ETHICAL LEADERSHIP AND ITS RELATIONSHIP TO ACHIEVING MANAGERIAL CREATIVITY IN THE COURTS OF SOUTHERN PALESTINE

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Highlight

The study examines the impact of ethical leadership on managerial creativity in the courts of Southern Palestine through social, economic, environmental, policy, and regional dimensions, aiming to enhance performance and judicial governance.

Abstract

This study aimed to assess the level of ethical leadership and managerial creativity among employees in the courts of Southern Palestine using a descriptive correlational approach. The study encompassed all 399 employees working in these courts, from whom a simple random sample was selected. A total of 234 valid questionnaires were retrieved for analysis, yielding a response rate of 58.6%. The results indicated that the levels of ethical leadership and managerial creativity among employees were high. Additionally, a statistically significant positive relationship was found between ethical leadership and managerial creativity. The study recommends enhancing ethical leadership practices, such as integrity, fairness, responsibility, and transparency, while fostering a positive work environment that encourages creativity. Furthermore, it suggests developing specialized training programs, strengthening a culture of accountability and rewards for ethical behaviors, and conducting further studies across various sectors to obtain more precise findings.

Keywords

Ethical leadership, managerial creativity, Palestine.

Introduction

Ethical leadership serves as a fundamental pillar for fostering managerial creativity in Palestinian courts, as it cultivates a work environment based on trust, transparency, and mutual respect. When leaders uphold principles of integrity, fairness, and accountability, employees become more willing to propose innovative ideas and take calculated risks to improve judicial and administrative processes. In the Palestinian context, courts face complex challenges related to political and economic conditions, necessitating leadership that balances ethical values with creative solutions to enhance efficiency. This includes adopting modern technologies to streamline procedures and designing training programs grounded in agile management concepts. Moreover, ethical leadership promotes constructive dialogue and openness to diverse perspectives, positively influencing institutional culture and driving the development of policies that enhance access to justice while maintaining judicial independence and safeguarding the rights of all parties. Thus, ethical leadership acts as a catalyst for transforming challenges into opportunities for innovation, strengthening the courts' role as pioneers in sustainable development and social credibility (Abuzaid et al., 2023). Ethical leadership practices vary from one leader to another, as they are influenced by several factors such as personality, psychology, environment, and sometimes the leader's overall mood. These factors directly impact the leader's relationship with subordinates, which can have either a positive

or negative effect on employees' creativity. This highlights the significance of ethical leadership as a managerial approach rooted in ethics derived from religion and cultural traditions (Shaer, 2019).

Over time and through consistent practice, professional traditions have evolved to become a guiding framework that governs institutional operations and sets the standards for organizational conduct. The primary objective of upholding ethical management practices is to build trust and establish strong working relationships between management and employees. A leader's ethical conduct fosters employee loyalty, ensures the protection of professional confidentiality, and encourages individuals to perform at their best. The decline of ethical standards in organizations has contributed to a culture of selfishness, exacerbating workplace tensions and fuelling conflicts. managerial creativity, on the other hand, is a comprehensive system in which the administrative organization, its leaders, employees, and the organizational environment all play a role. Since management is the driving force behind organizational performance, it must continuously evolve to achieve its objectives. However, in some government institutions, rigid bureaucratic routines dominate daily operations, hindering creativity and excellence. Given the fundamental elements of the creative process, employees serve as the cornerstone of managerial creativity. It is through their engagement and contributions that organizations can foster innovation and drive administrative excellence (Murad, 2018).

