



The Relationship between Paternalistic Leadership, Work Polychronicity and Organizational Pride among Nursing Personnel

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Abstract

Background: By integrating paternalistic leadership that nurtures trust and loyalty, with work polychronicity that embrace multitasking and flexibility, organization can cultivate a strong sense of pride among employees, enhancing their connection to workplace. **Aim:** This study aimed to explore the relationship between paternalistic leadership, work polychronicity and organizational pride among nursing personnel. **Design:** A descriptive correlative research design was used. **Setting:** The study was conducted at Badr University Hospital which affiliated to Helwan University. **Subjects:** A convenience sampling of nursing personnel was used (n = 215). **Data collection tools:** Three tools were used for data collection. 1st tool: Paternalistic leadership scale, 2nd tool: Work polychronicity scale and 3rd tool: Organizational pride scale. **Results:** More than two-fifths, nearly three-fifth and two-fifth of studied nursing personnel have a moderate level of perception regarding paternalistic leadership, work polychronicity and organizational pride, respectively. **Conclusion:** there was a highly statistically significant positive strong correlation between total perception of paternalistic leadership, work polychronicity and organizational pride among the studied nursing personnel. **Recommendation:** Enhance awareness of paternalistic leadership, work polychronicity, and organizational pride through structured workshops and training sessions. Replicate the study in other cultures, different professions and work environments to support for external validity and enhance generalizability of the results.

Key words: Nursing personnel, Organizational pride, Paternalistic leadership and Work polychronicity.

Introduction

Paternalistic leadership (PL) has been recognized as a new leadership style that has drawn interest from scholars in recent decades. PL is a leadership style in which the leader views the employees as a large, extended family. Additionally, PL is an unwavering sense of personal allegiance and obedience to leaders. The three elements of PL are authoritarianism, morality, and benevolence are helping leaders increase employee job engagement, contentment, and a positive work environment, PL has a significant impact on employee organizational commitment and reduces turnover. It also increases employees' enthusiasm to accomplish organizational goals and values (Islam et al., 2022).

Work polychronicity (WP) is the preference of the individual to switch between multiple tasks rather than staying focus on only one task until complete. WP is a preference for multitasking rather

than a tendency or ability to multitask. Employees that are polychronic are problem-focused, capable of handling challenging responsibilities, and exhibit positive behavioral and attitude outcomes. Work polychronicity can improve employees' development, creativity and increases employees' resilience and capacity for high-pressure employment (**Howard & Cogswell, 2023**).

Pride is a positive feeling that results from one's accomplishment. Positive, self-aware sentiments that make employees proud of their roles within the organization by fostering an inspiring and productive work environment are known as organizational pride (OP). OP boosts employees' self-esteem, feeling of significance, and meaning in their work. Additionally, OP keeps employees motivated to remain with the organization, which lowers employee turnover (**Nedelko & Vide, 2023**).

Organization that emphasizes employee's collaboration and teamwork enables them to engage more actively and constructively in order to enhance their work-life balance and job dedication, which can serve as a motivating framework that conveys a good, fulfilling, emotionally driven, and elevated mental state associated to their jobs. Paternalist leaders can mediate the relationship between work engagement, organizational identity and OP by using their moral and benevolent activities to elicit good motivational reactions such as work engagement, job satisfaction (**Aybar & Cark, 2023**).

Significance of the study

Nationally, **Mohammed et al., (2024)**, who carried out a study about Paternalistic Leadership, Organizational Cynicism and its Relation with Organizational Pride among Staff Nurses at Main Mansoura University Hospital mentioned that, the majority (87.8%) of the nurses had a moderate level of paternalistic leadership. While, two thirds (66.1%) of them reported high level of organizational pride. Also, there was a highly statistically significant relationship between paternalistic leadership and organizational pride among the studied nurses with overall mean score for paternalistic leadership and organizational pride 76.84, 27.05, respectively and ($r = 0.45, p = 0.000^{**}$).

