



LEADERSHIP CREATIVITY AND ITS IMPACT ON ETHICAL BEHAVIOR FOR HUMAN RESOURCES WITHIN THE VISION OF SAYYED AL-SISTANI (MAY HIS SHADOW LAST FOREVER)

**Assistant Professor Dr
Ahmed Abdel Salam Ahmed**
ahmed.alsalim@uosamarra.edu.iq

College of Administration and Economics – Samarra University

Article history:	Abstract:
Received: 26 th March 2024 Accepted: 14 th April 2024	The study aimed to find out the role of creative leadership In building the ethical behavior of human resources according to a group of employees' opinions in the Directorate of Education of Babylon, Where the descriptive analytical method was used for this research Mainly based on the questionnaire as the main tool for collecting data and information The research is based on a set of statistical tools to be processed According to the tests that achieve the purpose of the study Arithmetic mean, standard deviation, frequencies and percentages, Cronbach alpha test, multiple regression analysis. The questionnaire was distributed to the research community with (374) questionnaires The research community consisted of education departments spread in the province of Babylon, The sample of the study included its employees , The sampling unit was taken using the simple random sampling method. The study reached several conclusions, the most important of which are: That the creative leadership variable supports and enhances the ethical behavior of human resources, The study presented a set of recommendations, the most important of which was: Further strengthening the role of the creative leadership of the Directorate of Education of Babel And its connection with the value system and the endeavor to apply codes of ethics that will contribute to the promotion of ethical behavior and reduce and eliminate unethical behavior within their organizations This is what His Eminence, Grand Ayatollah Al-Sayyid Al-Sistani (may his legacy last).

Keywords: Creative Leadership, Ethical Behavior, Human Resources

THE INTRODUCTION:

Leadership is considered the key to the success of any business organization today because it has a direct impact on organizational performance on the one hand, and human resources on the other hand, relying on what is called (creative leadership), which is considered one of the pillars of organizational performance as it reflects how the organization uses its resources and investments to achieve its goals. In addition to being a factor of failure or success for organizations that seek to adapt to internal and external changes when they lack creative leadership. The importance and distinction of a creative leader lies not only in his ability to carry out the tasks assigned to him, but also in his ability to identify methods that enable him to overcome the obstacles and problems facing their organizations. Human resources practices have an ethical foundation that came about through their creative leadership What most business organizations seek Which frames sound ethics for an issue.

Leadership in general is the ability to influence individuals to make them want to achieve the group's goals, and extends Leadership via Relationship the Actual with Followers And it is distinguished This is amazing Relationship With transparency And trust and openness, And orientation to Goals NB And focus on development Followers And a result So Reflected Business Leaders The real ones on behavior followers, from during Learning not Just Behaviors associated With a model Leadership, But maybe that to get to know capacity Leaders on knowledge Some of them Some from during Self-knowledge, self-fulfillment, and the development of open and honest relationships (Al-Baghdadi and Al-Hadrawi , 2015: 31), and based on the above, creative leadership is considered, directed, and planned processes towards the goal of generating innovation and creativity, revealing weaknesses in the organization, finding methods to overcome them, and realizing points of excellence and strength, and ways to invest in them (Abdul Amir, 2020: 214), that is practical employment adjectives Creative The represented in Curiosity , and lack of the satisfaction By situation



Present and commitment With a purpose Top , dedication , and ability on presentation Ideas , spontaneity , and flexibility To encourage Exchange With opinion , participation , and criticism Self , and originality from during broke down direction Traditional in the field between Subordinates And the organization (Al-Shahwan , 2019: 15), in other words, authorization Leader Creative By creating Changes In ways Creative And innovative Away on Methods Traditional In order to investigation Goals the organization And according For skills Existing and influencing the ethical behavior of human resources (Al Hussein , 2018: 6).

