Ethical Leadership and Its Relationship to Achieving Managerial Creativity in the Courts Palestine

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Abstract:

This study aimed to identify the role of ethical leadership practices and their relationship with achieving managerial creativity in the courts of southern Palestine. The researchers employed a descriptive correlational approach and used a questionnaire as the main tool for data collection. The study population consisted of 399 employees, while the study sample included 234 employees. The results indicated a statistically significant correlation between ethical leadership and managerial creativity. Furthermore, the findings showed that the levels of ethical leadership and managerial creativity among employees were high. The study recommended the need to enhance ethical leadership practices while creating appropriate environmental conditions that encourage creative work. It also recommended the development of specialized programs, the establishment of mechanisms to strengthen the foundations of accountability and reward, and conducting future studies across different sectors to obtain more accurate results. This study focuses on the relationship between ethical leadership and administrative creativity within a specific and rarely studied field context: the courts of southern Palestine. This approach is relatively new in the local literature, which adds value to this study in enriching the local and regional literature.

Keywords: *Ethical Leadership; Managerial Creativity; Courts; Palestine.*

القيادة الأخلاقية وعلاقتها بتحقيق الإبداع الإداري في المحاكم الفلسطينية

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ملخص:

هدفت هذه الدراسة للتعرّف على دور ممارسات القيادة الأخلاقية وعلاقتها بتحقيق الإبداع الإداري في محاكم جنوب فلسطين. استخدم الباحثون المنهج الوصفي الارتباطي، وتم استخدام الاستبانة كأداة رئيسية لجمع البيانات. تكون مجتمع الدراسة من (399) موظفاً، بينما اشتملت عينة الدراسة على (234) موظفاً. أشارت النتائج إلى وجود علاقة ارتباطية ذات دلالة إحصائية بين القيادة الأخلاقية والإبداع الإداري. كما أظهرت النتائج أن مستوى القيادة الأخلاقية والإبداع الإداري لدى الموظفين كان مرتفعاً. أوصت الدراسة بضرورة تعزيز ممارسات القيادة الأخلاقية مع العمل على تهيئة الظروف البيئية المناسبة التي تُشجّع على العمل الإبداعي. كما أوصت بتطوير برامج متخصصة، ووضع آليات لتعزيز أسس المساءلة والمكافأة، وإجراء دراسات مستقبلية في قطاعات مختلفة للحصول على نتائج أكثر دقة. تُركّز هذه الدراسة على العلاقة بين القيادة الأخلاقية والإبداع الإداري ضمن سياق ميداني محدد ونادر، وهو محاكم جنوب فلسطين. يُعد هذا التوجه جديدًا نسبيًا في الأدبيات المحلية، مما يضفي على هذه الدراسة قيمة مضافة في إثراء الأدبيات المحلية والإقليمية.

الكلمات المفتاحية: *القيادة الأخلاقية؛ الإبداع الإداري؛ المحاكم؛ فلسطين.*

1. Introduction

The practices of ethical leadership vary from one leader to another, as they are influenced by several factors—sometimes personal, sometimes psychological, and at other times environmental. In some cases, these practices may also be shaped by the leader's general mood, which can have a direct impact on their relationship with subordinates. This impact may take a positive form at times and a negative one at others. Moreover, it can influence employees' creativity, highlighting the importance of ethical leadership as a managerial approach grounded in values derived from religion, traditions, and social norms.

Managerial creativity is considered an integrated system in which the administrative organization, its members—both managers and employees—and the organizational environment all participate. Management is regarded as the driving force behind organizational performance, and therefore, it must continually evolve to achieve its objectives. In some government institutions, such as courts, a noticeable routine often dominates employees' work and tasks, making it unlikely for creativity and distinction to emerge. The employee is the cornerstone of the creative process; through them and with their contributions, the organization can advance toward managerial innovation. A leader must possess all the necessary ethical dimensions to advance the organization and enhance the efficiency of its employees. The more ethics and positive relationships prevail in the workplace, the more the organizational climate fosters loyalty, creativity, and productivity.

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 fueling 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, 2016).