Internationally, the study by **Gull et al., (2021)**, about Paternalistic Leadership, Polychronicity and Life Satisfaction of Nurses and who revealed that, there was a moderate correlation between PL, polychronicity and life satisfaction of nurses. Furthermore, the statistical significance between life satisfaction, polychronicity and paternalistic leadership with total means is (3.171, 3.212 and 3.432).

Aim of the study:

This study aimed to explore the relationship between paternalistic leadership, work polychronicity and organizational pride among nursing personnel through the following objective:

- Explore the relationship between paternalistic leadership, work polychronicity and organizational pride among nursing personnel.

Research questions:

1. What is the nursing personnel perception level of the paternalistic leadership?
2. What is the work polychronicity perception level among nursing personnel?
3. What is the organizational pride perception level among nursing personnel?
4. Is there a relation between the paternalistic leadership, work polychronicity and organizational pride among nursing personnel?



Subject and method

The subject and methods for this study were portrayed under the four main items as follows:

- I. Technical item.
- II. Operational item.
- III. Administrative item.
- IV. Statistical item.

I. Technical item:

The technical item included: research design, setting, subjects, tools of data collection, validity of the tools, reliability and ethical consideration.

Research design:

A descriptive correlative research design was used in this study.

Setting:

The study was conducted at Badr University Hospital which affiliated to Helwan University, Cairo Governorate, Egypt.

Sampling:

Type of the sample:

Convenience sampling of nursing personnel was included in this study (n = 215).

Tools for data collection:

Data was collected using the following tool: -

Tool I: Paternalistic Leadership Scale

This tool was adapted by **Cheng et al., (2014)** and modified by the researcher which consisted of two parts as the following:

Part (1) Personal characteristic data:

This part was used to assess personal characteristic of the nursing personnel as: gender, age, qualification in nursing education, job title, years of experience in the hospital, the period of working with the current supervisor, time work, daily work hours, hospital apartment and monthly income.

Part (2) Paternalistic Leadership Scale:

This part was used to assess the paternalistic leadership level as perceived by nursing personnel and consisted of 3 dimensions with (33) items.

Tool II: Work Polychronicity Scale:

This tool was adapted by **Asghar et al., (2020)** and modified by the researcher to identify work polychronicity level as perceived by nursing personnel and was consisted of 4 dimensions with (33) items.

Tool III: Organizational pride Scale:

This tool was adapted by **Gouthier et al., (2011)** and modified by the researcher to determine the organizational pride level as perceived by nursing personnel and was consisted of five dimensions with (26) items.

Validity of Tools:

Validity of the tools were done namely face validity and content validity. It was translated into Arabic and tested by a jury group of five experts specialized in nursing administration from different universities at faculty of nursing namely: Cairo University, Ain-Shams University, Helwan university,



Mansoura University and Damanhour University through an opinionnaire sheet to measure the validity of the tools.

Reliability:

Reliability for the utilized tools was tested by Cronbach's alpha coefficient test. Cronbach alpha test for paternalistic leadership was (0.892), work polychronicity was (0.973), and organizational pride was (0.984).

Ethical consideration:

An official permission to conduct the proposed study was obtained from the Scientific Research Ethical Committee at faculty of nursing in Helwan university before starting of the study, the researcher assured anonymity and confidentiality of the collected data, which was used by the researcher for the purpose of scientific research. The subjects were informed that participation in the study was voluntary. Also, they had the right to withdraw from the study at any time, ethics, values, culture and beliefs were respected, and study subjects were informed about study purpose and their role in the study. Individual oral consent was also obtained from each nursing personnel before participating in the study.

II. Operational item:

Included preparatory phase, pilot study and field work.

A- The preparatory phase:

It included reviewing of past, current, national and international related literature and theoretical knowledge of various aspects of the study using books, articles, internet, periodicals and magazines to develop tools for data collection.

B-Pilot study:

The pilot study was carried out on 10% (22 nursing personnel). Those participants were included in the main study sample as no modification were done.

