

Effect of Ethical Leadership on Nurses Job Performance

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Abstract

Background: Ethical leadership affects employees motivation, ability and willingness to work in a way that makes them more productive and makes additional efforts as it achieve employees job satisfaction, decreases employees levels of burnout and create an atmosphere that helps improve job performance level of workers. **Aim of the study:** to determine the effect of ethical leadership on nurses' job performance. **Design:** Descriptive research design. **Setting:** The study was conducted at Sohag University Hospital. **Subjects:** Nursing supervisors (N=25) and nurses (N=240). **Tools:** three tools for data collection used; 1) Demographic data sheet for nursing supervisors and nurses; 2) Ethical Leadership Questionnaire; and 3) Nurses Work Performance questionnaire **Results:** about (66.7%) of nursing supervisors had low levels for people orientation and (63.3%) of them had high level for fairness regarding ethical leadership behavior. About (83.37%) of nurses had high level of job performance for counterproductive work behavior. **Conclusion:** more than half of nursing supervisors had low levels of ethical leadership behavior. On the other hand more than three quadrants of nurses had high levels of job performance. There were a highly statistical significant differences between ethical leadership and all nurses job performance dimensions (P = 0.000) **. **Recommendations:** Conducting training programs to increase level of nurses' awareness of the concept, benefits and outcomes of ethical leadership.

Key words; Ethical leadership, Ethics, Nurse's job performance

Introduction

Leadership is defined as a multi-angled process of determining a goal, inspiring the team towards action and providing motivation and support to achieve mutually worked out goals. Leadership in nursing means various aspects in the day to day life of a nurse. It may refer to nurses coordination skills, or their communication skills other nurses or health care staffs on duty, under the direction of their leader or it can also applied to their dealings with the patients and relatives. The successful operation of the shift, staff morale and managing difficult or challenging situations depends largely on the skills of leader **Cherian& Karkada, (2017)**. In order to create a successful leader identity, ethics is considered as an essential factor. Although ethical behavior which is a part of leadership is also required for organizations. Ethical leaders are assigned to create values and ethical awareness, define authority and responsibility, adapt to participative and democratic administration, be honest and reliable, and briefly be just in all attitudes and behaviors **Alvinus, (2017)**. Ethical leadership highlights the ethical dimensions of leadership in management. And refers to the leader's ethical traits, values and ethical behavior in organizational settings, and the way they communicate with employees, organizations, and society. And is positively linked with favorable outcomes including different employee attitudes and behaviors, and decrease the undesirable outcomes including deviance and turnover intention **Gabriunas,(2017)**.

Ethical leadership has also shown to be influential on employees' positive behaviors at work, such as helping behaviors, performance, and ethical

decision-making, Helping behaviors, most commonly known as "organizational citizenship behaviors (OCBs)," represent those behaviors that serve to the maintenance and enhancement of the social and psychological context that supports task performance and in the aggregate promotes the effective functioning of the organization. Typical OCBs are helping others with their work, respecting others rights, and being on time for meetings and commitments, within others **Páez and Salgado (2016)**.

Ethical leaders influence followers by representing an ethical role model, and through implementing sanctions and rewards they guide ethical conduct just as in social learning theory, through identifying with a role model an individual embodies the same attributes, values and behavior which the role model communicates. The person observing the role model creates a mental image of how the role model would act in different situations and later on acts accordingly. Thus the role model functions as a guide to the behavior of others. Role modeling is suggested to be a strong learning tool in organizations due to the fact that it affects behavior **Bennegren, Tropp& Grünberg, (2019)**.

There are seven dimensions of ethical leadership; people orientation dimension it includes care, respect, and support toward them and leaders' efforts to reinforce morality through reward and punishment. Fairness dimension presents ethical leaders as honorable, transparent, and fair. Ethical leaders also share power with their followers by listening to their concerns and allowing them a desirable level of independence to perform their tasks. They show a sense of concern for sustainability, they recognize the wider influence of

their actions, which extends beyond the work unit and organization and which may affect the welfare of society. Ethical leaders guide their followers ethically by helping and supporting them to convert documentary organizational guidelines to practical work settings. Last, clarify roles by providing clear directives, goals, and expectations, which enhance employees' meaningful contribution to the organization's objectives **Karim & Nadeem, (2019)**.

