Review Article

Integrity and Efficiency in Nursing Leadership:
An Integrative Review

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Abstract

Background: Research on efficient nurse leaders as managers who lead with integrity is scant.
Aim: To explore the role integrity plays in efficient managerial leadership in nursing care.
Methodology: The study has a qualitative design using a modified integrative review method. A literature search of electronic databases was performed between 2011-2020.
Results: The permeation of integrity can be described as efficient managerial nurse leaders leading relationships and processes by integrating a caring and interactive team spirit and different leadership styles. Such value-based and caring interactions are rooted in the nursing culture, which is the foundation of all activities in an organization. Through an integrated leadership model comprised of leadership and management woven together by integrity, efficient managerial leadership in nursing care can be strengthened.
Conclusion: The integrated leadership model serves improving efficient managerial leadership in nursing care, thus serving the human beings in care. The integrated leadership model consists of both leadership and management, where integrity, as part of ethics, plays an essential role in strengthening efficient managerial leadership.

Keywords: integrity, efficiency, leadership, management, nursing

Introduction

A nurse leader is responsible and accountable for the provision of high-quality nursing care (International Council of Nurses, 2012; American Nurses Association, 2015). High quality care consists of more than what is measured in nursing outcomes; how the patient in care is met also influences the patient's satisfaction and thereby the patient's experience of care (Berkowitz, 2016). Caring ethics, considered the core of caring (Eriksson, 2010), should consequently be considered essential to good care. Good care is realized through a respectful, dignified and safe care that is evidence-based, financially viable and sustainable (cf. Salmela, Koskinen & Eriksson 2017). At the same time, the nurse leader has to face the requirement of higher efficiency and productivity in social and health care (Kemppinen, Korpela, Elfvengren & Polkko, 2017). As a manager, the nurse leader should therefore combine and balance management and leadership processes to maintain an effective and efficient caring with a focus on beneficial patient outcomes. From a managerial leadership perspective, leadership entails managing relationships through the use of interpersonal

skills to influence and motivate care personnel to do what must be done, in accordance with stated strategy (Yukl, 2013). A manager is also required to allocate human, financial and material resources. The simultaneous focus on quality and efficiency can lead to ethical conflicts related to integrity (Orvik, Røsvik Vågen, Bihari Axelsson & Axelsson, 2015).

Leading with integrity is essential. To maintain the nurse leader's credibility, leadership and management should be united in an ethically sustainable manner. Integrity is an important aspect of ethical leadership that can help explain the effectiveness of the nurse leader role (Yukl, 2013), although the concept is difficult to evaluate and perceptions on the nurse leader's effectiveness differ. While integrity is often considered a personal and moral concern (Orvik et al., 2015) and quality (or virtue, Trollestad, 2000), it is a quite complex concept that encompasses many different things (Palanski & Yammarino, 2007). In care settings, the concept of integrity associated with patients, but integrity related to the nurse leader role involves ethical conduct or actions and the meaning underlying such (Hemberg, Syrén & Hemberg 2018). Leaders who lead with integrity are present, visible, committed and actively engaged as both team-leader and team-member (Lamont, 2015).

The efficient leader is task-, relationship- and change-oriented (Yukl, 2013). This can be conceptualized as transformational leadership, through which a nurse leader, e.g., involves, engages and motivates care personnel to work independently and effectively from a common vision and goal. Other inherent dimensions are seen in another model of leading culture (Salmela, Eriksson & Fagerström 2012, Salmela 2012). As an efficient leader and to realize sustainability, the nurse leader should create contextual, professional and cultural prerequisites that sustain not only the core and art of caring but also care personnel's ethical and professional competence (Yukl, 2013) and efficiency in caring.

In this study, the concept effective is defined as seen in nursing leadership and nurse leader research/literature, while the concept efficient is considered an umbrella term that includes the concepts contribution and productivity (Sjöblom, 1990).

Further investigation of the concept of efficient leadership is highly topical in the Nordic countries and caring contexts, linked to the current financial climate, demands for improved and more rapid patient flow and renewed focus on ethical standards and conduct. Instead of focusing on the nurse leader's experienced conflict between integrity, quality and efficiency (Orvik, Røsvik Vågen, Bihari Axelsson & Axelsson, 2015), we sought to explore the role integrity plays in a caring context with regard to the efficient nurse leader. The research questions were: 1) What does leading with integrity entail? 2) How is integrity understood in relation to the efficient nurse leader as a manager?

Methodological aspects: A modified integrative review method inspired by Whittemore & Knafl (2005) was used to gain an overview of the existing research and literature on the concepts of integrity and efficiency in nursing leadership. This included summarizing and synthesizing data from various theories, research and peer-reviewed publications and commentaries (Akerjordet & Severinsson, 2010; Hupkens, Machielse, Goumans & Derkx, 2018). The use of a modified integrative review facilitated the combination of different methodologies and theoretical literature, yielding an overview of the varied perspectives on the phenomena and thus contributing to theory development. The review was performed in two separate stages.

Literature search and data evaluation: Using selected keywords, a literature search of the CINAHL and PubMed electronic databases for articles published between 2011-2020 occurred. The keywords were used in different combinations and included: integrity, effective, effectiveness, leadership, management, leader, manager, nursing. Also a general search of disciplines relevant to nursing (e.g., nursing, business, leadership/management) was undertaken. Articles were initially selected based on titles deemed relevant to the study aim, and these articles' abstracts were read through. Inclusion criteria included literature in English that contained results or contributions

concerning integrity, the efficient nurse leader, effectiveness, leadership, management and/or nursing care. Exclusion criteria were results or contributions concerning integrity related to different kinds of patient care, administration, communication, conflicts, lean practice, health care and leadership, and/or medical leadership. A total of 13 articles were included. Both authors read the included articles several times and thoroughly reviewed the articles' full texts (Akerjordet & Severinsson, 2010). Details of the literature search and evaluation can be seen in Figure 1.