Human resources practices have an ethical basis If a sound moral framing of an issue has occurred, there is likely to be moral awareness that the individual is facing a situation that has moral implications, which is directly and indirectly linked to creative leadership. Thus, moral behavior is both desirable behavior and a precursor to a variety of moral behaviors to achieve virtues. Morality related to the self. It is important to acknowledge human aspects and promote human dignity rather than different cultures. (Hassanian , & Shayan , , 2017: 3) , that is What matches and is consistent with the social rules that favor it Generally accepted , (Al-Rubaie, Sakhr, 2021: 44), and therefore ethical behavior can be considered necessary as part of the formation of beliefs and attitudes towards society and environmental issues that affect an individual's behavioral intention or readiness, but not necessarily his behavior directly. Behavioral beliefs are an individual's beliefs about the consequences of a particular behavior. These beliefs may stem from the individual's religiosity and morality. Thus, highlighting the potential for ethics of individual behavioral beliefs is one relevant factor that may influence managers' attitudes And their contribution to corporate social responsibility It is an important condition for predicting behavior. Ghazi,2018:43).

The current research included four sections. The first section dealt with the research methodology, the second section dealt with the theoretical framework of the research, while the third section dealt with the practical aspect, and finally the fourth section dealt with the conclusions and recommendations of the research.

The first topic **Research Methodology**

Research problem:

The behavior of individuals is controlled by a large number of diverse and sometimes conflicting factors And conflicting with each other, so it is not possible to accurately predict his behaviors and actions and how to control his emotions for that matter. It requires further study and analysis in an attempt to identify the hidden secrets and tendencies of this mysterious being that are linked to its behavior and what The performance of organizations in general is controlled by a value system through his commitment to ethical behavior . Based on the above, this study discusses a problem faced by directorates The education , especially the Babylon Education Directorate , is the need for creative leadership that has the ability to take decisions a task And fast To reach a variety of ethical behaviors for human resources within the vision of Sayyed Al-Sistani (may his inherited shadow last) The problem of the study revolves around the effect Leadership Creative behavior in the ethical behavior of the human resources of the researched society. The problem can be clarified through the following questions:

Does the directorate sample of the study apply the dimensions of creative leadership (empathy, fluency, clarity)? What is the importance of the dimensions of the ethical behavior variable? For the human resources of the ?researched community

1. Is there a correlation between the dimensions of creative leadership and the dimensions of ethical behavior ?
2. Is there a direct effect of adopting creative leadership behaviors and dimensions of ethical behavior? In the directorate, the study sample?

IMPORTANCE:

The importance of the research was summarized in two aspects:

1. Theoretical importance: The theoretical scientific importance of the research is highlighted, in light of the variables that will be studied, which constitute One of the contemporary administrative concepts, which reflects the trends of successful organizations capable of sustaining their operations, in Within its dynamic environment. Despite this importance, what has been written about it, in particular (creative leadership , ethical behavior), is still characterized by scarcity at the level of Arab and Iraqi studies, to the extent of the researcher's knowledge.
2. Practical importance: The field importance of the research is highlighted by the research sample, which includes workers in the Babylon Education Directorate, as well as the attempt to transfer the experiences of business organizations that have adopted the concept of creative leadership , ethical behavior , By preparing A scale according to a number of international indicators and standards, to measure the interrelationships and influence between the investigated variables , in their details specified in the hypothetical plan of the research, to provide a new model specific to the Iraqi environment. And then a suggestion A set of mechanisms that represent solutions to the problems facing the researched organizations , as far as variables are concerned. Researched.



RESEARCH AIMS:

The main objective of the current study is to determine the impact of creative leadership on the ethical behavior of employees in the directorate under investigation from the point of view of the sample , from which the following sub-objectives emerge:

1. measurement level Practices Creative leadership in the departments of the Babylon Education Directorate.
2. Identify on Bezel Availability And the dimensions of ethical behavior in the directorate under investigation.
3. Diagnosing the type and nature of the relationship between creative leadership behaviors and dimensions of ethical behavior.
4. Determine the level of impact of creative leadership practices in achieving ethical behaviors of human resources within the vision of Sayyed Al-Sistani (may his inherited shadow last) for Iraqi state institutions, including the departments of the Babylon Education Directorate.

RESEARCH ASSUMES:

The first main hypothesis : There is no statistically significant effect at the level of significance ($\alpha = 0.05$) for the dimensions of creative leadership (empathy, fluency, clarity) on the dimensions of ethical behavior (non-maleficence, independence, justice) in the Babylon Education Directorate . This hypothesis stems from a number From the following sub-hypotheses:

The first sub-hypothesis : There is no statistically significant effect at the significance level ($\alpha = 0.05$) of creative leadership on non-offending in the Babylon Education Directorate under investigation.

