

EFFECTS OF ETHICAL LEADERSHIP AND EMOTIONAL INTELLIGENCE ON ORGANIZATION COMMITMENT

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Abstract

Ethical leadership is an essential leadership style that positively improves followers' emotions for favorable organizational outcomes. This study investigates ethical leaders' effects on employees' emotional intelligence regarding their organizational commitment in the Kurdistan Region of Iraq. Data for the study was collected from 194 employees and managers from various regional organizations. Accordingly, it has been observed that ethical leaders have positive effects on employee's emotional intelligence and organizational commitment. Hence, emotional intelligence that the leaders can manage to improve their effects on the employee's organizational commitment respectively. Therefore, emotionally intelligent leaders boost self-awareness, encourage motivation, and use empathy and social skills. Finally, leaders who display integrity, trust, and respect might improve followers' favorable outcomes in the workplace.

Keywords: *Ethical Leadership, Emotional Intelligence, Organizational Commitment.*

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1. Introduction

Ethical leadership is one of the most critical factors for the organization's success; on the contrary, ethical lapses cause significant losses to the organization (Hennessy, 1987). For every organization is very important to know what ethical leadership is. From this standpoint, this study tries to define and explain the importance of ethical leadership, what's the role of leadership in improving the organization's culture, and this affects the success of the organization's employees in one way or another. The concept of ethical leadership has received much attention in recent years, as it has become a topic that has captured the attention of academics and managers alike, especially with the increase in unethical behavior of officials in many organizations (Budur and Demir, 2019). The main reason that led to these unethical

issues is the failure of the organization's leadership to practice and promote ethical behavior and its negative impact on the organization's behavior, job commitment being the most prominent. Here it is crucial to define ethical leadership; it is the responsibility of leaders to manage their affairs and the ability to influence them to achieve specific goals in accordance with established rules to achieve balance. It has certain conditions, such as experience, knowledge, honesty in words and deeds, and the exchange of opinions, according to (Minkes et al,1999). Studies Ethical leaders are also seen as equitable decision-makers who care about people and act ethically in their personal and professional lives.

The essential characteristic of ethical leadership is a commitment to their own goals, even in difficult times. Finally, it should be noted that at the beginning of the twentieth century, leadership models and styles tended to abandon the traditional concept of leadership based on hierarchy, guardianship, and authority, participation in decision-making, concern for subordinates, and adoption of new leadership styles and models that encourage teamwork, collaborative and involved work. Within a humane ethical framework, promoting their growth and upgrading the performance of the institution and the quality of its production coincide with the care and care factor (Shawky& Qubtan, 2012).

Ethical leadership has several strengths when the public demands higher moral responsibilities from its leader. Leadership is a moral process scholars should include ethics as an integrated part of leadership (Poturak et al., 2020). On the negative side, ethical leadership is still in the early stages of development.

1.1 Importance of ethical leadership

Ethical leadership is not found in rule books. A deep commitment to the good drives our choices and transforms our organization (Thornton & Linda Fisher, 2013). Leadership involves influence, and leaders often have more power than followers and have an enormous moral responsibility for how they influence their people, a responsibility shared by all authors. A leader has to treat others in terms of listening closely to them and being tolerant of an opposing viewpoint Serving other moral leaders by being altruistic, putting others' welfare over their own to contribute to justice The common good requires that a leader put equity at the center of decision-making including in that difficult task of being fair to the individual at the same time being fair to the common good of the community (Budur and Poturak, 2021; Heiser, 2016;

Mohammed et al., 2020). The ethical leadership model includes five dimensions: respect, justice, humility, honesty, and service to others (Shawky,2012).

Hussain and Talpur (2021) noted that ethical leaders are receptive and understanding, possess honesty, integrity, and trustworthiness traits, and have behaviors such as setting standards and holding followers accountable for ethical behavior. When these qualities are available in the leader, they will provide the employee with a balanced and favorable environment. One of the most important aspects of ethical leadership is the mutual respect and importance of those around him, that they are a living model for guidance and primarily ethical behavior (Shawky, 2012). Other important aspects of ethical leadership are credibility and reputation, which affect the long term (Trevino & Brown, 2004). Subordinates predict the leader's effectiveness, feel satisfied, are willing to go the extra mile, and report problems directly. Constantly communicate with their subordinates. Individuals learn through attention and simulation the attitudes, values, and behaviors of attractive and credible models (Zimmerman & Schunk, 2003). Ethical leaders are considered models and sources of guidance and role model; also, they draw attention to their behavior. Ethical leadership positively correlates with employee performance, job responses, and optimal task performance if employees perceive the manager's good moral image (Bligh, 2009).