The modified integrative review occurred in two separate stages. During the first stage, analysis of the articles found through the electronic database search, all from different journals and with a focus on theoretical and empirical perspectives, was undertaken. A manual search of current journals and literature listed in the

included articles' references also occurred (Whittemore & Knafl, 2005). Data related to the concepts integrity and efficient leadership was extracted, including definitions, descriptions, explanations and concept correlations. The decision was made to evaluate the articles based on methodological and theoretical rigor and data relevance using a 2-point scale (low or high), because of disciplinary and methodological diversity. No article was excluded because of low rigor and/or relevance; articles were included if their content was supported in other articles, even if they did not contribute to the analytic process (Whittemore & Knafl, 2005). During the second stage, the different theories (Akerjordet & Severinsson, 2010) that researchers have on the concepts the effective leader (Yukl, 2013) (seen here as efficient) and the nurse leader leading change (Salmela, Eriksson & Fagerström 2012, Salmela 2012) were focused on.
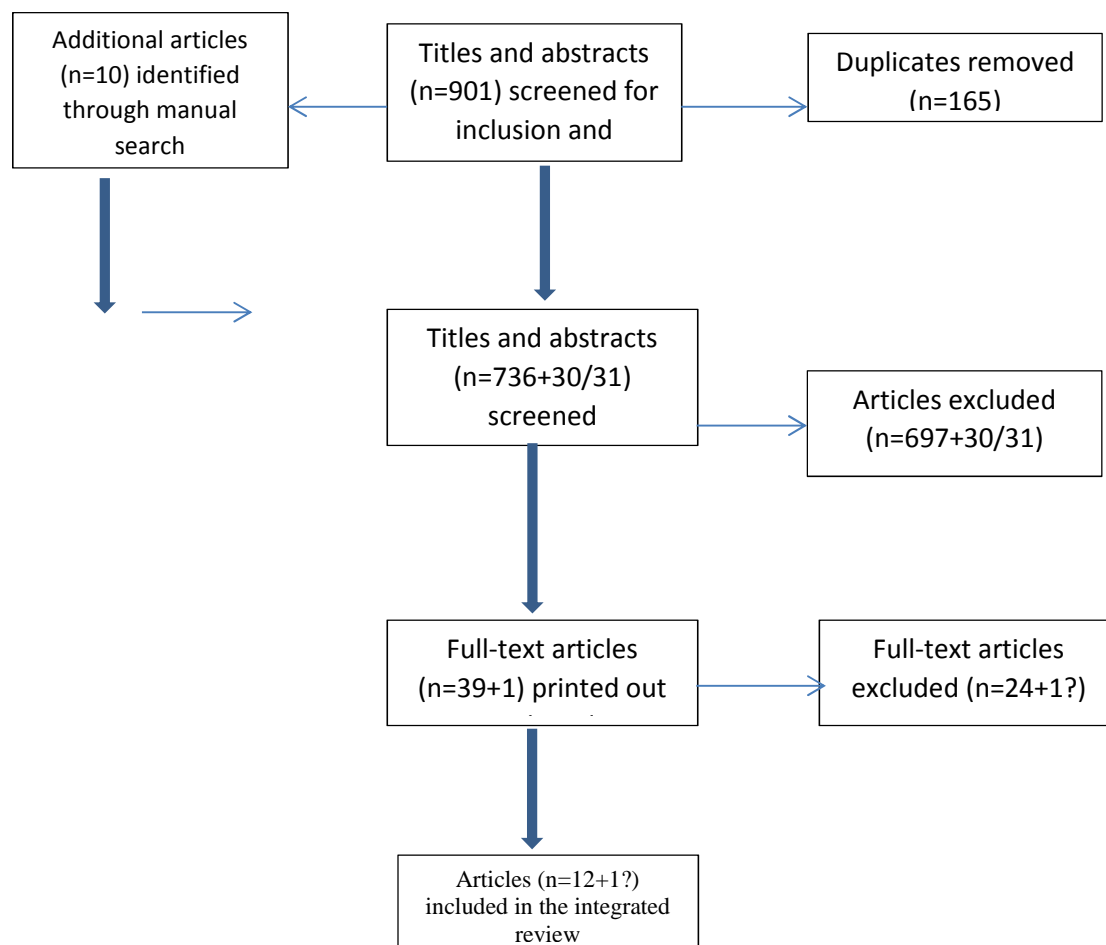
Figure 1. Search strategy.

Data analysis and synthesis: The first stage of the review included an analysis of the articles found through the electronic database search. See Table 1 for an overview of the process. The deductive approach during this stage was based on definitions and explanations of the concept integrity and how it is understood, also in relation to efficient leadership.

The second stage of the review included a focus on the different theories on the concepts the efficient leader and the nurse leader leading change, with relevance to the study aim. See Table 2 for an overview of the process. The initial data was summarized in common themes related to the nurse leader leading relationships, processes and a culture. The themes related to the efficient nurse leader (Whittemore & Knafl, 2005) were synthesized with the results from stage one. All results were thereafter further synthetized to provide a comprehensive understanding of the research objective, i.e., *the efficient nurse leader* (ENL) who is leading with integrity.

