

Relationship between Servant Leadership and Head Nurses integrity

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Abstract

Background: Integrity is considered a hallmark of leadership styles that appear to promote ethical behavior such as transformational, authentic, as servant leadership styles, and integrity produces more effective organizational leadership. **Aim:** To examine the relation between servant leadership and head nurses integrity at Hamdy Eltabakh Hospital. **Methods:** A descriptive, correlational research design was used to conduct this study. **Setting:** This study was conducted at all ICU, inpatient units (medical and surgical), emergency and outpatient clinics (N=22) at Hamdy Eltabakh Hospital. **Subjects:** Composed of two groups, all head nurses and their assistants (N=44), and all staff nurses (N=300). **Tools:** Servant Leadership Scale (SLS) and Perceived Leader Integrity scale (PLIS). **Results:** There was statistically positive significant correlation between total servant leadership and all its dimensions and total integrity and all its dimensions. **Conclusion:** There was highly statistically positive significant correlation between total servant leadership and total integrity. **Recommendations:** Help team members to become leaders for themselves through leading by example and providing team with opportunities to grow and develop.

Key word: Servant leadership, Head Nurses integrity

Introduction

Today's dynamic workplace, organizations need leaders to cope with the new challenges, and transform organizations in order to achieve a competitive advantage in the marketplace (Moorman et al., 2015). In addition, organizations need managers to maintain a smoothly functioning workplace, and to utilize resources effectively (Vasilescu 2019). A servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong. While traditional leadership generally involves the accumulation and exercise of power by one at the "top of the pyramid," servant leadership is different. Servant-leader shares power, puts the needs of others first and helps people develop and perform as highly as possible (Greenleaf 2016).

(Eva et al., 2019) define servant leadership as "other-oriented approach to

leadership, manifested through one-on-one prioritizing of follower individual needs and interests, and outward reorienting of their concern for self towards concern for others within the organization and the larger community". (Dierendonck and Nuijten 2011) stated that servant leadership attributes consisted of eight dimensions, as following: firstly, standing back: a leader who stands in the background while giving priority to others through support and credit for a job well done; secondly, forgiveness: a leader who displays empathy and forgiveness toward others; thirdly, courage: the strong conviction of a leader who proactively takes risks by pursuing creativity and innovation as a form of problem-solving; fourthly, empowerment: a leader who enables employees, fosters proactive and self-confident attitudes, believes employee's abilities and value to the organization, and gives recognition to each employee's skills and accomplishments; fifthly, accountability: a leader who holds people accountable by setting boundaries,

showing confidence in employees; sixthly, authenticity: a leader who publicly and accurately expresses his or her inner thoughts and feelings in such a manner that brings clarity to intentions and commitments, while remaining true to oneself; seventhly, humility: a leader who recognizes his or her strengths and weaknesses, and ability to put one's own accomplishments and talents in a proper perspective; and finally, stewardship: a leader who is perceived to be a role model stewardship is closely related to social responsibility, loyalty, and team work.

Integrity is derived from the Latin word (*integritas*) meaning truthfulness or authenticity; it represents a consistency between a person's behavior and what the person had said in the past (Yusuf, Hamid and Dewi 2020). (McCann and Holt 2015) defined integrity as "the consistency between words and actions which best distinguishes "integrity" from other related constructs, such as personal wholeness or virtue". The different uses of integrity fell into five categories: firstly, integrity as wholeness; secondly, integrity as being true to oneself; thirdly, integrity as morality/ethics; fourthly, integrity as consistency between actions and words; and finally integrity as consistency in times of hardship (Engelbrecht, Heine and Mahembe 2023). Leaders need to act with integrity in order for the benefits of leadership to accrue to the organization they represent or any other higher purpose (Abdelaliem and Elzohairy 2023). Integrity is a valuable character in servant leadership, staff of strong principles and responsible for their actions with integrity. The leaders with integrity inspire confidence in others because they could be trusted to do what they say, what they will do, they are loyal, reliable, and unpretentious. Basically, integrity makes leaders trustworthy and worthy of our trust. Without integrity, no leader could be successful displaying authenticity which mean integrity and trust. (Malingkas 2018)