Ethical leadership has been defined as the set of abilities a leader possesses to influence the team in achieving the organization's desired goals. Leadership is a social process in which the leader derives strength from the cooperation of subordinates, while subordinates, in turn, draw their strength from a leader they trust (Shaer, 2019). On the other hand, ethical leadership is defined as the practice of leading with responsibility, honesty, and integrity, while prioritizing the well-being of employees, customers, and the community (MIT Sloan Management Review, 2021). It is also defined as the practice of leadership while considering the consequences of one's actions on others and making decisions that reflect the organization's values (UC Berkeley Haas School of Business, 2023). Researchers define ethical leadership as a managerial approach based on firm ethical principles and values such as integrity, justice, transparency, accountability, and respect. Ethical leaders adopt behaviours that enhance credibility and motivate employees to adhere to high professional standards while integrating these values into decision-making and addressing organizational challenges. In the context of Palestinian courts, ethical leadership is embodied in leadership that balances judicial independence, respect for human rights, and equal opportunities while fostering a work environment that supports managerial creativity. It goes beyond ensuring legal justice, establishing an institutional culture that promotes constructive dialogue and openness to bold ideas.

managerial creativity is a fundamental element in the success of any organization or institution. It involves the ability to develop new and innovative ideas and solutions to the challenges that companies and institutions face in an increasingly complex and dynamic business environment. managerial creativity encompasses the ability to generate novel ideas, transform them into actionable projects, and develop new strategies and processes that enhance efficiency and effectiveness. It requires a supportive environment that fosters innovative thinking, encourages initiative, and embraces renewal and change. By investing in a culture of creativity and providing the necessary resources and support (Sakarna, 2020).

managerial creativity is defined as the ability to identify new opportunities and develop innovative ideas and solutions to achieve the organization's goals (Stanford Graduate School of Business, 2024). On the other hand, managerial creativity is defined as the application of creative thinking skills in problem-solving to achieve the organization's overall benefit, within a supportive environment that fosters its growth and development (Awadi, 2018). It is also defined as the ability to generate new ideas and develop innovative solutions to managerial problems (Harvard Business Review, 2021).

Researchers define managerial creativity as an organization's ability to develop innovative and unconventional solutions to improve administrative processes, enhance organizational efficiency, and address challenges with flexibility while maintaining alignment with strategic objectives and ethical values. In the context of Palestinian courts, managerial creativity is reflected in the development of new mechanisms that streamline judicial procedures, the adoption of modern technologies for service digitization, and the design of flexible administrative models that adapt to political and economic complexities without compromising principles of justice and transparency.

Through an analysis of previous studies, Al-Shaer's (2019) study on ethical leadership and administrative creativity behaviours among managers in Palestinian educational institutions found a positive and statistically

significant relationship between ethical leadership and administrative creativity behaviours (Shaer, 2019). Similarly, Sulaiman's (2018) study, which examined the impact of ethical leadership on administrative creativity among secondary school principals in Riyadh, revealed analogous results, demonstrating a statistically significant positive relationship between ethical leadership and administrative creativity (Sulaiman, 2018). Badawi's (2019) study further reinforces this understanding by confirming a positive correlation between ethical leadership and administrative creativity among department heads in Palestinian universities, emphasizing the influence of ethical practices on workplace innovation (Badawi, 2019). Additionally, Abu Aisha and Abu Salim's (2020) study highlights a positive relationship between ethical leadership and administrative creativity among employees in Palestinian civil institutions. A recent study conducted by Al-Haraisa(2024) in private hospitals in Jordan demonstrated that ethical leadership has a positive impact on employee creativity by enhancing their sense of organizational pride. The researchers employed Structural Equation Modeling (SEM) to analyze the data and found that organizational pride mediates the relationship between ethical leadership and employee creativity. This finding underscores the importance of promoting ethical values to boost creativity within organizations (Al-Haraisa, 2024). A study by Wang & Li highlighted that the behavior of ethical leaders fosters an organizational climate that supports creativity, leading to an increase in radical innovation within institutions. This study emphasizes the importance of ethical leadership in cultivating a work environment that encourages creative thinking and continuous renewal (Wang & Li, 2025). Thus, it can be concluded that ethical leadership plays a pivotal role in fostering administrative creativity and enhancing the overall performance of institutions, underscoring the importance of adopting ethical leadership practices in the workplace (Abu Aisha & Abu Salim, 2020).