The second sub-hypothesis : There is no statistically significant effect at the significance level ($\alpha = 0.05$) of creative leadership on independence in the Babylon Education Directorate under investigation.

The third sub-hypothesis : There is no statistically significant effect at the level of significance ($\alpha = 0.05$) of creative leadership on justice in the Babylon Education Directorate under investigation.

A Default search form :

The research model and its variables were designed in light of previous literature data and related research. Depending on the research problem and its hypotheses, and to achieve its purpose and reach its specific goals, Figure (1) shows the model adopted by the study.

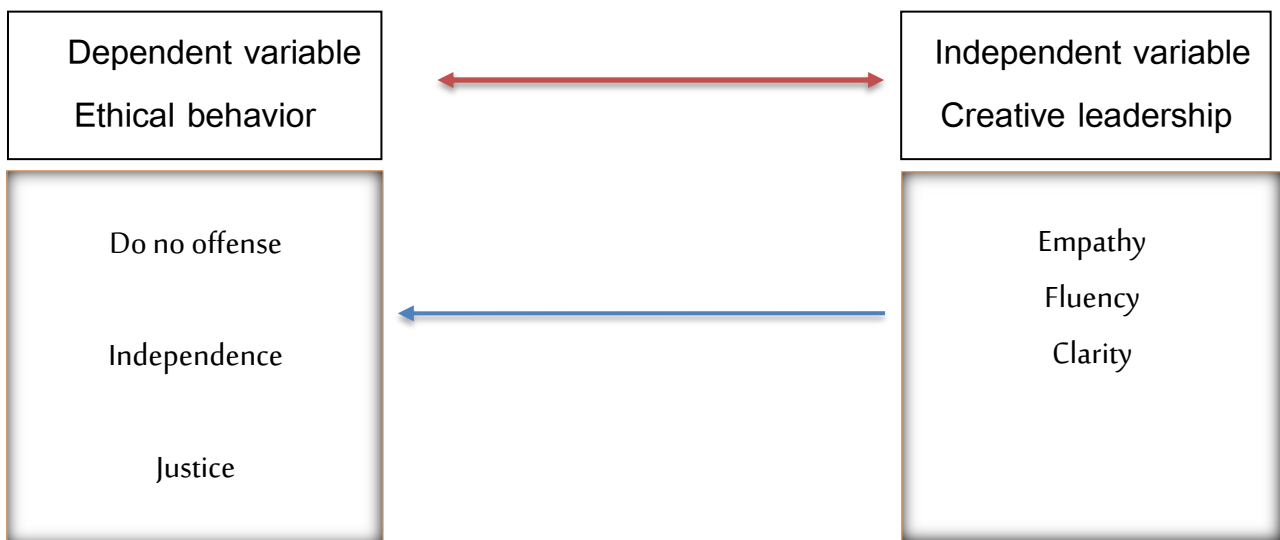


Figure (1) Research model
 .Source: Prepared by Al-Bahah Thani in light of the relevant literature *

Population And Sample:

research community consists of all employees in the departments of the Babil Governorate Education Directorate, while the study sample consists of individuals working in (the Education Department, supervisors, employees, school



principals and their assistants, teachers and teachers) distributed in (the directorate's office, the Musayyib Education Department, the Mahaweel Education Department , and the Education Department. Hashima Breeding , and Kuthi Breeding Department) as for the sampling unit It was completed It was taken using a simple random sampling method To fit this Style with nature The study population consisted of (15,000) employees , through the use of the population size table developed previously (Sekaran & Bougie , 2016) And (Johnson & Christensen, 2003) where 374 were distributed A questionnaire for the study sample was retrieved from which (348) questionnaires were valid for statistical analysis (304) , which is equivalent to (81 %) of the sample size.

