

The association between Servant Leadership, Career Adaptability and Job Embeddedness among Staff Nurses at Main Mansoura University Hospital

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Abstract

Background: In a fast changing environment, managers play a crucial role in delivering effective leadership. Servant leadership is one of the most effective leadership styles in the healthcare field. Servant leadership prioritizes the professional growth of staff nurses through listening empathetically, empowering them, and addressing their needs. It is critical in assisting staff nurses in effectively adapting to career changes and improving their job embeddedness. **Aim:** The aim of the present study was to examine the association between servant leadership, career adaptability and job embeddedness among staff nurses at Main Mansoura University Hospital. **Methods:** A descriptive correlation design was utilized. Sample of the study consisted of all nurses working at Main Mansoura University Hospital (n=151 staff nurses) who fulfill the criteria of having a minimum of one year experience were included in the study. Three tools were utilized for data collection, namely; Servant Leadership Survey (SLS), Career Adaptability Scale (CAS) and Job embeddedness Scale (JES). **Results:** Major findings of the present study were positive correlation between servant leadership and staff nurses' career adaptability. Also, there were statistically significant positive correlation between servant leadership and staff nurses' job embeddedness. Additionally, there were statistically significant positive correlation between staff nurses' career adaptability and their job embeddedness. **Conclusion:** It was concluded that servant leadership dimensions have significant roles in developing and enhancing both staff nurses' career adaptability and job embeddedness. Career adaptability also plays an important role in improving staff nurses' job embeddedness. **Recommendation:** It was recommended that, establishing work environment that supports the benefits of servant leadership and its impact on the career adaptability and job embeddedness of staff nurses.

Keywords: Staff nurses, Servant leadership, Career adaptability, Job embeddedness.

Introduction

With the rising trend of career uncertainty, the nature of work in healthcare organizations is changing rapidly in today's world ⁽¹⁾. Nursing staff are frequently confronted with emergency situations, resulting in unpredictably high workloads and uncertain working conditions ⁽²⁾. The demands of the job become overwhelming in such circumstances, and it becomes extremely challenging for nurses to equilibrium the needs of work with the demands of family life. Furthermore, if nurses are unable to adjust to these changes, their turnover rate will rise, resulting in severe consequences for the organization. Furthermore, job embeddedness hailed as a gift for nurses as an indirect method of lowering turnover and increasing nurse retention ^(3, 4).

Furthermore, healthcare organizations must embrace an effective leadership philosophy that allows staff nurses to adapt to career changes and increase their job embeddedness ^(5, 6). In today's dynamic environment, servant leadership is a favorable leadership style. Rather than constraining subordinates, it uses

influence and persuasion ⁽⁷⁾. Servant leadership is more than a style of leadership; it is a concept and set of activities that enrich the lives of nurses, improves organization and in the end promotes a more objective and compassionate environment ⁽⁸⁾.

Servant leadership is a comprehensive and broad leadership method that involves followers in numerous dimensions, allowing them to grow into what they are capable of becoming ⁽⁹⁾. Servant leadership stresses "service" and prioritizes meeting employees' needs, and it can influence employees by serving and assisting them in developing their behavior ⁽¹⁰⁾. The dimensions of servant leadership are conceptual skills, emotional healing, putting subordinates first, helping subordinates grow and develop, behaving ethically, empowering, creating value for the community and humility ^(10,11).

Many conceptual skills are possessed and demonstrated by servant leaders. They are usually in a position for direction; provide timely support and resources to subordinates because they have sufficient knowledge of the

organization its goals and tasks. Emotional healing entails sensitivity and caring for subordinates' concerns and needs. Servant leaders prioritize the goals and accomplishments of their subordinates. Such leaders also assist their subordinates in growing and succeeding by demonstrating real interest in their professional growth and achievement of their objectives by providing adequate opportunities to sharpen their talents⁽⁹⁾.

While, ethical behavior is the open, fair and honest integration with others. On the other hand, empowering subordinates entails facilitating and encouraging their ability to assume responsibility as well as giving them the essential freedom to respond to and manage difficult events that come their way⁽¹²⁾.

Another distinguishing feature of servant leaders is their focus on developing community and encouraging subordinates to follow the same steps. Finally, humility requires leaders to recognize their own strengths and limitations and seek help from others⁽¹³⁾.

Furthermore, servant leaders possess effective characteristics that help subordinates to boost their career adaptability and job embeddedness⁽¹⁴⁾.

Career adaptability is defined as the employees' competencies, capacities, and resources of in dealing with transitions, traumas, and occupational growth issues in their careers⁽¹⁵⁾. It refers to how well employees are prepared for predictable activities in their jobs, responsibilities they play and the shifting or unanticipated situations they encounter⁽¹⁶⁾.

Concern, curiosity, control and confidence are four adaptive dimensions of career adaptability, each contains its own set of attitudes, competences and beliefs^(17,18).

Concern emphasis on employees' preparation for achieving their mission in the career future.

Curiosity permits employees to participate in exploring future career opportunities that they feel called to do. While, **control** is a resource that supports employees to impression that they can track their calling in affecting their future career⁽¹⁹⁾.

Finally, **confidence** is the ability to solve the problems confronted and to do what is necessary to overwhelmed difficulties⁽²⁰⁾. These elements of career adaptability are valuable resources that enable

staff to display a high level of job embeddedness⁽²¹⁾.