Organizational culture is a mixture of experiences, values, philosophy, and expectations. It is also called company culture (Torlak et al., 2021). The productivity and performance of an organization are affected by organizational cultures such as punctuality, product quality, and safety guidelines and also known as Job Completion Network (Hussain, 2021).

Culture and ethical leadership based on robust and broad-based strength and a standard set of beliefs backed by an organizational strategy are key to the success of organizations. An ineffective culture can cause leaders and the organization to collapse. Ineffective relationships, high employee turnover, and low profits are examples of the application of ineffective culture. A solid organizational culture results from employees realizing to respond quickly to any situation because they know what senior management wants (Demir and Budur, 2022). It was previously known that the performance of any organization is a mixture of skilled and sustainable work (Demir et al., 2022). Therefore, motivation is essential in enhancing employee performance because productivity comes from compelling motivation and can come from rewards, incentives, and training that make him aware of modern capabilities Demir et al.,

2021). These points are among the priorities of influential, ethical leaders to improve organizational culture (Lu & Lin 2014).

Employees are the most critical assets of organizations, and without employees, the goals and objectives of the company may not have any importance, and that ethical leadership plays a key role in the performance of employees, as studies have shown that ethical leaders can play the role of mediator, where influential leaders achieve job satisfaction and employee willingness to make additional efforts (Tajeddini et al., 2023). Ethical leaders are linked to positive effects on Employees and functional responses, and they impact the importance of the task, as the followers see the moral image of the higher manager. They are improving employee job performance (Hosmer et al, 1995). It generates trust and commitment and affects the company's long-term performance. Respecting the desires, opinions, and needs of the employee and giving them the confidence to express their opinions is one of the priorities of ethical leaders. This reflects the successful and influential performance of the employee (Berrone et al, 2007).

As mentioned earlier, ethical behavior is determined by universal rules and principles. There is a roadmap for determining ethical decisions such as showing respect to people, not using employees as a means to achieve a personal end, not making deceptive promises to employees, helping employees who have problems, being honest with employees and suppliers, and applying emotional intelligence are all factors. Lead to giving sufficient space for creativity and employee success within the organization (Alarussi, & Shamkhi, 2016).

The success of the organization is the end result of a series of successful actions and steps implemented by the successful ethical leadership, from appreciating the efforts of all employees and using the resources of the organization efficiently and effectively, resulting from experience, integrity, and appropriate use of tools (Budur, 2020) Therefore, ethical values and standards must be incorporated into the management planning process and then translated into a specific code of conduct that expresses the values in a specific code of conduct to be appropriately communicated and rigorously applied. They are role models for employees, and a study (Khademfar& Amiri, 2013) found that managers view their personal code of conduct as the most important influence on their decisions, and they are guided more by their conscience, which decides their morals. Situations often require that moral leadership be moderate and calm because unjustifiably harsh leadership cannot last for long without developing discontent among workers, and the moral leader is the behavior of a leader who

embodies moral values, selflessness, and integrity. Disciplined moral leaders prefer to care and inspire others by setting an example and setting ethical goals. Ethical leadership focuses on the role of ethics in decision-making through organizational rules of ethics or behavior and can be seen as an exercise of authority through five intertwined methods within judgments and actions as follows:

Inspiration: It gives an example that makes the members contribute their full capabilities to achieving organizational goals.

Facilitating: supporting and guiding members when necessary, so that they can contribute to their full potential as much as possible.

Persuasion: resorting to logic to persuade other members to contribute to achieving organizational goals.

Compulsion: obligating other members to contribute within their capabilities, especially when they have a low degree of commitment. For example, an employee who lacks care in his duties in this way will cause a waste of time and the public interest, and this poor performance will be a danger to the organization and the duty of ethical leadership, which in turn will preserve its organized resources and the employees' sense of safety. Forcing the careless employee to obey orders and implement them correctly (Shawky and Qubtan, 2012).

The ethical or unethical behavior of senior managers affects the ethics and decisions of employees. In addition, workers who are satisfied with their work are more likely to perform beyond expectations and act responsibly. Thus, the more ethical the leader is and acts with emotional intelligence, the more it affects the performance of employees, and they are more involved in the work. (Lumpkin & Achen, 2018)

Ethical leadership requires a leader to intelligently implement emotions in any organization to be effective and efficient. By inspiring subordinates inside the business and enhancing employee productivity to fulfill organizational end objectives ethically while having good benefits for society as a whole, emotional intelligence may assist in reducing stress and boost performance and a sense of achievement (Marques et al, 2011).

