

The empowering leadership style perceptions according to the emotional and work overload perceptions in Italian nurses: a pilot study

Elsa Vitale¹, Rocco Mea², Alessia Lezzi³, Stefano Botti⁴, Ivan Rubbi⁵, Luana Conte^{6,7},
Giovanna Artioli⁸, Roberto Lupo⁹

¹Centre of Mental Health Modugno, Department of Mental Health, Local Health Authority Bari, Italy; ²Cardiology Unit, San Carlo hospital, Potenza, Italy; ³Italian National Cancer Association (ANT), Lecce, Italy; ⁴AUSL-IRCCS Reggio Emilia, Italy; ⁵University of Bologna, Italy; ⁶Laboratory of Interdisciplinary Research Applied to Medicine (DReAM), University of Salento and ASL (Local Health Authority) Lecce, Italy; ⁷Laboratory of Biomedical Physics and Environment, Department of Mathematics and Physics "E. De Giorgi", University of Salento, Lecce, Italy; ⁸University of Parma, Italy; ⁹Emergency Department, San Giuseppe da Copertino Hospital, Lecce, Italy

Abstract. *Background and aim:* Leadership was recognized as the skill to persuade workers' capabilities and interests by leading and stimulating them to reach organizational outcomes for a winning and efficient organization. The present study aimed to investigate how the nursing empowering leadership style impacted on the emotional and work overload conditions in Italian nurses. *Methods:* A pilot, observational study using snowball- sampling method was carried out from October 2021 to February 2022. Data collected included: sex, age, work experience in nursing, shift working, education in nursing, emotional and work overload perceptions and the empowerment of leadership perceived by nurses on their nursing managers thanks to the Italian version of the Empowering Leadership Questionnaire (ELQ). *Results:* A total of 126 nurses were enrolled in this study. No significant differences were registered in sampling characteristics according to participants' perceptions ($p < 0.05$) according to their emotional overload perceptions. By considering the empowerment of leadership perceived according to participants' emotional overload perceptions, no significant associations were reported ($p < 0.05$). *Conclusions:* The empowering leadership style perception was not associated to emotional and work overload nurses' ones in the present study including Italian nurses. However, further researches were required to determine what elements of nurses were most effective in improving the working conditions of Italian nurses. Maybe, nursing empowering leadership style alone could not develop and promote healthy work environments for optimizing quality care for patients. (www.actabiomedica.it)

Key words: emotional overload, empower, leadership, nurse, work overload

Introduction

Leadership was recognized as the skill to persuade workers' capabilities and interests by leading and stimulating them to reach organizational outcomes for a winning and efficient organization (1,2). Literature suggested several leadership styles which could influence

psychological empowerment in order to perform their fixed objectives through high quality offers (3).

Organizational features and leader attitudes could empower nurses in their knowledge, task performances, and abilities to control their activities in order to ameliorate organizational work environment (4-7), job satisfaction, and quality of care (7-9).

The complexity of nurses' tasks needed the presence of dynamic and efficient managers (10) with more intricate leadership competences (11). Higher nursing leadership quality appeared to be important in creating efficiently work environments to warrant greater nursing productivity and ethically caring contexts (12-14) by reducing widespread challenges in the healthcare systems, such as: the lack of nurses (15). This nursing shortage was linked to both organizational and individual conditions, such as: delusory work expectations, bad work conditions and relationships, high work risks and low autonomy and control in the nursing tasks (16-18). Therefore, the quality of nursing leadership became mandatory in building a healthy organizational work context to guarantee greater efficiency, productivity, professional engagement, job satisfaction and professional skills (19).

By considering the empowering leadership style which principally focused on informing and showing concern with team by decreasing nurses' emotional exhaustions and depersonalizations thanks to the mediation of both the leader and the organization (20) in promoting workplace empowerment and a positive work environment (21). The empowering leadership included a whole process in decision-making and control to employees' transferring authority (22). The empowering leadership (23) found its origins in several theory approaches which combined information, resources, and control to nurses (24). In the empowering leadership approaches, nurses were stimulated to give their point of views even their opinions were in disagreement with those of their managers (25) and also nurses performed autonomously their tasks (26).