One of the main objectives of any working professional, whether it is a manager or an employee, is to deliver high performance on the job and to support fellow peers, teams and coworkers to do the same. Consequently, the concept of job performance (sometimes also called work performance) is an important building block in management. However, even though the term job performance is a widely used tool in management, organizations rarely address what it really is, which dimensions it includes, and in which areas of organizational practice it becomes important **Nini, (2019)**.

Employee job performance defined as the total expected value that an individual brings to the organization of the discrete behavioral episodes which carries out over a standard period of time and how efficiently employees accomplishes his or her duties and are usually measured through multi dimensions. Employee performance is usually based on the employee's knowledge, skill, expertise and behavior necessary to perform the job **Wen, Ho, Kelana, Othman& Syed, (2019)**.

There are three dimensions for job performance; task performance describes the core job responsibilities of an employee. It is also called "in-role prescribed behavior" and is reflected in specific work outcomes and deliverables as well as their quality and quantity. Contextual performance goes beyond formal job responsibilities. Also referred to as "discretionary extra-role behavior" contextual performance is reflected in activities such as coaching coworkers, strengthening social networks within an organization and going the extra mile for the organization **Nini, (2019)**.

Counterproductive work behaviors also termed employee or workplace deviance are 'scalable actions and behaviors that employees engage in that detract from organizational goals or well-being and include behaviors that bring about undesirable consequences for the organization or its stakeholders'. This definition emphasizes the behavioral nature of CWB, as opposed to including more distal outcomes, and best reflects the present approach to CWB. The literature around CWB, however, also encompasses outcomes of such behaviors, such as accidents and injuries, in both primary and meta-analytic studies **Mercado, Dilchert, Giordano& Ones, (2018)**.

Nurse Managers as ethical leaders play a central role in empowering ethical behavior in everyday practice and provides a supportive mechanism for nursing practice and helps improve nurses' performance because employees have a clear role model to learn from, and also, they feel motivated to correspond to the good treatment they receive. Ethical leadership also has shown to diminish negative attitudes and behaviors at work such as dissatisfaction, deviance, counterproductive, and unethical behaviors. It has been found that this kind of negative behavior diminishes and even disappears in units led by an ethical leader **Markey, Aparecida, O'Donnell& Doody, (2020)**.

Significance of the Study

Ethical leadership plays an important role in fulfilling healthcare ethics, by creating an ethical climate, ethical leadership leads to positive and effective outcomes—for the patients as well as for the nurses and the leaders and professional progress and development of the nursing profession **Sharifabad, Ashktorab and Shoorideh, (2018)**. In 2016, a study was conducted in Guilan-Iran, Confirmed that the ethical leadership has an influence on the staff performance **Kelidbari, Fadaei and Ebrahimi, (2016)**. In Egypt, A descriptive correlational research design was conducted at one hospital of Alexandria University Hospital, the result of the study revealed a positive significant correlation between ethical leadership behavior and organizational identification **Awad and Khalifa, (2018)**.

In the study context, it was observed by the researcher that supervisors care, respect and support their nurses and treating them fairly and always sharing them in planning work and decision making at the same time nurses take extra responsibilities, and always seek to update their knowledge and skills and have willingness to work and have high performance standards. Therefore, the existing study variables may provide some valuable insights on the effect of ethical leadership on nurses' job performance at Sohag University Hospital to propose new dynamic recommendations backed on sound evidence based knowledge, for further Nursing Administration Researches, leading and managing nursing work force and nursing education to improve quality of care.

Aim of the study

- To determine effect of ethical leadership on nurses' job performance as perceived by staff nurses.

Specific objectives

- 1- Determine levels of ethical leadership and job performance among study participants as perceived by staff nurses.
- 2- Explore the effect of ethical leadership on nurses' job performance.

Research question

1. What is the effect of ethical leadership on nurses job performance

Subject and Methods**Research Design**

Descriptive research design was used to conduct this study.