C-Field work

The actual field work started at the beginning of August 2024 and completed by the mid of September 2024. The researcher obtained an approval from the executive manager and nursing director of Badr University Hospital. An oral consent was taken from each study subjects and the researcher explained the aim of the study to gain his /her approval for data collection. The researcher went to the selected hospital 2 days /week, for 6 hours /day (from 8:30 am to 2:30 pm) and collected data by herself (15 – 20 questionnaire / visit) by meeting each nursing personnel, explaining the aim of the study and method for fulfilling questionnaire. The researcher was present all the time during fulfilling the study tools to answer any questions. The total time required to fulfill the three tools were (10- 20) minutes. The researcher checked the completeness of each filled sheet to ensure the absence of any missing data.

III. Administrative item:

Approval to carry out this study was obtained from the Dean of the Faculty of Nursing, Helwan University Dean of the faculty of Medicine-Helwan University and the manager of Badr University Hospital asking for cooperation.

IV. Statistical item:

Data entry and analysis were performed using SPSS statistical package version 26. Categorical variables were expressed as number and percentage while continuous variables were expressed as

(mean \pm SD). Weigh mean used to rank dimensions of paternalistic leadership, work polychronicity and organizational pride when their total score being not equal.

The following tests were used:

- **Chi-Square (x²):** in one sample used to compare differences between levels of paternalistic leadership, work polychronicity and organizational pride among the studied nursing personnel.
- **Crosstab Chi-Square (x²):** used to test the association between row and column variable of qualitative data.
- **ANOVA test:** used to compare mean in normally distributed quantitative variables at more than two groups.
- **Pearson correlation and Scatter dot correlation:** was done to measure correlation between quantitative variables.

For all tests, a two-tailed p-value ≤ 0.05 was considered statistically significant, P-value ≤ 0.01 was considered highly statistically significant. While p-value > 0.05 was considered not significant.

Results:

Table (1) describes that, 51.6% of the studied nursing personnel were male, 92.6% of the studied nursing personnel were aged from 20 < 30 years. Moreover, 37.2% were diploma nurses, as well as 45.1% were staff nurses. Additionally, 84.7% of them have less than five years of experience in nursing field. Also, 54% of the studied nursing personnel were working > 12 hours and 35.3% of them were working in the ICU.

Figure (1) illustrates levels of nursing personnel regarding paternalistic leadership, it shows that, 43.3% of the studied nursing personnel have a moderate level of PL, while, 21.4% of them have a high level, as well as 35.5% of them have a low level of PL. In addition to, presence of a highly statistically significant difference between level of paternalistic leadership, at P = 0.000.

Figure (2) illustrates level of nursing personnel perception's regarding work polychronicity, it described that, 58.1% of the studied nursing personnel have a moderate level of WP, as well as 31.6% of them have a high level, while 10.2% of them have a low level. In addition to, presence of a highly statistically significant difference between level of work polychronicity, at P= 0.000**

Figure (3) illustrates level of nursing personnel perception's regarding organizational pride that, 40.5% of the studied nursing personnel have a moderate level of organizational pride, as well as 32.1% of them have a low level, while 27.4% of them have a high level. In addition to, presence of a highly statistically significant difference between level of organizational pride, at P = 0.06.

Table (2) shows that, there was a statistically significant relation between personal characteristics (gender, age in year, nursing qualification, job title, years of experience in nursing field, daily work hours and department) and level of paternalistic leadership among the studied nursing personnel, at P = ≤ 0.01 .

Table (3) describes that, there was a statistically significant relation between personal characteristics (gender, age in year, nursing qualification, job title, years of experience in nursing field, daily work hours and department) and level of work polychronicity among the studied nursing personnel, at P = ≤ 0.01 .

Table (4) exhibits that, there was a statistically significant relation between personal characteristics (gender, age in year, nursing qualification, job title, years of experience in nursing field, daily work

hours, and department) and level of organizational pride among the studied nursing personnel, at $P \leq 0.01$.