Significance of the study

The important of servant leadership and leader integrity are equivalent in the current health care system. Servant leadership includes

practices known to sustain high performing organizations such as (a) establishing a higher purpose vision and strategy; (b) developing standardized and simplified procedures; (c) ensuring continuous growth and development; (e) sharing power and information; and (f) having a quality workforce. In addition, servant leadership showed to produce favorable individual and organizational outcomes such as leader integrity, work engagement, organizational commitment and reduced turnover intention (Coetzer, Bussin and Geldenhuys 2017). (Mostafa and El-Motalib 2019) noted that servant leadership accounted for a large proportion (65%), this suggests that serving followers, supporting them and treating them in a selfless and caring manner. It is an important means for the development of strong interpersonal relationship between supervisors and subordinates. Leaders bring specific strengths and qualifications including their personal integrity, integrity produces more effective organizational leadership, ethics and effectiveness that enable them to contribute to the organizations for which they work. (Thomas 2017)

Aim of the study:

This study aimed to:

Examine the relation between servant leadership and head nurses' integrity at Hamdy Eltabakh Hospital.

Research question:

What is the relation between servant leadership and head nurses' integrity at Hamdy Eltabakh Hospital?

Research design:

A descriptive, correlational research design was used to conduct this study.

Setting of the study:

This study conducted at all ICU, inpatient units (medical and surgical), emergency and outpatient clinics (N=22) at Hamdy Eltabakh Hospital, which is affiliated to the Ministry of Health and Population and equipped with 151 beds. It is classified as

follows: (1) ICU units (N=3): general ICU, pediatrics ICU, and neonatal ICU; (2) Inpatient units (N=8): medical, surgical, urology, obstetric, rehydration, pediatrics, operation and dialysis unit; (3) Emergency units (N=2): emergency and emergency operations ; and finally (4) outpatient clinics (N=9): pediatric, obstetrics, surgical, orthopedics, medical, ophthalmology, dermatology, dental, and finally urology clinic.

Subjects of the study:

The subjects of the study were composed of two groups, as follows (n=344):

1. All head nurses and their assistants, who were working in the previously mentioned settings and who were available at the time of data collection (N=44).
2. All staff nurses, who were working at the previously mentioned settings, and were available at the time of data collection with at least one year experience, were included in the study. (N=300).

Tools of the study:

Two tools were used in this study:

Tool (I): Servant Leadership Scale (SLS)

It was developed by (Dierendonck and Nuijten 2011) to measure servant nurse manager leadership attributes. It consists of 30 questions targeted to assess eight dimensions of servant leadership as following: (1) standing back (3-item); (2) forgiveness (3-item) ; (3) courage (2-item) ; (4) empowerment (7-item); (5) accountability (3-item) ; (6) authenticity (4-item) ; (7) humility (5-item); and finally (8) stewardship (3-item). Responses were measured by 5-point Likert scale ranging from (1) strongly disagree to (5) strongly agree. The overall score level were ranged from 30 to 150. The scoring level of leaders was reported as: low (30-74); medium (75-112); and high (113-150). Reliability was, ($\alpha=0.837$).

Tool (II): Perceived Leader Integrity scale (PLIS)

It was developed by (Craig and Gustafson 1998) and updated by (Ecung (2014). It was adapted by the researcher. It consists of 31 items containing behavioral statements that describe generally accepted ethical or unethical behavior that could be observed by a subordinate and identifies four behavioral domains as

following: (1) global ethical behavior (5-item); (2) compliance with policies and procedures (11-item); (3) self-protection. (9-item); and finally (4) maliciousness (6-item). Responses will be measured by 4-point Likert rating scale ranging from (1) not at all to (4) exactly. The overall score was ranged from 31 to 124. The scoring was considered high integrity from 31 to 35; moderate integrity from 36 to 66; and low integrity from 67 to 124. Reverse scoring was applied to negatively stated sentences in items 14 and 18. Reliability, was ($\alpha=0.934$).