All previous studies on ethical leadership and administrative creativity confirm a positive and statistically significant relationship between ethical leadership and administrative creativity. These studies emphasize the critical role of ethical leadership in fostering administrative creativity by promoting a positive work environment and facilitating innovative solutions to challenges. While these studies vary in their target populations, methodologies, and specific outcomes, they collectively highlight the diversity of research in this field. This study stands out by focusing on a specific community, thereby deepening the understanding of this relationship within a unique context. Recognizing the importance of ethical leadership and its connection to administrative creativity, this research seeks to explore the conceptual framework of ethical leadership, identify potential obstacles to its implementation, and examine its relationship with administrative creativity from the perspective of employees in courts of the southern West Bank in Palestine, along with strategies to address these challenges. Thus, the core problem of the study revolves around the central research question: What is the nature of the relationship between ethical leadership practices and their association with achieving administrative creativity in the courts of the southern West Bank in Palestine, and how can this relationship be enhanced?

The scientific significance of this research lies in understanding the depth of the relationship between ethical leadership and administrative creativity within a specific context, such as the courts of southern Palestine. This contributes to the scientific knowledge regarding the impact of ethical leadership in defined work environments. Second, this study represents a valuable addition to the academic literature in the fields of management and leadership by highlighting the role of ethics in stimulating creativity and improving administrative performance. It also serves as a significant contribution to the development of leadership and management strategies within judicial institutions, offering deeper insights into factors that drive creativity and enhance organizational performance. Ultimately, this research strengthens our understanding of how ethical leadership relates to institutional success and contributes to building work environments that encourage continuous innovation and development.

The practical significance of the research is reflected in its potential to improve administrative performance within courts by clarifying the role of ethical leadership in fostering creativity and innovative thinking in decision-making. Additionally, this study contributes to reinforcing ethical values and practices in court workplaces, helping to cultivate a positive work culture that promotes collaboration, participation, and trust among employees. It may also enhance the relationship between management and staff, increasing their commitment and loyalty to the institution. Finally, this research could bolster the reputation of the courts and solidify their standing as professional and ethical institutions dedicated to achieving justice and serving the community with efficiency and integrity.

In light of the above, the research seeks to answer the following questions:

1- Is there a statistically significant relationship between ethical leadership and the achievement of administrative creativity from the perspective of employees in Palestinian courts?
2- What is the Level of Ethical Leadership among Employees in Palestinian Courts?
3- What is the level of administrative creativity among employees in Palestinian courts?

Methodology

Study Methodology

The researchers employed a correlational descriptive approach, which is considered the most suitable methodology for this type of study.

Study Population and Sample

The study population includes all employees working in the courts of southern Palestine, totalling 399 individuals according to statistics from the High Judicial Council and the Office of the Chief Justice. A simple random sample was selected, targeting all employees in the Palestinian courts of the southern West Bank during the year 2025. A total of 234 valid questionnaires were retrieved for analysis, representing a response rate of 58.6% of the study population.

Table 1. Distribution of sample members according to demographic variables

Variable	Category	The Number	Percentage
sex	Male	175	74.8%
	Female	59	25.2%
	Total	234	100.0
The Age	Less than 30 years	48	20.5%
	Between 30-40 years	89	38.0%
	Between 40-50 years	66	28.2%
	More than 50 years	31	13.2%
	Total	234	100.0
Years of Experience	Less than 5 years	63	26.9%
	Between 5-10 years	75	32.1%
	Between 10-15 years	12	5.1%
	More than 15 years	84	35.9%
	Total		100.0
Qualification	Master's degree or higher	61	26.1%
	Bachelor's	149	63.7%
	Diploma	24	10.3%
	Total	234	100.0
Court	Hebron	89	38.0%
	South Hebron	34	14.5%
	North Hebron	72	30.8%
	Bethlehem	39	16.7%
	Total	234	100.0

Source: Authors

Study Instruments

To achieve the study objectives, the researcher developed a questionnaire based on theoretical literature and previous studies. The questionnaire consisted of 40 items distributed across the following dimensions: ethical leadership and administrative creativity. Ethical leadership was further divided into three domains: personal ethics of leadership, administrative ethics of leadership, and relational ethics of leadership, comprising a total of 25 items. Meanwhile, administrative creativity included 15 items.