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

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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 behaviors 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 one of the most important elements contributing to an organization's success. This is due to its ability to develop ideas and solutions to address the challenges facing the organization in a Dynamic, complexe business environnement. Managerial creativity requires a supportive environment that encourages creative thinking, drives rapid change and innovation, and fosters initiatives. Such an environment enhances the ability to generate new creative ideas and to develop effective plans and strategies that can be translated into actionable projects. On the other hand, promoting a culture of creativity and achieving competitive advantage through the optimal investment in resources leads to long-term success (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, 2015). It is also defined as the ability to generate new ideas and develop innovative solutions to managerial problems (Harvard Business Review, 2021).

Ethical leadership is a cornerstone of fostering managerial creativity within contemporary organizational environments. Recent research shows that leaders who embrace ethical principles such as integrity, transparency, and fairness create an organizational climate that promotes psychological safety and supports innovative work behaviors. When employees feel confident in their leadership and are treated fairly, they are more willing to take risks, share new ideas, and engage in proactive behaviors and job refinement. This directly contributes to generating creative solutions and innovative management practices (Tetteh et al., 2024).

In addition, ethical leadership plays a vital role in enhancing employee psychological empowerment and encouraging knowledge sharing within teams (Wang et al., 2021). This empowerment gives individuals a sense of ownership and responsibility for their work, increasing their intrinsic motivation to innovate. Building a trust-based environment also reduces barriers to collaboration and idea sharing, which is essential for collective creativity. Other studies suggest that the impact of ethical leadership on creativity may be mediated by factors such as employee trust in leadership and an organizational climate that supports innovation (Saddique et al., 2023). Essentially, ethical leadership lays a strong foundation for an organizational culture that encourages experimentation, learning from mistakes, and continuous improvement, which are essential elements for achieving sustainable managerial creativity.

Researchers define managerial creativity as the court's ability to develop unconventional methods to enhance its effectiveness, streamline its administrative procedures, and manage crises efficiently in order to achieve its vision and mission. The application of modern technologies within the court and the establishment of innovative administrative models that adapt to the complex political, economic, and social conditions of Palestinian society—while upholding the principles of values and justice—serve as key examples of managerial creativity in the context of Palestinian courts.

Through an analysis of previous studies, Shaer (2019) study on ethical leadership and administrative creativity behaviors among managers in Palestinian educational institutions found a positive and statistically significant relationship between ethical leadership and administrative creativity behaviors. 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. 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. 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. 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.

Previous studies have confirmed the existence of a statistically significant relationship between ethical leadership and managerial creativity. Despite differences in their methodologies and findings, these studies also indicated that ethical leadership plays an important role in fostering managerial creativity by creating suitable environmental conditions for crisis resolution and facilitating the handling of challenges. 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. It also makes a substantial contribution to the creation of management and leadership plans in judicial institutions by providing more in-depth understanding of the elements that foster innovation and improve organizational effectiveness.

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This study contributes to the strengthening of moral principles and practices in court workplaces by creating a positive work environment that promotes staff members' cooperation, involvement, and trust. Furthermore, it could improve the relationship between management and staff, increasing their commitment and loyalty to the company. Finally, this study could enhance the courts' reputation as ethical, professional institutions dedicated to maintaining the rule of law and conducting efficient, truthful community service.

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?

2. Methodology of Research

2.1 Study Design

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

2.2 Population and Sampling

The study population includes all employees working in the courts of southern Palestine, totaling 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	234	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

2.3 Study Tools

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.

2.4 Inter-Rater Reliability

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

** 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.

2.5 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.

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Table 3 Cronbach 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**

2.6 Statistical Processing

The study data were analyzed 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.

3. 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 It shows the results of the Pearson Correlation coefficient (Pearson Correlation) illustrate 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

** Statistically significant at a significance level of ($\alpha \leq 0.01$), * Statistically significant at a significance level of ($\alpha \leq 0.05$).

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)

The 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

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.

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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

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).

Due to the unique nature of judicial institutions and courts, and given their administrative and leadership precision, the researchers encountered several challenges during data collection. The most notable of these was the employees' reluctance to express their opinions. Additionally, the daily workload and the high number of visitors prevented employees from providing sufficiently detailed responses. Furthermore, geographic and security restrictions imposed by the Israeli occupation in the southern West Bank hindered the researchers' ability to reach all members of the sample. Moreover, some employees provided neutral or insufficient answers in an effort to protect their jobs or avoid potential problems.