Ethical Considerations

- The research approval was obtained from the ethical committee at the Faculty of Nursing-Damanhour University, prior to the start of the study.
- An informed written consent was obtained from the study subjects after explanation of the aim of the study.
- Privacy and right to refuse to participate or withdraw from the study were assured during the study.
- Confidentiality regarding data collected was maintained.
- Anonymity regarding data collected was maintained.

Pilot study

A pilot study was carried out on (10%) of total sample size; head nurse (N=4) and staff nurse (N=30) rather than the study sample in order to check and ensure the clarity and application of the questionnaires, identify obstacles and problems that encountered during data collection and to estimate time needed to fill in the study tools, no modifications were needed so pilot study sample were included in the main study subjects.

Data collection

Data collection was conducted by the researcher through hand-delivered questionnaire to staff nurses, after individualized interview with each nurse for about (5) minutes to explain the aim of the study and the needed instructions were given before the distribution the questionnaire. Every subject took from (15) to (20) minutes to fill in the

study tools. Data collection took three months period from the beginning of May 2021 to the end of July 2021.

Statistical analysis

The collected data was revised, categorized, coded, computerized, tabulated and analyzed using Statistical Package for Social Sciences (SPSS) version 25.0. Study statistics were presented in descriptive, and association forms. The necessary tables were then developed.

Results

Table (1) Demographic characteristics of the study subjects working at Hamdy Eltabakh Hospital.

Table (1) showed that nearly half of staff nurses (46.7 %) their age were between 20 to less than 30 years old; whereas, about more than three quarters of head nurses (79.6%) their age were between 30 to less than 40 years old, with mean±SD of staff nurses was 30.5±6.586; compared to 35±4.267 for head nurses. In relation to gender, the majority of staff nurses and head nurses were female (85.7%, 93.2%), consecutively.

In relation to working unit, more than half of staff nurses and head nurses were working in ICU (62%, 54.5%), respectively. Regarding the educational qualifications, all head nurses had Bachelor Degree in Nursing Sciences; compared to 57% of staff nurses had Bachelor Degree in Nursing Sciences and nearly one third of staff nurses (32.7%) had Diploma of Technical Health Institute. Regarding years of nursing experience, about one third of nurses (34.7%) had more than 10 years of nursing experience, where three quarters of head nurses had 10 years of the same experience with mean±SD of staff nurses was 8.9±7.352; and 12.1±4.203 for head nurses.

According to years of unit experience, less than half of nurses (44%) had from 1 to less than 5 years of unit experience, whereas more than half (54.5%) of head nurses had more than 10 years of the same experience with mean±SD of staff nurses was 5.5±3.981, and 9.5±2.671 for head nurses. Finally in relating to marital status, the majority of staff nurses and head nurses were married (78.7%, 90.9%), respectively.

Table (2) Mean percent score of study subjects' perceptions of servant leadership, working at Hamdy Eltabakh Hospital.

Table 2 showed that the study subjects got high perception of total servant leadership (98.8%); as well as all dimensions. the highest perceptions of servant leadership dimensions were standing back, got 96.29%, followed by forgiveness, empowerment, courage, accountability, humility, stewardship and authenticity (93.43%, 93.26%, 92.73%, 91.64%, 91.53%, 91.43%, 91.38%), respectively. The total mean±SD was 138.99±9.485.

Table (3) Mean percent score of study subjects' perceptions of leader integrity, working at Hamdy Eltabakh Hospital.

Table 3 showed that nearly one third of study subjects (31.74%), got moderate perception about the total leader integrity with mean±SD was 39.35±8.196. Moreover, study subjects got moderate perception for all leader integrity dimensions "global ethical behavior, compliance with policies and procedures, self-protection and maliciousness", with mean score (32.91%, 32.29%, 31.65%, 29.88%), consecutively.

Table (4) Correlation matrix between the study subjects' perceptions of servant leadership and integrity, working at Hamdy Eltabakh hospital.

Table 4 showed that there was statistically positive significant correlation between total servant leadership and total integrity

Table (5) Multiple Linear regression analysis to illustrate predictors of head nurses' integrity among the studied nurses.