The second topic **The theoretical framework of the independent variable**

Creative leadership

Creative leadership is one from Techniques Leadership, building on Concept Cooperative for work in development ideas Innovative from during investigation Circumstances that Boost Creativity. Researchers have differed in defining the concept of creative leadership, which is synonymous with the concept of creative leadership. It is group from The processes that create Organizations in The place the first or Adapt with her In circumstances variable In a way Large (Kotter , 2012:280) , and here it should that Support Organizations Leaders Creative people in Expression And implementation of their ideas Creative on the level Practical one get up Creative leaders expand Their creativity from where situation Solutions And application Motives essential (Mayer & Oosthuizen , 2020: 36) , creative leadership can Bring the individual to Foreground To have a group New from Value And practices and re Connection With what Means truly that He is human leader, through Sharing in Establishing the organization And cooperate with others and develop Capabilities New Empower him designed by Methods New for living, and work, and communication (Ivanova , 2019: 3) . that Leader Creative he have group miscellaneous from Skills that maybe Use it To explore Methods New And he can finding Methods To influence on People And motivate them in which lead to The organization's work In a way Best and share Managers And individuals in development an idea New And unfamiliar And its adoption in service The organization (Al-Karaawi , 2021), where both (Al-Abdali and Al-Muntashari , 2021) stated that creative leadership is nothing but an unconventional approach practiced by organizational leaders to manage and develop their organizations in a way that achieves continuous adaptation to various changes , and therefore creative leadership is not a leadership strategy, but rather a process. Transformational in which individuals tap into their innate creativity and ability to lead themselves and others toward achieving the goals and vision of the organization or project (10 : Gheerawo et al, 2020) , and in the same regard, he explained (Al-Mutairi, 2020: 752) that interest in creative leadership has main motives that are :

- Seeking diversity in attracting different thinking styles and backgrounds and pushing for the right mix of skills in the organization.
- Continuous growth in all disciplines associated with the knowledge revolution.
- Focusing efforts on searching the labor market for experienced employees due to the limited flexibility in organizations to train employees.

Dimensions of creative leadership

Empathy: It is the ability on Identify on Ideas And feelings And behaviors Others, that is capacity Cognitive To work Conclusions Related In cases Mentality For others : their knowledge, needs And intentions and feelings (Gheerawo . et al, 2020:6) where Practice Institutional To sympathize require Communication mechanisms Internal And management Knowledge this Means that it in order to develop Type from Empathy institutional, there need until Be practical communication And interact Intensive and common between the leader and the workers, And in framework institutional Which may be Lead to Vision Enough To enable Connection Empathic (New & Kimbell , 2013: 9) , and (Hodgson & Wertheim, 2007) defined empathy on that it Ability on Understanding and relating With experiments Cognitive And emotional For others, it is Ability Cognitive To make Inference While Regard With ideas Mentality For others' needs And intentions And feeling (Van Baaren , et al, 2009:38) , while (Karfu et al., 2017: 205) sees empathy as being interest By the beneficiary on Face The special And attention With his problems And the effort The extravagance To find Solution in a manner elegant And humane And with everything gratitude, And also communication And understanding with The individual from during His needs specified And saving interest Personal for him, In addition to knowledge And understand employees For their needs And their problems And express interest Solve it, In addition to Bezel Relevance And fit a job the organization.



Fluency : (Al-Deeb, 2007 : 32-33) explains fluency as the creative leader's thinking about possible directions and angles outside the framework of previous and current thinking, which gives the creative leader's mind the ability to generate a greater number of alternatives , synonyms, ideas, perceptions, and uses through extensive research in A memory store of information, knowledge, experiences, and practices related to the subject with the aim of arriving at the largest number of creative ideas . (Peter, 2008 : 28) believes that measuring fluency is the number of ideas compared to time and the comparison between these ideas based on The basis of the degree of its departure from the norm or tradition . Shakshak (2007 : 20-24) indicated that there are three types of fluency:

Verbal: It is the ability to formulate interconnected and connected linguistic structures, which gives the creative leader confidence and knowledge that enables him to reach the concepts and meanings that express the problem under consideration.

Intellectual: generating a large number of ideas during a certain period of time, which may be as simple as a single word or as complex as a sentence expressing unified ideas.

Formalism: means the ability to quickly mentally visualize drawings, shapes , and details when mentally responding to a stimulus that is immediately perceived.

Associative fluency: an individual's ability to complete relationships and easily present an idea in a meaningful way. (Boudrham, 2013 : 56.)