Peer Review

The study instruments were reviewed by six experts, and modifications, additions, and deletions were made based on their feedback. Additionally, the validity of the instrument was statistically verified by calculating the Pearson correlation coefficient for each item in relation to the total score, as presented in the following table:

Table 2. Results of the Pearson correlation coefficient between each item of the study and the total score

Item Number	Correlation coefficient (R)	Statistical significance	Item Number	Correlation coefficient (R)	Statistical significance
Ethical Leadership					

1	0.725**	0.00	14	0.774**	0.00
2	0.784**	0.00	15	0.829**	0.00
3	0.836**	0.00	16	0.918**	0.00
4	0.817**	0.00	17	0.805**	0.00
5	0.728**	0.00	18	0.814**	0.00
6	0.598**	0.00	19	0.874**	0.00
7	0.726**	0.00	20	0.835**	0.00
8	0.624**	0.00	21	0.744**	0.00
9	0.431**	0.00	22	0.775**	0.00
10	0.690**	0.00	23	0.661**	0.00
11	0.790**	0.00	24	0.712**	0.00
12	0.688**	0.00	25	0.814**	0.00
13	0.674**	0.00			0.00
Managerial Creativity					
26	0.816**	0.00	34	0.769**	0.00
27	0.660**	0.00	35	0.770**	0.00
28	0.724**	0.00	36	0.656**	0.00
29	0.780**	0.00	37	0.628**	0.00
30	0.818**	0.00	38	0.722**	0.00
31	0.760**	0.00	39	0.702**	0.00
32	0.824**	0.00	40	0.771**	0.00
33	0.809**	0.00			0.00

Source: Authors

** Statistically significant at$(0.01 \geq \alpha)$

Table 2 indicates that all correlation matrix values between the domain items and the total domain score are statistically significant, demonstrating strong internal consistency of the scale items. This, in turn, confirms the validity of the instrument in measuring what it was designed to assess.

Consistency stability

The data presented in Table 3 indicate that the Cronbach's Alpha reliability coefficient for all scale domains and the overall scale score was high. The Cronbach's Alpha coefficient for the ethical leadership dimension was 0.971, while for administrative creativity, it was 0.942. The overall Cronbach's Alpha reliability coefficient was 0.977, indicating a high level of reliability. This suggests that the scale is suitable for application and effectively serves the study's objectives.

Table 3. Cronbach's alpha reliability coefficients

Variables	Item Numbers	Cronbach alpha Reliability Coefficients
Ethical Leadership	25	0.971
Managerial Creativity	15	0.942
Total Degree	40	0.977

Source: Authors

Statistical Method

The study data were analysed after applying the research instruments to the study sample using the Statistical Package for the Social Sciences (SPSS). The analysis included calculating frequencies, arithmetic means, standard deviations, Cronbach's Alpha reliability test, Pearson correlation coefficient, t-test, and one-way ANOVA test.

Results and discussion

Results of the First Question: Is there a statistically significant relationship between ethical leadership and the achievement of administrative creativity from the perspective of employees in Palestinian courts?

To answer the first question, Pearson Correlation was used to determine the relationship between ethical leadership and the achievement of administrative creativity from the perspective of employees in Palestinian courts, as shown in Table 4.

Table 4: The results of the Pearson Correlation coefficient (Pearson Correlation) illustrating the relationship between ethical leadership and the achievement of administrative creativity from the perspective of employees in Palestinian courts.

Relations		Correlation coefficient	Statistical significance
Achieving administrative creativity	Personal Ethics of Leadership	0.775**	0.00
	Administrative Ethics of Leadership	0.807**	0.00
	Relational Ethics of Leadership	0.726**	0.00
	Ethical Leadership	0.841**	0.00

Source: Authors

** Statistically significant at a significance level of (α≤0.01), * Statistically significant at a significance level of (α≤0.05).