Furthermore, our study has taken some steps toward understanding the connection between ethical leadership and emotional intelligence. In this region of Kurdistan, pointing out these

factors is key to enhancing the quality of ethical leadership to reflect the organization's commitment. There is a clear link between ethical leaders and emotional intelligence, and they complement each other. Ethical behavior is a manifestation of successful leaders, along with emotional intelligence. In the workplace, emotional intelligence positively affects job performance, leadership effectiveness, and job satisfaction (Viswesvaran et al, 2008).

Ethical leadership styles are influenced by culture and social norms, especially in the Middle East the values and norms of ethical leadership come from the Islamic religion, and this principle has a significant effect on business life. Besides (Budur, 2018) explained the four main dimensions of justice, courage, wisdom, and temperance, which are characteristics of moral leadership. It is necessary to have these qualities in the leader of the organization. This study investigates the effects of ethical leadership in the region and the relationship between ethical leadership and emotional intelligence in the organization's success.

2. Literature View

Ethical Leadership

Ethical leadership "show proper conduct by excellent personal deeds and encourage such positive behavior to followers through two-way communication and cooperative decision-making," according to (Brown et al, 2005). According to social learning theory, individuals tend to learn and copy the conduct of others with high social outcomes (Bandura, 1978).

In their survey of social exchange theory, scholars have stated that there is a mutual responsibility in ethical behavior between leaders and followers (Emerson,1976). Ethical behavior is key to ethical leadership effectiveness and team performance (Yang and W, 2017). Ethical leadership has two main elements, the first is related to the personal traits of the moral leader, such as honesty, integrity, and trustworthiness, and the second element is to make justice and balanced decisions, express expectations, and the role in line with organizational goals and show sincere care to followers (Ahmad and Gao, 2018).

Furthermore, ethical leadership has six dimensions: fairness, integrity, directing people, role clarification, moral guidance, and power-sharing (Keating et al, 2007). Ethical leadership has several dimensions (Resick et al, 2006), as he explained in his studies: integrity, altruism,

motivation, encouragement, and empowerment. Virtue is a desirable ability that is learned through trial and error (Peterson & Seligman, 2004). From the point of view of Aristotle and Plato, the essential virtue is wisdom, constancy, justice, and moderation (Riggio et al, 2010). According to the virtues mentioned by Al-Ghazali that characterize the moral leader are wisdom, courage, justice, and temperance (Secgin, 2015).

Wisdom: It is a human power by which truth is understood from falsehood, and this can only be achieved by hard work and knowledge because knowledge differentiates between truth and falsehood, good and evil. Here he differs from Aristotle, who stated that wisdom results from previous experiences. (Riggio & Maroosis, 2010).

Courage: From Al-Ghazali's point of view, it is the balance between cowardice and recklessness and the individual's care for the right behavior positively and maintaining the right way. From another perspective and another study, the term HERO is associated with courageous leadership (Engelbrecht et al, 2017):

Hope: a belief in the ability to persevere toward goals and find ways to reach them

Efficiency: The confidence with which one can put effort into influencing results.

Resilience: The ability to bounce back in the face of adversity or failure.

Optimism: An overall positive view of the business and its potential for success (Davis, 2018).

Temperance is defined as the self-control necessary to balance interests within a relationship (Kanungo & Mendonca, 2001).

Al-Ghazali defines moderation as the greatest virtue with eighteen sub-sections and determines the balance of moderation between self-indulgence and insensitivity.

Integrity is defined as "honesty and constancy in one's principles and actions." Built on social trade, confidence in leaders is based on ethical leader behaviors such as honesty in action, which is likely to result in subordinates exchanging trust (Engelbrecht et al., 2017). Ethical leaders are regarded as such because of their excellent moral behavior, evidenced by their reliability and trustworthiness. Ethical leaders dare to translate their moral objectives into acts known for consistency. Employees who notice the leader's constancy are likelier to trust him (Kalshoven et al, 2011).