Job embeddedness is defined as perceptual and contextual powers that hearten employees to stay within organization. It is the degree to which employees are connected, attached, or tied to their job which preserves them from leaving their current job⁽²²⁾. Job embeddedness includes three dimensions: fit, link and sacrifice. These qualities are important in terms of allowing employees to connect with their organization⁽⁴⁾.

The term *fit* refers to an employee's general compatibility or comfort with an organization and their job. It also implies that employees' personal beliefs, career ambitions, and long-term plans are in line with the current job's requirements, such as job knowledge, skills and talents⁽²³⁾. Nurses are more likely to feel personally and professionally connected to an organization if they have good fit⁽²⁴⁾.

Link refers to formal or informal connections with other employees groups and organization⁽²⁵⁾.

Employees who have many contacts in many aspects of their occupation have a stronger bond with the organization and are less likely to leave⁽²⁶⁾. *Sacrifice*, on the other hand, refers to the perceived cost of losing psychological or pecuniary rewards as a result of leaving a job. Employees who leave a job risk losing a variety of things, including coworker friendships, a productive work team, and perks⁽²¹⁾. The greater the sacrifice, the more difficult it will be for an individual to leave organization⁽²⁷⁾.

Significance of the study

Healthcare organizations are not only looking for ways to earn profits in today's fast-changing environment, but also for strategies to establish and preserve competitive advantages^(1,12). In such climate, staff nurses experience a variety of obstacles and career insecurity, which can lead to high turnover rate and increasing costs on organization associated with turnover, training, and recruitment of new staff nurses^(28,29). Furthermore, healthcare organizations have been working to find ways to improve staff nurses' career adaptability, create and expand their job embeddedness. All of these benefits can be obtained by maintaining a successful leadership style⁽³⁰⁾. Servant leadership is one of the most effective and idealized leadership

styles in healthcare settings ⁽³¹⁾. Servant leaders possess a wide range of leadership skills that enable them to serve, nurture, and develop subordinates to reach their maximum potential. They assist their subordinates in achieving their objectives, preparing for the future, making independent decisions, and gaining confidence to overcome barriers ⁽⁸⁾. Therefore, subordinates will have a high degree of career adaptability and feel more connected to the organization (job embeddedness) ⁽¹⁴⁾. Therefore, investigating the association between servant leadership, career adaptability and job embeddedness among staff nurses in the health care context represents a significant contribution to the field.

Aim of the study

The aim of the study is to examine the association between servant leadership, career adaptability and job embeddedness among staff nurses at Main Mansoura University Hospital.

Research hypothesis

1. Servant leadership will have a positive effect on staff nurses' career adaptability.
2. Servant leadership will have a positive effect on staff nurses' job embeddedness.
3. Career adaptability will have a positive effect on Job embeddedness.

Design:

A descriptive correlation design was used in carrying out this study.

Setting

The research was carried out at the Main Mansoura University Hospital, which has a bed capacity of 900 and provides a comprehensive range of health services in the Delta Region.

Subjects

The study comprised all staff nurses working in the Main Mansoura University Hospital (n=151) who met the requirements of having at least one year of experience and being accessible at the time of data collection.

Tools of data collection

Three tools were used for data collection, namely; Servant Leadership Survey (SLS), Career Adaptability Scale (CAS) and Job embeddedness Scale (JES).

I. Servant Leadership Survey (SLS). It was developed by ⁽³²⁾ and modified by the

researchers based on literature review. This questionnaire divided into two parts:-

The first part: It was used to recognizing demographic characteristics of the staff nurses as: age, educational qualifications and years of experience.

The second part: It includes 41 items to measure staff nurses' perception to their leader's servant leadership characteristics. These items were grouped under eight dimensions namely; conceptual skills (5 items), emotional healing (5 items), putting subordinates first (5 items), helping subordinates grow and develop (6 items), behaving ethically (5 items), empowering, (5 items), creating value for the community (4 items) and humility (6 items). The assessment was done on 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

II. Career Adaptability Scale (CAS). It was developed by ⁽¹⁷⁾. It consists of 24 items grouped under four dimensions, namely concern, control, curiosity, and confidence. Each dimension consists of 6 items aimed at assessing staff nurses' career adaptability through a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree)

III. Job embeddedness Scale (JES). It was developed by ⁽³³⁾ and modified by the researchers based on literature review aimed at assessing job embeddedness of staff nurses. It consists of 25 items grouped under three dimensions, namely organizational fit (10 items), organizational sacrifice (10 items), and organizational links (5 items). The assessment was done on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Methods of Data Collection

1. The director of the Main Mansoura University Hospital gave his consent for the study to be conducted.

2. All participants were interviewed for the purpose of clarifying the study's goals and methods, and they had the option to withdraw from the study at any time. Oral consent was gained from participants to participate in the study.

3. Data collection tools were translated into Arabic and a jury comprising three academic personnel from Mansoura's Nursing Administration Department and four nurses from the research hospital and evaluated them

for content validity and relevance. The appropriate changes were made.

4. A pilot study was performed on 10% of staff nurses at the study hospital in order to determine its clarity and feasibility.

5. The staff nurses were given the questionnaires and were asked to fill them out. The time it took to complete each sheet was around 10-15 minutes. Data collected in two months starting November 2021.

Statistical analysis

Using the SPSS software statistical computer programme version 19, the acquired data was

Results

Table (1) depicts the demographic characteristics of the study subjects. As regard to the age, about 77% of staff nurses their age ranged from 25 to 35 years and 10.6% aged more than 35 years. Regarding experience in nursing profession, 71% of staff nurses had experience less than 10 years and about 62% of them held technical degree in nursing. The highest percentage of them (21.9%) was working in surgical unit and most of them were married (76%).