The data presented in Table 4 indicate a statistically significant relationship between ethical leadership and the achievement of administrative creativity from the perspective of employees in Palestinian courts. The significance value was (0.000), which is statistically significant, and the correlation coefficient was (0.841). This indicates a strong positive and statistically significant relationship between ethical leadership and the achievement of administrative creativity from the perspective of employees in Palestinian courts.

Results of the second question: What is the Level of Ethical Leadership among Employees in Palestinian Courts? To answer this question, the means and standard deviations of the level of ethical leadership among employees in Palestinian courts were calculated, as shown in Table 5.

Table 5. Summary of mean scores and standard deviations for the level of ethical leadership among employees in the Palestinian courts, rankings presented in descending order. (n=234)

Dimension	Paragraph	Mean	Standard Deviation
Personal Ethics of Leadership	The leader respects official working hours.	4.27	0.74
	The leader adheres to religious and moral values and avoids abusing subordinates.	4.26	0.84
	The leader's words are consistent with his actions.	4.21	0.88
	The leader applies the rules and laws to himself before asking others to apply them.	4.20	0.87
	The leader has quick wit in responding.	4.16	0.65
	The leader fulfills his obligations towards subordinates.	4.16	0.82
	Humility is clearly evident in the leader's personality.	4.05	0.87
	The leader attributes success, if achieved, to the team he works with.	4.04	0.83
	The leader respects subordinates in all circumstances.	3.91	0.85
	The leader fulfills the promises he makes to himself.	3.91	0.88
	He is flexible in his dealings with subordinates.	3.91	0.81
	The leader trusts the subordinates who work with him.	3.77	0.98
	The leader accepts criticism with an open heart and without complaint.	3.65	0.94
	Composite Score for the Domain	4.03	0.66
Administrative Ethics of Leadership	The leader respects his job position by avoiding any action that may offend it	4.24	0.85
	The leader works to achieve the vision and mission of the institution	4.17	0.74
	The leader makes decisions and sets goals that serve the interests of the institution and employees	4.11	0.89
	The leader follows up on the recommendations presented during meetings	4.10	0.70
	The leader relies on transparency and integrity when evaluating the performance of employees	4.00	0.98
	Reinforces the positive aspects of subordinates	3.91	1.03
	The leader adopts the principle of justice when practicing the job	3.87	0.96
	Relies on the method of ethical competition between employees	3.82	0.99
	The leader deals with situations in the spirit of the law and not in the letter of the law	3.81	0.94
	The leader puts subordinates in the picture of the reports he wrote about them	3.74	0.86
Composite Score for the Domain		3.97	0.74
Relational Ethics of Leadership	The leader assesses the circumstances of subordinates objectively. The leader participates in the social occasions of subordinates.	3.88	0.90
	The leader assesses the circumstances of subordinates objectively. The leader participates in the social occasions of subordinates.	3.61	0.88
Composite Score for the Domain		3.75	0.77
Total Scores		3.92	0.66

Source: Authors

The data presented in Table 5 indicate that the level of ethical leadership among employees in Palestinian courts is high, with an overall mean score of 3.92 and a standard deviation of 0.66. Furthermore, Table 5 shows that the Personal Ethics of Leadership domain ranked first, with a mean score of (4.03) and a standard deviation of (0.66. The Administrative Ethics of Leadership domain ranked second, with a mean score of (3.97) and a standard deviation of 0.74. Finally, the Relational Ethics of Leadership domain ranked third, with a mean score of 3.75 and a standard deviation of 0.77.

Results for the Second Question: What is the level of administrative creativity among employees in Palestinian courts?
To answer this question, the means and standard deviations for the level of administrative creativity in the courts of southern Palestine were calculated, as shown in Table 6.