Clarity: is possession to understand Clear to see And direction the organization or The project That is, it is Ability on delivery that In a way effective to group miscellaneous Of workers with a purpose Support growth The individual And the team Organization and empowerment the job Collective And communication And cooperation Effective and achieving the focus Personal (Gheerawo . et al, 2020:7) , the leader Creative He appears Behaviors Creative in place the job that Expressed following They are suitable normatively, And it enables Leaders Creative people Their followers from Acceptance This is amazing Roles And procedures from during take decisions Fair on Basis not Biased (Seung & kang , 2019: 3) , and represents Clarity Image that It is placed In which Administration Supreme To explain the job that They rise with it And determine method that He should Follow her To achieve That (Mahmoud and Harbi, 2019: 79), and indeed Clarity Positive adds to the satisfaction Career And contentment Career Produce Turn Influential positive towards Roles And responsibilities in activation The function of satisfaction in the organization (Thangavelu & Sudhahar , 2017: 7) , so it becomes take the decision Easier a lot when be the goal Clear in to set Problems (Dobbins & Pettman , 1997: 524).

The theoretical framework of the dependent variable Ethical behavior

It is both a desirable behavior and a precursor to a variety of moral behaviors to achieve the moral virtues associated with oneself. It is important to acknowledge human aspects and promote human dignity rather than different cultures. (Hassanian , & Shayan , 2017: 3) , and (Gerald, 2019: 25) What is ethical behavior? There is a widespread guiding principle that governs how individuals behave, and here business managers must serve as models of public ethics; This is the basic building block of any positive leadership influence on ethical behavior by others. Moreover, in terms of ethical behaviour, executives should act ethically not for fear of being caught doing wrong or being punished . Instead, they should embrace ethical behavior at work because of the freedom, self-affirmation and success it brings . (Shleifer,2004:64) Ethical behavior is also described as the behavior defined by the organization. In this approach, the organization is used as a basis for determining what is right and wrong. Any deviation from organizational rules is considered unethical . Accordingly, ethical behavior is defined as behavior that is consistent with organizationally defined policies and values. Different viewpoints indicate that individuals learn to behave ethically or unethically. Moral by virtue of their connections to others or their location within social networks. Thomas, 2004:853) .

Dimensions of ethical behavior

Non-offending : Charity, mercy and kindness with connotation Strong to do good for others This includes moral obligation. All professionals have the fundamental ethical duty to do what is right And the modern thought about charity is embraced Humanity All persons have immutable rights To life and liberty, these rights must be respected and nurtured And facilitate it , and therefore, kindness is the best treatment and not Doing anything harmful within the professional relationship with the client and employees , He should act in a fiduciary manner; For the benefit and interest of the institution to which it belongs always and without exception. This includes All aspects of the relationship It excludes activities that constitute a conflict In the interests of the practitioner. For a long time Charity was not part Indivisible Of business ethics along with other basic ethical principles including Independence and justice (Kinsinger , 2009:45) .



Independence : Independence It is the principle of respecting the ability of individuals to make their own decisions and choices These teams have the freedom and flexibility to make independent decisions Concerning a group of Critical issues And obligations Related to protecting and ensuring autonomy, including the choice Independent for individuals and groups (Poel , 2015:123) , it is also a mechanism that gives individuals the freedom to act not only in communicating within their team to determine the goals that should be Follow them, but to be more proactive in that employees interact independently with others to gain the knowledge necessary to implement Their work tasks Mulé , et al, 2016:4) , : 61,62) , Corngold , 2012) The claim that a degree of independence is associated with more effective learning is often more strongly expressed . They conclude that independent learners are those who have the ability to be active and independent in their choices They can set general goals and formulate their own goals, change goals to suit their needs and interests, and monitor their learning themselves. In applied linguistics, autonomy is also viewed as the ability for active and independent learning.

Justice : The degree to which individuals are treated in a manner (decent, with dignity, courtesy , and respect). Daily confrontations are very frequent in organizations, and care is taken to discuss decisions with subordinates. Justice stipulates treating everyone equally, giving everyone his right, and avoiding harming others. Harm (Holtz & Harold, 2010: 341) It is also possible It is considered a method of judgment based on justice and the method used by the manager at the functional level and the human level, according to which employees' perceptions of integrity are determined and thus the high or low levels of performance at the organizational level and even the individual level (Abu Al-Kass, 2015: 28). Also, individuals cannot be dealt with on the basis of discrimination. According to religion, race, or even political affiliation, a system based on justice works to strengthen the feelings and affiliation of employees towards their institutions because they provide their services without discrimination and on the same conditions (Al-Sakarna , 2012 : 382.)