In this scenario, nurses acquired more autonomy and awareness in their activities by positively influencing their professional skills (25,27) and recognizing tasks where they needed more training (25). However, several studies focused on the leadership styles influencing the nursing performance, but very few ones investigated the leadership style and related impacting factors and conditions in emotional and work overload (28-30). What is the literature gap: perhaps that this aspect was underestimated in Italy? Therefore, the present study aimed to investigate the nursing empowering leadership style perceptions according to the emotional and work overload conditions in Italian nurses.

Materials and methods

Design

A pilot, observational study using snowball-sampling method was carried out from October 2021 to February 2022.

Participants

All registered nurses employed both in public and private healthcare settings were considered as potential participants for the present study. On the other hand, all retired nurses or nursing students were excluded for the present study. Then, an on-line questionnaire was created through the Google forms platform and publicized among Italian nurses thanks to the most common social platforms, such as: WhatsApp, Facebook and Instagram, allowing participants to answer the questions directly from their own devices.

The questionnaire

The first part of the questionnaire included demographic characteristics collected, such as:

- Sex: female and male;
- Age: less than 30 years, from 31 to 40 years, from 41 to 50 years and from 51 to 60 years;
- work experience in nursing: less than 1 years or over 2 years;
- shift working: only during the morning shift, during the morning and the afternoon shift or also during the night shift;
- education in nursing: 3 years (nursing degree), 4 - 5 years (post-degree in nursing) or more than 5 years (PhD in nursing).

The second part of the questionnaire included only two questions investigating the participants' emotional and work overload perceptions and giving as answer only the options of "yes" or "no". The questions proposed were:

1. "Do you perceive emotional overload in your daily work activities?"
2. "Do you perceive work overload in your daily work activities?"

The third section of the questionnaire investigated the empowerment of leadership perceived by nurses on their nursing managers, by administering the Italian version of the Empowering Leadership Questionnaire (ELQ), validated by Bobbio et al. (30). A total of 38 items were proposed and asked to each participant to answer according to a Likert scale which varied from “1”, as: “never”, to “5”, as: “always”. All the 38 items were classified into five sub dimensions of the empowering leadership, such as:

- sub dimension no.1: “Leading by example (items no.1, 6, 11, 16, 21);
- sub dimension no.2: “Participative Decision-Making” (items no. 2, 7, 12, 17, 22, 26);
- sub dimension no.3: “Coaching”, (items no.3, 8, 13, 18, 23, 27, 29, 31, 34, 35, 38);
- sub dimension no.4: “Informing”, (items no.4, 9, 14, 19, 24, 28);
- sub dimension no.5: “Showing Concern/Interacting with the Team”, (items no.5, 10, 15, 20, 25, 30, 32, 33, 36, 37).

Validity and reliability

The ELQ tool provided a validated Italian instrument in the Italian nursing context which analyzed strengths and limitations in different leadership styles. The ELQ showed good reliability and validity. The ELQ investigated how the empowering leadership style of the nursing coordinator might influence the intention to leave the organization and the satisfaction of workers in the health sector (30,31).

Study size

The Italian Ministry of Health encountered the Italian nursing population nearly on 59.2% of the total of the Italian healthcare professionals (n=617,246) (32). Adopting the Miller and Brewer’s formula (33) and determining at 95% the confidence interval, the sample size assessment was assessed at 400 nurses belonging to all the nursing specializations.

Data analysis

Data were collected and assessed in an Excel datasheet. Demographic characteristics were displayed as categorical variables as frequencies and percentages. Each demographic characteristic was presented according to the emotional and work overload perceptions, thus, chi square tests were performed. By considering the ELQ, each sub dimension was assessed as mean \pm standard deviations and linear regressions were performed between each sub dimension of the ELQ and the emotional and work overload perception to investigate how the nursing manager empowerment perception could influence on emotional and work overload perceptions. All p-values <0.05 values were considered as statistically significant.