Setting

The study was conducted at medical units that include (general medical, tropical, coronary care, dermatology, intermediate care, neurological, cardiac catheter, and chest and dialysis units), surgical units that include (general surgical, vascular surgical, plastic surgical and urological surgical units) and general intensive care unit at Sohag University Hospital.

Subject:

Convenient sample of nursing supervisors (No=25) and nurses (No = 240) who working at the selected units.

Tools of data collection

To achieve the aim of the current study, three tools were utilized to collect data relevant to the study variables as follows:

Tool (I): includes demographic and work related data for nursing supervisors and nurses as (age, gender, nursing qualifications, marital atatus & years of experience).

Tool (II): Ethical Leadership at Work Questionnaire (ELW): That developed by Kalshoven, Den Hartog and De Hoogh (2011). It includes (38) statements classified into seven dimensions distributed as follows: People orientation (7 items), Fairness (6 items), Power sharing (6 items), Concern for sustainability (3 items), Ethical guidance (7 items), Role clarification (5 items) and Integrity (4 items). The instrument asked nurses how much they agree or disagree with each item on a 5 point's Likert scale (1) strongly disagree, (2) disagree, (3) uncertain, (4) agree and (5) strongly agree. The scoring system of participants responses added up and distributed as follow from (38-114) indicate low level of ethical leadership behavior and from (115-190) indicate high level of ethical leadership behavior

Tool (III): Individual Nurse Work Performance Questionnaire: The adapted questionnaire which developed by Koopmans, Bernaards, Hildebrandt, De Vet and Van der Beek (2014). It includes (18) statements classified into three dimensions, including task performance (TP) (5 items); Contextual performance (CP) (8 items); and Counterproductive work behavior (CWB) (5 items). The Self-report measure will be Scored on a 5-point Likert scale (—never= 1 to —always=5). The scoring system of participants responses added up and distributed as follow from (18-54) indicate low level of nurses job performance and from (55-90) indicate high level of nurses job performance

Validity and reliability

Face validity of study tools was established by seven experts in nursing administration field from Assuit and Cairo Universities to assess the comprehension of statements. Alpha Cronbach's coefficient test result for ethical leadership questionnaire and nurses job performance questionnaire was 0.76 and 0.88 respectively.

Pilot study

A pilot study was conducted on 10% of total number of nurses (24) which are included in the study sample to investigate and measure the feasibility, objectivity, applicability, clarity, adequacy of the study tools and to determine possible problems in the methodological approach or instrument. Based on the pilot study analysis minor modifications were done.

Data collection procedures

The researcher had met the staff nurses on daily base either individually or in small groups during morning, evening and night shift to distribute the questionnaires for them and explained how to fill each questionnaire, meeting with each staff and filling the self-reporting questionnaires took from 20- 30 minutes. Data were collected from (February 2021 to July 2021) from the selected units.

Ethical consideration

An approval to conduct the proposed study was obtained from the Research and Ethics Committees at Faculty of Nursing, Cairo University. Also an official permission was obtained from hospital administrators where the study was conducted. Each nurse was informed about the nature and purpose of the study. The researcher emphasized that participation in the study is completely voluntary and participants can withdraw from the study at any time. Then, those who choose to participate in the study were asked to sign the consent form. Additionally, confidentiality and anonymity was assured through coding the data.

Statistical analysis:

Obtained data was tabulated, computed and analyzed using Statistical Package for the Social Sciences (SPSS) version 24. Descriptive statistics such as frequency, percentage, mean and standard deviation, in addition to, inferential statistics including T-test, and Chi-square test were utilized to analyze data pertinent to the study. The P value > 0.05 indicate non significance result while, the *P value < 0.05 is significant and the **P value < 0.01 is highly significant.