The third topic
Statistical processing

The Statistical Package for the Social Sciences (SPSS) program was used to process the collected data. Specifically, frequencies, arithmetic averages, percentages, and multiple regression analysis were used to test the study hypotheses. The internal consistency coefficient for the questionnaire items, Cronbach Alpha , and the table were also extracted. Number (1) shows the Cronbach alpha reliability coefficient for the questionnaire items.

Table (1)
 Reliability coefficient for the questionnaire items

Cronbach's alpha coefficient	the hub	T
Dimensions of the independent variable		
0.894	Empathy	1
0.911	Fluency	2
0.947	Clarity	3
Dimensions of the dependent variable		
0.904	Do no offense	4
0.679	Independence	5
0.920	Justice	6

Cronbach Alpha internal consistency coefficient for the questionnaire question items. The table indicates that the consistency coefficient for all dimensions of the study variables is more than (0.60), and obtaining (Alpha \geq 0.60) is considered acceptable in the applied aspect of the human and administrative sciences. Thus, the researchers have confirmed The validity and reliability of the questionnaire, which indicates the validity of the questionnaire and its validity for analyzing the results and testing its hypotheses.

Analysis of study variables

First: Determine the level of importance of the study variables

In order to determine the level of importance of the study variables, we relied on the arithmetic mean of the variable based on the following scale:

Less than 2.33, the level of importance is low, from 2.34 - 3.66, the level of importance is medium, and from 3.67 and above, the level of importance is high. Table No. (2) shows the arithmetic means, standard deviations, and level of importance for the study variables.

Table (2)



Arithmetic means, standard deviations, and level of importance of the study variables

The level of importance of the dimension	Order of paragraph importance	standard deviation	SMA	The dimension	T	variable
middle	6	1.006	3.40	Empathy	1	<u>Creative leadership</u>
high	3	0.912	3.75	Fluency	2	
high	1	0.966	3.88	Clarity	3	
middle	5	0.91	3.51	Do no offense	4	<u>Ethical behavior</u>
middle	4	1.32	3.63	Independence	5	
high	2	0.89	3.81	Justice	6	

It is clear from the table above that the arithmetic means for the dimensions of the independent variable, which is ethical behavior, ranged between (3.40 - 3.88), where the clarity dimension ranked first with an arithmetic mean of (3.88) and a standard deviation of (0.966) with a high level of importance, while the fluency dimension obtained a It ranked second with an arithmetic mean of (3.75) and a standard deviation of (0.912) with a high level of importance, and the empathy dimension ranked third with an arithmetic mean of (3.40) and a standard deviation of (1.006) with a medium level of importance. As for the dimensions of the dependent variable, which is creative leadership, its arithmetic averages ranged between (3.51 - 3.81), where the justice dimension ranked first with an arithmetic mean of (3.81) and a standard deviation of (0.89) with a high level of importance, while the independence commitment dimension obtained a It ranked second with an arithmetic mean of (3.63) and a standard deviation of (1.32) with an average level of importance. Non-offending was ranked third with an arithmetic mean of (3.51) and a standard deviation of (0.91) with an average level of importance.

Second: Testing the study hypotheses

The sub-study hypotheses will be tested through the use of multiple regression analysis to determine the relationship and effect between the study variables.

The first hypothesis:

There is no statistically significant effect at the level of significance ($\alpha = 0.05$) on the creative leadership dimension Absence of abuse in the Babylon Education Directorate in question.

To test the validity of the hypothesis, it was tested whether there was an effect of the elements of the independent variable, which is creative leadership, on the dimension of non-offending in the Babylon Education Directorate under investigation, using multiple regression, and Table No. (3) shows the results of the statistical analysis of this test.

R2	R	Significance level sig	f tabular	F Calculated	Mean squares Mean square	Degrees of freedom	Sum of squares Sum of square	Sample model
0.291	0.539	0.000	3.10	13.699	5.311	3	15.934	Regression Regression The rest Residential the total total
					0.389	300	38.854	
						303	54.788	

It appears from the table above that the calculated f value , which is (13.699), is greater than the tabulated f value , which is (3.10), and the significance level sig , which is (0.000), was also less than the specified significance level, which is (0.05). Therefore, we reject the null hypothesis (H0) and accept the alternative hypothesis. (Ha) This is supported by the value of R , which amounted to (0.539), which explains the strength of the relationship between creative leadership and non-offending in the Babylon Education Directorate in question. As we also note from the table above,



the value of the coefficient of determination R^2 is (0.291), and this indicates that the dimensions of creative leadership This explains the percentage (29.1%) of non-abuse in the Babylon Education Directorate in question. Based on the results that appeared in Table (3), We notice a statistically significant effect at the significance level ($\alpha = 0.05$) to measure the dimensions of creative leadership (empathy, fluency, clarity) on the dimension (non-offense) in the Babylon Education Directorate.