Results

A main theme "Integrity and Efficiency in Nursing Leadership" and four sub-themes were seen, discussed below: Leading with integrity, the ENL leads relationships, the ENL leads processes and the ENL leads a culture. In a summary of the findings, the meaning underlying what leading with integrity in a caring context entails and how integrity is understood in relation to the ENL are described, interpreted as an integrated model for leadership.

Leading with integrity

Integrity is not a value, matter of consistency in word-action (Martin, Keating, Resick, Szabo, Kwan & Peng, 2013; Palanski, M. E. & Yammarino, 2007; Ridge, 2015; Storr, 2004) or intention Jones, 2015). Integrity encompasses basic values (honesty, trust, responsibility, respect and fairness), ethical principles (autonomy, fidelity and privacy), good governance (Cleary, Walter, Horsfall & Jackson, 2013), acting with personal integrity and professional ethical values, and communicating effectively (Hargett, Doty, Hauck, Webb, Cook, Tsipi, Neumann, Andolsek & Taylor, 2017). See Table 1.

Table 1. Findings of Integrity and Efficiency in Nursing Leadership.

	Aim	Framework	Method(s)	Findings
Orvik, Røsvik Vågen, Bihari Axelsson & Axelsson (2015)	To explore and describe the value squeezes experienced by ward managers in connection with quality management in hospital wards. The study focused on integrity, pressure and coping strategies to deal with such pressure.	A conceptual framework: Hybrid management	Semi-structured qualitative interviews with 10 ward managers (High rigour=2)	Firstly, the nurse leader is socialized into values of individualization and quality of patient care when integrity requires the nurse leader to work in accordance with personal values, but at the same time the nurse leader must manage the requirements of the organization. Secondly, integrity requires a willingness to perform actual work and the NL must be integrated into the environment as the third aspect. To cope with the conflicting demands of quality, efficiency and integrity, a hybrid strategy appears to be the most suitable.
Lucas (2015)	Developing ethical leadership.	Science and application of mindfulness	Three models to connect well-being and mindfulness to ethical behavior	To lead with integrity and moral purpose means that self-awareness, self-regulation and empathy are required. Context, self and others play an important role in ethical

			(High=2)	leadership. To lead with integrity is connected with employees' and members' well-being, productivity, satisfaction and engagement.
Storr (2004)	To build on the current notions of leadership within the literature, debate contemporary approaches; focusing specifically on practices within the UK National Health Service in the early 21st century.	Leadership ethics	Qualitative interviews (High=2)	Effective leadership correlates positively with integrity and is not only a question of being ethical, but also being positive, active and proactive. The presence of integrity improves organizational effectiveness. The leader feels confident and safe because of his/her strong foundation of basic values and acts in a manner consistent with them. The leadership style makes it possible to gain trust and respect from others. Team work and empowering others are encouraged by collaboration and co-operation.
Cleary, Walter, Horsfall & Jackson (2013)	The aim was to present an overview of the concept of integrity in the academic workforce and discuss some of its issues and dimensions, in the hope of creating greater awareness.	Not specified	Discussion paper with references (High=2)	Integrity for academic health professionals is defined as a commitment to five fundamental values: honesty, trust, fairness, respect and responsibility. The concept integrity encompasses ethical principles, such as autonomy, fidelity, privacy, and personal beliefs and values. Integrity is related to "good governance" with values, principles and norms as standards, which guide and monitor the daily operations of an organization.
Ridge (2015)	How do we define integrity?	Not specified	Discussion paper with references (High=2)	Integrity is not a value by itself, but rather the level of fit between an individual's decisions and behaviors and his/her relationship to the values and morals of the communities in which he/she lives and works. Integrity consists of interrelated sets of standards, values, and principles derived from the three domains that effect our decisions and behavior: personal, professional, and organizational. The value statements describe the organization's core principles that support the overall vision and mission. The effective nurse leader interacts consistently and regularly in a manner that exposes the leader's values and decision making for the critique of his/her members. The leader's personal interactions, how the leader handles crisis and the policies and procedures that guide the leader's actions are seen as part of the leaders' character and are related to transparency.
Palanski & Yammarino (2007)	To suggest a conceptualization of integrity to provide	Not specified	Literature review	If integrity is seen as a virtue, and a substantive virtue is morally good in itself, it means to act inherently in a

	a solid foundation for future research.		(High=2)	moral, upright way. The good character of integrity can be defined as a consistency of an acting entity's (an individual person, or organization) words and actions. It is a concept of behavioral integrity and places integrity into the category of an adjunctive virtue. An adjunctive virtue is necessary for achieving moral uprightness, or a good moral character. Authenticity, honesty, trustworthiness, fairness, and compassion are a set of virtues that form a boundary condition for integrity. The boundaries are formed by the substantive moral virtues of good character. Integrity as wholeness may be considered a character when character per se is not a virtue. Integrity as being true to oneself is better explained by authenticity or acting according to one's own conscience, and likewise the courage to explain consistency in adversity in a better way. The substantive virtues honesty (being truthful), trustworthiness (reliable and deserving of trust), fairness (justice) and compassion (being caring, attentive to the needs of others and empathetic) are better explanations of the moral/ethical aspects of integrity. Although moral judgement is not a virtue, it is often associated with integrity although it is distinct from it. Conscientiousness is also not a virtue, but a personality trait characterized by being responsible, dependable, persistent, and organized.
Palanski & Yammarino (2009)	To address the second primary problem in integrity and leadership: a lack of well-specified theory.	The conceptualization of integrity is based on a framework of isomorphism	Review of current leadership theories (High=2)	Leaders must be aware that there are differences among subordinates (individuals) with respect to values and personality, and conflict (leader integrity vs. follower integrity) may be resolved through role modeling and fostering a climate in which integrity is esteemed and rewarded. Transparency is important and the leader clearly and openly explains the rationale for his or her action in/for the group (leader integrity vs. organizational integrity), when the leader is forced to make a decision with respect to an integrity conflict. Regarding group integrity vs. organization integrity, the group leader plays a critical role by interpreting and disseminating