Results

Table (1) Reveals that, for nursing supervisors the highest percentage of them (80.0%) were males, about (64.0%) were married, aged 29 years, (68.0%) of them had less than 5 years' experience, (52.0%) had from 5-10 experience in current work place, (48.0%) working in medical unit, (60%) had no children and (100%) had bachelor degree in nursing. On the same time the highest percentage of

staff nurses (61.7%) aged less than 25 years, (65.0%) were females, (55.0%) were single, (68.3%) had no children, (53.3%) hold technical diploma degree in nursing, (53.3%) had less than 5 years' experience in nursing, (65%) had less than 5 years' experience in current work place, and (43.75%) of them working in medical department.

Table (2) show that related to low ethical leadership behavior the highest percentage of participants at people orientation dimension (66.7%) and lowest percentage of them at fairness dimension (36.7%). While related to high ethical leadership behavior the highest percentage of participants at fairness dimension (63.3%) and lowest percentage at power sharing dimension (35%).

Table (3) show that related to low levels of job performance the highest percentage of participants at contextual performance (26.7%) while low percentage of them at counterproductive work behavior (16.7%). related to high levels of job performance the highest percentage of participants at counterproductive work behavior (83.3%) and low percentage of them at contextual performance dimension (73.3%).

Results

Table (1): Distribution of demographic data among nursing supervisors (No=25) and staff nurses demographic data (No = 240).

Demographic data		Nursing supervisors (No=25)		Staff nurses (No=240)	
Variables		No.	%	Variables	No.
Age	21 – 25	0	0.00	148	61.7
	26 – 30	23	92.0	68	28.3
	31 – 35	2	8.00	20	8.3
	36 – 40	0	0.00	4	1.7
	Mean ±STD	28.4±1.36		25.5±3.59	
Sex	Male	20	80.0	84	35.0
	Female	5	20.0	156	65.0
Marital Status	Married	16	64.0	108	45.0
	Single	9	36.0	132	55.0
Number of children	0	15	60.0	164	68.3
	1	6	24.0	12	5.0
	2	3	12.0	32	13.3
	3	1	4.0	28	11.7
	≥	0	0.00	4	1.7
Mean ±STD	0.60±0.85		0.73±1.17		
Qualifications	Diploma Degree In Nursing	0	0.00	72	30.0
	Technical Diploma Degree In Nursing	0	0.00	128	53.3
	Bachelor Degree In Nursing	25	100.0	40	16.7
Mean ±STD	3.0±0.00		1.87±0.67		
Experience	< 5 years	6	24.0	128	53.3
	5 years < 10 years	17	68.0	96	40.0
	10 years < 15 years	2	8.0	16	6.7
Mean ±STD	1.84±0.54		1.53±0.62		
Experience in Current Workplace	< 5 years	13	52.0	156	65.0
	5 years < 10 years	10	40.0	72	30.0
	10 years < 15 years	2	8.0	12	5.0
Mean ±STD	1.56±0.64		1.40±0.58		
Working Place	Intensive Care	4	16.0	45	18.75
	Medical	12	48.0	105	43.75
	Surgical	9	36.0	90	37.5
Mean ±STD	2.20±0.69		2.19±0.73		

Table (4) shows that, (53.3%) of staff nurses have leaders with low levels of ethical leadership, while (46.7%) of nurses led by ethical leaders. And (16.7%) of nursing staff have low levels of performance while (83.3%) have high levels of job performance.

Table (5) Reveals that for ethical leadership there were high significant difference with sex, years of experience in nursing, experience in current working place and working place with ethical leadership (P= 0.000) While there was no significant difference between age, marital status and number of children. There were high significant differences between all variables of demographic data and nurses' performance (0.000) **.

Table (6) this table show that the highest mean score related to both low and high ethical leadership (71.6 ± 19.3) and (81.6 ± 14.3) for counterproductive work behavior. There were high statistically significant difference between ethical leadership and all performance dimensions (p = 0.000) **.

Table (2) distribution of ethical leadership dimensions among study participant's perception as perceived by staff nurses (No =240).

Ethical leadership dimensions	Ethical leadership behavior			
	Low levels		High levels	
	N	%	N	%
1. People orientation	160	66.7	80	33.3
2. Fairness	88	36.7	152	63.3
3. Power sharing	156	65.0	84	35.0
4. Concern for sustainability	112	46.7	128	53.3
5. Ethical guidance	132	55.0	108	45.0
6. Role clarification	108	45.0	132	55.0
7. Integrity	124	51.7	116	48.3

Table (3) Distribution of levels of job performance among staff nurses (No =240).