The second sub-hypothesis : There is no statistically significant effect at the level of significance ($\alpha = 0.05$) of creative leadership on the dimension of independence in the Babylon Education Directorate under investigation.

To test the validity of the hypothesis, it was tested whether there was an effect of the elements of the independent variable, which is creative leadership, on the dimension of independence in the Babylon Education Directorate under investigation, using multiple regression, and Table No. (4) shows the results of the statistical analysis of this test.

R2	R	Significance level sig	f tabular	F Calculated	Mean squares Mean square	Degrees of freedom df	Sum of squares Sum of square	Sample model
0.247	0.497	0.000	3.10	10.921	7.384	3	22.151	Regression Regression The rest Residential the total total
					0.389	300	67.607	
						303	89.758	

It is clear from the table above that the calculated f value which is (10.921), is greater than the tabulated f value , which is (3.10), and the sig level of significance , which is (0.000), was also less than the specified significance level ,) which is (0.05). Therefore, we reject the null hypothesis H_0) and accept the alternative hypothesis (H_a This is (supported by the R value of (0.497), which explains the strength of the relationship between creative leadership and independence in the Babylon Education Directorate under investigation . As we also note from the table above, the value of the coefficient of determination R^2 shows the researchers that the dimensions of creative leadership (0.247) .explain (24.7%) of the independence in the Babylon Education Directorate under investigation

Based on the results that appeared in Table (4), We notice a statistically significant effect at the significance level) $\alpha = 0.05$ to determine the dimensions of creative leadership (empathy, fluency, clarity) over (independence) in the (. Babylon Education Directorate

) There is no statistically significant effect at the level of significance : The third sub-hypothesis $\alpha = 0.05$ of creative (. leadership on the justice dimension in the Babylon Education Directorate under investigation

To test the validity of the hypothesis, it was tested whether there was an effect of the elements of the independent ,variable, which is creative leadership, on the justice dimension in the Babylon Education Directorate under investigation .using multiple regression, and Table No. (5) shows the results of the statistical analysis of this test

R2	R	Significance level sig	f tabular	F Calculated	Mean squares Mean square	Degrees of freedom df	Sum of squares Sum of square	Sample model
0.375	0.612	0.000	3.10	20.005	876 .7	3	23.629	Regression Regression The rest Residential the total
					94 0.3	300	39.372	
						303	63.002	



									total
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It appears from the table above that the calculated f value, which is (20.005), is greater than the tabulated f value , which is (3.10), and the sig level of significance , which is (0.000), was also less than the specified significance level, which is (0.05). Therefore, we reject the null hypothesis (H₀) and accept the alternative hypothesis. (H_a) This is supported by the R value of (0.612), which explains the strength of the relationship between the independent variable, creative leadership at a distance Justice in the Babylon Education Directorate under investigation . As we also note from the table above, the value of the coefficient of determination R² (0.375) shows the researcher that the dimensions of the independent variable creative leadership explain (37.5%) of the dimension Justice in the Babylon Education Directorate under investigation.

Based on the results that appeared in Table (5), We notice a statistically significant effect at the significance level ($\alpha = 0.05$) for the dimensions of creative leadership (empathy, fluency, clarity) on the dimension of justice in the Babylon Education Directorate under investigation.

Based on the above, there is a statistically significant effect at a significance level ($\alpha = 0.05$) for the dimensions of creative leadership (empathy, fluency, clarity) on the dimensions of ethical behavior (non-offending, independence, justice) in the Babylon Education Directorate.