				organizational goals to the team. That a leader's personal integrity is important is explicated through consideration of how integrity and leadership relate to one another and to important individual, group-, and organizational-level outcomes such as trust, satisfaction, and performance.
Bauman (2013)	To present an account of leadership integrity that defends its ethical meaning while analyzing the cognitive structures that explain the confusion surrounding integrity attributions.	Philosophy and business literature	Conceptual analysis of integrity (High=2)	There are three types of leadership integrity that are based on identity-conferring commitments to particular types of values (immoral, moral, or personal). First, the substantive leadership integrity is based on identity-conferring commitments to moral values, which results in (the) moral trust we can have in the leader. Formal leadership integrity is to its form a shadow of substantive leadership, but the moral substance is not linked to deep commitments. This leader is an unethical leader and appears to have integrity. Personal leadership integrity has identity-conferring commitments to personal values that the leader has chosen for his/her own reason. Personal values can take many forms and may include life projects, personal lifestyle choices, and religious principles.
Vogelgesang, Leroy & Avolio (2013)	How leaders convey their integrity to followers, and how that perceived integrity may relate to higher levels of follower work engagement and performance.	Authentic leadership theory & leader behavioral integrity	Quantitative data, analyzed by CFA- and ANOVA- analysis (High=2)	There is a positive relationship between communication transparency (open communication) and behavioral integrity. This in turn is positively related to follower engagement through witnessing the words and actions of leaders. A leader's transparency of communication is related to follower engagement and fully mediated through behavioral integrity. Follower engagement relates to performance. Transparent or open communication can provide followers the stability and confidence in their leaders to become more engaged at work.
Carroll (2005)	To compare the perceptions of women leaders and nurse executives about what skills and attributes would be needed to succeed in the 21st century.	Not specified	Delphi method and interviews (High=2)	Of the six factors identified, personal integrity which includes ethical standards, trustworthiness, and credibility received the highest level of agreement regarding importance of leadership skills and attribute. From discussions it emerged that "the absolute and unequivocal necessity of truthfulness, integrity, and credibility" are related to personal

				integrity. "Most agreed that at least truthfulness and integrity were learned early within the family" and embedded in their character. "The understanding and application of ethical standards must build on these embedded qualities." Other factors that are needed to succeed are: strategic vision/action orientation, team building/communication, management and technical skills, people skills, and personal survival skills/attributes.
Jones (2015)		Not specified	Discussion paper with references (High=2)	To lead effectively requires a number of skills. It requires among other things effective communications skills with active listening, being a catalyst and visionary and thereby inspiring and motivating the team members to focus on current issues and future goals. The effective leader translates the vision into reality and works toward goals with the cooperation of other people by telling them where, why, and how they are going to get there. The effective leader leads by example and models the qualities he/she would like to see in team members. The leader demonstrates empathy, i.e. understanding and compassion by considering employees' feeling along with others factors in the process of making a decision. The team takes signals from a confident leader, which makes it easier to trust the leader, and people want to work with leaders they trust. Leaders need a team in order to work effectively. They must lead on the basis of their strengths and gather a team on the basis of the team's strengths. Great leaders are persistent, which is (the) key to effective leadership. Integrity is the core of everything that is successful and it describes how words and deeds are consistent with a leader's actions and intentions. Leaders with integrity have a supreme responsibility for telling the truth, meaning what they say and saying what they mean regardless of outcome. Integrity is not only about avoiding unethical choices and situations, but also involves purposefully shaping a culture's values and service. The best leaders take control of their

				operations, but also focus on opportunities to create real value by investing in their people.
Martin, Keating, Resik, Szabo, Kwan & Peng (2013)	Bring clarity to how leader integrity is understood both within and across cultures.	Not specified	Open-response questionnaire (High=2)	Leader integrity is a multi-faceted construct, but demonstrating word-action consistency alone is not enough to develop credibility as a leader of integrity. The attributes and behaviors that leaders should demonstrate to gain credibility and legitimacy as leaders of integrity both within and across cultures consist of four themes which underlie the meaning of leader integrity. The substantive virtues Honest, Fair and Just, Consideration for Others, and Respect for Others are thought to be moderately proximal indicators of leader integrity as they convey morally good conduct and intentions. Leaders who act according to their values are more likely to convey integrity. Leading with integrity involves being true to one's values, both publically and privately, and consistently demonstrating these values through one's actions. Being trustworthy, consistent in one's actions, doing what one says one will do and following through on promises and commitments have been identified as important characteristics for both leader integrity and behavioral integrity.
Hargett, Doty, Hauck, Webb, Cook, Tsipis, Neumann, Andolsek & Taylor (2017)	To present the research process that resulted in the Duke Healthcare Leadership Model	Healthcare leadership	A mixed method study (High=2)	The core principle of the model is Patient Centeredness surrounded by overlapping five core competencies for effective leadership in healthcare. The core competencies are: Integrity, Critical Thinking, Selfless Service, Emotional Intelligence and Teamwork. "Emotional intelligence" holds the competencies together while "Critical Thinking" and "Teamwork" are holding the model together as framework core competencies. The last two competencies are overlapping with Emotional Intelligence, Integrity and Selfless Service. Integrity concerns acting with personal integrity and professional ethical values as well as communicating effectively which was found to be essential for all core competencies. Pursuing excellence (a cluster of the Critical Thinking domain) is also

				part of the five competencies. Integrity and Selfless Service constitute the base of the model and are extremely important to effective healthcare leadership in medicine.