Ethical consideration

The questionnaire begun with a clear explanation of the ethical concerns of the study. It was underlined that participation was voluntary and participants interested to full fill the questionnaire, first should gave their informed consent. The present study was approved by the Ethical Committee of General Hospital, Policlinic of Bari, Italy, with id no. 7007/2021.

Results

A total of 126 answered to the on-line questionnaire. As we expected almost 400 answers, we deduced that the answer rate was assessed at 31.5%. Enrolled nurses were differentiated according to emotional and work overload perceptions. As shown in Table 1, no significant differences were registered in sampling characteristics according to participants’ perceptions (p<0.05).

According to the collected data with the EQL, nurses recorded an average level in the empowering leadership perception of their coordinators, as shown in the Table 2.

By considering the ELQ sub dimensions according to participants’ emotional overload perceptions (Table 3), no significant associations were reported for all the five sub dimensions investigated (p<0.05).

Table 1. Demographic characteristics according to the emotional and work overload perceptions in Italian nurses (n=126).

Demographic characteristics	Emotional overload		p-value	Work overload		p-value
	Yes n(%)	No n(%)		Yes n(%)	No n(%)	
Sex						
Female	14(11.1)	21(16.7)	0.399	13(10.3)	22(17.5)	0.183
Male	28(22.2)	63(50)		22(17.5)	69(54.8)	
Age						
> 30 years	28(22.2)	51(40.5)	0.876	19(15.1)	60(47.6)	0.653
31-40 years	5(4)	11(8.7)		6(4.8)	10(7.9)	
41-50 years	5(4)	10(7.9)		5(4)	10(7.9)	
51-60 years	4(3.2)	12(9.5)		5(4)	11(8.7)	
Work Experience						
≥ 1 year	8(6.4)	24(19.2)	0.282	8(6.4)	24(19.2)	0.820
< 1 year	34(27.2)	59(47.2)		27(21.6)	66(52.8)	
Shift						
One/day	18(14.3)	40(31.7)	0.550	14(11.1)	44(34.9)	0.631
Two/day	6(4.8)	16(12.7)		6(4.8)	16(12.7)	
Three/day	18(14.3)	28(22.2)		15(11.9)	31(24.6)	
Nursing education						
3 years	34(27)	70(55.6)	0.629	29(23)	75(59.5)	0.635
4-5 years	5(4)	6(4.8)		4(3.2)	7(5.6)	
Over 5 years	3(2.4)	8(6.3)		2(1.6)	9(7.1)	

*p<0.05 is statistical significant.

Table 2. Total ELQ scores for each sub dimensions.

ELQ sub dimensions	mean ± s.d.
Leading by example	2.97±1.09
Participative Decision-making	3.03±0.86
Coaching	3.05±1.16
Informing	3.10±1.01
Showing Concern/Interacting with the Team	3.01±1.06

By considering the ELQ sub dimensions according to participants' work overload perceptions (Table 4), no significant associations were reported for all the five sub dimensions investigated (p<0.05).

Discussion

The present study aimed to investigate the nursing empowering leadership style perceptions according to the emotional and work overload conditions in Italian nurses.

Table 3. Associations between emotional overload perceptions and the empowering leadership style in Italian nurses.

ELQ sub dimensions/ work overload	mean ± s.d.	F	p-value
Leading by example			
Yes	2.93±1.11	0.10	0.76
No	2.99±1.09		
Participative Decision-making			
Yes	2.94±0.90	0.71	0.40
No	3.08±0.85		
Coaching			
Yes	3.01±1.16	0.06	0.81
No	3.06±1.16		
Informing			
Yes	3.18±1.00	0.37	0.54
No	3.06±1.02		
Showing Concern/ Interacting with the Team			
Yes	2.96±1.08	0.13	0.72
No	3.03±1.06		

*p<0.05 is statistical significant.

Table 4. Associations between work overload perceptions and the empowering leadership style in Italian nurses.