Table 5 showed that the result of multiple regression analysis between servant leadership as independent variables and leader integrity as a dependent variable, where adjusted $R^2=0.168$. This means that 16.8% of the explained variance of leader integrity is related to servant leadership behaviors, where the model is statistically significant ($F = 6.136$, $P = 0.000$)

Table (1): Demographic characteristics of the study subjects working at Hamdy Eltabakh Hospital. (N= 344)

Demographic characteristics	Staff nurses (N= 300)		Head nurses and their assistants (N=44)		Total (N= 344)	
	No.	%	No.	%	No.	%
Age (years)						
20 < 30	140	46.7	3	6.8	143	41.6
30 < 40	128	42.7	35	79.6	163	47.4
40 +	32	10.6	6	13.6	38	11
Min-Max 20– 49 Mean \pm SD 30.5 \pm 6.586			Min-Max 26 – 49 Mean \pm SD 35 \pm 4.267		Min-Max 20 – 49 Mean \pm SD 31.1 \pm 6.511	
Gender						
Male	43	14.3	3	6.8	46	13.4
Female	257	85.7	41	93.2	298	86.6
Working Unit						
Medical	59	19.7	16	36.4	75	21.8
Surgical	55	18.3	4	9.1	59	17.2
ICU	186	62	24	54.5	210	61
Educational qualifications						
Diploma of Secondary Technical Nursing School	31	10.3	-	-	31	9
Diploma of Technical Health Institute	98	32.7	-	-	98	28.5
Bachelor of Science in Nursing	171	57	44	100	215	62.5
Years of nursing experience						
1 < 5	103	34.3	1	2.3	104	30.2
5 < 10	93	31	10	22.7	103	29.9
10 +	104	34.7	33	75	137	39.8
Min-Max 1 – 32 Mean \pm SD 8.9 \pm 7.352			Min-Max 4 – 26 Mean \pm SD 12.1 \pm 4.203		Min-Max 1 – 32 Mean \pm SD 9.3 \pm 7.106	
Years of unit experience						
1-	134	44.7	1	2.3	135	39.2
5-	124	41.3	19	43.2	143	41.6
10 +	42	14	24	54.5	66	19.2
Min-Max 1 – 17 Mean \pm SD 5.5 \pm 3.981			Min-Max 4 – 17 Mean \pm SD 9.5 \pm 2.671		Min-Max 1 – 17 Mean \pm SD 5.9 \pm 4.072	
Marital status						
Single	64	21.3	4	9.1	68	19.8
Married	236	78.7	40	90.9	276	80.2

Table (2) Mean percent score of study subjects' perceptions of servant leadership, working at Hamdy Eltabakh Hospital

Servant leadership dimensions	Min.	Max.	Mean	SD	Mean % Score
Standing back	11	15	14.44	0.828	96.29
Forgiveness	8	15	14.01	1.337	93.43
Courage	4	10	9.27	1.168	92.73
Empowerment	22	35	32.64	2.337	93.26
Accountability	7	15	13.75	1.660	91.64
Authenticity	11	20	18.28	1.925	91.38
Humility	9	25	22.88	2.686	91.53
Stewardship	5	15	13.72	1.689	91.43
Total servant leadership	109	150	138.99	9.485	92.66

Table (3): Mean percent score of study subjects' perceptions of leader integrity, working at Hamdy Eltabakh Hospital. (N= 344)

Nurses' perceived leader integrity dimensions	Min.	Max.	Mean	SD	Mean % Score
Global ethical behavior	5	14	6.58	1.967	32.91
Compliance with policies and procedures	11	29	14.21	3.300	32.29
Self-protection	9	22	11.39	2.838	31.65
Maliciousness	6	12	7.17	1.581	29.88
Total integrity	31	71	39.35	8.196	31.74

Table (4) Correlation matrix between study subjects' perceptions of servant leadership and integrity, working at Hamdy Eltabakh hospital.