The substantive virtues that provide insight into the moral and ethical aspects of integrity include honesty (being truthful), trustworthiness (reliable and deserving of trust), fairness (justice) and compassion (being empathetic and caring). Interpreting the substantive virtues it is implied that one acts in a morally upright way, i.e., demonstrates good moral character. As an adjunctive value and concept linked to behavioral integrity, consistency in word-action is necessary for achieving a good moral character. A good moral character shapes the adjunctive virtues authenticity (being true to oneself) and courage (consistency in adversity) (Bauman, 2013; Vogelgesang, Leroy & Avolio, 2013; Palanski & Yammarino, 2007; Carroll, 2005). Integrity is comprised of truthfulness, trustworthiness and credibility, and at least truthfulness and integrity are embedded in a leader's character and acquired at an early stage of life (Palanski & Yammarino, 2009). Integrity also entails shaping a culture through an ethical manner or ethical values (Jones, 2015). Integrity even relates to behavior on three different levels: personal, professional team, and organizational. Integrity as interrelated sets of standards, values and principles within the three aforementioned levels affects one's decisions and behavior as an ENL (Lucas, 2015; Ridge, 2015).

Integrity correlated to efficient leadership pertains not only to being ethical but also being positive, active and proactive (Storr, 2004). It is also, alongside unselfish serving, extremely important. In addition to integrity and unselfish serving, the core competencies for efficient leadership that includes patient centeredness as a core principle are critical thinking, emotional intelligence and teamwork (Hargett, Doty, Hauck, Webb, Cook, Tsipi, Neumann, Andolsek & Taylor, 2017). Efficient leadership is also influenced by the shared values of reliability and quality assurance, excellent nursing care and nursing care at the right time (best practice), and budget and resource management (Yukl, 2013). To work efficiently, leaders need a team. The ENL should lead on the basis of his/her and his/her team's strengths and should therefore invest in building these strengths. The ENL should lead by example and through cooperation, which entails consistent and regular interactions with team members. Persistency is also key to efficient leadership, and a confident leader instils trust and influences team members in a positive way, stimulating them to want to follow and work with the leader (Jones, 2015; Ridge, 2015). Leading with integrity contributes to team members' well-being, productivity, satisfaction and engagement (Bolin, 2018).

Consistency in word-intention-action is related to the ENL's character and transparency, and leading with integrity requires self-awareness, empathy and self-regulation. The ENL's transparent or open communication entails explaining to team members the rationale underlying actions to be taken (Bolin, 2018; Lucas, 2015; Ridge, 2015).

The ENL leads relationships: Efficient leadership requires effective communication skills: that the ENL is a catalyst and visionary, that he/she inspires and motivates team members to focus on current issues and future goals. When working toward goals, the ENL translates his/her visions into reality (Jones, 2015). The ENL is also a resource linker between team members and outsiders. The ENL consults and works with and through interactive team members: by integrating team members' skills, inspiring through envisioning, guiding and encouraging team members and encouraging innovative thinking in a positive way. The ENL summarizes and establishes the common vision, goal and mission in action and change (Yukl, 2013; Salmela, Eriksson & Fagerström 2012; Salmela 2012). See Table 2.

Table 2. Theories on the effective nurse leader.

Author(s)	Aim	Framework	Method(s)	Findings
Orvik, Røsvik Vågen, Bihari Axelsson & Axelsson (2015)	To explore and describe the value squeezes experienced by ward managers in connection with quality management in hospital wards. The study focused on integrity, pressure and coping strategies to deal with such pressure.	A conceptual framework: Hybrid management	Semi-structured qualitative interviews with 10 ward managers (High rigour=2)	Firstly, the nurse leader is socialized into values of individualization and quality of patient care when integrity requires the nurse leader to work in accordance with personal values, but at the same time the nurse leader must manage the requirements of the organization. Secondly, integrity requires a willingness to perform actual work and the NL must be integrated into the environment as the third aspect. To cope with the conflicting demands of quality, efficiency and integrity, a hybrid strategy appears to be the most suitable.
Lucas (2015)	Developing ethical leadership.	Science and application of mindfulness	Three models to connect well-being and mindfulness to ethical behavior (High=2)	To lead with integrity and moral purpose means that self-awareness, self-regulation and empathy are required. Context, self and others play an important role in ethical leadership. To lead with integrity is connected with employees' and members' well-being, productivity, satisfaction and engagement.
Storr (2004)	To build on the current notions of leadership within the literature, debate contemporary approaches; focusing specifically on practices within the UK National Health Service in the early 21st century.	Leadership ethics	Qualitative interviews (High=2)	Effective leadership correlates positively with integrity and is not only a question of being ethical, but also being positive, active and proactive. The presence of integrity improves organizational effectiveness. The leader feels confident and safe because of his/her strong foundation of basic values and acts in a manner consistent with them. The leadership style makes it possible to gain trust and respect from others. Team work and empowering others are encouraged by collaboration and co-operation.
Cleary, Walter, Horsfall & Jackson (2013)	The aim was to present an overview of the concept of integrity in the academic workforce and discuss some of its issues and dimensions, in the hope of creating greater awareness.	Not specified	Discussion paper with references (High=2)	Integrity for academic health professionals is defined as a commitment to five fundamental values: honesty, trust, fairness, respect and responsibility. The concept integrity encompasses ethical principles, such as autonomy, fidelity, privacy, and personal beliefs and values. Integrity is related to "good governance" with values, principles and norms as standards, which guide and monitor the daily operations of an organization.
Ridge (2015)	How do we define integrity?	Not specified	Discussion paper with references (High=2)	Integrity is not a value by itself, but rather the level of fit between an individual's decisions and behaviors and his/her relationship to the values and morals of the communities in which he/she lives and works. Integrity consists of interrelated sets of standards, values, and principles derived from the three domains that effect our decisions and behavior: personal, professional, and organizational. The value statements describe the organization's core principles that support the overall vision and mission. The effective nurse leader interacts consistently and regularly in a manner that exposes the leader's values and decision making for the critique of his/her members. The leader's personal interactions, how the leader handles crisis and the policies and procedures that guide the leader's actions are seen as part of the leaders' character and are related to transparency.