The effect of these characteristics on employee commitment and organization success found a positive correlation between ethical leadership and job dedication, This is a major work engagement element (Brown et al,2005). Previous studies have shown that employees exhibit more positive social behavior by imitating their moral leaders (Bedi et al., 2016). The exchange relationship between ethical leaders and subordinates can increase commitment and positive action (Dirks and Ferrin, 2002). Ethical leaders can develop high-quality exchange relationships with their followers (Kalshoven and Den Hartog, 2009), which increases followers' loyalty and commitment to the organization (Hassan et al, 2014). The impact of an ethical leader on employee commitment to regulatory compliance includes three stages: compliance, identification, and internalization (Meyer et al, 2002). The first stage is for employees to accept the influence of others to obtain rewards such as compensation. Stage II, employees accept the influence of others to maintain a self-limiting relationship with the company (organizational identity) and a sense of shared destiny with their organization (Mael and Ashforth, 1992). In the third and final stage, employees find that company values align with their personal values and can intrinsically reward employees and their motivation (Yang et al, 2016).

In a study conducted in the Kurdistan Region, it was noted that the ethics of the leader affects his wisdom and justice. In other words, if the leader is religious, these qualities may help him be fair with his character decisions and with his subordinates. Moreover, the possibility of being religious will make him become a just person. The virtue of religiosity had a significant impact.

Secondly, it was observed that the leader's wisdom would influence him to become a just person. Moreover, it was also noted that the virtue of wisdom positively affects organizational commitment, and the performance of employees is positive. These results show that wisdom is the most important virtue to be possessed by a leader to influence all other virtues and the performance of subordinates directly.

This demonstrates that an equitable person does not have to be compassionate as well but is more likely to be courageous when making judgments. The lack of a favorable influence on temperance may be because the justice virtue necessitates being sufficiently stern rather than empathetic toward certain activities.

The virtue of temperance in a leader has a good influence on organizational dedication. On the other hand, bravery virtue has a big influence on organizational commitment. It was discovered that the virtues of bravery and commitment substantially influenced employee performance. Finally, leaders' ethical ideals and virtues favorably influence their subordinates (Budur, 2018).

By contrast, it has no significant effect on driving effectiveness. It has been noticed that Important factors show a 68% variance in driving effectiveness. These results It turns out that Islamic ethical leadership is a practical leadership type for employees One of the companies in the Kurdistan region of Iraq (Shareef et al, 2018).

Emotional Intelligence

"Emotional intelligence" refers to intelligence that is concerned with emotions. As the test authors recently defined it, emotional intelligence comprises two parts: emotion and intelligence. "Emotions" refers to a person's emotional reactions, which are typically triggered by a real or imagined relationship. For example, if a person has a good connection with another person, he or she is likely to be happy; if the person is threatened, he or she is likely to be scared. The ability to think correctly about or about anything is called intelligence.

Research indicated that IQ alone explained (4-10%) of the achievement at work and indicated that the importance of the presence and availability of emotional intelligence is twice as important as the availability of technical skills and intellectual intelligence for jobs at all managerial levels. Emotional intelligence is positively related to problem-solving strategies and positively affects the attitudes, behaviors, and performance of employees that are affected by the attitudes and behaviors of their superiors at work, as emotional intelligence is an essential requirement for successful leadership, as a person can possess skills and intellectual intelligence, but that is not enough to be a leader. He succeeds in influencing others (Alshaa et al,2021).

Emotional intelligence and ethical behavior are mutual. When a person is emotionally intelligent, he or she relates to his or her emotions and those of others and tries to avoid creating situations that can harm the direct, intermediate, and distant environment. Therefore, they will consider their actions and decisions and ensure that they meet responsible, ethical standards (Marques et al,2011).

EI is connected to self- and peer-ethical conduct in a good way. (Joseph et al., 2009) used one of the most comprehensive instruments in their investigation of students' ethical and emotionally intelligent behavior and found that students who were more aware of others' emotions and could empathize with them were also more likely to be aware of unethical behavior among their peers. It favorably impacts job happiness, leadership effectiveness, and job performance.

There is a clear relationship between ethical behavior and emotional intelligence. One could say that they are mutually supportive (Deshpande,2009) and found that the ethical appearance of peers and successful managers, along with their emotional intelligence, positively influenced the ethical behavior of the respondent.

Furthermore, research highlights the favorable impacts of EI and its link to ethical behavior. These studies discovered that emotional intelligence helps people understand their emotions and thus control their actions; that it can predict performance in a variety of settings; that it can influence how people care for others; that it can reduce stress levels; and that it can influence ethical behavior (Deshpande,2009). Unethical behavior within corporations has been shown in the past to affect not just public trust and the organization's reputation but also its long-term financial success.

Consequently, combining ethical behavior and emotional intelligence (Robinson and Goudy,2009) describe individuals who release “leadership appearance” as having some common characteristics, “including emotional intelligence, core honesty, and a genuine passion for the vision.