Table (2) shows descriptive statistics of servant leadership dimensions as perceived by the study subjects. The overall mean of servant leadership was 145.87 representing 71.16% of maximum score. The dimension of conceptual skills had the highest mean score 76.36% of maximum score and followed by helping subordinates grow and develop 75.57%. While, the least mean score was related to emotional healing with 67.08 %

Table (3) shows descriptive statistics of career adaptability and job embeddedness dimensions as perceived by the study subjects. Regarding career adaptability the overall mean was 86.80 representing 72.33% of maximum score. The dimensions of curiosity and confidence had the highest mean score 73.23% while the least was control 70.23%. On the other hand, the overall mean of job embeddedness was 88.52 representing 70.82% of maximum score. The dimension of organizational links had the highest mean score 73.84 % while the least was organizational fit 69.04 %.

Table (4) presents relationship between servant leadership dimensions with career adaptability and job embeddedness dimensions in the selected settings. This table shows a statistical significant positive relation between one

organized, tabulated, and statistically evaluated. For numerical variables, the mean and standard deviation were used to summarize the data. The maximum score is determined by the number of topics and items in each. To evaluate the hypotheses, multiple regression analysis was utilized, as well as basic linear regression analyses. For correlation analysis between quantitative variables, the r-test was utilized. The threshold of significance was fixed at the $p < 0.01$, 0.05 level.

dimension of servant leadership (empowering) and one dimension of career adaptability (curiosity). While, there were statistical significant positive relation between three dimensions of servant leadership (humility, empowering and behaving ethically) with one dimension of job embeddedness (organizational links). Also, there was a statistical significant positive relation between humility and organizational sacrifice. On the other hand, there was a statistical significant positive relation between emotional healing and organizational fit.

Table (5) depicts relationship between servant leadership, career adaptability and job embeddedness with demographic characteristics of staff nurses at the selected settings. There were statistical significant positive relations between all demographic characteristics and total servant leadership. Young staff nurses who aged less than 25 years had the highest mean score of total servant leadership. Also, mean score of staff nurses perception about total servant leadership characteristics was high among staff nurses who had less than 10 years of experience in nursing (147.48) and among married than single (146.95). On the other hand, there was a statistical significant positive relation between years of experience and total job embeddedness. Staff nurses who less than 10 years of experience in nursing had the highest mean score of job embeddedness. While, there were no statistical significant relations between demographic characteristics and total career adaptability.

Table (6) & figures 1, 2: shows correlation between servant leadership, career adaptability and job embeddedness at the selected settings.

There was a positive correlation between servant leadership and staff nurses' career adaptability but not statistically significant. hand, there was a statistical significant positive correlation between career adaptability and job embeddedness.

While, there was a statistical significant positive correlation between servant leadership and job embeddedness. On the other

Table (1): Demographic characteristics of the study subjects (n= 151)

Characteristics	No.	%
Age		
< 25	19	12.6
25- 35	116	76.8
>35	16	10.6
Mean + S.D		
Years of experience:		
<10	107	70.9
10-	33	21.9
>20	11	7.3
Mean + S.D		
Educational qualification:		
Diploma degree	57	37.7
Technical degree	94	62.3
Job:		
Staff nurses	151	100.0
Department:		
ICU	30	19.9
Surgical unit	33	21.9
Ear and nose unit	15	9.9
Renal dialysis unit	13	8.6
Medical unit	28	18.5
Neurological unit	9	6.0
Orthopedic unit	15	9.9
Operating room	8	5.3
Marital status		
Single	36	23.8
Married	115	76.2

Table (2): Descriptive statistics of servant leadership as perceived by the study subjects (n= 151).

Servant leadership dimensions	Minimum	Maximum	Study nurses	
			Mean \pm SD	% *
Conceptual skills	14.0	24.0	19.09 \pm 2.37	76.36
Emotional healing	8.0	21.0	16.77 \pm 3.28	67.08
Putting subordinates first	12.0	22.0	17.05 \pm 2.54	68.2
Helping subordinates grow and develop	16.0	27.0	22.37 \pm 2.92	75.57
Behaving ethically	12.0	25.0	18.40 \pm 2.92	73.6
Empowering	13.0	22.0	17.73 \pm 2.24	70.92
Creating value for the community	9.0	18.0	13.46 \pm 2.03	68.2
Humility	14.0	27.0	21.01 \pm 3.52	70.03
Total servant leadership	115.0	165.0	145.87\pm10.67	71.16

* Percentages are calculated relative to maximum score.

Table (3): Descriptive statistics of career adaptability and job embeddedness dimensions as perceived by the study subjects (n= 151).

Career adaptability dimensions	Minimum	Maximum	Study nurses	
			Mean \pm SD	% *
Concern	16.0	27.0	21.79 \pm 2.74	72.63
Control	13.0	27.0	21.07 \pm 3.83	70.23
Curiosity	15.0	26.0	21.97 \pm 2.74	73.23
Confidence	17.0	28.0	21.97 \pm 2.52	73.23
Total Career adaptability	73.0	101.0	86.80\pm6.83	72.33
Job embeddedness dimensions				
Organizational fit	27.0	40.0	34.52 \pm 3.27	69.04
Organizational sacrifice	26.0	42.0	35.54 \pm 3.00	71.08
Organizational links	13.0	23.0	18.46 \pm 2.30	73.84
Total Job embeddedness	76.0	100.0	88.52\pm4.88	70.82

* Percentages are calculated relative to maximum score.