Palanski & Yammarino (2007)	To suggest a conceptualization of integrity to provide a solid foundation for future research.	Not specified	Literature review (High=2)	If integrity is seen as a virtue, and a substantive virtue is morally good in itself, it means to act inherently in a moral, upright way. The good character of integrity can be defined as a consistency of an acting entity's (an individual person, or organization) words and actions. It is a concept of behavioral integrity and places integrity into the category of an adjunctive virtue. An adjunctive virtue is necessary for achieving moral uprightness, or a good moral character. Authenticity, honesty, trustworthiness, fairness, and compassion are a set of virtues that form a boundary condition for integrity. The boundaries are formed by the substantive moral virtues of good character. Integrity as wholeness may be considered a character when character per se is not a virtue. Integrity as being true to oneself is better explained by authenticity or acting according to one's own conscience, and likewise the courage to explain consistency in adversity in a better way. The substantive virtues honesty (being truthful), trustworthiness (reliable and deserving of trust), fairness (justice) and compassion (being caring, attentive to the needs of others and empathetic) are better explanations of the moral/ethical aspects of integrity. Although moral judgement is not a virtue, it is often associated with integrity although it is distinct from it. Conscientiousness is also not a virtue, but a personality trait characterized by being responsible, dependable, persistent, and organized.
Palanski & Yammarino (2009)	To address the second primary problem in integrity and leadership: a lack of well-specified theory.	The conceptualization of integrity is based on a framework of isomorphism	Review of current leadership theories (High=2)	Leaders must be aware that there are differences among subordinates (individuals) with respect to values and personality, and conflict (leader integrity vs. follower integrity) may be resolved through role modeling and fostering a climate in which integrity is esteemed and rewarded. Transparency is important and the leader clearly and openly explains the rationale for his or her action in/for the group (leader integrity vs. organizational integrity), when the leader is forced to make a decision with respect to an integrity conflict. Regarding group integrity vs. organization integrity, the group leader plays a critical role by interpreting and disseminating organizational goals to the team. That a leader's personal integrity is important is explicated through consideration of how integrity and leadership relate to one another and to important individual, group-, and organizational-level outcomes such as trust, satisfaction, and performance.
Bauman (2013)	To present an account of leadership integrity that defends its ethical meaning while analyzing the cognitive structures that explain the confusion surrounding integrity attributions.	Philosophy and business literature	Conceptual analysis of integrity (High=2)	There are three types of leadership integrity that are based on identity-conferring commitments to particular types of values (immoral, moral, or personal). First, the substantive leadership integrity is based on identity-conferring commitments to moral values, which results in (the) moral trust we can have in the leader. Formal leadership integrity is to its form a shadow of

				substantive leadership, but the moral substance is not linked to deep commitments. This leader is an unethical leader and appears to have integrity. Personal leadership integrity has identity-conferring commitments to personal values that the leader has chosen for his/her own reason. Personal values can take many forms and may include life projects, personal lifestyle choices, and religious principles.
Vogelgesang, Leroy & Avolio (2013)	How leaders convey their integrity to followers, and how that perceived integrity may relate to higher levels of follower work engagement and performance.	Authentic leadership theory & leader behavioral integrity	Quantitative data, analyzed by CFA- and ANOVA-analysis (High=2)	There is a positive relationship between communication transparency (open communication) and behavioral integrity. This in turn is positively related to follower engagement through witnessing the words and actions of leaders. A leader's transparency of communication is related to follower engagement and fully mediated through behavioral integrity. Follower engagement relates to performance. Transparent or open communication can provide followers the stability and confidence in their leaders to become more engaged at work.
Carroll (2005)	To compare the perceptions of women leaders and nurse executives about what skills and attributes would be needed to succeed in the 21st century.	Not specified	Delphi method and interviews (High=2)	Of the six factors identified, personal integrity which includes ethical standards, trustworthiness, and credibility received the highest level of agreement regarding importance of leadership skills and attribute. From discussions it emerged that "the absolute and unequivocal necessity of truthfulness, integrity, and credibility" are related to personal integrity. "Most agreed that at least truthfulness and integrity were learned early within the family" and embedded in their character. "The understanding and application of ethical standards must build on these embedded qualities." Other factors that are needed to succeed are: strategic vision/action orientation, team building/communication, management and technical skills, people skills, and personal survival skills/attributes.
Jones (2015)		Not specified	Discussion paper with references (High=2)	To lead effectively requires a number of skills. It requires among other things effective communications skills with active listening, being a catalyst and visionary and thereby inspiring and motivating the team members to focus on current issues and future goals. The effective leader translates the vision into reality and works toward goals with the cooperation of other people by telling them where, why, and how they are going to get there. The effective leader leads by example and models the qualities he/she would like to see in team members. The leader demonstrates empathy, i.e. understanding and compassion by considering employees' feeling along with others factors in the process of making a decision. The team takes signals from a confident leader, which makes it easier to trust the leader, and people want to work with leaders they trust. Leaders need a team in order to work effectively. They must lead on the basis of their strengths and gather a team on the basis of the team's strengths. Great leaders are persistent, which is