Dimensions of performance	Levels of job performance			
	low levels		High levels	
	N	%	N	%
1. Task performance scale	56	23.3	184	76.7
2. Contextual performance scale	64	26.7	176	73.3
3. Counterproductive work behavior scale	40	16.7	200	83.3

Table (4) Distribution of study participant's levels of ethical leadership (No = 25) and nurses job performance (No = 240).

Tools	Low levels		High levels	
	N	%	N	%
Ethical Leadership at Work (ELW)	128	53.3	112	46.7
Individual work performance	40	16.7	200	83.3

Table (5) Relation between demographic data with ethical leadership and job performance as perceived by staff nurses (No=240).

Variables	Ethical leadership		Nurses Performance	
	Chi-Square	P. value	Chi-Square	P. value
Age	5.77	0.056	25.75	0.000
Sex	30.34	0.000	13.19	0.000
Marital Status	2.50	0.114	12.12	0.000
Number of children	4.95	0.176	18.42	0.001
Qualifications	33.85	0.000	14.08	0.001
Experience	33.85	0.000	14.40	0.001
Experience in Current Workplace	15.49	0.000	27.82	0.000
Working place	18.02	0.001	50.83	0.000

Table (6) Relationship between participants' levels of ethical leadership and nurses job performance (N=240).

Ethical Leadership at Work (ELW)		Individual Work Performance Dimensions			
		Task performance	Contextual performance	Counterproductive work behavior	Total
Low	Mean ±STD	69.5±12.9	67.0±14.1	71.6±19.3	69.0±11.6
High	Mean ± STD	79.7±12.6	75.9±16.4	81.6±14.3	78.5±10.7
T		-6.187	-4.537	-4.483	-6.604
P.VALUE		0.000	0.000	0.000	0.000

Discussion

The concept of ethical leadership has received increasing attention from researchers, particularly those interested in the moral crises identified in several organizational contexts; ethical leaders care about ethical conduct and also incorporate it in the surrounding environment. Ethical leaders are true, honest, kind and attentive people, who are able to make fair decisions based on a set of values that enable a good working environment for all the parties involved. The perception that the leader is ethical produces an extensive impact, which goes far beyond simple perception, thus influencing the behavior of those who follow. Indeed, the ethical conduct of leaders plays an important role in performance of their followers **Keck, Giessner, Van Quaquebeke & Kruijff, (2020)**.

Job performance is considered the ultimate criterion in human resource management. There are three major domains of job performance; the first one is task performance, which refers to behaviors that contribute to the production of a good or the provision of a service. The second dimension is contextual performance, also referred to as organizational citizenship behavior (OCB). It can be defined as "behavior that contributes to the goals of the organization by contributing to its social and psychological environment. The third dimension is counterproductive work behavior, which is defined as "voluntary behavior that harms the well-being of the organization. It comprises off-task behavior, complaining, doing tasks incorrectly on purpose, and misusing privileges, among others. These deviant behaviors are related to negative consequences at the personal and organizational levels **Ramos-Villagrasaa, Barradaa, del-Ríoa & Koopmansb, (2019)**. The Aim of the study was to assess the effect of ethical leadership and on nurses' job performance.

The current study showed that regarding demographic data of nursing supervisors more than three quadrant of participants were males, about two-thirds of them were married most of them aged between twenty six to thirty years old and more than two-thirds of them had less than five years' of experience in nursing profession and about half of them had less than ten years' experience in current work place. Slightly less than half of them working in medical unit and two third of them had no children and one hundred percent of them were hold bachelor degree in nursing. This may be due to that males are interested in college of nursing more than nursing schools or institutes. This result supported by **Özsungur, (2019)**. Study the impact of ethical leadership on service innovation behavior the mediating role of psychological capital, reported that more than three quadrants of the participants were males and more than two-thirds of subjects were married. In the same line **Wyat, (2017)**. In the study of ethical leadership: a study of traits and behaviors

of leaders in higher education today showed majority of respondents were males. Also **Haque & Yamoah, (2021)** in the study aimed to examine the role of ethical leadership in managing occupational stress to promote innovative work behavior: A cross-cultural management perspective showed majority of respondents were males having a bachelor's degree.