Figure (4) illustrates scatter dot correlation between total of perception regarding paternalistic leadership, work polychronicity and organizational pride among the studied nursing personnel. It describes there was a highly statistically significant positive strong correlation between total of perception regarding paternalistic leadership, work polychronicity and organizational pride among studied nursing personnel at r ranged from 0.940 to 0.978 & $P = 0.000$.

Table (1): Frequency distribution of the studied nursing personnel regarding their personal characteristics (n= 215)

Personal characteristics		F	%
Gender	▪ Male	111	51.6
	▪ Female	104	48.4
Age in year	▪ 20 < 30 years	199	92.6
	▪ 30 < 40 years	13	6.0
	▪ 40 < 50 years	1	0.5
	▪ ≥ 50 years	2	0.9
	▪ Mean \pm SD		25.63 \pm 4.2
Nursing qualification	▪ Diploma nurse	80	37.2
	▪ Technical institute	76	35.3
	▪ Bachelor	54	25.1
	▪ Master	5	2.3
	▪ Doctorate	0	0.0
Job title	▪ Staff nurse	97	45.1
	▪ Charge nurse	76	35.3
	▪ Head nurse	18	8.4
	▪ Supervisor	17	7.9
	▪ Educator	4	1.9
	▪ Director	3	1.4
Years of experience in nursing field	▪ < 5 years	182	84.7
	▪ 5 < 10 years	24	11.2
	▪ ≥ 10 years	9	4.2
	▪ Mean \pm SD		3.67 \pm 4.3
Daily work hours	▪ < 6 hours	21	9.8
	▪ 6 – 12 hours	78	36.3
	▪ > 12 hours	116	54.0
	▪ Mean \pm SD		17.24 \pm 6.5
Department	▪ In-patient	26	12.1
	▪ Intensive-care units	76	35.3
	▪ Dialysis	17	7.9
	▪ ER	36	16.7
	▪ Out-patient clinic	11	5.1
	▪ Nursing office	15	7.0
	▪ OR	25	11.6
	▪ Cath-lab	9	4.2

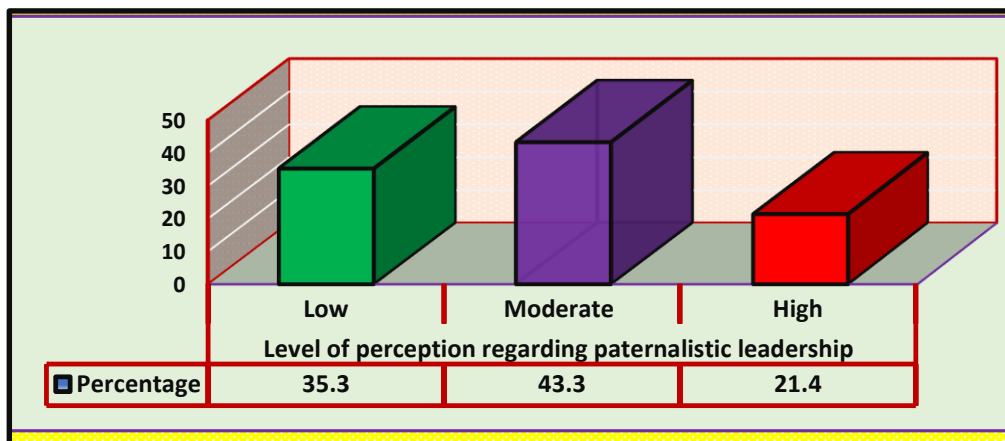


Figure (1): Frequency distribution of level of nursing personnel perception's regarding paternalistic leadership (n= 215)