Table 6. Summary of mean scores and standard deviations for the level of administrative creativity in the courts of the southern West Bank in Palestine, ranked in descending order: (n=234)

Paragraph	Mean	Standard Deviation
The leader has a high ability to discuss and dialogue	4.05	0.93
The leader gives priority to completing tasks according to their importance	4.05	0.78
The leader bears responsibility for the work he does and faces the consequences of that	4.01	0.79
The leader accomplishes the tasks assigned to him in a renewed manner	3.93	0.80
The leader has the ability to perceive and interpret the relationships between things	3.88	0.80
The leader puts forward new ideas to develop the work	3.83	0.85
The leader works to identify the shortcomings and weaknesses in the work	3.80	0.87
The leader has the ability to see work situations from different aspects	3.76	1.22
The leader is interested in exciting tasks that require creative potential	3.65	0.94
The leader has a high ability to envision future ideas	3.46	0.97
The leader works to provide solutions to problems in a short time	4.05	0.93
The leader has a vision to discover the problems of others at work	4.05	0.78
The leader works to motivate creative people and those with new ideas	4.01	0.79
The leader sees failure as an experience that precedes success	3.93	0.80
The leader moves away from idealism in applying laws and makes room for creativity	3.88	0.80
Total Scores	3.94	0.63

Source: Authors

The data presented in Table 6 indicate that the level of administrative creativity among employees in Palestinian courts is high, with an overall mean score of (3.94) and a standard deviation of (0.63. Table (6) further shows that the statement "The leader possesses a high ability for discussion and dialogue" ranked first, with a mean score of (4.29) and a standard deviation of 0.74). The statement "The leader prioritizes task completion based on importance" ranked second, with a mean score of (4.15 and a standard deviation of (0.71). The statement "The leader takes responsibility for their actions and faces the resulting consequences" ranked third, with a mean score of (4.12) and a standard deviation of (0.86).

Researchers encountered several challenges during data collection. One of the most significant obstacles was the reluctance of employees in the courts of southern West Bank to share their opinions on leadership and administrative creativity due to the judicial nature of their work and the sensitivity of leadership and management-related topics. Additionally, obtaining sufficient responses from employees was challenging due to their heavy workloads and daily job pressures. Some participants also tended to provide socially desirable or biased responses to maintain professional relationships or avoid criticism. Furthermore, researchers faced difficulties in reaching all required sample members due to security or geographical restrictions in southern West Bank.

The study data were analyzed after applying the research instruments to the sample participants using the Statistical Package for the Social Sciences (SPSS). The analysis included extracting frequencies, means, standard deviations, Cronbach's alpha test, Pearson correlation coefficient, t-tests, and one-way ANOVA. The study results indicated that the Cronbach's alpha reliability coefficient for all measurement domains and the overall scale was high, confirming the scale's reliability and applicability. The findings also showed that the level of ethical leadership among employees in the Palestinian courts of the southern West Bank was high. The personal ethics of leadership ranked first, followed by managerial ethics of leadership, while relational ethics of leadership

ranked third. Similarly, the findings revealed that the level of administrative creativity among employees in the Palestinian courts of the southern West Bank was high.

The results of the current study showed that employees in the courts of the southern West Bank enjoy a high level of ethical leadership and administrative creativity, reflecting a supportive organizational environment characterized by a corporate culture that encourages value-based commitment and supports creative thinking. The results also revealed a statistically significant correlation between ethical leadership and administrative creativity, indicating that leaders who demonstrate ethical behaviour in their interactions with subordinates contribute significantly to motivating employees to adopt unconventional solutions and achieve outstanding innovative performance. This reflects the importance of ethical values in shaping the appropriate organizational climate that allows for the growth of creative capabilities within the workplace, especially in judicial institutions with a highly administrative nature.

When these results are compared with those of previous studies, a remarkable convergence is evident, supporting the hypothesis that ethical leadership represents one of the primary drivers of administrative creativity. Shaer's (2019) study found a positive relationship between ethical leadership and administrative creativity in Palestinian educational institutions, reflecting the role of the ethical leader in empowering employees to innovate and improve the quality of outputs. Suleiman's (2018) study reached similar results, demonstrating that ethical leadership has a direct impact on principals' ability to creatively address educational issues in secondary schools. Badawi's (2019) study also supported this trend, demonstrating that department heads in Palestinian universities who practice ethical leadership achieve high levels of creative performance, as a result of a culture that encourages commitment and the pursuit of excellence.