Table (4): Relationship between servant leadership dimensions with career adaptability and job embeddedness dimensions in the selected settings (n=151).

Career dimensions	Servant leadership dimensions							
	Conceptual skills	Emotional healing	Putting subordinates first	Helping subordinates grow and develop	Behaving ethically	Empowering	Creating value for the community	Humility
Concern	0.44	0.28	0.23	0.06	0.22	0.19	0.17	0.06
Control	0.62	0.77	0.78	0.45	0.33	0.90	0.70	0.17
Curiosity	0.69	0.39	0.44	0.97	0.08	0.04*	0.96	0.50
Confidence	0.14	0.43	0.07	0.83	0.40	0.88	0.22	0.58
Job embeddedness dimensions								
organizational fit	0.51	0.02*	0.36	0.22	0.50	0.11	0.11	0.98
organizational sacrifice	0.22	0.31	0.83	0.94	0.11	0.05	0.20	0.000**
organizational links	0.99	0.41	0.99	0.98	0.05*	0.02*	0.79	0.002**

*Correlation is significant at the 0.05 level (2-tailed).

**Correlation is significant at the 0.01 level (2-tailed).

Table (5): Relationship between servant leadership, Career adaptability and Job embeddedness with demographic characteristics of staff nurses at the selected settings (n= 151).

Demographic characteristics	Total servant leadership scores	Total career adaptability scores	Total job embeddedness scores
	Mean±SD	Mean±SD	Mean±SD
Age			
▪ < 25	148.63±8.83	88.74±8.03	88.74±4.03
▪ 25- 35	146.34±11.2	86.52±6.74	88.62±5.07
▪ >35	139.19±4.90	86.56±5.94	87.56±4.55
F/p	4.04/0.02*	0.87/0.42	0.35/0.71
Marital status			
▪ Single	142.38±2.27	85.41±6.58	87.36±4.12
▪ Married	146.95±11.96	87.23±6.87	88.88±5.05
t/p	2.27 / 0.03*	1.39 / 0.16	1.65 / 0.10
years of experience			
▪ <10	147.48±11.77	86.97±7.19	89.15±4.8
▪ 10-	142.85±6.42	86.42±6.42	87.18±3.68
>20	139.27±1.01	86.27±4.38	86.45±7.41
F/p	4.88/0.009**	0.12/0.89	3.21/0.04*

*Correlation is significant at the 0.05 level (2-tailed).

**Correlation is significant at the 0.01 level (2-tailed).

Table (6): Correlation between servant leadership, career adaptability and job embeddedness at the selected settings (n= 151).

	Correlation with Career adaptability		Correlation with Job embeddedness	
	r-value	p.value	r.value	p.value
Servant leadership	0.13	0.13	0.21	0.009**
Career adaptability			0.26	0.008**