Organizational Commitment

Organizational commitment is defined as the associate member of the organization with the organization in which he works; organizational commitment plays a significant role in determining whether the employee will stay with the organization for a more extended period and work enthusiastically towards achieving the organization’s goal (Hadžiahmetović et al., 2022).

Commitment is also defined in terms of the situation in which an individual becomes increasingly integrated and identical and desires to maintain membership to facilitate these goals (Budur et al., 2023). The commitment includes the exchange relationship in which

individuals are associated with the organization in exchange for rewards and certain payments (Reichers, 1985).

It should be noted here that there are three types of organizational commitment, affective commitment, continuous commitment, and normative commitment. The three types can be considered essential because they serve their purpose. But affective commitment is more important because the employee connects with the organization emotionally for one goal serves all members of the organization not just for material purpose.

3. Methodology

Sample

Data have been collected from 145 employees and managers of various private institutions from the Kurdistan region of Iraq. The institutions, including private companies, advertisement, Commerce telecommunication firms, and educational institutions have been selected randomly. The questionnaires have been distributed to each employee from each organization and

The questions have been explained to them for their better understanding. The questionnaires have also been translated from English to Kurdish and Arabic. The translation was done by local experts. Furthermore, 145 of the participants responded and filled out the questionnaires correctly and appropriately.

Procedures:

We used a basic random sample strategy and visited various businesses in the area. The questionnaire was in Google form, and it was translated into Kurdish to better comprehension and satisfaction because it addressed diverse educational levels. The respondents were instructed to complete the questionnaire in person so that they may ask the interviewer any questions they had.

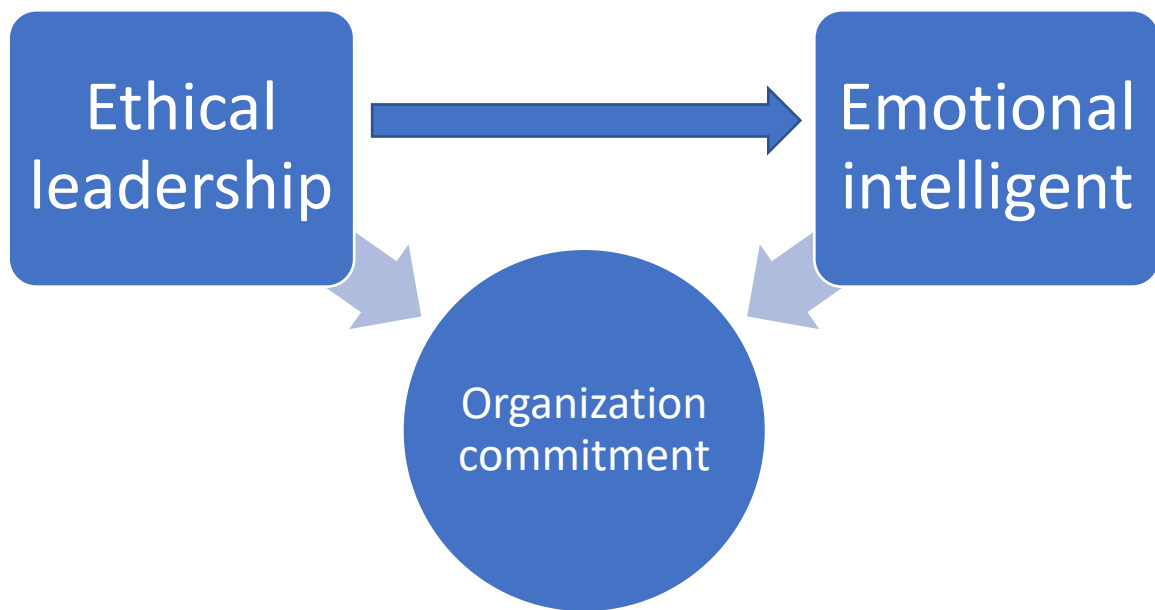
Measures:

The questionnaire focused on variables: ethical leadership, emotional intelligence, and organizational commitment. The questions were divided into Ethical leadership, emotional

intelligence, and organizational commitment all the questions were rated by Likert's scale: 1 meaning strongly disagree, two disagree, three neutral, four agree and five strongly agree.

Model and hypotheses

Figure 1: Model of the study



Hypothesis

Based on the model following hypotheses have been proposed.

H1 Ethical leadership has a positive effect on organizational commitment.

