

تأثير القيادة الأخلاقية ومشاركة المعرفة على إبداع الموظفين: دراسة على الشركات السعودية

The Impact of the Ethical Leadership and Knowledge Sharing on the Employees Creativity: An Investigation of Saudi Companies

أ. رغبة عمر ينكصاري: باحثة، تخصص إدارة أعمال، السعودية

Raghdah Omar Yanksari: College of Administrative and Financial Sciences, Saudi Electronic University

Email: raghdah.yanksari@gmail.com

<https://doi.org/10.56989/benkj.v4i5.860>

المخلص:

تتناول هذه الدراسة القضايا المعاصرة ذات الصلة بكل من البحوث والممارسات التجارية، مع التركيز على الأدوار القيادية، وتبادل المعرفة، وتأثيرها على إبداع الموظفين وهو موضوع يحظى باهتمام محدود في البحث المحلي. الغرض الأساسي للدراسة هو التدقيق في تأثير القيادة الأخلاقية، التي تتميز بالنزاهة والإنصاف، على إبداع الموظفين، فضلاً عن آثار مشاركة المعرفة الداعمة من قبل القادة. تشمل الاستفسارات الرئيسية فحص نزاهة القيادة وإنصافها على إبداع الموظفين، وتأثير دعم مشاركة المعرفة على الإبداع. باستخدام نموذج نظري مستمد من الأدبيات، تستخدم منهجية البحث استطلاعات لاختبار الفرضيات وجمع البيانات من عينة من 250 موظفاً عبر صناعات متنوعة. إحدى النتائج الرئيسية للدراسة هي أن القيادة الأخلاقية تؤثر بشكل إيجابي على إبداع الموظفين. ينخرط الموظفون في تقاسم المعارف بنجاح، مما يساهم في الإبداع سواء ضمن أدوارهم الوظيفية أو عبر مجالات المعرفة التنظيمية. عملياً، تؤكد الدراسة على أهمية القيادة الأخلاقية وتبادل المعرفة في تعزيز إبداع الموظفين داخل المؤسسات السعودية، لا سيما التأكيد على المستوى التعليمي. تملأ النتائج التي توصل إليها فجوة حاسمة في هذا المجال، حيث تقدم رؤية قيمة لكل من الباحثين والممارسين. من حيث الأصالة والقيمة، تمثل هذه الدراسة استكشافاً حديثاً وكمياً لموضوع تم تجاهله نسبياً، من خلال التحقيق في تأثيرات نزاهة القائد والإنصاف ومشاركة المعرفة على إبداع الموظفين، فإنه يوفر مساهمات ذات مغزى في المجالات غير المستكشفة لإنتاج الموظفين. وتقر الدراسة ببعض القيود، تم إجراؤه فقط في المملكة العربية السعودية وعبر مختلف القطاعات. ويمكن للبحوث المقبلة أن تستكشف بلدانا مختلفة أو قطاعات محددة للتمكين من إجراء تحليلات مقارنة.

الكلمات المفتاحية: أدوار قيادية، إبداع، قيادة أخلاقية، مؤسسات سعودية.

Abstract:

This study addresses contemporary issues pertinent to both business research and practice, focusing on leadership roles, knowledge sharing, and their influence on employee creativity a topic with limited local research attention. Specifically, it examines the ethical dimension of leadership and the role of knowledge sharing in enhancing employee creativity within organizations. The study's primary purpose is to scrutinize the impact of ethical leadership, characterized by integrity and fairness, on employee creativity, as well as the effects of supportive knowledge sharing by leaders. Key inquiries include the examination of leadership integrity and fairness on employee creativity, and the influence of knowledge sharing support on

creativity. Employing a theoretical model derived from literature, the research methodology employs surveys to test hypotheses and gather data from a sample of 250 employees across diverse industries. One of the study's key findings is that ethical leadership positively affects employee creativity. Employees engage in successful knowledge sharing, contributing to creativity both within their job roles and across organizational knowledge domains. Practically, the study underscores the importance of ethical leadership and knowledge exchange in fostering employee creativity within Saudi enterprises, particularly emphasizing the educational level. Its findings fill a crucial gap in this area, offering valuable insights for both researchers and practitioners. In terms of originality and value, this study represents a recent and quantitative exploration of a topic that has been relatively overlooked. By investigating the impacts of leader integrity, fairness, and knowledge sharing on employee creativity, it provides meaningful contributions to unexplored areas of employee output. However, the study acknowledges certain limitations. It was conducted solely in Saudi Arabia and across various sectors. Future research could explore different countries or specific sectors to enable comparative analyses. Additionally, qualitative or mixed-method approaches could provide deeper insights into employee creativity. Moreover, future studies could delve into how organizations define and measure creativity, further enriching our understanding of this complex phenomenon.