ELQ sub dimensions/ work overload	mean \pm s.d.	F	p-value
Leading by example			
Yes	3.18 \pm 1.13	1.72	0.19
No	2.89 \pm 1.07		
Participative Decision-making			
Yes	3.14 \pm 0.86	0.73	0.39
No	2.99 \pm 0.87		
Coaching			
Yes	3.24 \pm 1.10	1.42	0.24
No	2.97 \pm 1.17		
Informing			
Yes	3.31 \pm 0.97	2.02	0.16
No	3.02 \pm 1.02		
Showing Concern/ Interacting with the Team			
Yes	3.19 \pm 1.05	1.46	0.23
No	2.94 \pm 1.07		

*p<0.05 is statistical significant.

Nurses' well-being in the healthcare organizations became an important topic also in increasing quality of care, in responsibility to the organization and decreasing in turnover (34,35), as job satisfaction was higher, too (36,37). In the present study, by considering the ELQ sub dimensions according to both participants' emotional and work overload perceptions, no significant associations were reported for all the five sub dimensions investigated (p<0.05). In contrast with the current data, Gillet et al. (35) investigated the association between nurses' perceptions of their managerial style and the satisfaction of their psychological requirements for autonomy and skill tasks, but it was highlighted only a link with nurses' overall need satisfaction over their work environment.

Evidence suggested how age, education and experience influenced the leadership development interventions among nurses (38). Additionally, leadership skills could be positively influenced by the combination of experiential interventions, such as: mentorship, coaching, and action learning (39). By studying leadership, it became essential to consider several interacting factors influencing together to the physical environment, such

as: culture, leadership structure, organizational climate, clinical and shared governance and ethical issue (40-43). Therefore, the association between organizational factors and leadership seemed to be an interactive and dynamic approach which reciprocally influencing, by highlighting the great importance also of the environmental working characteristics and not only of the individual ones (43). Therefore, healthcare organizations would carefully assess which organizational factors influenced leadership experiences and vice versa, in order to improve more powerful approaches to effectively ameliorate leadership in nurses, as emotional and work overload perceptions seemed to be independent from the empowering leadership's perception.

However, literature suggested how similarities and differences in individual personality characteristics might help to explore specific professional strengths and weaknesses (44,45), since personality represented an enduring quality of feelings with individual thoughts and behaviors in different contexts (34). In this sense, personality traits were recognized as an influential individual's perspective, attitudes and behaviors helping to manage a situation or conflict (46).

Strengths and limitations

First of all, nurses enrolled answered freely according to their perceptions and opinions, without any external observations to verify answers given, thus their answers were very reliable to the truth.

Anyway, the study presented some limitations: it was investigated the nurses' empowering leadership style but not their nurses' leader perceptions; the very small sample size for participation in the study made the study not generalizable to the entire Italian nursing population. In any case, it contributed to improve future studies in which the perception of the empowering leadership style could be tested in larger populations of nurses.

Conclusion

In conclusion, looking at the present data, empowering leadership style perception was not associated to emotional and work overload nurses' ones.

Although there were no significant associations, it should be considered that in the Italian landscape it was the only study that emphasized empowering nursing leadership while considering emotional and work overload. However, further researches will be required to determine what elements of nurses were most effective in improving nursing empowering leadership style in order to better improve interventions to develop and promote healthy work environments for optimizing quality care for patients.

Therefore, it became essential for nurse managers to ameliorate their leadership skills and create a positive work environment supporting nurses' skills and their roles by enhancing overall nursing performance. In this scenario, an efficient leadership strategy could represent an effective approach to improve nursing performance, retention, and reduced burnout incidences, by showing that nurses' leadership and organizational strategies with an individualized target, evidencing the importance of transformational, motivational, and supportive leadership styles.

Conflict of interest: The author declares no conflict of interest, financial or otherwise.

Authors' Contributions: R.M., R.L., I.R., A.L., S.B., G.A. performed the clinical data collection, conducted the clinical examinations, followed up with patients, collected samples, assisted in the data analysis and wrote the draft of the first paper. E.V., L.C. contributed to the study design, analyzed and interpreted the results, and edited the discussion. E.V. assisted in writing the manuscript. All authors contributed to the article, approved the submitted version, and approved the final version of the manuscript.