THE FOURTH SECTION CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This section includes a review of the most important conclusions reached by the study based on the interpretation of the results of the analysis of the practical aspect, so it reflects the efforts made in preparing this study, and these conclusions are as follows:

1. It was shown through the results that creative leadership in the Babylon Education Directorate , the study sample, achieved a high level, and it is of importance at the level of the sample members if applied by leaders to motivate employees to adopt the desired ethical behavior and thus achieve the goals of the Babylon Education Directorate in question.
2. It was shown through the results that the empathy dimension achieved a moderate response level to a certain extent. This means that this dimension has an impact and importance on the level of the sample members if it is applied by the leaders by helping the employees of the Babylon Education Directorate in question and making them feel better and taking care of their abilities and developing them, and thus it is reflected in On their ethical behavior.
3. The results of the study showed that the clarity dimension achieved a high level of response, and the importance and impact of this dimension if it was applied by the leaders in the Babylon Education Directorate, the study sample, to achieve the desired goals by setting clear and realistic plans for the current and future reality and explaining them appropriately to the employees in the Babylon Education Directorate. Search location.
4. The results of the study showed that the fluency dimension achieved a high level of response, and due to the importance and impact of this dimension, if it is applied by the leaders in the Babylon Education Directorate, the study sample, it will enable the management of the Babylon education departments in question for comparison. between number big from Ideas In time short Relatively and in a way that serves the educational process.
5. Through the results of the statistical analysis of the dimension of autonomy (independence), it was found that it had a moderate level, and this confirms the existence of a desire among workers in the Babylon Education



Directorate, the study sample, to enjoy making their decisions independently, without influence or interference from other parties. The departments are strengthened. Independence, through which employees can express their opinions, participate in formulating goals at the (general and specific) level, and pay attention to them and improve them.

6. The justice dimension, according to the results of the descriptive statistical analyses, also attained a high level, because the workers in the Babylon Education Directorate, the study sample, have an interest in fair behaviors because the results of these behaviors are positive, whether at the level of relationships among them or at the level of performance. It came in first place (through justice, my behavioral reactions are shaped.)
7. Based on what was stated in the results of the statistical analysis, it became clear that the dimension (non-offense) also attained a moderate level, and that the sample members agreed on their desire to be treated with kindness and not to have bad intentions towards each other and their belief that, by virtue of their humanity, they will enjoy fixed and unchangeable rights. The principle of benevolence is one of the components of their professional ethics, according to which they have a moral commitment and love for doing good, and this in turn reduces the gap between management and workers, and this indicates that departments promote (the principle of doing no harm) And no harm), which must be improved and given greater attention.
8. The answers of the study sample showed that officials in the directorate possess creative leadership skills and abilities that enable them to mix and perform more than one behavior to perform tasks and work requirements, which enhances the level of performance in the directorate.

Recommendations

1. Work to create and formulate a code of ethical behavior according to the directives of His Eminence Mr. Sistani (May his shadow last as heir) He published it so that everyone could know what it contained and urged all employees of the Babylon Education Directorate to adhere to its provisions.
2. Designing advertising posters and printing small brochures that spread the culture of moral behavior and support it with verses from the Holy Qur'an, noble hadiths of the Prophet, and the guidance and recommendations of His Eminence. Mr. Sistani (May his shadow last as heir) It emphasizes the importance of following and adopting the principles of ethical behavior.
3. Encouraging employees, raising their morale and urging them to challenge and confront obstacles through the spirit of cooperation and solving the problems they face to achieve success and eliminate cases of negativity (failure.)
4. in the Babylon Education Directorate must show kindness and benevolence towards employees and praise their work for the purpose of spreading an atmosphere of understanding and thus achieving the set goals.
5. Giving employees some independence and enabling them to solve the problems they face without interference from management. This enhances confidence among them and this is reflected in ethical behavior.
6. In order for leadership to be creative, it must deal with everyone in one manner, that is, fairly, and grant employees privacy by building a system of values according to which management operates. This ensures stability and thus reduces cases of leaving work.
7. to publish culture Leadership Creative between Joints And sections the organization in which Committed Employees With the goal Organizational that Proposed by officials in the Babylon Education Directorate, Because he He should that Be Resources Finance And power Administrative compatibility with size the mission The client to The creative leader, and this was confirmed by His Eminence Mr. Sistani (May his shadow continue to be inherited) repeatedly.
8. Benefit from Thought And skills And the resources available to employees in the Babylon Education Directorate to create Solutions to the problems faced by M And provide services New And useful And self Link.
9. Strengthening Channels communication Effective between Administration And employees from during finding Ways The sponsor With that on the level Organizational And behavioral.
10. the job on finding environment a job Relevance Boost Belonging Career And help staff on presentation better What they have.

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