Keywords: Leadership Roles, Creativity, Ethical Leadership, Saudi Enterprises.

Introduction:

In today's dynamic global economy, characterized by rapid shifts in technology, economics, and culture, the spotlight on employee creativity within organizations has intensified (Sarooghi & & al, 2015). As a result of the organizational necessity to cope with worldwide competitiveness arising from continually changing client needs, employee creativity is now a

standard for the performance of employees (Belleflamme & & al, 2015, p. 3). Because of the necessity to adapt to changing circumstances, creativity and innovation have become vital performance indicators for every organization's success. Unfortunately, the majority of employees continue to rely on traditional methods and avoid engaging in innovative activities although they have the ability to create significant changes in the firm (WolfeMorrisson & Milliken, 2000). Because leaders' moral clarity might be tainted by their sense of power (Asadullah & & al, 2018); (Wiltermuth & Flynn, 2013) it's more possible that they'll overlook ethics when using their authority and ignore the moral consequences of their actions. For a very significant reason, ethical leadership is critical for inspiring employee innovation. Organizations that promote ethical behavior are more effective in fostering a healthy work environment (Anser & & al, 2020). In addition, many studies (Lee & & al, 2015) show that companies that use knowledge sharing facilitation enjoy benefits such as improved organizational performance, greater cumulative institutional understanding, gained skills and experience, and originality.

Study problem:

This study is vital since it deals with contemporary topics that are relevant not only to business research but the practice as well. The examined issues have received little attention locally in terms of conducted researches. This study emphasizes on leadership role, knowledge sharing and influence on employee's creativity, particularly, it highlights the ethical dimension of leadership as well as the role of knowledge sharing in enhancing employee creativity in the organizations.

While organizations increasingly recognize the importance of employee creativity for responding to evolving client expectations in the global economy, there persists a gap between this recognition and actual employee engagement in innovative activities. This gap may be attributed to leaders potentially overlooking ethics in their decision-making processes

due to their sense of power, thereby hindering their ability to inspire creativity among employees. Consequently, there is a need to investigate the impact of ethical leadership, including dimensions of integrity and fairness, as well as knowledge sharing support on employee creativity within organization.

It aims to scrutinize the impact of ethical leadership that is signified by two dimensions: Integrity and fairness on employee creativity. Also, the impact on employee creativity if the leader's is characterized by supportive knowledge sharing.

- What is the impact of leadership integrity on employee creativity?
- What is the effect of leadership fairness on employee creativity?
- What is the impact of knowledge sharing support on employee creativity?

Research Design and Methodology:

A theoretical model was created to examine the relationships between the theory's many factors based on the literature study. The researcher utilized the survey technique to test the research hypothesis, which is concerned with analyzing the phenomena on the ground. The researcher gathered data via a questionnaire delivered to a sample of (250) employees from various industries. The variables were assessed using scales derived from the literature and verified. The study was planned in a way that was appropriate for the nature of the research and the desired outcome. A literature review was undertaken in the first stage of the investigation in chapter two. The study methodology was described in the third chapter. The statistical analysis of obtained data was the subject of the fourth chapter, which included the display of tables and forms to aid this practical analysis. The fifth chapter summarizes research findings and makes suitable suggestions to complete the confirmation of research hypotheses.

The Importance of Study:

The importance of this study is highlighted through the following:

- From a managerial relevance: first the study highlights the role of information and communication technology (ICT) in enhancing productivity and knowledge sharing within social enterprises. Second, it emphasizes the importance of ethical leadership in fostering employee creativity, addressing real challenges faced by managers and workers in businesses.
- From a scientific relevance: The research addresses a significant gap in academic literature, particularly concerning the impact of ethical leadership and knowledge sharing on employee creativity in Saudi companies. Then, it provides valuable insights for researchers, enabling them to build upon this study's findings and contribute to further research in related fields.

