The Practice of Ethical Leadership among Managers of News Websites from Journalists' Point of View

Majed Numan AlKhudari (iD)
Applied Science Private University, Jordan

Saddam Suleiman Salman Almashaqbeh (iD)
Faculty of Media, Middle East University, Jordan

Rasmi Mezher Ali Alkhaza'leh (iD)
Jordan News Agency (Petra), Jordan

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Majed Numan AlKhudari, Saddam Suleiman Salman Almashaqbeh, Rasmi Mezher Ali Alkhaza'leh

Article Info	Abstract
	This study aimed to identify the degree to which Jordanian news websites managers practice ethical leadership from the point of view of journalists working for these sites. The study followed the descriptive-analytical approach. The sample of the study consisted of 317 journalists. To achieve the objective of the study, a 26-item questionnaire distributed to four domains: personal characteristics, administrative characteristics, human relations, and communication with others was applied. The results showed that the degree of ethical leadership practice by the managers of Jordanian electronic news sites from the viewpoint of those working for these news websites was medium. The results also showed no significant differences between the means of ethical leadership among Jordanian news website managers from the journalists' point of view due to gender. Significant differences were shown in favor of journalists with an experience of 10 years or more. In light of the results, the study recommended training courses for Jordanian news website managers to enhance and practice ethical leadership more effectively.

Introduction

Our current era has witnessed a wide development in its various fields and activities in light of emerging changes. The era in which we live is the era of the technological and knowledge revolution, which can only be accompanied by effective ethical leadership. Leadership stands behind every success achieved by societies. Effective leadership depends, in its distinction, on consistency in the appropriate decision-making process in situations that work on compatibility between the situation, the pattern followed, and the personal characteristics of the leader.

Distinguished leadership must keep in mind the goals of the institution and work through subordinates to achieve these goals. The leader must possess many morals such as freedom, justice, equality and transparency that support administrative work. The distinguished leader's behavior appears through the moral value that he possesses (Al Saud, 2013). The leader is also characterized by many moral qualities that he possesses. He is the person who influences others through positive interaction with them and works to modify their behavior. He is a

person who possesses many positive attributes such as honesty, honesty, cooperation, motivating employees, and working in a team spirit.

Leadership is a process through which the leader and individuals desire the organization to strive for excellence, work to transform individuals into leaders and leaders into moral symbols and advance them to the highest levels and work to create an appropriate environment for all characterized by respect and mutual appreciation. Human relations are based on cooperation and teamwork. Distinguished leadership works to establish positive human relations dominated by warm relations between employees, seeks progress, enhances production within the institution and is oriented towards creativity and innovation (McManus, 2011). The success of the management of any media and press institution is linked to the extent of the managers' commitment to ethical values to achieve the goals of the institution through activating the administrative work. When the moral values of the administration increase, the distinction and production capacity increase.

Ethical leadership plays a major role in guiding institutions to carry out their roles and responsibilities through the service they provide that helps employees carry out their duties to achieve the desired goals to serve the media profession and society. Ethical leadership is one of the most important ways to succeed in institutions, work to achieve institutional excellence and raise efficiency, effectiveness and productivity in various fields. It is a critical success factor that achieves stability and continuous growth for institutions and even for societies. It is an aid factor for leaders to face challenges by emphasizing principles and moral values within the work environment that must be dominated by cooperation and a sense of belonging (Karakose, 2007).

The leader must take into account the workers and establish good relations with them to get close to them, feel their problems and ideas and work to solve these problems through what can be achieved in a manner that does not harm the interest of the media institution. Ethical leadership contributes to breaking the barriers between the formal and informal character. It makes the manager understand the needs of the workers in the organization, contain them physically and mentally and work to remove problems, work to bring the institution's individuals closer together and achieve understanding and success for all. Ethical leadership stands behind every success of any organization or any society and explains the progress or backwardness of any society. This success depends largely on the effectiveness of the human element and the level of performance of the work assigned to him.

This study aimed at shedding light on one of the most prominent administrative issues and one of the most important educational and administrative behaviors related to the managers of media institutions in light of the future challenges of the administrative process. It explores the degree to which the managers of Jordanian news websites practice ethical leadership.