H2 Emotional intelligence has a positive effect on organizational commitment.

H3 Emotional intelligence increases the effect of Ethical leadership on Organizational Commitment.

4. Results

4.1 Reliability Analysis

This section tests the reliability and validity of the questionnaire and develops a model for structural equations modeling (SEM). The testing uses the IBM SPSS 24 exploratory factor analysis (EFA).

Table 1 shows the results of ethical leadership, to calculate the reliability of the dimension, Cronbach’s alpha method was used. Cronbach’s alpha value is expected to exceed 0.65 to call a variable reliable (Torlak et al., 2021). Given in the table below, it was observed that the concerning value of the dimension was 0.913. one of the items has been removed from the Cronbach test (EL5) to reach that reliable level). Therefore, it can be concluded that ethical leadership is reliable enough to continue the further analysis.

Table 1: Cronbach Alpha for Ethical Leadership

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
EL1	24.3	23.083	0.688	0.904	
EL2	24.49	21.857	0.744	0.899	
EL3	24.55	21.202	0.826	0.889	
EL4	24.47	22.168	0.784	0.895	0.913
EL6	24.45	22.85	0.683	0.905	
EL7	24.52	21.878	0.692	0.905	
EL8	24.4	22.366	0.732	0.9	

Table 2 gives the reliability results for emotional intelligence. It is observed that the reliability for EI is 0.921, which means that EI is regarded to be reliable for further analyses.

Table 2 Cronbach’s alpha emotional intelligence

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
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EI1	60.94	75.35	0.691	0.914	
EI2	60.94	74.684	0.653	0.915	
EI3	60.8	74.953	0.659	0.915	
EI4	60.9	74.81	0.661	0.915	
EI5	60.92	76.993	0.595	0.917	
EI6	60.98	75.34	0.633	0.915	
EI7	60.97	74.284	0.679	0.914	
EI8	60.77	78.972	0.456	0.92	0.921
EI9	60.66	76.92	0.584	0.917	
EI10	60.66	76.839	0.596	0.917	
EI11	60.89	74.821	0.689	0.914	
EI12	61.05	74.616	0.751	0.912	
EI13	61.34	78.422	0.384	0.923	
EI14	60.97	74.763	0.691	0.914	
EI15	60.68	77.093	0.568	0.917	
EI16	60.92	74.924	0.673	0.914	

Table 3 of organization commitment shows that Cronbach's alpha of this dimension exceeds 0.70, which was 0.893 in this table. Therefore, it may be judged that an organization's commitment is reliable enough.

Table 3 Organization commitment

Dimensions	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
OC1	16.53	8.223	0.686	0.88	0.893
OC2	16.71	7.36	0.772	0.862	
OC3	16.74	7.58	0.753	0.866	
OC4	16.71	7.679	0.8	0.855	
OC5	16.67	8.529	0.685	0.881	

4.2 Demographics of the sturdy

The distribution of the samples according to the demographic parameters is shown in the table below. The results of educational level showed that 4.8% of participants were getting high school or less while 31% got an institute education, 57% got a bachelor's degree, while 6.2 % of them got a master's Ph.D. The distribution of samples according to experience showed 18.6% less than one year and 36,6%between one till three years, and 29.7% between 4till 6, whereas 8.3 % percentage of participants between 7till 9, further 6.9% more than nine years. The participant position divided into three categories, as shown in the table above, was entry-level 75.2% and 16.6% supervisor; the manager was 8.3%. The ages of the participants ranged from 18 to 50 years, as they reached their percentage of 33.1% between 18_25 and 50.3% between 26_35 and 15.9% between 36_45 and 0.7% between 46_50. The gender of samples showed the female percentage reached 46 .9% and males 53.1%.

Table 4 Demographic

Experience in Industry					
Less than one year		27	18.6	18.6	18.6
1_3Year		53	36.6	36.6	55.2
4_6 Year		43	29.7	29.7	84.8
7_9 Year		12	8.3	8.3	93.1
More than 9 years		10	6.9	6.9	100
Total		145	100	100	
Position					
Entry-level	1	109	75.2	75.2	75.2
Supervisor	2	24	16.6	16.6	91.7
Manager	3	12	8.3	8.3	100
Total		145	100	100	
Age					
18_25	1	48	33.1	33.1	33.1
26_35	2	73	50.3	50.3	83.4
36_45	3	23	15.9	15.9	99.3
46_50	4	1	0.7	0.7	100.0
Total		145	100	100	
Gender					
Male	1	77	53.1	53.1	53.1
Female	2	68	46.9	46.9	100
Total		145	100	100	

4.3 Exploratory Factor Analysis

Exploratory factor analysis is a statistical approach to reduce data to a smaller collection of summary variables and investigate the phenomena's underlying theoretical structure. It determines the structure of the variable's connection with the respondent.