References

- Cleary M, Horsfall J, Jackson D, Muthulakshmi P, Hunt GE. Recent graduate nurse views of nursing, work and leadership. *J Clin Nurs*. 2013; 22(19-20):2904-11. doi: 10.1111/jocn.12230.
- Mannix J, Wilkes L, Daly J. 'Watching an artist at work': aesthetic leadership in clinical nursing workplaces. *J Clin Nurs*. 2015; 24(23-24):3511-8. doi: 10.1111/jocn.12956.
- AbuAlRub RF, Nasrallah MA. Leadership behaviours, organizational culture and intention to stay amongst Jordanian nurses. *Int Nurs Rev*. 2017; 64(4):520-527. doi: 10.1111/inr.12368.
- Li H, Shi Y, Li Y, et al. Relationship between nurse psychological empowerment and job satisfaction: A systematic review and meta-analysis. *J Adv Nurs*. 2018; 74(6):1264-1277. doi: 10.1111/jan.13549.
- AbuAlRub R, Al Sabei SD, Al-Rawajfah O, Labrague LJ, Burney IA. Direct and Moderating Effects of Work Environment and Structural Empowerment on Job Stress and Job Satisfaction Among Nurses in Oman. *Sultan Qaboos Univ Med J*. 2023; 23(4):485-492. doi: 10.18295/squmj.5.2023.031.
- Yoon DY, Han CS, Lee SK, Cho J, Sung M, Han SJ. The critical role of job embeddedness: The impact of psychological empowerment and learning orientation on organizational commitment. *Front Psychol*. 2022; 13:1014186. doi: 10.3389/fpsyg.2022.1014186.
- Bai M, Zheng X, Huang X, Jing T, Yu C, Li S, Zhang Z. How serving helps leading: mediators between servant leadership and affective commitment. *Front Psychol*. 2023; 14:1170490. doi: 10.3389/fpsyg.2023.1170490.
- Campbell CM, Warshawsky N, Swiger PA, Li P, Olds D, Patrician PA. Evolution of an Instrument: Measuring the Nursing Work Environment: A Scoping Review. *J Nurs Meas*. 2024;32(1):47-57. doi: 10.1891/JNM-2022-0028.
- Jodar I Solà G, Gené I Badia J, Hito PD, Osaba MA, Del Val García JL. Self-perception of leadership styles and behaviour in primary health care. *BMC Health Serv Res*. 2016;16(1):572. doi: 10.1186/s12913-016-1819-2.
- Abdelhafiz IM, Alloubani AM, Almatari M. Impact of leadership styles adopted by head nurses on job satisfaction: a comparative study between governmental and private hospitals in Jordan. *J Nurs Manag*. 2016;24(3):384-92. doi: 10.1111/jonm.12333.
- Laschinger HK, Wong CA, Cummings GG, Grau AL. Resonant leadership and workplace empowerment: the value of positive organizational cultures in reducing workplace incivility. *Nurs Econ*. 2014; 32(1):5-15.
- Kirwan M, Matthews A, Scott PA. The impact of the work environment of nurses on patient safety outcomes: a multi-level modelling approach. *Int J Nurs Stud*. 2013; 50(2): 253-63. doi: 10.1016/j.ijnurstu.2012.08.020.
- Morvati D, Hilli Y. Middle managers' ethos as an inner motive in developing a caring culture. *Nurs Ethics*. 2023;30(3):321-333. doi: 10.1177/09697330221140519.
- World Health Organization. Working together for health. http://www.who.int/whr/2006/whr06_en.pdf?ua=1. Published 2006. Accessed June 14, 2023.
- Abualrub RF. Nursing shortage in Jordan: what is the solution? *J Prof Nurs*. 2007;23(2):117-20. doi: 10.1016/j.profnurs.2006.07.008.
- Mudallal RH, Othman WM, Al Hassan NF. Nurses' Burnout: The Influence of Leader Empowering Behaviors, Work Conditions, and Demographic Traits. *Inquiry*. 2017; 54:46958017724944. doi: 10.1177/0046958017724944.
- Poitras ME, Chouinard MC, Fortin M, Gallagher F. How to report professional practice in nursing? A