The Objectives of Study:

The study aims to achieve the following objectives:

1. Investigate the relationship between ethical leadership and employee creativity.
2. Examine two dimensions of ethical leadership: integrity and fairness of the leader.
3. Explore the relationship between supporting knowledge sharing and employee creativity.
4. Utilize theoretical frameworks to extract conceptual insights from ethical concepts and their influence on employee creativity.
5. Assess how outcomes fairness, integrity, and knowledge sharing by a leader impact the creativity of employees.
6. Assume a positive impact of the dimensions of ethical leadership and knowledge sharing on employee creativity.

Study Limitations:

- The study was conducted solely in Saudi Arabia, limiting the generalizability of the findings
- Data collected from diverse sectors may yield generalized rather than sector-specific results.
- The study focused primarily on establishing a link between ethical leadership and cognitive engagement in employee creativity, leaving other factors unexplored.

Hypotheses:

Hypothesis 1: Ethical leadership has a positive impact on employees' creativity.

- *Hypothesis 1 a:* Leader integrity has a positive impact on employees' creativity.
- *Hypothesis 1 b:* Leader fairness has a positive impact on employees' creativity.

Hypothesis 2: Leader knowledge sharing has a positive impact on employee creativity.

Chapter One: Previous Studies and Conceptual Formwork

The researcher utilized the quantitative approach, which is concerned with seeing the phenomena on the ground, identifying its features, and determining its scale. Based on theoretical literature and similar studies, the researcher utilized the questionnaire as a tool for the study and designed it as a method for collecting information in this study.

1. **Brown et al. (2005):** Brown and colleagues developed a formal concept of ethical leadership, emphasizing the importance of leaders' integrity, honesty, and compassion in driving organizational success. Their study introduced the Ethical Leadership Scale (ELS) and highlighted the

positive impact of ethical leadership on employee trust, job satisfaction, and organizational commitment.

2. **Elqassaby (2018)**: Elqassaby's study focused on the significance of ethical leadership in shaping organizational culture and employee outcomes. The research emphasized the role of ethical leadership practices in fostering a positive work environment and promoting ethical conduct among employees.
3. **Trevio et al. (2003)**: Trevio and colleagues examined the relationship between ethical leadership and organizational ethics. Their study highlighted the importance of ethical leadership in establishing an ethical climate within organizations and promoting adherence to ethical standards among employees.
4. **Mayer et al. (2009)**: Mayer and team investigated knowledge sharing behaviors within organizations and their impact on organizational learning and innovation. The study emphasized the role of knowledge sharing in facilitating collaboration, problem-solving, and decision-making processes.

Research Framework:

Scholars have shown how organizational structure, strategy, technology, culture, and other management tools may assist organizations in becoming more able to compete successfully (Galbraith, 2002). They also show that in the twenty-first century business culture, creativity and innovation are the primary sources of competitive advantage. These authors, on the other hand, make no mention of the significance of leadership in the innovation process. Organizations that are both creative and effective do not emerge by accident. Leaders must drive and manage deliberate changes in structure, culture, and procedure to transform them into innovative, successful, and profitable organizations. While many businesses strive for competitive advantage through structure, strategy,

technology, and culture, the most important strength of the company is leadership. In order for creativity and the spirit of innovation to flourish, any organization must recognize the role of leaders in promoting creativity. Leaders may successfully encourage organizational creativity and innovation by cultivating a creative environment. Leaders may accomplish this by building inviting and inclusive workplaces for all workers. Workers are more creative when the social organizational structure makes them feel comfortable and welcome (Langdon & al, 2014). As a result, organizational leaders must value, embrace, and leverage each employee's distinct ideas, histories, and perspectives, making a significant contribution to the firm with their unique individual assets and achievements (Valério, & Sá da Costa, 2011).

2.1. Culture of the Organization:

Organizational culture is what employees perceive, and that impression results in a set of beliefs, values, and expectations. Many are described by organizational culture. The first is that culture is a perception; it cannot be physically touched or seen, but individuals comprehend it based on their business experiences. Second, organizational culture is descriptive, referring to how individuals absorb and comprehend the culture, regardless of whether they like it or not (Xenikou, 2022). Finally, even though the company's workers originate from different backgrounds and work at different levels, they all view and portray the organization's culture in the same manner. An organizational ethical culture means that workers make decisions based on all stakeholders, company principles, regulations, and norms. Employees must share a common understanding of ethics and its repercussions in order to establish and sustain an ethical organizational culture. The majority of individuals felt that cultures have an impact on ethical action because they give us with values and judgments that we use

to make ethical decisions. Values are communicated differently in different cultures, which affects ethics.