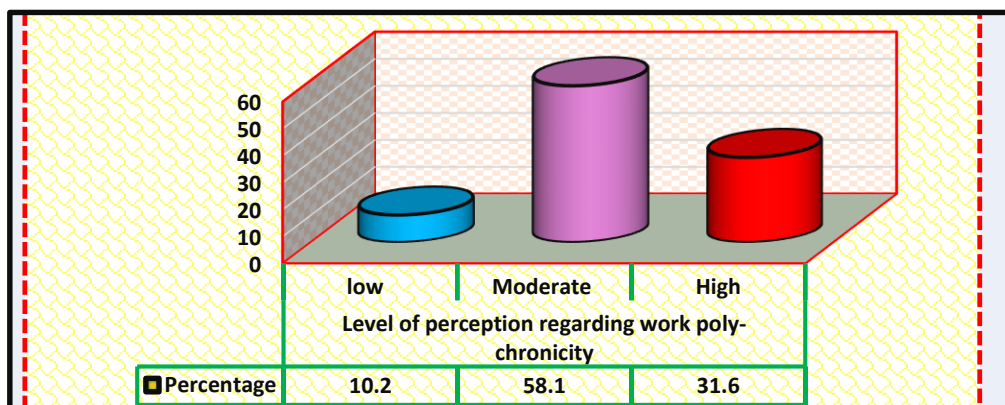


Figure (2): Percentages distribution of level of nursing personnel perception's regarding work polychronicity (n= 215)

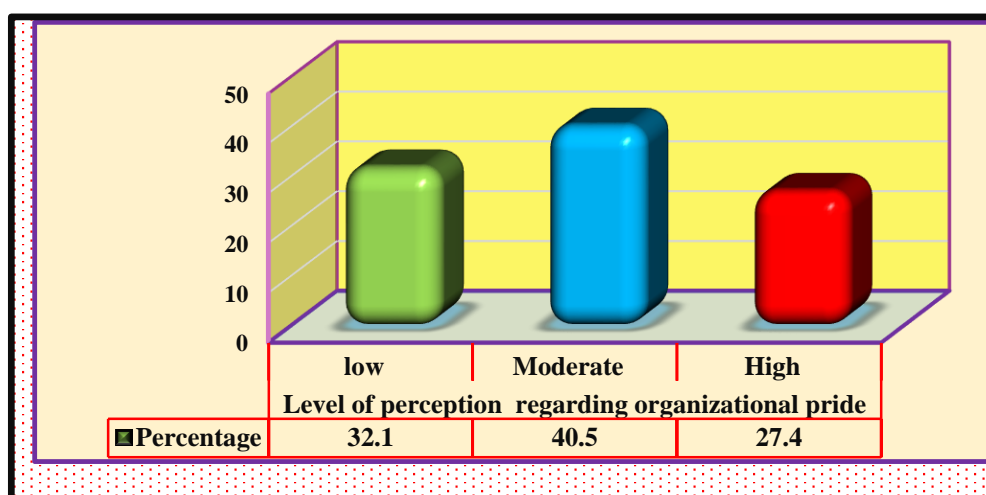


Figure (3): Percentage distribution of level of nursing personnel perception's regarding organizational pride (n= 215).

Table (2): Relation between level of perception regarding paternalistic leadership and personal characteristics among the studied nursing personnel (n= 215)