Review of Literature

The topic of leadership has attracted the attention of researchers because it is one of the factors of the success of any organization, especially in the modern era amid the technological and information revolution and the rapid development in the field of economy. Organizations need a new style of leadership in line with the knowledge

growth of society and employees in organizations so that the leader can motivate workers to work and participate in decisions, care for them and develop them. This will improve their positive performance within the organization (Al-qammash, 2020).

Ethics is a major starting point for the life of societies, institutions and their functions. Each profession is based on ethics that regulate and direct the general behavior of the members of the profession with each other within the framework of that profession and with other employees in the fields of other professions. These ethics are consistent with the values of society (Al-Qarni et al., 2016).

The leader must have ethical leadership that can breathe life into lifeless structures by making each employee feel that he is a responsible member of a group that works together to achieve a specific goal in the institution. Life in any organization does not come from the structure on which it is based but mainly depends on the characteristics of leadership. This leadership is supposed to issue decisions with ease. Leadership by example deals with matters with strength that includes neither harshness nor softness without weakness. Also, he can instill good virtues in subordinates, create a team spirit of cooperation among them, respect others and serve the public interest because he has acquired these morals from his ex-leaders, and subordinates learn it (Al-Qarni et al., 2016).

The dimension of ethics is based on principles and humanity in terms of fairness, non-discrimination, honesty and transparency with others to achieve personal or public interests. Ethics are a common denominator between the different professions in the same society. No profession is devoid of ethical controls that govern the actions of its members because ethics are affected by the intellectual framework and the level of civilization (Al-Zinati, 2014).

Possession of ethical leadership skills by news website managers in Jordan is an urgent and important necessity, given the role of these news websites in changing the trends of public opinion and society as a whole. Especially, these websites have a daily readership of more than two million readers per day. Therefore, the managers of news websites in Jordan must be characterized by moral leadership because of their role in controlling the ethics of the profession and thus providing sound information to the reader or viewer and directing public opinion toward the right direction for the progress and construction of the country in general.

Therefore, it is incumbent on news website managers to adhere to the following ethical leadership principles:
- Responsibility: It holds leaders responsible for actions and the expected results of those actions. They should comply with lofty humanitarian principles.
- The ability to take personal responsibility.
- Acknowledging failures and errors.
- Take responsibility for serving others.
- Justice: It is ethical for the leader to be keen on justice, work in his spirit, and influence the workers to be closer to them.
- Emotional stability: It helps the leader to reach an understanding with the employees in the

organization (Abdeen, 2001).

Related Studies

Dufresne and McKenzie (2009) conducted a study to identify the characteristics of ethical leadership in a number of Boston schools. The sample of the study consisted of (18) principals, who were chosen randomly. The researchers used the observation card to collect the data. The results of the study showed that ethical leadership provided opportunities for communication among workers and contributed to the process of cooperation among school workers to achieve administrative excellence for the school. Also, the concept of ethical leadership worked to create an integrated school environment capable of benefiting from all available resources.

Alotaibi (2013) examined the practicing degree of ethical leadership among Kuwaiti secondary school principals from the point of view of teachers. It was shown that the total practice degree of ethical leadership among Kuwaiti secondary schools principals was high. Gender was not found to have significant differences in the study sample responses on the practice degree of ethical leadership. Also, experience had significant differences in Kuwaiti principles' ethical leadership in favor of those (less than 5 years and more than 10 years). Lu and Guy (2014) conducted a study entitled "How emotional labor and ethical leadership affect job engagement for Chinese public servants." The study indicated that commitment to ethical leadership increased employees' desire to work, raised their performance level, and increased their positive feelings.

Al-Qarni et al. (2016) examined the relationship between ethical leadership for department heads and supervisors at Tabuk University and the level of behavior organizational silence among 111 respondents of faculty members. To achieve the objectives of the study, the researcher designed two questionnaires (ethical leadership and behavior of organizational silence) to gather information. The study showed that the level of leadership for the department heads and supervisors scored high.