- scoping review. *BMC Nurs.* 2016; 15:31. doi: 10.1186/s12912-016-0154-6.
18. Akerjordet K, Furunes T, Haver A. Health-promoting leadership: An integrative review and future research agenda. *J Adv Nurs.* 2018;74(7):1505-1516. doi: 10.1111/jan.13567.
 19. Bobbio A, Bellan M, Manganelli AM. Empowering leadership, perceived organizational support, trust, and job burnout for nurses: a study in an Italian general hospital. *Health Care Manage Rev.* 2012;37(1):77-87. doi: 10.1097/HMR.0b013e31822242b2.
 20. Wörtler B, Van Yperen NW, Barelds DPH. The link between empowering leadership and employees' perceptions of the effectiveness of blended working. *Scand J Psychol.* 2022; 63(3):208-218. doi: 10.1111/sjop.12796.
 21. Sharma PN, Kirkman BL. Leveraging leaders: A literature review and future lines of inquiry for empowering leadership research. *Group & Organization Management* 2015; 40: 193-237. doi:10.1177/1059601115574906.
 22. Schermuly CC, Creon L, Gerlach P, Graßmann C, Koch J. Leadership Styles and Psychological Empowerment: A Meta-Analysis. *Journal of Leadership & Organizational Studies* 2022; 29(1): 73-95. doi:10.1177/15480518211067751.
 23. Auh S, Menguc B, Jung YS. Unpacking the relationship between empowering leadership and service-oriented citizenship behaviors: A multilevel approach. *Journal of the Academy of Marketing Science* 2014; 42(5): 558-579. doi:10.1007/s11747-014-0370-0.
 24. Arnold JA, Arad S, Rhoades JA, Drasgow F. The empowering leadership questionnaire: The construction and validation of a new scale for measuring leader behaviors. *Journal of Organizational Behavior* 2000; 21(3): 249-269. doi:10.1002/(SICI)1099-1379(200005)21:33.0.CO;2-%23.
 25. Yin W, Liu S. The relationship between empowering leadership and radical creativity. *Front Psychol.* 2022; 13:1002356. doi: 10.3389/fpsyg.2022.1002356.
 26. Suleman Q, Syed MA, Shehzad S, et al. Leadership empowering behaviour as a predictor of employees' psychological well-being: Evidence from a cross-sectional study among secondary school teachers in Kohat Division, Pakistan. *PLoS One.* 2021; 16(7): e0254576. doi: 10.1371/journal.pone.0254576.
 27. Wei H, Roberts P, Strickler J, Corbett RW. Nurse leaders' strategies to foster nurse resilience. *J Nurs Manag.* 2019; 27(4):681-687. doi: 10.1111/jonm.12736.
 28. Lundqvist D, Reineholm C, Ståhl C, Wallo A. The impact of leadership on employee well-being: on-site compared to working from home. *BMC Public Health.* 2022; 22(1):2154. doi: 10.1186/s12889-022-14612-9.
 29. Vitale E, Lupo R, Fortunato S, et al. Correlations between performance and shift work in the nursing activities: a pilot approach. *Acta Biomed.* 2022; 93(3): e2022251. doi: 10.23750/abm.v93i3.12403.
 30. Bobbio A, Manganelli Rattazzi AM, Muraro M. Empowering leadership style in ambito sanitario. Uno studio sul coordinatore infermieristico [Empowering leadership style among health care workers. A study on the nurse manager]. *G Ital Med Lav Ergon.* 2007; 29(1 Suppl A): A37-49. Italian.
 31. Falatah R, Conway E. Linking relational coordination to nurses' job satisfaction, affective commitment and turnover intention in Saudi Arabia. *J Nurs Manag.* 2019; 27(4): 715-721. doi: 10.1111/jonm.12735.