				(the) key to effective leadership. Integrity is the core of everything that is successful and it describes how words and deeds are consistent with a leader's actions and intentions. Leaders with integrity have a supreme responsibility for telling the truth, meaning what they say and saying what they mean regardless of outcome. Integrity is not only about avoiding unethical choices and situations, but also involves purposefully shaping a culture's values and service. The best leaders take control of their operations, but also focus on opportunities to create real value by investing in their people.
Martin, Keating, Resik, Szabo, Kwan & Peng (2013)	Bring clarity to how leader integrity is understood both within and across cultures.	Not specified	Open-response questionnaire (High=2)	A mixed method study (High=2)
Hargett, Doty, Hauck, Webb, Cook, Tsipis, Neumann, Andolsek & Taylor (2017)	To present the research process that resulted in the Duke Healthcare Leadership Model	Healthcare leadership		The core principle of the model is Patient Centeredness surrounded by overlapping five core competencies for effective leadership in healthcare. The core competencies are: Integrity, Critical Thinking, Selfless Service, Emotional Intelligence and Teamwork. "Emotional intelligence" holds the competencies together while "Critical Thinking" and "Teamwork" are holding the model together as framework core competencies. The last two competencies are overlapping with Emotional Intelligence, Integrity and Selfless Service. Integrity concerns acting with personal integrity and professional ethical values as well as communicating effectively which was found to be essential for all core competencies. Pursuing excellence (a cluster of the Critical Thinking domain) is also part of the five competencies. Integrity and Selfless Service constitute the base of the model and are extremely important to effective healthcare leadership in medicine.

The ENL leads processes: As a manager, the ENL leads processes through strategic planning, directing and modifying interrelated care processes, and the mobilization and coordination of human resources in promoting efficient performances. The ENL becomes a link between different processes by weaving different levels together. Through reflective awareness, the ENL interprets the trends and changes in society and an organization (culture, profession, contextual conditions and/or leadership style). The ENL detects structural obstacles by looking at different levels (the parts) and through interpretation, by comparing against the whole; he/she adapts the best possible leadership style or change-oriented behavior to modify situations and strive for best quality outcomes (Yukl, 2013; Salmela, Eriksson & Fagerström 2012; Salmela 2012).

The ENL leads a culture: The ENL's main mission as the bearer of a culture is to manage, in an ethical manner, the caring culture and its traditions by serving health and alleviating suffering through a common vision and strategies and shared values and goals, all with the aim to provide good patient care. An organization's culture is the foundation of all activities in the organization, and the ENL's ethos and deep basic values are revealed through personal attitudes, words and actions, which shape the ENL's faithfulness and should be consistent in order to be effective. The ENL should also give realistic information about the organization's requirements for success and decisions to, e.g., personnel and recruitment. The foundation of basic values and norms is comprised of justice and respect, i.e., confirming co-workers as human beings, realizing an evidence-based practice in serving the human being in care and life, and creating participation for co-workers in a caring spirit (Yukl, 2013; Salmela, Eriksson & Fagerström 2012; Salmela 2012).

Summary: As noted above, the meaning underlying what leading with integrity in a caring context entails and how integrity is understood in relation to the ENL was revealed. We understood these findings as constituting an integrated leadership model.

Leading with integrity, a substantive virtue, is understood as the ENL having a good moral character that includes basic values, personal and professional ethical principles and good governance, which shape the adjunctive virtues of authenticity and courage. It is also a question of shaping an organization's caring culture through prevailing basic values, ethical standards and manners. It can even be described as the ENL leading relationships and processes by realizing a caring and interactive team spirit and employing different leadership styles. Such value-based and caring interactions are rooted in the caring culture, which is the foundation of all activities in an organization.

The ENL is positive, active, proactive and persistent; he/she inspires and motivates team members and communicates successfully and effectively. The ENL summarizes and establishes the common vision and fulfils the organization's strategies, goal and mission when providing good care and leading by example. The ENL's intentions and consistency in word-action, alongside attitude and moral character, are revealed through his/her transparency and open communication. The ENL's decisions and behavior, including personal integrity, are affected by the interrelated sets of standards, values and principles on the personal, professional team and organizational levels.

Leading with integrity in nursing care permeates the ENL's way of leading relationships and processes alongside his/her way of leading a culture. Consistency in the ENL's value-behavior-intention-action is essential for efficient leadership. The ENL leads relationships with openness and in an ethical manner by integrating a caring and interactive team spirit. The ENL leads processes through the integration of different leadership styles and by mobilizing and coordinating nursing staff. The ENL directs through reflections, strategic plans and the coordination of interrelated care processes, efficient performances, and quality assurance. As the bearer of a culture, the ENL leads value-based and caring interactions that are rooted in the caring culture and which permeate all relationships and processes in serving the human being in care and life (Salmela, Eriksson & Fagerström 2012; Salmela 2012).