Ah-Kion and Bhowon (2017) aimed to identify the relationship between leadership and ethical decision-making. The descriptive approach was used through interviews with a sample of 247 managers. The results showed that leadership had a negative impact on subordinates concerning ethical issues sufficiently due to favoritism and political favoritism. This refers to the pseudo-possibility and influence of cultural factors. Samdani and Yameen (2017) examined how the ethical behavior of leaders affected employee engagement in the presence of ethics. Furthermore, it also explored the impact of transparency on policy and decision-making. The descriptive approach was used through a questionnaire. A sample of (205) was taken from the principals of faculty members. The results showed a positive correlation between ethical leadership and the principal's organizational citizenship behavior. Baji and Khababa's (2017) attempted to identify the practice of ethical leadership dimensions by administrative leaders in Condor Foundation from the point of view of 40 employees who responded to a questionnaire. It was shown that the degree of the practice of ethical leadership by the administrative leaders was high. Also, no significant differences were shown in the workers' responses attributed to academic qualification, experience, or age.

Al-Abbadi and Al-Ibraheem (2019) conducted a study to investigate the degree of practicing ethical leadership by school principals in the Northern Ghour district as perceived by school teachers. The study adopted the descriptive-analytical approach. The sample consisted of (317) male and female teachers selected through proportional sampling. To achieve the aim of the study a (26)-item questionnaire distributed into domains: personal features, administrative features, humanitarian relationships and communication with others was administrated to the sample. The findings of the study showed that the degree of practicing ethical leadership by school principals in the Northern Ghour district was moderate. Further, there were no significant statistical differences at ($\alpha= 0.05$) between the means of practicing ethical leadership of school principals attributed to gender and major. There were differences attributed to experience in favor of teachers with more than 10 years of experience.

Al-Kurdi and Al-Kurdi (2021) explored the practice degree of ethical leadership by the school principals in Zarqa Governate in Jordan. The researcher administered a questionnaire to a sample of 20 teachers in the academic year 2018-2019. The study concluded that the degree of Ethical leadership practice by the study sample was high in the three fields. Aljbour (2020) tried to explore ethical leadership practiced by the principals of public schools in Jordan from the point of view of 80 teachers. The results showed that the practice degree of ethical leadership by Jordanian school principals was high. The principals were found honest and dealt kindly with others. They keep their promises and support teachers. However, teachers were not engaged in the process of decision-making.

To sum up, ethical leadership plays an important role in the success of any institution and its absence may cause a lot of problems and stops the wheel of progress and development. Also, the literature indicates very limited research on exploring the practice of ethical leadership by the managers of news websites from the journalists' points of view. Therefore, the study attempted to identify the degree of the practice of ethical leadership by the Jordanian news website managers from the perspective of journalists.

Research Problem and Questions

Ethical leadership is one of the modern concepts that have appeared in management science by which the effectiveness and success of management are measured. Ethical leadership is considered a pivot in the work environment because of its positive repercussions on its organizational climate, motivating employees and the media institutions' need for it for administrative excellence. Through their work in the journalistic and media field in Jordanian media institutions, the two researchers have noted the importance of practicing ethical leadership among the managers of Jordanian news websites. This practice is reflected in their effectiveness to accomplish work. Hence, this study attempted to explore the degree to which Jordanian news site managers practice ethical leadership from the point of view of employees in those institutions.

The statement of the study is represented in answering the following research questions:
1. What is the degree of ethical leadership practiced that the managers of Jordanian news websites from the point of view of workers and journalists?

2. Are there any differences between the means for the degree of ethical leadership practice among Jordanian news website managers from the point of view of journalists due to the variables of gender and experience?

Objectives of the Study

The study aimed to identify the degree of ethical leadership managers of Jordanian news websites practice. Also, it aimed to show differences between the means for the degree of ethical leadership practice among Jordanian news website managers according to the study variables (gender and experience).

Significance of the Study

The significance of this study is clear in its topic. The study examines the ethical leadership of the managers of Jordanian news websites, and what is reflected in the practice of their work and missions. Hence, the significance of this study is determined by the following:

- Identifying the degree to which the managers of Jordanian electronic news websites practice ethical leadership.
- Benefiting journalists and managers working in the media field in Jordan to identify the concept of ethical leadership.
- Benefiting researchers and those interested in this field as the study paves the way for them to conduct other studies in the same field, but from different research angles.