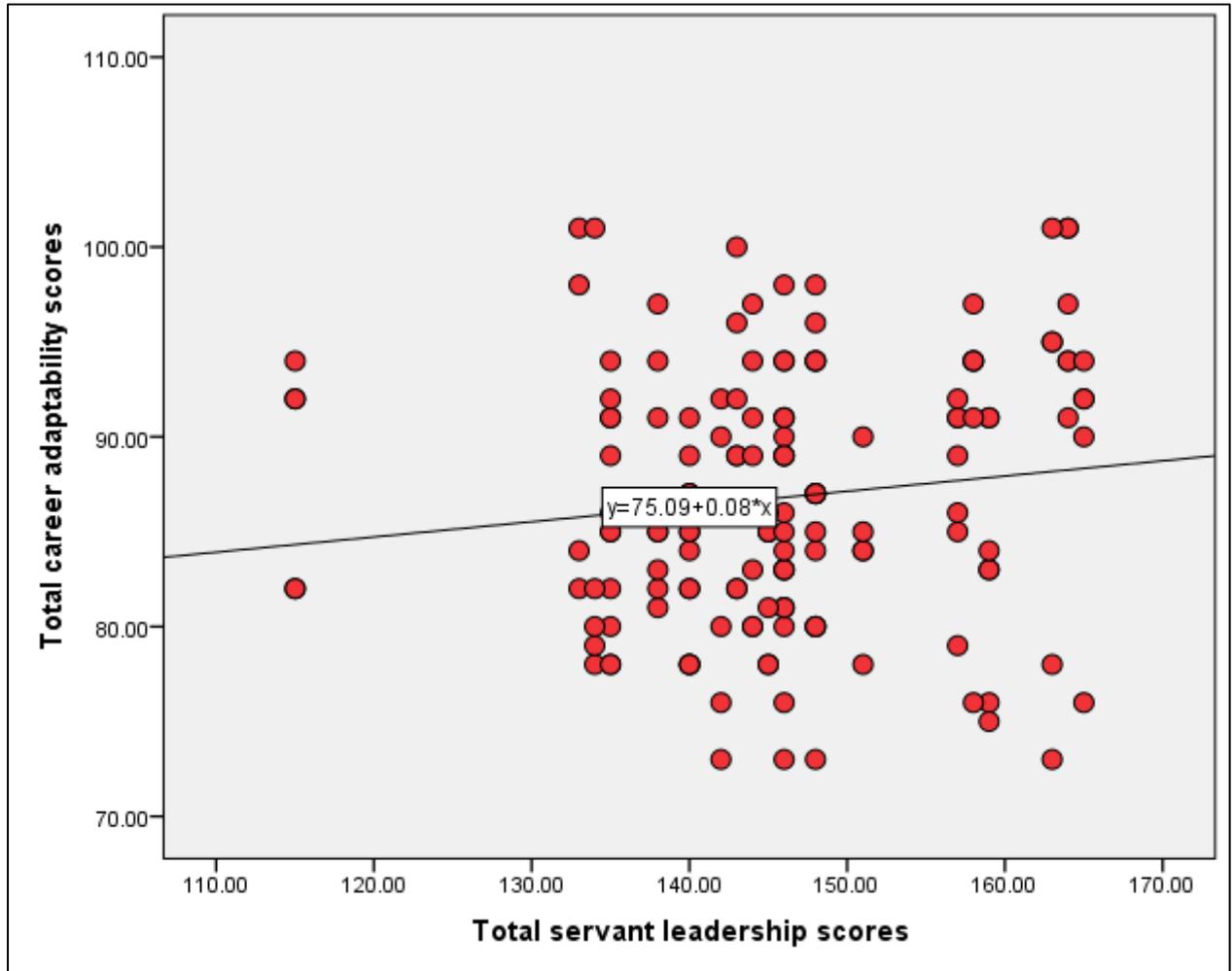


Figure 1: Correlation of servant leadership with career adaptability.

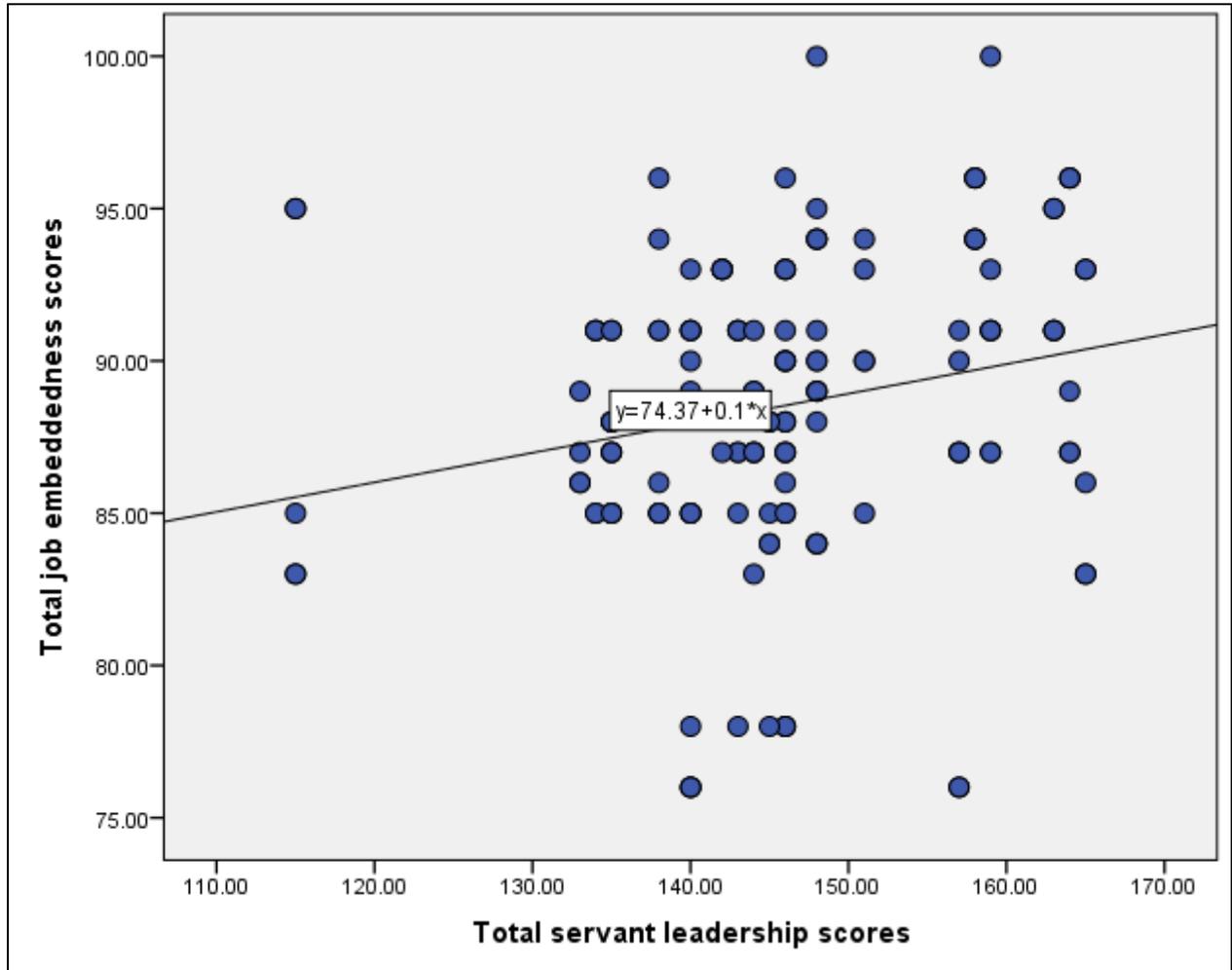


Figure 2: Correlation of servant leadership with job embeddedness.