On the same time for demographic data of staff nurses the highest percentage of participants were females aged less than twenty five years old were single and working in medical unit more than two thirds of them had no children, Slightly more than half of them had less than five years' experience in nursing but more than two thirds of them had less than five years' experience in current work place and slightly more than half of them were hold technical diploma degree in nursing. This may be due to that males are interested in college of nursing more than nursing schools or institutes. This finding was supported by **Tran, Nguyen, Dang & Ton, (2018)**. They study the impacts of the high-quality workplace relationships on job performance reported that most of participants were females and their experience in nursing varied mostly from one to 10 years. In the same line **Bhatti, Mat & Juhari, (2018)**. They study the effects of job resources factors on nurses' job performance (mediating role of work engagement) and reported that the majority of participants were female aged less than twenty five years old and had less than five years' experience in nursing.

Regarding participant's perception of ethical leadership levels, related to low ethical leadership behavior more than two thirds of participants at people orientation dimension and more than one third of percentage at fairness dimension. This may be due to that ethical leader who is too keen on practicing fairness may cause discomfort or disagreement because ethical leaders use punishment or rewards as a tool to hold subordinates accountable for their actions. This result was supported by **Basoro & Nidaw, (2021)** who study Ethical leadership practices and factors affecting it in south Addis Ababa district commercial bank of Ethiopia and they reported that related to low levels of ethical leadership people orientation is mostly practicable dimension. Also this result go in line with **Vikaraman et al, (2021)** who study Ethical Leadership Practices and Trust among Public School Leaders in Malaysia and they found that related to low levels of ethical leadership the highest mean score was for fairness dimension.

Related to high ethical leadership behavior more than two thirds of participants at fairness dimension and more than one third of participants at power sharing dimension. This may be due to that ethical leaders are place importance on being fair, just and eliminating biased treatment and sharing power tend to lead to better outcomes, building loyalty and respect which in turn create positive relationships

with minimum conflict that help achieving organizational goals and acting in a manner that is always beneficial to the greater good. This result was incompatible with **Vikaraman et al, (2021)**. They found that the level of ethical leadership practiced the highest mean score was for ethical guidance followed by role clarification but fairness has the least mean score. Also this result incompatible with **Basoro& Nidaw, (2021)**. They reported that related to high levels of ethical leadership role clarification and ethical guidance are mostly practicable dimensions.

Regarding participant's levels of job performance, related to low levels of job performance about one quadrant of participants at contextual performance and less than one quadrant at counterproductive work behavior. While related to high levels of job performance the highest percentage of participants followed by contextual performance. This result may be due to avoid harmful and adverse behaviors is as important as doing the work itself or acquiring knowledge and skills. This result was incompatible with **Van der Vaart, (2021)** who study the performance measurement conundrum: Construct validity of the Individual Work Performance Questionnaire in South Africa and found that regarding low levels of job performance the highest mean score was for counterproductive work behavior and task performance and related to high levels of performance the highest mean score was for contextual performance and task performance. Also this result was incompatible with **Ramos-Villagrasaa, Barradaa, del-Río& Koopmansb, (2019)** they found that related to low levels of performance the highest mean score was for contextual performance and counterproductive work behavior and related to high levels of performance the highest mean score was for task performance and contextual performance.

The study results revealed that more than half of participants had low levels of ethical leadership behavior, while less than half of them perceived high levels of ethical leadership behavior. This may be due to changing work pressures and requirements, which may require a change of leadership style in many situations. This result was supported by **Elsayed, Awad& El Bialy, (2020)** who study The Relationship between Nurses' Perception of Ethical Leadership and Anti-Social Behavior through Ethical Climate as a Mediating Factor and revealed that less than half of participants perceived high levels of ethical leadership behavior.