Key Terms of the Study

Ethical leadership is an interaction between the behavior of employees and the leader to positively influence them to achieve goals efficiently and work to create an appropriate work environment in which human relations prevail within an ethical framework governed by laws, regulations and legislation (Al Douri, 2010). In this study, it is a leadership style that the manager carries out by sensing the needs of workers in light of human relations and the qualities that should be available to the managers of media institutions. It is measured by the degree that the respondent gets by answering the items of the questionnaire prepared for this study.

News websites are a group of windows on the Internet that display updated news, and they rely mostly on news agencies or correspondents to the website or quoting from other websites. In this study, they are the Jordanian electronic news websites specializing in general news issues. They publish press materials on the Internet and do not have a hard copy such as Ammon, Saraya, Khaberni, Gerasa, etc.

Delimitations of the Study

The study is delimited by:

- Topic: This study is delimited to the moral leadership of the managers of electronic news websites

that do not have a hard copy.

- Human: The study is delimited to journalists working on electronic news websites in the Hashemite Kingdom of Jordan.
- Place: The study is delimited to all private, governmental and semi-governmental news websites operating within the borders of the Hashemite Kingdom of Jordan.
- Time: The study was implemented during the first three months of the year 2021.
- Instrumentation: The study was delimited to the use of a questionnaire to measure ethical leadership that managers of Jordanian news websites practice from journalists' points of view.

Method

The descriptive-analytical approach was used to reveal the degree of practiced ethical leadership. The study also correlated the impact of demographic variables (gender and experience) for journalists working on Jordanian news websites and the ethical leadership practiced by Jordanian news website managers from journalists' point of view.

Study Group

The study population consisted of all journalists working on Jordanian news websites. They numbered about 715 male and female journalists during the first three months of 2021. Table 1 shows the details.

Table 1. Distribution of the Study Population according to Gender

Gender	Freq.	%
Male	492	68.81 %
Female	223	31.19%
Total	715	100%

The study sample was selected using the proportional stratified method. The ratio of male and female journalists in the study population was taken into account. The size of the study sample was calculated using the equation by Yamane (1967).

Table 2. Distribution of the Study Sample according to Gender

Gender	Freq.	%
Male	166	52.36%
Female	151	47.63%
Total	317	100%

The sample size of the study reached 317 male and female journalists distributed to 166 male and 151 female journalists as shown in Table 2. Also, the sample of the study was distributed according to experience as shown in Table 3.

Table 3. Distribution of the Study Sample according to Experience

Experience	Freq.	%
Less than 5 years	140	44.16%
5-10 years	103	32.49%
Above 10 years	74	23.34%
Total	317	100%

As Table 3 shows, 140 respondents had an experience of less than five years whereas 103 respondents had an experience of five to ten years. Those respondents whose experience was above ten years were 74.

Instrument

A questionnaire was adapted from Al-Abbadi and Al-Ibraheem (2019) to determine the degree of ethical leadership practiced by Jordanian news website managers from journalists' point of view. The items were divided into four domains:

- personal traits (5 items),
- administrative traits (12 items),
- human relations and communication with others (5 items), and
- cooperative work (4 items).

Validity and Reliability

The external validity of the questionnaire about the degree of ethical leadership practice among Jordanian news website managers from journalists' point of view was verified by a group of three faculty members who specialize in management at the Jordanian universities. They confirmed the appropriateness of the questionnaire and the accuracy of item formulation. Also, the reliability of the questionnaire was calculated using the Alpha Cronbach equation from a pilot sample of 22 journalists from outside the main sample of the current study. The reliability coefficients for the domains of the questionnaire as well as the coefficient of total reliability scored above (0.85). This indicates a good reliability coefficient for the questionnaire.

Results

***Results of the first research question*: What is the degree of ethical leadership practiced that the managers of Jordanian news websites from the point of view of workers and journalists?**

This question was answered by calculating the means and standard deviations of the respondents' ratings of ethical leadership among the managers of Jordanian news websites from journalists' points of view. The domains were put into a descending order according to the means as shown in Table 4.

Table 4 shows that the degree of ethical leadership of practice among the managers of Jordanian news websites

from the journalists' point of view was medium (M=3.35, SD=0.94). Also, the practice degree of ethical leadership for all five domains was medium. The domain of personal traits came first (M=3.61, SD=0.86) followed by the domain of administrative traits (M=3.32, SD=1.01). In the third place came the domain of human relations and communication with others (M=3.30, SD=1.10). Finally, cooperative work scored last (M=3.24, SD=0.94).