Discussion

In facing rapid changes in the health care system, it is essential for healthcare organizations to cultivate servant leaders who are able to develop new strategies for maintaining, retaining, developing and motivating staff nurses. Thus, staff nurses will be able to cope with career changes effectively and improve their job embeddedness Mitterer (2017) and Pajic 2018^(5,6).

Findings of the present study revealed that there was a positive correlation between servant leadership and staff nurses' career adaptability. It could be related to that servant leaders serving as a role model to staff nurses, inspiring trust and providing information, feedback and resources. They help staff nurses to identify their career goals, grow and develop, build self-confidence and encourage them to handle

important career decisions and make their career development a priority. Therefore, staff nurses learn new skills to overcome obstacles and improve their competence to solve problems and find new ways to adapt with unfavorable working conditions. Thus Best (2020)⁽³⁴⁾ concluded that, a nurse servant leader attempts to understand their staff's needs and constantly inquires about how they can assist the team in resolving challenges and promoting their personal development. In addition to that, servant leaders ensure the voice of patients are heard, staff are supported using an empathetic, compassionate and fair approach.

These results agreed with, Rachmawati & Lantu, (2014)⁽³⁵⁾ who stated that, servant leadership delivers chances for subordinates to increase attentiveness of internal and external work settings in order to learn, grow, and

share power In this respect, Hutchinson & Jackson (2013) ⁽³⁶⁾ conducted study about transformational leadership in nursing: towards a more critical interpretation and stated that, leaders in nursing must be aware of the changing environment and be able to motivate subordinates to accept new problem-solving models.

Additionally, Al Maqbali (2015) ⁽³⁰⁾ examined the job satisfaction of nurses in a regional hospital in Oman reported that, hospitals are complex adaptive systems and require close attention to interpersonal constructs between leaders and nurses.

This finding also was consistent with Sorour (2021) ⁽³⁷⁾ studied the relationship between servant leadership and its' role on staff nurses' creativity and sustainable development behavior who stated that, in healthcare organizations, servant leadership fulfill nurses' needs effectually through helping them to prioritize their career growth and development. Also, Huertas- (2018) ⁽³⁸⁾ examined the effects of different leadership styles on hospitality workers and reported that, the servant leader helps nurses to evolve and carry out their activities by maintaining creative nursing work of the career as possible.

Again, this finding supported by Delle& Searle (2020)⁽³⁹⁾ investigate the career adaptability: the role of developmental leadership and career optimism who stated that Leadership behaviors that emphasize subordinates' growth and development, clarify work goals and expectations, offer support, and encourage their engagement at work are more likely to boost career adaptability and related phenomena

This is the same view of Shabeer (2020) ⁽⁴⁰⁾ who tested inclusive leadership and career adaptability: the mediating role of organization-based self-esteem and the moderating role of organizational justice and reported that contemporary approaches of leadership such as servant leadership was reported positive relation with career adaptability. Such leaders always support subordinates and keep open communication to offer input. They exhibit willingness, availability and concern about the feelings, expectations and interests of subordinates. Moreover, Ji, & Yoon (2021) ⁽⁴¹⁾ who examined The effect of servant leadership on

self-efficacy and innovative behavior and reported that, to build confidence in completing subsequent tasks, servant leaders use a consultative approach by providing qualitative feedback rather than an arithmetical evaluation of subordinates' work.

In this respect Gong (2020) ⁽⁴²⁾ investigated the role of career adaptability, feedback environment, and goal-self concordance based on the conservation of resources theory and stated that, the leader feedback provides subordinates with accurate and useful information that help them to shape the environment, reduce job uncertainty and therefore, improve their career adaptability.

Regarding relation between dimensions of servant leadership and career adaptability dimensions, the present findings revealed a statistical significant positive relation between empowerment and staff nurses curiosity. It could be related to that; the servant leader empowers staff nurses to handle difficult situations and take the responsibility to make important decisions. These behaviors make staff nurses curious about new opportunities, investigate alternatives before making a choice and learn new skills. Furthermore, empowered nurses believe they have more influence over their work and a stronger sense of task autonomy.

In this same line, Van Dierendonck, (2011) ⁽¹⁰⁾ stated that, Servant leaders' empowering and developing behaviors combined with the correct mix of autonomy and direction, are more likely to result in a high-quality dyadic relationship, which is linked to higher participation in difficult activities.

In addition to that, Parris & Peachey (2013) ⁽⁴³⁾ mentioned that, Managers that practice servant leadership have more flexibility, are more receptive to new ideas, and have more positive employees who are innovative and eager to learn. Furthermore, Van (2014) ⁽⁴⁴⁾ who exploring the differential mechanisms linking servant leadership and transformational leadership to follower outcomes and reported that, empowering is improved autonomy and empowering subordinates to execute tasks and participate in corporate decision-making are examples of this.

Also, Hurt (2017) ⁽⁴⁵⁾ examined servant Leadership's Influence on Turnover Intentions and Job Satisfaction: The Mediating Role of

Perceived Organizational Support and Job Embeddedness mentioned that the Subordinates are empowered by servant leaders who share power with them, giving them a sense of efficacy and pushing them to enhance performance.

This finding also consistent with, Chraim (2016)⁽⁴⁶⁾ who assessed the impact of servant leadership behaviors on trust and organizational citizenship behavior and revealed that, servant leader empower subordinates through investing in their capabilities, and entrusting them with work-related tasks. Thus, empowerment is closely related to other attributes as encouragement, delegation and teaching that in turn increase subordinates' curiosity.