Table 5 KMO result of the exploratory factor analysis

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.879
Bartlett's Test of Sphericity	Approx. Chi-Square	2644.28
	df	378
	Sig.	.000

Table (5) shows the sampling adequacy of collected data according to the standard represented it was revealed that the KMO test result contributed a value of 0.879 which is sufficient considering the standard. Lastly, the dataset sample was sufficient.

Table 6; explains the variance for each dimension of the questionnaire

Total Variance Explained										
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings			
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	
1	10.1976	36.416	36.416	10.1976	36.416	36.416	6.677	23.847	23.847	
2	3.8781	13.851	50.267	3.8781	13.851	50.267	4.747	16.955	40.802	
3	1.8473	6.5963	56.863	1.8473	6.5963	56.863	4.497	16.063	56.863	

As given in Table 6, Eigenvalues are extracted for each dimension in the total. According to the thresholds, Eigenvalue must hold minimally 1 to accept a dimension as a meaningful cluster. It can be revealed from the table that these three dimensions hold value above (1). Secondly, all dimensions together explained 56.863% of the overall variance. Hence, it can be

concluded that the questions asked in this questionnaire are sufficient to explain a minimum of 50%.

Table 7 Rotated Component Matrix

Rotated Component Matrix

	Emotional intelligence	Ethical leadership	organization commitment
EI12	0.789		
EI14	0.76		
EI16	0.741		
EI11	0.722		
EI13	0.688		
EI7	0.663		
EI5	0.626		
EI6	0.625		
EI4	0.609		
EI15	0.581		
EI3	0.562		
EI2	0.558		
EI1	0.556		
EI9	0.505		
EL3		0.835	
EL4		0.83	
EL8		0.758	
EL2		0.747	
EL7		0.711	
EL1		0.709	
EL6		0.689	
OC2			0.857
OC4			0.754
OC3			0.722
OC1			0.709
OC5			0.622

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.
a Rotation converged in 5 iterations.

In the table above, there are results of the rotated components matrix show the correlations of each item among the dimensions; it must be known that every item is correlated with every

dimension somehow; on the other hand, it should be known that the item belongs to the dimension that it was primarily correlated. Secondly, the correlation of the item with another dimension must have a minimum 0,1 difference; if the difference is less than 0,1, it will be concluded that there is cross-loading and will be deleted. When the correlation of each item under organization commitment is evaluated, it was observed that the minimum factor loading item under the dimension was 0.50 and the maximum was 0.; there was no cross-loading problem due to the correlation or factor loading of the items under the dimensions was holding difference more than 0,1.

4.4 Regression Analysis

Correlation analysis has been used to estimate the amount of change in one variable because of a change in the other. If there is a significant correlation between two variables and one of them is seen operating in a certain way, you may deduce that the other is also being influenced in the same way. Correlation analysis has been used and has shown there is a significant relationship associated with the variable.

Table 8 Descriptive statistics

Descriptive Statistics					
			Mean	Std. Deviation	N
EtLead			4.136	0.71495	145
Ocom			4.1683	0.69229	145
EmInt			4.051	0.59244	145

In table 8 it explains the descriptive statistics of variables, Ethical leadership mean is 4.136 it shows that the respondent is over neutral with the information that was proposed, organization commitment mean is 4.1683 it indicates that participants partially agree with the questionnaire information and the emotional intelligence mean is 4.051 and illustrates that respondents are generally agreeing with questionnaire information's, as its shown ethical leadership r and organization commitment have similar results and they partially agree and the emotional intelligence agree with that information ethical leadership is 0.71495 is low and this indicate that the standard deviation of organization commitment tend to be close to the mean of it , 0.69229 is emotional inelegance standard deviation is high and means it is spread out over a wider range of values and job satisfaction standard deviation is 0.59244 is also spread out of the range values.

Table 9 model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
						R Square Change	F Change	df1	df2
1	.415a	0.172	0.166	0.6321	0.172	29.728	1	1	0
2	.674b	0.454	0.447	0.51494	0.282	73.479	1	1	0

a Predictors: (Constant), EtLead

b Predictors: (Constant), EtLead, EmInt

Table 9 is about the model summary, and from the model summary, we have tested the relationship between the independent variable of ethical leadership and s emotional intelligence with their effect on the dependent variable of organization commitment, from the table, we can see that from the adjusted R square 44% is explained by the independent variable, from the significant we can see that ethical leadership have 0.00 and emotional intelligence 0.0.