Table 4. Means and Standard Deviations of the Respondents' Ratings of Ethical Leadership among Jordanian News Website Managers from Journalists' Point of View in Descending Order

Rank	Domains	M	SD	Degree of practice
1	Personal traits	3.61	0.86	Medium
2	Administrative traits	3.32	1.01	Medium
3	Human relations and communication with others	3.30	1.10	Medium
4	Cooperative work	3.24	1.07	Medium
	Total	3.35	0.94	Medium

Also, the means and standard deviations for domain items were computed. Table 5 displays the means and standard deviations of the domain of personal traits in descending order.

Table 5. Means and Standard Deviations of Personal Traits in Descending Order

Rank	No.	Item	M	SD	Degree of practice
1	1	He listens carefully to others	3.82	0.95	High
2	3	He accepts others' opinions	3.63	0.97	Medium
3	4	He is committed to setting a good example for journalists	3.60	1.03	Medium
4	2	He fulfills his promises	3.54	1.06	Medium
5	5	He admits his mistakes positively	3.47	1.01	Medium

According to Table 5, the items of the domain of personal traits for the managers of Jordanian news websites from the point of view of journalists were classified within the two degrees of practice: high for the first item (M=3.82, SD=0.95), and medium for the rest of items (M=3.63,3.60 , 3.54, 3.47) in order.

Table 6 shows the means and standard deviations for the domain items of administrative traits. Table 6 shows that the degree of practicing all the items of the domain of (administrative traits) among Jordanian news website managers from journalists' point of view was medium according to their means which ranged between (M=3.66- 3.18). Item number (10) (He maintains the property of the media organization properly) ranked first (M=3.66, SD=1.23) followed by item (6) (He seeks to achieve (the future vision and mission) of the media organization.) (M=3.46, SD=1.19). Item (13) (He determines the training needs of journalists in light of their performance.) came last (M=3.18, SD=1.13).

Table 6. Means and Standard Deviations for the Domain Items of Administrative Traits in Descending Order

Rank	No.	Item	M	SD	Degree of practice
1	10	He maintains the property of the media organization properly.	3.66	1.23	Medium
2	6	He seeks to achieve (the future vision and mission) of the media organization	3.46	1.19	Medium
3	9	He takes seriously the suggestions made by journalists.	3.31	1.06	Medium
4	8	He provides an appropriate work environment that serves the media process.	3.31	1.17	Medium
5	11	He involves journalists in the planning and decision-making processes.	3.30	1.11	Medium
6	7	He enhances the spirit of (creativity, innovation and development) among journalists.	3.28	1.17	Medium
7	17	He provides necessary information to journalists.	3.27	1.18	Medium
8	12	He sets a timetable for carrying out administrative work.	3.27	1.16	Medium
9	16	He confronts the negligent journalist in a positive way to modify his behavior.	3.23	1.18	Medium
10	15	He motivates the distinguished journalist.	3.23	1.24	Medium
11	14	He stands at the same distance between journalists.	3.22	1.17	Medium
12	13	He determines the training needs of journalists in light of their performance.	3.18	1.13	Medium

Table 7 shows the means and standard deviations for the domain items of human relations and communication with others.

Table 7. Means and standard deviations for the domain items of human relations and communication with others in descending order

Rank	No.	Item	M	SD	Degree of practice
1	18	He respects journalists.	3.41	1.35	Medium
2	22	He inculcates good values in journalists.	3.33	1.26	Medium
3	19	He involves the media organization in the activities of the local community.	3.31	1.23	Medium
4	20	He accepts the positive participation of the public in solving the problems of the media organization.	3.28	1.21	Medium
5	21	He puts the capabilities of the institution at the service of the local community.	3.19	1.16	Medium

In Table 7, the degree of the practice of all five items of the domain (human relations and communication with others) among the managers of Jordanian news websites from the point of view of journalists came medium.

While item number (18) (He respects journalists.) ranked first (M=3.41, SD=1.35), item (21) (He puts the capabilities of the institution at the service of the local community.) scored last (M=3.19, SD=1.16).