Discussion

The aim of this study was to explore the role integrity and efficiency play in nursing leadership. We found that in a caring context the ENL is improved through an integrated leadership model, consisted of data that is summarized and synthesized of existing

research and literature. This can be compared to Orvik et al. (2015), who instead suggest a hybrid strategy for managing the conflicting demands of quality, efficiency and integrity. In the integrated leadership model, effectiveness, culture and ethics are combined through an emphasis on integrity and the human being. In line with findings by Yukl (2013), we saw that to achieve efficiency in a caring context, both leadership and management are needed, woven together in an ethical leadership in which integrity plays an essential role. We suggest further research to either confirm or disprove this finding. How efficiency is related to sustainability in nursing care should also be further investigated in future research.

To provide a respectful and dignified care (the core and art of caring) as well as comply with patient-safety-focused, evidence-based, financially viable and efficient nursing care, the ENL must create contextual, professional and cultural prerequisites (cf. Salmela, Koskinen & Eriksson 2017). Bolin (2018) finds that integrative leadership starts with building a culture with an open atmosphere and open dialogues. As seen in the integrated leadership model, the ENL should lead with compassion, empathy, respect and integrity and involve, mentor, motivate and challenge each unique human being (co-worker) to demonstrate his/her unique talents as a team member. The ENL should simultaneously take into consideration the criteria that govern the decision-making in an organization (Sanford, 2006). We saw that the ENL takes responsibility for his/her decisions and actions (Trollestad, 2000) and that integrity as interrelated sets of standards, values and principles from personal, professional and organizational levels affects the ENL's decisions and behavior (Palanski & Yammarino, 2009; Ridge, 2015). The ENL should take into consideration that almost every decision requires a different course of action, because of the context of nursing care, which encompasses patients, other human beings, different teams and situations. Each time the ENL is faced with the question of whether a given course is right, moral and/or good, he/she must examine and look for the best possible solution and take all points of view into consideration (who will be affected, how, etc.) to ensure the present and future well-being of every human being.

In practice, this entails that the ENL should implement the proposed integrated leadership model. The ENL should display authenticity, transparency and consistency in word-intention-action in daily work. This allows integrity to permeate relationships and processes, through the integration of a caring and interactive team spirit and different leadership styles. We saw that the ENL who leads with integrity has a good moral character, i.e., a quality (Trollestad, 2000) as well as good governance (Cleary et al., 2013). To realize good moral character, behavioral integrity is necessary as one element of overall ethical behavior (Bauman, 2013; Palanski & Yammarino, 2007; Vogelgesang et al., 2013) and is acquired at an early life stage (Carroll, 2005). The ENL's behavioral integrity and transparency enhances co-workers' work engagement and performances (Vogelgesang et al., 2013).

Integrity emanates from basic ethical values and ethical principles and is revealed through consistency in word-intention-action, authenticity, transparency and courage. Consistency in word-intention-action is crucial because other care personnel judge the ENL's honesty and thereafter decide whether to whole-heartedly follow or not. Consistency is about acting in accordance with self-awareness (knowing oneself), ethical values and principles (Carroll, 2005), which define the ENL as a person (Trollestad, 2000). Consistency can also be interpreted as being true to oneself or demonstrating authenticity by acting in accordance with one's conscience (Palanski & Yammarino, 2007). Some researchers also emphasize honesty (Bauman, 2010; Palanski & Yammarino, 2007; Vogelgesang et al., 2013).

The honest or trustworthy ENL is perceived to be reliable, truthful and capable of keeping his/her promises. The leader whose actions are guided by high ethical values is perceived as being true and legitimate when his/her actions and words reflect his/her values, and this reveals who he/she is as a human being and role model. The trustworthy ENL views care personnel as independent, thinking subjects who wish to participate in different kinds of activities and processes (Trollestad, 2000). We found that the ENL is a role model and forerunner. As a role model the ENL inspires through positive actions, as a forerunner the ENL summarizes and establishes the common vision, goal and mission by interpreting and

translating these into reality in a dialogue with care personnel.

The leader who leads with integrity is present, visible, committed (Lamont, 2015) and in a close relationship with co-workers. The ENL's internal quality (consistency) contributes to the influencing of other's external qualities, e.g., care personnel's well-being, satisfaction, engagement and productivity (Lucas, 2015). Such external qualities are dependent on the integrity of each ENL as a person (an internal quality), are an essential aspect of ethical leadership (Yukl, 2013) and can explain the effectiveness of the ENL, as also revealed in our analysis. Nevertheless, some researchers (Palanski & Yammarino, 2007) consider integrity to be just one element of overall ethical behavior.

We discerned that the ENL holds the main responsibility for leading value-based and caring interactions that are rooted in the caring culture and which permeate all relationships and processes to serve the human being and life (cf. Salmela, Eriksson & Fagerström 2012; Salmela 2012). A leader who leads with integrity holds the ultimate responsibility for speaking the truth and saying and meaning what he/she means, regardless of outcome (Jones, 2015). Integrity, basic values and ethical principles form the cornerstone of a culture and are the foundation that the ENL stands on. The ENL who radiates integrity and adapts his/her leadership style improves his/her relationships with other care personnel and/or team members, strengthens processes and develops the culture. When these three aspects are united through integrity, stronger unity is created, which contributes to an efficient managerial leadership in nursing care that serves the human being and life (Salmela, Eriksson & Fagerström 2012; Salmela 2012).

Conclusion: The integrated leadership model that was revealed serves the efficient nurse leader in enhancing relationships and processes that are rooted in the caring culture. A stronger unity is formed when integrity, as part of ethical leadership and through integration of a caring and interactive team spirit and different leadership styles, is allowed to permeate the efficient nurse leader. This in turn contributes to an efficient leadership in nursing care that serves the human being and life in a sustainable way.

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