2.2. Work Ethics:

The topic of ethics in the public sector is extensive. It discusses the fundamental premise of a public administrator's job as a "steward" of the public in the public sector. Simply put, it refers to the moral reasoning and careful consideration given to decisions and actions made in the course of daily operations for government and non-profit organizations. The public will assess the work of these organizations' members against a set of ethical standards (MO & Uchenna, 2012). Individuals, as well as other groups and the entire public, share this mindset.

2.3. Ethical Leadership:

The actions of a leader are critical in building an efficient corporate culture and working conditions. The new leadership style places a premium on ethics and values. Many studies values openness and honesty in leadership approaches. In contrast to most other leadership styles, such as transformational leadership, which focuses on a single cohesive leadership theory, ethical leadership was first incorporated as a component of other leadership theories (Elqassaby, 2018).

2.4.1. Definition of ethical leadership:

(Brown M. E & al) describes ethical leadership as presenting normatively appropriate behavior through personal action and interpersonal relationships, as well as encouraging such behavior. According to this viewpoint, an ethical leader has two primary roles: moral individual and moral leader manager; the function of a moral person is related to the leader's ethical convictions. At the same time, the moral manager refers to the leader's behaviors in order to inculcate. Such ethical norms are instilled

in those who come after. Communication, reinforcement, and decision-making are all crucial actions (Heres & Lasthuizen, 2012).

2.4.2. The Characteristics of Ethical Leadership:

Leaders should devote enough time and effort to developing their reasoning ability (Salas–Vallina & & al, 2020), and inspirational leaders set specific goals and only targets for their subordinates and facility, and they motivate staff to contribute, with the goal of gaining respect from everyone. Inspirational leadership is often associated with transparency, openness, and a positive attitude. Unlike ethical leadership (Walumbwa & & al, 2017), exciting leadership exhibits respect and outstanding behavior toward others, providing optimism, energy, and increased drive to their followers. Most effective leaders are regarded to have the following characteristics:

Every employee wants to work for a supervisor who is genuine and does not accept workplace inauthenticity. At the same time, people do not want to work with a leader that is controlled by their emotions or who shares excessively.

Chapter Two: Research Framework and Field Study:

- Study Community and Sample:

The study targets employees in the Kingdom of Saudi Arabia, selecting a sample of 250 participants through simple random sampling. The survey aims to gather insights from employees across various sectors in the country. Due to the absence of a complete list of all employees, a convenience sampling method was utilized. The survey was administered online via Google Forms.

- Data collection approach:

- The data collected include measures of creativity for both young and old employees in a sample of 250 employees based on the information of interest in this study. Therefore, this study focuses on

primary data collection. The data collection approach will include final questionnaires to collect raw data. In addition, a Likert scale was used to measure response.

- The researcher used the SPSS software to statistically process and analyze the collected data.

- Presentation and Analysis of Data:

This section presents the personal data of the sample participants, including age, gender, education, and experience years.

Table (1) Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	96	38.4	38.4	38.4
Female	154	61.6	61.6	100.0
Total	250	100.0	100.0	

Source: Prepared by the researcher, Survey Data, 2022.

It is clear from the mentioned table that the percentage of males was 38.4%, while the percentage of females was 61.6% of the sample size.

Table (2) Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20–30	55	22.0	22.0	22.0
31–40	135	54.0	54.0	76.0
41–50	49	19.6	19.6	95.6
51– above	11	4.4	4.4	100.0
Total	250	100.0	100.0	

Source: Prepared by the researcher, Survey Data, 2022.

By reading the data of the mentioned table, it becomes clear that the age group from 31–40 reached 54%, which is the highest percentage, while the lowest percentage was from the age of 51 and over, reaching 4.4%.

Table (3) Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid High School	21	8.4	8.4	8.4
Graduate	145	58.0	58.0	66.4
Post Graduate	81	32.4	32.4	98.8
Other	3	1.2	1.2	100.0
Total	250	100.0	100.0	

Source: Prepared by the researcher, Survey Data, 2022.

By reviewing the data of the aforementioned table, those with a higher qualification accounted for 58%, and those with a postgraduate qualification amounted to 32.4%, while those with an above average qualification amounted to 8.4%, and the last category was the other, which amounted to 1.2% of the sample size.

Table (4) Experience Years

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 3	43	17.2	17.2	17.2
3-5 years	44	17.6	17.6	34.8
6-10 years	74	29.6	29.6	64.4
11- above	89	35.6	35.6	100.0
Total	250	100.0	100.0	

Source: Prepared by the researcher, Survey Data, 2022.