In the regional context, Al-Haraisa (2024) pointed out that ethical leadership contributes to raising creativity by enhancing employees' sense of pride and organizational belonging, which motivates them to take initiative and innovate in the workplace. Wang and Li's (2025) study reached a similar conclusion, demonstrating that ethical leadership creates an organizational climate that supports radical creativity by empowering employees and enhancing organizational trust. This indicates that ethical leadership, with its inherent integrity, accountability, and transparency, is an essential element in promoting organizational innovation, regardless of sector or organizational environment.

The importance of this study stems from its focus on the court sector in the southern West Bank, a sector characterized by a high degree of privacy and difficult working conditions, both in terms of administrative restrictions and political and security challenges. This study thus contributes to bridging a significant knowledge gap in the literature, as the judicial work environment in Palestine has not received sufficient attention from researchers in this field. The findings emphasize the need to invest in building effective ethical leadership by providing appropriate training, strengthening accountability and reward mechanisms, and developing a work environment that encourages freedom of expression and appreciation for new ideas. This will contribute to raising the level of efficiency and innovation within judicial institutions.

Conclusions and Recommendations

In light of the findings of this study, which demonstrated a positive relationship between ethical leadership and administrative creativity among employees in the courts of southern West Bank, as well as a high level of ethical leadership and administrative creativity among these employees, the following recommendations can be made: Leaders in the courts of the southern West Bank should focus on practicing ethical behaviours such as honesty, fairness, responsibility, and integrity. They should create a positive work environment that fosters ethical practices and encourages employees to express their opinions freely. Additionally, rewarding employees who demonstrate ethical behaviours and promoting a culture of accountability for unethical actions should be prioritized.

Leaders should also encourage employees to think creatively, propose new ideas for problem-solving and performance improvement, and provide the necessary resources for employees to experiment and learn from their mistakes. Creating a safe work environment where employees do not fear failure or ridicule for their ideas is essential. Moreover, court administrations should develop training programs to enhance ethical leadership and administrative creativity among employees. These programs should include information on ethical leadership practices and creative problem-solving techniques, and should be delivered by qualified trainers with expertise in leadership and innovation. Further studies are needed to evaluate the factors influencing ethical

leadership and administrative creativity across various sectors, with a focus on different types of organizations and work groups. Employing diverse research methodologies would yield more precise results.

In addition to these general recommendations, specific recommendations can be derived from the study results, such as:

- Strengthening personal ethics in leadership by emphasizing the importance of values such as honesty, integrity, and fairness.
- Prioritizing task completion based on importance by clearly defining objectives, setting priorities, and establishing deadlines.
- Encouraging leaders to take responsibility for their actions and face the consequences by acknowledging mistakes and being accountable for their decisions.

By implementing these recommendations, leaders in the courts of southern West Bank can enhance ethical leadership and administrative creativity among their employees, fostering a more productive and innovative work environment.

Despite the scientific significance of the study and its contribution to shedding light on the relationship between ethical leadership and administrative creativity in a sensitive work environment such as the courts in the southern West Bank, it is not without some limitations that should be taken into consideration when generalizing the results. The study was limited to court employees in a specific geographic area (the southern West Bank), which may limit the generalizability of the results to other judicial institutions or to institutions in other sectors in Palestine or in countries with different contexts. Researchers also faced field challenges related to the difficulty of accessing some participants due to security and geographical restrictions, in addition to the reservations expressed by some employees when answering the questionnaire questions, due to the sensitive nature of judicial work and the desire to avoid harming their jobs. Furthermore, the instrument used was limited to a questionnaire, which opens the way for the future use of qualitative research tools (such as interviews or focus groups) to obtain more in-depth and comprehensive data.

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