		(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
Standing back (1)	r	1	0.310	0.103	0.281	0.254	0.183	0.217	0.162	0.385	-0.055	-0.033	-0.015	-0.009	-0.034
	P (2-tailed)		0.000**	0.056	0.000**	0.000**	0.001**	0.000**	0.003**	0.000**	0.305	0.540	0.782	0.861	0.534
Forgiveness (2)	r		1	0.488	0.354	0.408	0.383	0.359	0.194	0.601	-0.138	-0.148	-0.124	-0.074	-0.150
	P (2-tailed)			0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.010*	0.006**	0.021*	0.169	0.005**	
Courage (3)	r			1	0.375	0.341	0.360*	0.368	0.314	0.586	-0.214	-0.199	-0.157	-0.166	-0.218
	P (2-tailed)				0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.003**	0.002**	0.000**
Empowerment (4)	r				1	0.546	0.506	0.409**	0.358	0.745	-0.050	-0.083	-0.185	-0.138	-0.136
	P (2-tailed)					0.000**	0.000**	0.000**	0.000**	0.000**	0.357	0.123	0.001**	0.010*	0.011*
Accountability (5)	r					1	0.464	0.537	0.340	0.738	0.006	-0.047	-0.144	0.015	-0.065
	P (2-tailed)						0.000**	0.000**	0.000**	0.000**	0.914	0.382	0.007**	0.775	0.233
Authenticity (6)	r						1	0.563	0.420	0.757	-0.129	-0.090	-0.088	-0.037	-0.105
	P (2-tailed)							0.000**	0.000**	0.000**	0.017*	0.094	0.102	0.498	0.052
Humility (7)	r							1	0.550	0.805	-0.107	-0.025	-0.087	0.017	-0.062
	P (2-tailed)								0.000**	0.000**	0.048*	0.646	0.108	0.752	0.248
Stewardship (8)	r								1	0.647	-0.087	-0.072	-0.150	-0.076	-0.116
	P (2-tailed)									0.000**	0.108	0.183	0.005**	0.162	0.031*
Total servant leadership (9)	r									1	-0.134	-0.115	-0.178	-0.079	-0.156
	P (2-tailed)										0.013*	0.033*	0.001	0.143	0.004**
Global ethical behavior (10)	R										1	0.613	0.508	0.433	0.746
	P (2-tailed)											0.000**	0.000**	0.000**	0.000**
Compliance with policies and procedures (11)	R											1	0.714	0.598	0.913
	P (2-tailed)												0.000**	0.000**	0.000**
Self-protection (12)	R												1	0.660	0.883
	P (2-tailed)													0.000**	0.000**
Maliciousness (13)	R													1	0.766
	P (2-tailed)														0.000**
Total integrity (14)	R														1
	P (2-tailed)														

Table (5) Multiple Linear regression analysis to illustrate predictors of head nurses' integrity among the studied nurses.

Dimensions	Unstandardized Coefficients	Standardized Coefficients	T	P
	B	β		
(Constant)	44.575		4.371	0.000**
Age (years)	0.634	0.503	2.257	0.025*
Years of nursing experience	-0.040	-0.035	-0.165	0.869
Years of unit experience	-0.973	-0.483	-6.239	0.003**
Standing back	0.331	0.033	0.607	0.545
Forgiveness	-0.405	-0.066	-1.042	0.298
Courage	-1.297	-0.185	-3.022	0.003**
Empowerment	-0.182	-0.052	-0.775	0.439
Accountability	0.469	0.095	1.409	0.160
Authenticity	-0.110	-0.026	-0.386	0.700
Humility	0.175	0.058	0.795	0.427
Stewardship	-0.604	-0.124	-1.988	0.048*
ANOVA ^a				
Model	R ²	Df	F	p
Regression	0.168	11	6.136	0.000**

Discussion

Today's dynamic workplace and changes that occur within health care organizations, needs leaders to cope with new challenges, and maintain a smoothly functioning workplace. Leadership style is an important factor in the success of an organization that increase the effectiveness of their organizations by facilitating the work performance of employees, fostering their creativity, and encouraging organizational citizenship behaviors. In a study done by (Yengkopiong 2023) concluded that servant leadership is a holistic style of leadership, where the leader engages with followers in a relational, ethical, emotional, and spiritual manner, the leader empowers the followers and allows them to grow into what they can become.