It is clear from the above table, that the duration of experience of the individuals in the sample, which exceeded 11 years, reached 35.6%, and for those whose experience reached from 6 years to ten years, their percentage was 29.6%, and for those whose experience reached from 3 years to 5 years, their percentage was 17.6%. Less than 3 years old, they constituted 17.2% of the sample size.

- Hypothesis Testing:

Hypothesis 1: Ethical Leadership has a positive impact on employee creativity.

This hypothesis has been divided into two sub-hypotheses:

Hypothesis 1a: Integrity has a positive impact on employees' creativity.

To verify the validity of this hypothesis, the following two tables were created that show the T-value, the F-value, and the level of significance in each:

Table (5) ANOVA(b) Integrity

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.523	1	20.523	36.491	.000(a)
	Residual	139.477	248	.562		
	Total	160.000	249			

a Predictors: (Constant), VAR00011

b Dependent Variable: VAR00038

Source: Prepared by the researcher, Survey Data, 2022.

It is clear from the above table, that the value of F is greater than the value of the tabulated F, and also the level of significance is 0.000, which is less than 0.05.

Table (6) Coefficients(a) Integrity

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.757	.179		15.401	.000
	VAR00011	.287	.048	.358	6.041	.000

A Dependent Variable: VAR00038

Source: Prepared by the researcher, Survey Data, 2022.

It is clear from the above table, that the value of T is greater than the value of the tabulated T, as well as the level of significance is 0.000, which is less than 0.05.

It is clear from the previous two tables for displaying the values of T and F, as well as the significance level for each of them, that the significance level is less than 0.05, for this hypothesis.

The researcher indicates that the value of F is considered a high value, and indicates that there is an effect of the integrity variable on the employee creativity variable, as well as the value of T, which is considered high, and indicates the same effect, as well as the significance level in the two tables, which is 0.000, which is less than 0.05, which indicates that there is an effect of the integration variable on the employee creativity variable.

Hypothesis 1b: Procedural Fairness Has a Positive Impact on Employees' Creativity.

Table (7) ANOVA(b) Fairness

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.480	1	28.480	53.703	.000(a)
	Residual	131.520	248	.530		
	Total	160.000	249			

A Predictors: (Constant), VAR00018

b

Dependent Variable: VAR00038

Source: Prepared by the researcher, Survey Data, 2022.

It is clear from the above table, that the value of F is greater than the value of the tabulated F, and also the level of significance is 0.000, which is less than 0.05.

Table (8) Coefficients(a) Fairness

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.278	.213		10.711	.000
	VAR00018	.418	.057	.422	7.328	.000

A Dependent Variable: VAR00038

Source: Prepared by the researcher, Survey Data, 2022.

It is clear from the above table, that the value of T is greater than the value of the tabulated T, as well as the level of significance is 0.000, which is less than 0.05.

The significance level for both T and F values, displayed in two tables, is less than 0.05, indicating significance for the hypothesis; the high values of F and T suggest an effect of the Procedural fairness variable on employee creativity, similarly for the Fairness variable, with significance levels below 0.05.

Hypothesis 2: Knowledge Sharing Has a Positive Impact on Employee Creativity

To test this hypothesis the following two tables were created that show the T-value, the F-value, and the level of significance in each:

Table (9) ANOVA(b) Knowledge Sharing

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.939	1	12.939	21.819	.000(a)
	Residual	147.061	248	.593		
	Total	160.000	249			

a Predictors: (Constant), VAR00024

b Dependent Variable: VAR00038

Source: Prepared by the researcher, Survey Data, 2022.

It is clear from the above table, that the value of F is greater than the value of the tabulated F, and also the level of significance is 0.000, which is less than 0.05.

Table (10) Coefficients(a) Knowledge Sharing

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.004	.177		16.942	.000
	VAR00024	.238	.051	.284	4.671	.000

A Dependent Variable: VAR00038

Source: Prepared by the researcher, Survey Data, 2022.

The analysis indicates that both the T and F values surpass the critical thresholds, with significance levels below 0.05, suggesting a significant effect of the Knowledge Sharing variable on employee creativity.

Chapter Three: Method and Procedures

Study Methodology: In this study, the researcher used the descriptive approach based on data collection classification, organization, and analyses.