The result of the present study also indicated a statistical significant positive correlation between servant leadership and job embeddedness. It could be related to that, servant leaders empower staff nurses, put them first, help them grow and succeed, provide emotional healing, behave ethically, create value for the community, and develop and foster conceptual skills. Thus, they motivate staff nurses be more attached or remain in their jobs.

Moreover, Chiniara. & Bentein (2016)⁽⁹⁾ examined linking servant leadership to individual performance: differentiating the mediating role of autonomy, competence and relatedness need satisfaction and found that, When servant leaders put their subordinates first and give them signs that their work is essential and meaningful, they will acquire a strong sense that their work is meaningful and vital, which will improve their job embeddedness. So,⁽⁴⁾ study the meaning of work and job embeddedness affecting the creative behavior of organization members and mentioned that, the important role of human resource management is inspiring organization members to stay in their existing positions.

In this same respect, Karatepe & Avci (2019)⁽⁴⁷⁾ who assessed the nurses' perceptions of job embeddedness in public hospitals and reported that, if hospitals managers create an environment that allows nurses to acquire support from head nurses, they reciprocate through high job embeddedness. Also, Jit, (2017)⁽⁴⁸⁾ argued that nursing leaders adopting

a servant leadership demonstrate compassion and traits which build a strong workforce, a sense of cohesiveness and sustainable relationships. In such healthy working environments and positive working relationship, nurses become more enmeshed in their jobs and trigger their job embeddedness.

This finding was congruent with the finding of Hurt (2017) & Zia (2021)^(45, 49) who reported that, servant leadership has positive effect on subordinates' job embeddedness. Servant leaders, who are driven by a heart-felt desire to serve, are able to gain credibility and influence subordinates more profoundly. Therefore, they focus on satisfying the legitimate needs of subordinates, promote stronger leader-follower relationships and operate from a moral perspective which ultimately improves work outcomes.

This also is the same view of Huning (2020)⁽⁵⁰⁾ who tested the effect of servant leadership, perceived organizational support, job satisfaction and job embeddedness on turnover intentions and found that, servant leadership was a significant predictor job embeddedness and job satisfaction. As servant leaders place an emphasis on subordinates' development, listening empathetically, empowering them, and meeting their needs. Job embeddedness and job satisfaction were both significantly influenced by servant leadership. The servant leaders focus on the growth of their subordinates by listening empathically, empowering them and addressing their needs.

Regarding to the relationship between dimensions of servant leadership and job embeddedness dimensions all dimensions of job embeddedness were positively correlated to many dimensions of servant leadership. Organizational links is positively correlated to empowering and behaving ethically, and humility.

While, organizational fit is positively correlated to emotional healing. On the other hand, organizational sacrifice is positively correlated to humility. It could be related to, servant leadership is regarded as virtuous, highly ethical and based on the premise that service to subordinates is at the core of leadership. Servant leaders build good relationship with staff nurses, encourage them to interact frequently with effective work group, care about their well-being and provide

help to them when they had personal problems. Additionally, they encourage staff nurses to take on new responsibilities and deal with challenging situations in their own unique way, which helps them grow personally and professionally.

Furthermore, staff nurses feel their jobs are compatible with their goals and values get good match with this organization and their loss by leaving their job increase. This is the same view of, Ciptaningtyas (2017)⁽⁵¹⁾ who examined the relationships between Job embeddedness, person-organization fit, and turnover intention and reported that the greater the compatibility or suitability between employees and their organization in goals and values, the greater the employees' attachment to their work and preserve benefits received.

This result agreed with, Trastek (2014) & Ferreira, (2017)^(52, 53) who reported that, ethical behavior of servant leadership correlates to job embeddedness dimensions. Servant leadership supports with the professional and ethical duties of health care team when providing the high-value care patients deserve while developing stronger team bonding through service to peers.

In this regard, Cummings (2020)⁽⁵⁴⁾ reported that, the servant-leader is the perfect ethic goodness for a nurse as human, or the general quality of goodness, or moral excellence. Additionally, Ratnawati, (2020)⁽⁵⁵⁾ stated that, organizational link has some indicators, such as providing employees the opportunity to participate in all work, allowing them to long interact with peers at work, and having close friends in organization. Accordingly, Zeng & Xu (2020)⁽⁵⁶⁾ reported that, Followers of servant leaders feel emotionally protected, which increases their readiness to come up with new ideas, feel autonomous, and take on new tasks.

This finding was also in congruent with Hurt (2017) & Gunnarsdottir (2014)^(45,57) who reported that, higher levels of servant leadership, particularly on the dimensions of humility and empowerment, result in greater job embeddedness. These qualities enable subordinates to have access to information and resources, maintain participate in decision making and open channels to learn. In addition to that, Owens & Hekman, (2012)⁽⁵⁸⁾ mentioned that, humility trait of servant

leaders enables them Individual and team accomplishments, talents, and abilities should be recognized, and subordinates should be encouraged to engage in behaviors that go beyond their work responsibilities.

Thus humility and empowerment dimensions have greater benefits that foster the development of deeper relations of subordinates to the organization and increase their organizational links. These benefits would be great value to subordinates and a major sacrifice if lost. Furthermore, Huning (2020)⁽⁵⁰⁾ stated that organizations should benefit from detecting ways to enhance employees' links to the organization.