Servant leadership

The findings of the current study revealed that, the study subjects got high perception of total servant leadership, as well as all its dimensions as follows: standing back, empowerment, forgiveness, courage, authenticity, humility, stewardship and accountability. This may be related to the servant leader which had the attitude of leading others from a perspective of placing the needs of both organization and people which above their own needs and desires. Moreover, servant leaders empower their followers to reach their highest potential by providing opportunities for them to do their best, building trust and create sense of well-being that inspires broader thinking and improve communication among head nurses and staff

nurses that showed positive attitudes toward their jobs and organizations, including authenticity, forgiveness and empowerment.

These finding agreed with the results of a study done by (Al-Asadi et al., 2019) who found that nurses mean percent score of servant leadership and its dimensions were high. Moreover, in a study done by (Abd Elmonem 2022) who reported that more than half of head nurses had satisfactory level of servant leadership knowledge, also three quarters of head nurses had high level of servant leadership skills and the majority of head nurses had positive servant leadership behavior. Furthermore, in a study done by (Kül and Sönmez 2021) who detected that the nurse managers' servant leadership behaviors were high and nurse servant leaders enhance nurses' by empowering them to create value for their workplace. Additionally, the finding of a study done by (Brosowski 2020) who stated that empowerment had the most substantial dimension then total authenticity, followed by total accountability. Furthermore, the finding of a study done (Borchers 2016) who revealed that empowerment was the most strongly perceived characteristic, servant leadership promotes high-quality of care among health-care professionals. Another study done by (Schwarz et al., 2016) who concluded that there were high level of total servant leadership.

Leader integrity

The findings of the current study indicated that nearly one third of study subjects got moderate perception of total leader integrity, as well as all its dimensions as follows: global ethical behavior, compliance with policies and procedures, self-protection and maliciousness. This finding may be related to head nurses and staff nurses who had some of well and clear moral principles, standing by words, tell the truth despite the consequences, lead by example and consistent in beliefs gives employees' confidence in leader decision which leads to stability within an organization. When head nurse exhibit integrity inspires their team members to do the same, creating a positive and ethical work environment that encourages growth, innovation, and collaboration. Good relationships and personal identification

between the staff nurses and the organization drives their willingness not only to promote a good image of the hospital but also adapt to changes and take initiative to improve the overall organizational health.

These finding is in the same line with, (Cha et al., 2020) who detected that presence of positive employee's leader integrity ratings. Moreover, the finding of a study done by (Yazdanshenas and Mirzaei 2023) who reported that leader integrity and ethical leadership had a positive effect on employees' success. Moreover, the finding of a study done by (Simons, Leory and Nishii 2022) who demonstrated that integrity had a positive impact on follower, leader, team, and organizational performance. Another study done by (El-Gazar, Zoromba and Elzohairy 2023) and (Moorman, Blakely and Darnold 2018) who's noted that integrity is believed to be related to different values, ethics, policies, honesty and sincerity, morals increases the followers' confidence and assurance in their decision to follow their leaders.

Correlation matrix between study subjects' perceptions of servant leadership and integrity.

In the current study, there was statistically positive significant correlation between total servant leadership and total integrity, this finding reflects positive effect on servant leadership among head nurses integrity that reflect on their awareness and understanding in relation to the important of the presence of servant characteristics and integrity among nurse leader. Nurse leaders know that teams are stronger when they work together, they encourage team collaboration by giving each member space to grow, help create a sense of innovation. The nurse servant leader seeks to maximize talent to find better answers and optimize the performance of the team, nurse leader serve nurses to create a low risk space, encourages nurses to use time management, accelerate development and try to use innovative approaches to make improvement, reduction of some organization issues such as employee turnover and absenteeism, lack of loyalty and burnout.

This current study result in the same line with the finding of a study done by **(Gab-Allah and Nassar 2021)** who supported that the relation between authentic, servant leadership and positive nurses' outcomes mediated by integrity. Moreover, the finding of a study done by **(Youssef 2020)** revealed that there was significant positive direct impact of authentic leadership on perceived leader integrity. Another study by **(Anderson 2017)** who find that significant positive relation were confirmed between integrity and servant leadership, servant leadership and ethical culture makes inroads into further developing the understanding between ethics and leadership. Additionally, in a study done by **(Mizzell and Huizing 2018)** who confirmed positive positive relation between authentic leadership and behavioral integrity. Moreover, **(Luz and Oliveira 2018)** agreed with the current study results regarding the participants, who had been found that total behavioral integrity score was significantly correlated with total authentic leadership. As well as, the finding of a study done by **(Zeng, Kelly, and Goke 2020)** concluded that the impacts of leader integrity and ethics is positively empowering leader behaviors (Coaching, participative decision making, informing).