Study population: The study population consisted of all 30 parents of children with disabilities who are provided with physiotherapy services in special education schools in Najran, which include:

The study sample: The sample of the study was composed of parents, and they were deliberately chosen from those who were easy to reach and agreed to fill out the questionnaire, taking care to be among the parents of children with disabilities whose children receive treatment services, and the ages of the children ranged from one year to 20 years
Validity and Reliability Validity.

The validity: of the tool's content will be verified by presenting it to ten arbitrators and experts with specialization in the field of special education and physiotherapy, for arbitration in the light of the study's objectives and questions, and they will be modified in light of the arbitrator's comments.

Reliability: The stability of the tool will be done by extracting the internal consistency Cronbach alpha for a questionnaire to evaluate physiotherapy services provided to children in special education centers in the city of Riyadh from the point of view of parents.

Chapter Four: Statistical Processing

For the purposes of statistical processing, the (SPSS) package was used to process the data, as it was entered into the computer to extract frequencies, arithmetic averages and standard deviations, and multiple analysis of variance for variables (MANOVA) to show statistically significant differences at the significance level (0.05 (a) –if any –Between the averages of the answers to show the effect of the independent variables of the parents of the children and the variables of the children on the dependent variables The results of the study and its discussion.

The study included three questions:

1. What is the impact of leadership integrity on employee creativity?
2. What is the effect of leadership fairness on employee creativity?
3. What is the impact of knowledge sharing support on employee creativity?

Chapter Five: Conclusions and Recommendations:

The study provided empirical evidence for the theory that ethical leadership indeed positively influences employee creativity behavior. It turns out that workers share the information they possess, and that participation

is successful, whether at the job field or at the company's knowledge field level.

Practical Implications:

At the degree of education level, the inspiration of ethical leadership and information exchange on employee creativity in Saudi enterprises have a lot of resonance. There is no doubt that such topic is imperative in terms of science. It fills a significant void in this field, allowing researchers to profit directly from these investigations and their findings.

Originality/Value:

The current study is critical because it is a recent and quantitative study, especially since the topic has not received much attention. It provides meaningful ideas for unexplored areas in employee output. First: is the impact of the integrity and fairness of the leader on the creativity of the employee. Second: The effect of knowledge sharing on employee creativity. Organizations that engage in ethical behavior can encourage employees to be more willing to interact with knowledge sharing, feel safe to take risks, and subsequently be willing to put new ideas and be creative.

Limitations and Future Research Directions:

The results of the present study must be treated with caution because of some limitations. First, this research was conducted in Saudi Arabia, and future researchers can focus on different countries; This may allow comparison of the result between countries. Second, the research data was collected from different sectors, so the results may be wide-ranging and not specific to a specific sector; this provides a future opportunity to research the impact of ethical leadership and share knowledge on employee creativity in a particular sector to see if that sector impacts employee creativity. In the future, the approach can be qualitative or mixed. They help explain the overall understanding of employee creativity. Finally, the differences in how organizations define employee creativity can be a limitation. For example, some organizations find creativity in coming up with

a new idea. Others see creativity as being more productive with less effort or finding unconventional solutions and factors like that. They are not measured in this research, and there is a possibility that they may have influenced the results of this search. This paper opens up prospects for researchers in employee creativity; this was an attempt to prove the relationship between ethical leadership and cognitive participation in employee creativity; this research can benefit from its development, adding some variables, and re-examining. The following headings should be considered for further research in this area:

1. Study the impact of ethical leadership on knowledge sharing.
2. Study the impact of the culture of creativity on the cognitive abilities of companies.

The Results:

Through theoretical and empirical study, the research yielded the following results:

- Validity of questionnaire confirmed: high values for knowledge sharing, integration, procedural equity, creativity, and overall questionnaire.
- There is a strong correlation between integrity, fairness, knowledge sharing, and creativity.
- Employees engage in creative behaviors, enhancing work environment and social relations.
- Importance of employee participation and knowledge sharing highlighted.
- Effective knowledge sharing enhances problem-solving abilities and efficiency.

Recommendations:

In light of the results of the study, the researchers make the following recommendations:

1. Motivate leaders to accept employee ideas for fostering innovation.
2. Foster an ethical atmosphere between executives and employees.
3. Implement ethics programs and frameworks for both leaders and staff.
4. Prioritize leadership ethical concepts and values through awareness and educational programs.
5. Enhance knowledge-sharing procedures within businesses.
6. Identify organizational values, build trust, and improve relationships to promote employee creative behaviors.

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