 32. Ministero della Salute Direzione Generale della Digitalizzazione, del Sistema Informativo Sanitario e delle Statistica Ufficio di Statistica, 2021. Available from: C_17_publicazioni_3244_allegato.pdf (salute.gov.it) Accessed on February 15, 2024. (Italian).
 33. Miller RL, Brewer JD. The A-Z of social research- a dictionary of key social science research concepts. London: Sage, 2003.
 34. Santos A, Castanheira F, Chambel MJ, Amarante MV, Costa C. Relational job characteristics and well-being: A study among Portuguese and Brazilian hospital nurses. *Stress Health.* 2017; 33(4): 415-425. doi: 10.1002/smi.2729.
 35. Gillet N, Le Gouge A, Pierre R, et al. Managerial style and well-being among psychiatric nurses: A prospective study. *J Psychiatr Ment Health Nurs.* 2019; 26(7-8): 265-273. doi: 10.1111/jpm.12544.
 36. Passey DG, Brown MC, Hammerback K, Harris JR, Hannon PA. Managers' Support for Employee Wellness Programs: An Integrative Review. *Am J Health Promot.* 2018; 32(8): 1789-1799. doi: 10.1177/0890117118764856.
 37. Cummings GG, Lee S, Tate K, et al. The essentials of nursing leadership: A systematic review of factors and educational interventions influencing nursing leadership. *Int J Nurs Stud.* 2021; 115:103842. doi: 10.1016/j.ijnurstu.2020.103842.
 38. McCay R, Lyles AA, Larkey L. Nurse Leadership Style, Nurse Satisfaction, and Patient Satisfaction: A Systematic Review. *J Nurs Care Qual.* 2018; 33(4): 361-367. doi: 10.1097/NCQ.0000000000000317.
 39. Allen-Gilliam J, Kring D, Graham R, et al. The Impact of Shared Governance Over Time in a Small Community Hospital. *J Nurs Adm.* 2016; 46(5): 257-64. doi: 10.1097/NNA.0000000000000340.
 40. Zon M, Ganesh G, Deen MJ, Fang Q. Context-Aware Medical Systems within Healthcare Environments: A Systematic Scoping Review to Identify Subdomains and Significant Medical Contexts. *Int J Environ Res Public Health.* 2023; 20(14):6399. doi: 10.3390/ijerph20146399.
 41. Jabali SH, Yazdani S, Pourasghari H, Maleki M. From bench to policy: a critical analysis of models for evidence-informed policymaking in healthcare. *Front Public Health.* 2024; 12: 1264315. doi: 10.3389/fpubh.2024.1264315.
 42. Lord L, Jefferson T, Klass D, Nowak M, Thoma G. Leadership in context: insights from a study of nursing in Western Australia. *Leadership* 2013; 9(2): 180-200. doi:10.1177/1742715012468780.
 43. Eley DS, Eley RM. Personality traits of Australian nurses and doctors: challenging stereotypes? *Int J Nurs*

- Pract. 2011; 17(4):380-7. doi: 10.1111/j.1440-172X.2011.01952.x.
44. Ball L, Eley DS, Desbrow B, Lee P, Ferguson M. A cross-sectional exploration of the personality traits of dietitians. *J Hum Nutr Diet.* 2015; 28(5): 502-9. doi: 10.1111/jhn.12265.
45. Erdenk N, Altuntaş S. Do personality traits of nurses have an effect on conflict management strategies? *J Nurs Manag.* 2017 Jul;25(5):366-374. doi: 10.1111/jonm.12474.
46. Fing SA, nasution SLR, Girsang E. The influence of paternalistic leadership style and laissez-faire on nurse performance at Prima Vision Hospital Medan. *IJJR* 2021; 8(2): 643-649.

Correspondence:

Received: 10 May 2024

Accepted: 25 June 2024

Elsa Vitale, Department of Mental Health, Local Health Authority Bari, Italy;

via X marzo 43, Modugno, Bari, Italy

E-mail: vitaleelsa@libero.it

ORCID: 0000-0002-9738-3479