Furthermore, the current study finding is contradicted with the result of a study done by **(Ramseur 2018)** who found no significant relation between servant leadership and ethical leadership in a non-profit organization, as perceived by employees. Another study done by **(Malooof 2018)** who found a significant negative relation between employee integrity, and employee perception regarding manager ethical leadership. Moreover, the finding of a study done by **(Güngör 2016)** who founded that servant leadership is in a negative direction with ethical leadership. Also there is a negative relation between all dimensions of servant leadership.

Predictors of head nurses' integrity among the studied nurses and servant leadership.

The current study showed that servant leadership and head nurses integrity results of multiple regression analysis between servant leadership as independent variables and leader

integrity as a dependent variable. The current study revealed that the variables of years of unit experience, and Courage, all showed significant relation which affecting the level of leader integrity. However, normative dimension had significant predictor of servant leadership behavior age, stewardship. This finding may be related to when nurses have more experience become more accountable, mature enough to involve in decision making, displays empathy, forgiveness and honesty, more educated nurse leader facilitate work group building, new creative ideas, can use their talents, develop leader who establish the qualities of ethical leadership, integrate the concept of integrity and servant leadership.

These finding supported by the finding of a study done by **(Kül and Sönmez 2021)** who's found that linear regression analysis was performed to examine the effect of nurse managers' servant leadership, the total servant leadership score and control variables as the independent variables. In the model, the servant leadership score, gender female and institution university hospital were seen to have a statistically significant effect on the nurse's job performance. Moreover, **(Yazdanshenas and Mirzaei 2023)** noted that leader integrity and ethical leadership had a positive effect on employees' success and psychological capital and psychological empowerment moderate effects. This leader integrity had indirect effect on employees' success through employees' perception of ethical leadership. Furthermore, **(EngelBrecht, Heine and Mahembe 2017)** who are revealed that ethical leadership, servant leadership and authentic leadership theories all had considered that integrity is one of the important elements of leadership. A leader who values ethics and manages ethics in the workplace is likely to display honesty, fairness and care towards the employees. Additionally, in a study done by **(Cai et al., 2018)** who illustrated that servant leadership had an influence on employee innovation by promoting meaningful work.

Conclusion

There was statistically positive significant relation between total servant leadership and total integrity.

Recommendations

Based on the findings of the present study, it is recommended that:

Hospital administrators should:

1. Encourage collaboration and engagement within organization. They value the opinions of everyone on their team and encourage them to share those opinions and to actively contribute to the team regularly.
2. Select leaders who embody the critical competencies of a servant leader characteristics and integrity by consistency between a leader's words and actions.
3. Conduct regular meetings with head nurses and staff nurses to promote servant leadership qualities and integrity.
4. Motivate the nurses to work effectively by providing recognition and rewards as promotion, pay awards, bonuses.

Head nurses should:

1. Arrange between staff and immediate superior to exchange feedback, helps the organization to learn about the problems, difficulties facing the staff and discover suitable training needs.
2. Help their team understand their roles and stay motivated while focusing on the company's long-term objectives and goals.
3. Improve self-awareness which mean the ability to think deeply about emotions and behavior and consider how they affect the staff around you.

Nurses should:

1. Continuous improve and develop their styles and skills by learning and training about servant leader characteristics.
2. Express their feeling to their head nurses that help to analyze positive and negative expressions to build forgiveness, trust, empowerment and integrity
3. Follow up performance appraisal to know their strength and weakness points to work in it.

Further studies to be conducted:

1. Investigate the effects of servant leadership style and innovative work behavior.
2. The relation between servant leadership and counterproductive work behavior.
3. Investigate factors affecting integrity in work place.

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