Table 8 shows the means and standard deviations for the domain items of cooperative work.

Table 8. Means and Standard Deviations for the Domain Items of Cooperative Work in a Descending Order

Rank	No.	Item	M	SD	Degree of practice
1	23	He develops among journalists the team spirit.	3.33	1.20	Medium
2	24	He enhances the mutual trust between him and his employees.	3.30	1.17	Medium
3	25	He develops a sense of shared responsibility among all journalists.	3.15	1.13	Medium
4	26	He promotes the principle of complementary roles between journalists.	3.09	1.16	Medium

In Table 8, the degree of the practice of all the items of the domain of cooperative work among the managers of Jordanian news websites from the point of view of journalists was medium. While item (23) (He develops among journalists the team spirit.) scored first (M=3.33, SD=1.20), item (24) (He promotes the principle of complementary roles between journalists.) occupied the last position (M=3.09, SD=1.16).

***Results of the second research question:* Are there any differences between the means for the degree of ethical leadership practice among Jordanian news website managers from the point of view of journalists due to the variables of gender and experience?**

To answer the second research question, the means and standard deviations of ethical leadership and its domains were calculated for the managers of Jordanian news websites from journalists' point of view according to gender and experience. Table 9 shows the analysis results.

To verify the significance of the aforementioned apparent differences between the means of the level of practice of ethical leadership by the managers of press institutions from the point of view of journalists according to the variables of gender and specialization, a multi-variance analysis was used.

Table 9. Triple Variance Analysis

Source of variance	Sum of squares	df	Means of sum of squares	F	Sig.tailed-2
Gender	0.26	1	0.26	0.31	0.58
Experience	9.61	2	4.83	5.77	0.00
Error	260.71	312	0.85		
Overall	272. 84	316			

Table 9 shows no significant differences between the means of ethical leadership among Jordanian news website managers from journalists' point of view due to gender. Also, there were significant differences in means in favor of experience.

The Games-Howell test was also used to determine which means for journalists' responses about the practice of ethical leadership by the managers of press institutions according to the variable of experience levels (see Table 10).

Table 10. Games-Howell Test for Dimensional Comparisons according to the Variable of Experience

Source	Years	Means	-5 years	5-10 years
Experience	5-10 years	3.30	2.97	3.30
	+10 years	3.51	0.54	0.21

Table 10 shows that there were significant differences in the means of ethical leadership among Jordanian news website managers from journalists' point of view due to experience in favor of those journalists who have an experience of more than ten years compared to those with less than five years. Also, it is shown that the means of journalists who have 5-10 years of experience had significant differences when compared with the experience of less than five years.

Discussion and Conclusions

The first research question: the degree of ethical leadership practice and its domains (personal traits, administrative traits, human relations and communication with others, cooperative work) among the managers of Jordanian news websites from the point of view of journalists was medium. This result is due to the lack of knowledge and awareness of the rationale for ethical leadership represented in its fields. It is an integrated process in which the collective efforts (intellectual, material, human) of managers and their subordinates are invested within a work environment suitable for them. It results from the interaction of ethical behavior of managers characterized by morality and motivational tasks and the positive and professional duties and roles that revolve around the media management elements (planning, organizing, commanding, coordinating, and oversight) with what they feel from the needs of subordinates in their media institutions. In a sense that they have relations with their subordinates framed by ethics and governed by laws, regulations and legislation. Also, it is an urgent necessity to ensure stability in their performance and their subordinates within the media institutions in which they work to achieve the professional goals of the media efficiently targeting the progress and development of media and journalistic work.

The two researchers believe that there may be a deficiency in the integration of the ethical leadership process in the Jordanian press institutions due to weaknesses in the collective efforts (intellectual, material, human) of both sides of ethical leadership. They also believe there may be a deficiency in the work environment, in the moral values of the managers of media institutions, or in the rational (democratic) leadership styles, which limits the subordinates' motivation. In addition, there may be a lack of justice in the distribution of tasks, duties and

