.
- ✓ **Recognition and rewards:** Establish regular recognition programs to value employee contributions, including financial and non-financial rewards.

- ✓ **Regular salary reviews:** Conduct regular salary reviews to ensure that compensation is fair and competitive with the national and international market.
- ✓ **Open feedback and communication:** Encourage an open feedback culture, where employees can express themselves and suggestions without fear of retaliation.
- ✓ **Satisfaction surveys:** Carry out regular employee satisfaction surveys to identify areas for improvement and adjust HRM strategies accordingly.

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