The study results showed that less than one quadrant of participants had low levels of job performance, while more than three quadrants of participants had high levels of job performance. This may due to different ages, education levels and experiences which encourages workers to takes extra responsibilities and acting in competitive work environments that increase their performance levels.

This result was incompatible with **Okab, (2017)** that study the impact of job satisfaction on job performance of nurses at Al-Suwaira General Hospital and reported that overall level of level of job performance were low.

The study viewed there were highly significant difference with demographic data include (sex, years of experience in nursing, experience in current working place and working place) with participants' perception of ethical leadership. This result may be due to that males behave in competitive and accomplishment oriented manner while females behave in a developmental and socially oriented manner, and supervisors who had more experience are adapted easily with work conditions. This result was incompatible with **García& Broc, (2017)** they study Ethical leadership: a theoretical review and empirical research and found that that age, gender, marital status, level of education and job position within the company had no significant differences with ethical leadership. This result was incompatible with **Wibawa & Takahashi, (2021)** they study The Effect of Ethical Leadership on Work Engagement and Workaholism: Examining Self-Efficacy as a Moderator and found that gender, marital status, and workplace experience, show insignificant results.

While there was no significant differences between demographic data include (age, marital status and number of children) and participants perception of ethical leadership. This result may due to that ethical leadership affected with communication skills, interpersonal relations and experience rather than gender, marital status or number of children. This result was supported by **García& Broc, (2017)** they study Ethical leadership: a theoretical review and empirical research and found that that age, marital status, had no significant differences with ethical leadership. This result was incompatible with **Wibawa & Takahashi, (2021)** they found that age was significantly different.

The study revealed that there were highly significant differences with participants' demographic data include (age, gender, marital status and educational level number of children, working place, years of experience in nursing and experience in current working place) with participants' job performance. This result may be due to when employee become older his experience increases and being apple to deal with different working conditions and his responsibilities increases beside males and females are qualified to do many jobs but masculine traits are dominant in males as competitiveness and feminine traits dominant in women's as building social relation and with higher qualification levels cognitive ability, job knowledge and achievement motivation increases. This result was supported by **Okab, (2017)** who study Impact of Job Satisfaction on Job Performance of Nurses at Al-Suwaira General Hospital and found that there were highly statistical significant differences between the items

related to the job performance and nurse's age, gender, marital status, educational level. These results go in line with **Islam, Khatun & Nesa, (2019)** who study Job Performance of Clinical Nurses at Tertiary Level Hospital in Bangladesh and reported that there were statistical significant differences between job performance and nurse's age, gender, marital status, educational level.

The study results indicated that there was high significant deference between levels of ethical leadership and nurses job performance. This result may be due to ethical leaders are honest role models fostering cooperation integrity and treat fairly with employee which affects their performance. This result was supported by **Kang, (2019)** who study sustainable influence of ethical leadership on work performance: empirical study of multinational enterprise in South Korea and reported that effect of ethical leadership on work performance was statistically significant. This result compatible with **Bouzari, Safavi & Vatankhah, (2019)** they study the impact of ethical leadership on counterproductivity among cabin crews and found that there was statistically significant difference between ethical leadership and counterproductive work behavior. Also this result go in line with **Masih & Muhammad, (2017)** they study linking ethical leadership to employees' performance: Mediating role of organizational citizenship behavior and counterproductive work behavior and found that there were significant relation with ethical leadership and task, contextual and counterproductive work behavior dimensions.

Conclusion

The study results revealed that more than half of nursing supervisors had low levels of ethical leadership behavior. On the other hand more than three quadrants of nurses had high levels of job performance. There were highly statistical significant differences between ethical leadership and all nurses' job performance dimensions.

Recommendations for future studies

1. Conducting training programs and workshops for all managerial levels to clarify the concept of ethical leadership, and the extent to which the hospital and staff benefit from the application of ethical leadership.
2. Motivate ethical leaders to become role models fostering cooperation integrity and treat fairly with employee which affects their performance.
3. Learn leaders use differentr leadership styles according to situations coping with daily work pressures and requirements.

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