In this same line, Eva (2019) & Opoku (2019)^(7, 59) reported that servant leaders think more about subordinates by empowering them to meet their expectations and resultantly they feel appreciative and reciprocate with more positive behavior in the organization. Furthermore, Cicolini (2014)⁽⁶⁰⁾ reported that, nurses' empowerment, their control of care delivery, and shared decision-making are positively correlated with their intention to stay within organization. They are likely to improve a strong sense of belonging and acceptance and maintain close ties to the organization.

Again, the findings of the present study revealed a statistical significant positive correlation between staff nurses' career adaptability and their job embeddedness. It could be related to that, career adaptability comprised of four competencies that enable staff nurses to successfully handle complicated tasks or problems during their careers which are concern, control, curiosity, and confidence. An adaptable staff nurse is the one who is getting concerned about their professional future, taking charge of their efforts to prepare for it, demonstrating interest by researching possible self and future scenarios, and building confidence in their ability to achieve their goals.

This finding agreed with the finding of Yang & Chen (2020)⁽²¹⁾ who reported that career adaptability and its' dimensions: concern, confidence curiosity, and control are positively correlated with nurses' job embeddedness. Concern helps nurses to recognize the benefits of a professional network and to invest in growing their professional networks. While,

confidence enables nurses take the initiative to communicate with significant people, thus increase their chances of career success. On the other hand, curiosity enables nurses to proactively discover job opportunities and create bonds in different career phases. Finally, control empowers nurses to feel accountable for continuing to invest in shaping job embeddedness.

In this respect, Coetzee (2015).⁽⁶¹⁾ mentioned that career adaptability is necessary for achieving set goals, progressing in a profession and adapting to changing work conditions. That is meaningful for employees to make work–life balance. Moreover,⁽³⁵⁾ stated that when employees have career planning and progression opportunities; and when their goals and values are a good match with those of the organization, they will feel a greater sense of organization fit.

Also, Ferreira (2013)⁽⁶²⁾ reported that a fit between employees' career goals and plans for the future and as well as the demands of the immediate job leads to a stronger sense of job embeddedness. Furthermore,⁽⁶³⁾ stated that career adaptability is seen as a valuable resource that allows employees to exhibit a high level of job embeddedness.

Also, this finding supported by Orié & Semeijn (2021)⁽²⁵⁾ who found positive relationship between employees' career adaptability and their job embeddedness. Employees with better career adaptability have more adaptability resources, and are therefore expected to be more involved in discovery, establishment, and management.

This finding also agreed with the finding of Bouzari (2021) & Xie, (2016)^(14, 64) who reported that, Employees with a greater level of career adaptability are more embedded in their jobs. Employees who consider their future make their own decisions and take responsibility for their actions, explore their surroundings, try to learn new skills and stronger attached to their organizations and cannot simply leave the organization where they work.

Regarding the relationship between demographic characteristics with servant leadership, career adaptability and job embeddedness, the study finding indicated statistical significant relations between all demographic characteristics and total servant

leadership. Perception of servant leadership characteristics was high among young staff nurses and those who had less than 10 years of experience in nursing. It could be related to that, young staff nurses who have less years of work experience feel that their supervisors care for them as persons, help them to obtain further job-related training and maintain their growth and development.

This finding disagreed with⁽⁵⁷⁾ who found that perception of servant leadership was lowest among the youngest age group of nursing staff. While, Taylor (2007)⁽⁶⁵⁾ reported that, no demographic variables were significantly related to servant leadership.

Again, the finding of the present study revealed statistical significant relations between staff nurses' age and years of experience with job embeddedness. Young staff nurses who had less than ten years of experience in nursing had higher job embeddedness than old staff nurses. This finding is unexpected because staff nurses' job embeddedness is likely to be sharpened and strengthened over years of experience. It could be related to that, young staff nurses are eager to learn new skills and maintain close relationship with peers and leaders. They get pleasure from putting plans for the future and working to make them fact. So, they feel more attachment to organization.

This result was inconsistent with Halfer (2011)⁽⁶⁶⁾ who mentioned that, job embeddedness was low among less experienced nurses. So, nursing leaders and staff development educators should implement career training and socialization opportunities for nurses with one to three years of experience to improve their job embeddedness and retention strategies.

On the other hand, the finding of the present study revealed no statistical significant relations between demographic characteristics and staff nurses career adaptability. This finding disagreed with Ispir, (2019)⁽²⁰⁾ who indicated that, career adaptability is a coping skill that can be gained and improved through employees' years of experiences. Thus, experienced employees are able to make more planned and realistic decisions than non-experienced.

Conclusion:

The present study confirms that servant leadership has greater benefits for both staff nurses and organization. Servant leadership dimensions have significant roles in developing and enhancing both staff nurses' career adaptability and job embeddedness. Career adaptability also plays an important role in promoting staff nurses' job embeddedness.

Recommendations

Based on the findings of the present study, the following can be recommended:-

- Health care organizations should assume a servant leadership philosophy and develop leaders who establish the qualities of servant leadership.
- Health care organizations should create work structures in the workplace that support the advantages of servant leadership and its effect on staff nurses' career adaptability and job embeddedness.
- The managers should maintain a nurturing environment that enables staff nurses to function independently and increase their willingness to take risks.
- The managers should provide opportunities for staff nurses to grow and develop, build confidence and encourage them to handle important career decisions.
- To improve staff nurses' career adaptability, managers should facilitate work group building, carry out long-term plans and solve work problems with new creative ideas.
- To promote job embeddedness, the managers should produce appropriate work relationships and seek ways to increase staff nurses' links and fit, and to highlight the sacrifices inherent in job change.
- Intervention study of servant leadership should be supported in future research.

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