Table 10 ANOVA Model

	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	11.878	1	11.878	29.728	.000
	Residual	57.136	143	0.4		
	Total	69.014	144			
2	Regression	31.362	2	15.681	59.137	.000
	Residual	37.653	142	0.265		
	Total	69.014	144			

a Dependent Variable: Ocom

b Predictors: (Constant), EtLead

The table of Anova above shows the predictor variable, which is got an F value of organizational commitment of 29.728 and is significant at (0.000), Flevel of ethical leadership at 59.137 and significant is 0.00

Table 11 Coefficientsa ethical leader and emotional intelligence

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.507	0.309		8.107	0
	EtLead	0.402	0.074	0.415	5.452	0
2	(Constant)	0.56	0.339		1.651	0.101
	EtLead	0.232	0.063	0.24	3.437	0
	EmInt	0.654	0.076	0.559	8.572	0

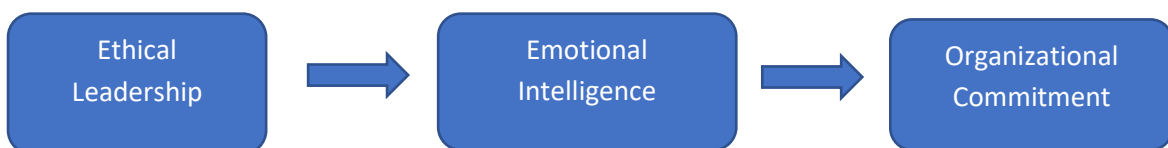
a Dependent Variable: Ocom

Table 11 explains the impact of ethical leadership on organization commitment, as the table shows ethical leadership has a significant effect on organization commitment (significant level is 0.00 and t level 7)

Impact of emotional intelligence on organization commitment as the table shows emotional intelligence’s effect on organization commitment (significant level is 0.00 and t level 2)

Indirect Effect of Ethical Leadership on Organizational Commitment

The figure below represent the proposed indirect model,



Mediation Model	
Section 1	Y: Organizational Commitment
	X: Ethical Leadership
	M: Emotional Intelligence
	Sample
149	

To investigate the indirect relationship between ethical leadership and organizational commitment Hayes-Process model has been utilized via the SPSS software program. Based on the above table, Y represents the dependent variable, X shows the independent variable, and M represents the mediator factor between X and Y.

Table 12: Model Summary and Indirect Effect

The total effect of X on Y						
Effect	se	t	p	LLCI	ULCI	
c _{ps}	c _{cs}					
.4176	.0642	6.5070	.0000	.2908	.5444	.6102
.4729						
The direct effect of X on Y						
Effect	se	t	p	LLCI	ULCI	
c' _{ps}	c' _{cs}					
.1867	.0543	3.4372	.0008	.0793	.2940	
.2728	.2114					
Indirect effect(s) of X on Y:						
	Effect	BootSE	BootLLCI	BootULCI		
Emotint	.2309	.0763	.0975	.3939		

From the table above, the total effect on the organizational commitment from ethical leadership through emotional intelligence is t: 6.51 p<.0000, which is highly significant and positive. Further, the indirect effect is significant with LLCI: 0.0975 ULCI: 0.3939, which is different from zero (Demming et al., 2017). Therefore, it can be concluded that emotional intelligence

increases the ethical leadership effect on the employee's commitment to the organization. H3 is accepted.

5. Conclusion and Recommendations

The impact of emotional intelligence and ethical leadership on organizational commitment was investigated in this study. According to the findings, ethical leadership and emotional intelligence are strong indicators of organizational commitment. When employing new staff, companies should assess potential candidates' emotional intelligence. They should also hold seminars and workshops for their employees on emotional intelligence. The impact of ethical leadership, emotional intelligence, and organizational commitment on work performance may be investigated in future studies.

According to the hypothesis's findings, ethical leadership (H1), emotional intelligence (H2), and indirect relationship (H3) on organizational commitment all have positive and significant results. These findings suggest that ethical leadership is an effective leadership style for employee commitment in Iraq's Kurdistan region, which aligns with Zaim and colleagues, 2021 findings. Further, it recommended that the more leaders understand their emotions and others' emotions can, be more influential on the staff.

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