professional roles or a lack in the positivity of the managers of media institutions about the elements of ethical leadership. Finally, perhaps, there is a lack in identifying the needs of subordinates or a lack of efficiency in the mutual relations between the managers of media institutions and their subordinates. The current result is in line with that of the study by Al-Abbadi and Al-Ibraheem (2019) which showed that the degree of practicing ethical leadership by school principals in the Northern Ghour district was moderate. However, the result is not in agreement with that of Al-Qarni et al. (2016) showed that the level of leadership for the department heads and supervisors at Tabuk University scored high. Also, the result does not accord with that of Al-Kurdi and Al-Kurdi (2021) concluded that the degree of Ethical leadership practiced by school principals in Zarqa Governate in Jordan by the study sample was high. Also, Baji and Khababa's (2017) showed that the degree of the practice of ethical leadership by the administrative leaders was high. In addition, Alotaibi (2013) revealed that the total practice degree of ethical leadership among Kuwaiti secondary schools principals was high. Further, Aljbour (2020) showed that the practice degree of ethical leadership by Jordanian school principals was high.

The results of the study also showed that the domain of personal traits ranked first among the managers of Jordanian news websites from the point of view of journalists. This is due to the fact that the managers of media and press institutions tend to be objective during their dialogue and have a good understanding of others. They are also very keen to fulfill the promises they make to themselves, and they tend to admit positively their mistakes as soon as they occur. This paves the way for overcoming the problems that hinder their dealings with the parties of the media process because they know that objectivity is an effective means of imposing their respect on others.

In addition, the results revealed that the domain of administrative traits came in second place. This is because the managers of press institutions maintain the institution's property as it should be and work to provide an appropriate professional media environment that serves the media process. Also, they set a timetable for carrying out administrative work and stand at the same distance between journalists. Furthermore, it was shown that the domain of human relations and communication with others scored third. This is attributed that the managers of Jordanian news websites respect the feelings of journalists and instill good values among journalists and the public. Finally, the domain of cooperative work ranked last. This is because the managers of media institutions work to enhance mutual trust between them and their workers and develop a sense of shared responsibility among them in promoting the principle of integration of all workers. This is in pursuit of their roles and the development of work in the spirit of one team among journalists.

The second research question: The study showed that there were no significant differences between the means of ethical leadership and its domains among the managers of Jordanian news websites from journalists' points of view attributed to gender. Perhaps, the similarity of the responses of the sample regarding personality traits, administrative traits and cooperative work is due to the similar way news website managers work and their leadership practices. The current results are in line with those of the study by Al-Abbadi and Al-Ibraheem (2019) that indicated no significant statistical differences between the means of practicing ethical leadership of school principals attributed to gender. Also, Alotaibi (2013) unveiled that gender was not found to have significant differences in the study sample responses on the practice degree of ethical leadership.

The results also showed significant differences between the means of ethical leadership and its domains among the managers of Jordanian news websites in favor of experience. The results came in favor of journalists with more experience (above 10 years), followed by those with 5-10 years of experience. This result may be because more experienced journalists are more able to define the ethical leadership practices of their managers than the new ones. The current results are in line with those of the study by Al-Abbadi and Al-Ibraheem (2019) that revealed differences attributed to experience in favor of teachers with more than 10 years of experience. However, the result does not agree with that of Baji and Khababa's (2017) study which revealed no significant differences in the workers' responses attributed to experience. Also, Alotaibi (2013) revealed that experience had significant differences in Kuwaiti principles' ethical leadership in favor of those (less than 5 years and more than 10 years).

Recommendations

In light of the results, the study recommended holding training sessions for managers of Jordanian news websites to enhance and thus practice their ethical dimension in leadership more effectively. Also, there is a need to increase interest in the managers' practices related to ethical leadership through training courses and workshops held by Jordan Journalists Syndicate. Finally, further research is recommended on the field of ethical leadership in light of variables not addressed in the current study.

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Author Information

Majed Numan AlKhudari

https://orcid.org/0000-0002-3437-302X

Assistant Professor of Digital Media

Applied Science Private University

Jordan

Contact e-mail: *magedk@hotmail.com*

Saddam Suleiman Salman Almashaqbeh

https://orcid.org/0000-0002-7885-4503

Faculty of Media

Middle East University

Jordan

Rasmi Mezher Ali Alkhaza'leh

https://orcid.org/0000-0001-5388-934X

PhD in educational leadership

Jordan News Agency (Petra)

Jordan