The results of the study revealed that employees in the courts of the southern West Bank in Palestine demonstrate a high level of ethical leadership and managerial creativity, indicating the presence of a culture that encourages creative work and ethical behaviour. Additionally, the findings showed a statistically significant relationship between employees' managerial creativity and ethical leadership. These results highlight the importance of ethical leadership in enhancing the level of managerial creativity, suggesting that court administrators can gain significant benefits by promoting ethical leadership and fostering practices of managerial creativity.

The results of the current study, focusing on the courts in the southern West Bank, Palestine, align remarkably well with existing literature, significantly deepening our understanding of the positive relationship between ethical leadership and managerial creativity. The finding that employees in these courts demonstrate high levels of both ethical leadership and managerial creativity perfectly corroborates recent research indicating that ethical leadership is a "cornerstone of fostering

managerial creativity within contemporary organizational environments" (Tetteh et al., 2024). This consistency underscores the idea that a culture encouraging both ethical behavior and creative work leads to a thriving organizational environment.

The statistically significant relationship found between employees' managerial creativity and ethical leadership in the current study strongly reinforces prior theoretical concepts and empirical findings. Tetteh et al. (2024) specifically highlighted those ethical leaders cultivate an organizational climate that promotes psychological safety and supports innovative work behaviors, making employees more willing to take risks and share ideas. This is clearly reflected in the Palestinian court setting, suggesting that leaders there are effectively implementing these principles, which in turn influences their employees' creativity.

Furthermore, the study's findings resonate with Wang et al.'s (2021) assertion that ethical leadership enhances employee psychological empowerment and encourages knowledge sharing within teams. The observed high levels of managerial creativity in the Palestinian courts can be partly attributed to employees feeling a sense of ownership and responsibility, which boosts their intrinsic motivation to innovate. The current study's recommendation to promote ethical leadership to deepen managerial creativity is also consistent with Saddique et al.'s (2023) conclusion that the impact of ethical leadership on creativity can be mediated by factors such as employee trust in leadership and a supportive organizational climate for innovation.

Finally, the current results confirm the positive trends identified in earlier studies within both Palestinian and broader Arab contexts. Research by Shaer (2019), Badawi (2019), and Abu Aisha and Abu Salim (2020) in Palestine, along with Sulaiman (2018) in Saudi Arabia, all found a positive and statistically significant relationship between ethical leadership and administrative/managerial creativity. This accumulation of consistent findings across diverse settings—including educational institutions, schools, civil organizations, and now courts—powerfully reinforces the argument that ethical leadership is not merely a contributing factor, but a necessity for achieving high levels of managerial creativity and improving overall institutional performance. Consequently, the current study's findings not only affirm the importance of ethical leadership in fostering managerial creativity within the courts of the southern West Bank but also contribute to the existing literature by providing new evidence from a unique context.

4. Conclusion

Based on the study's findings, the researchers offer the following recommendations:

- Guide court leaders to instill ethical values among employees while providing a supportive environment for this purpose. It is also essential to create conditions that allow employees to express their opinions freely and to place importance on rewarding those who demonstrate ethical behavior.
- Encourage creative thinking and provide appropriate methods and tools for problem-solving and crisis management, while ensuring a suitable and safe working environment.
- Ensure the availability of appropriate training programs aimed at developing ethical leadership thinking and creative thinking, with training delivered by professionals with both academic and practical expertise.

5. Recommendations

Further With an emphasis on diverse organizational and work group types, more research is required to assess the elements influencing ethical leadership and administrative creativity across a range of sectors. Results would be more accurate if a variety of research methodologies were used. Apart from these broad suggestions, particular recommendations can be obtained from the study's

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findings, including:

- Promote the principles of ethical values in leadership by highlighting their foundational concepts.
- Emphasize the importance of setting priorities in daily tasks and organizational goals.
- Encourage leaders at all levels to take responsibility, acknowledge mistakes, and undergo training in crisis management.

Leaders in the southern West Bank courts can improve their staff's administrative creativity and ethical leadership by putting these suggestions into practice, creating a more inventive and productive workplace.

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