Personal characteristics		No.	Level of perception regarding paternalistic leadership						χ^2	P-Value																																																																																																																																																																																																																																															
			Low		Moderate		High																																																																																																																																																																																																																																																		
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Gender	▪ Male	111	3	1.4	65	30.2	43	20.0	113	0.000**																																																																																																																																																																																																																																															
	▪ Female	104	73	34.0	28	13.0	3	1.4			Age in year	▪ 20 < 30	199	74	34.4	93	43.3	32	14.9	45.7	0.000**	▪ 30 < 40	13	2	0.9	0	0.0	11	5.1	▪ 40 < 50	1	0	0.0	0	0.0	1	0.5	▪ ≥ 50 years	2	0	0.0	0	0.0	2	0.9	Nursing qualification	▪ Diploma	80	72	33.5	6	2.8	2	0.9	288	0.000**	▪ Technical	76	2	0.9	73	34.0	1	0.5	▪ Bachelor	54	2	0.9	14	6.5	38	17.7	▪ Master	5	0	0.0	0	0.0	5	2.3	Job title	▪ Staff nurse	97	73	34.0	21	9.8	3	1.4	280	0.000**	▪ Charge	76	0	0.0	72	33.5	4	1.9	▪ Head nurse	18	2	0.9	0	0.0	16	7.4	▪ Supervisor	17	1	0.5	0	0.0	16	7.4	▪ Educator	4	0	0.0	0	0.0	4	1.9	▪ Director	3	0	0.0	0	0.0	3	1.1	Experience in nursing field	▪ < 5 years	182	74	34.4	93	43.3	15	7.0	122	0.000**	▪ 5 < 10 years	24	2	0.9	0	0.0	22	1.2	▪ ≥ 10 years	9	0	0.0	0	0.0	9	4.2	Daily work hours	▪ < 6 hours	21	13	6.0	4	1.9	4	1.9	12.3	0.015**	▪ 6 – 12 hours	78	29	13.5	38	17.7	11	5.1	▪ > 12 hours	116	34	15.8	51	23.7	31	14.4	Department	▪ In-patient	26	7	3.3	8	3.7	11	5.1	62.8	0.000**	▪ ICU	76	29	13.5	41	19.1	6	2.8	▪ Dialysis	17	9	4.2	5	2.3	3	1.4	▪ ER	36	14	6.5	13	6.0	9	4.2	▪ Out-patient	11	8	3.7	3	1.4	0	0.0	▪ Nursing office	15	1	0.5	2	0.9	12	5.6	▪ OR	25	5	2.3	17	7.9	3	1.4	▪ Cath-lab	9	3	1.4	4
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	▪ Cath-lab	9	3	1.4	4	1.9	2	0.9																																																																																																																																																																																																																																																	

Table (3): Relation between level of perception regarding work polychronicity and personal characteristics among the studied nursing personnel (n= 215)

Personal characteristics	No.	Level of perception regarding work polychronicity						χ^2	P-Value	
		Low		Moderate		High				
		22	10.2	125	58.1	68	31.6			
		F	%	F	%	F	%			
Gender	▪ Male	111	0	0.0	46	21.4	65	30.2	87.1	0.000**
	▪ Female	104	22	10.2	79	36.7	3	1.4		
Age in year	▪ 20 < 30	199	22	10.2	123	57.2	54	25.1	25.3	0.000**
	▪ 30 < 40	13	0	0.0	2	0.9	11	5.1		
	▪ 40 < 50	1	0	0.0	0	0.0	1	0.5		
	▪ ≥ 50 years	2	0	0.0	0	0.0	2	0.9		
Nursing qualification	▪ Diploma	80	20	9.3	58	27.0	2	0.9	172	0.000**
	▪ Technical	76	2	0.9	64	29.8	10	4.7		
	▪ Bachelor	54	0	0.0	3	1.4	51	23.7		
	▪ Master	5	0	0.0	0	0.0	5	2.3		
Job title	▪ Staff nurse	97	19	8.8	75	34.9	3	1.4	123	0.000**
	▪ Charge	76	0	0.0	50	23.3	26	12.1		
	▪ Head nurse	18	2	0.9	0	0.0	16	7.4		
	▪ Supervisor	17	1	0.5	0	0.0	16	7.4		
	▪ Educator	4	0	0.0	0	0.0	4	1.9		
	▪ Director	3	0	0.0	0	0.0	3	1.4		
Experience in nursing field	▪ < 5 years	182	21	9.8	124	57.7	37	17.2	70.4	0.000**
	▪ 5 < 10 years	24	1	0.5	1	0.5	22	10.2		
	▪ ≥ 10 years	9	0	0.0	0	0.0	9	4.2		
Daily work hours	▪ < 6 hours	21	9	4.2	8	3.7	4	1.9	41.6	0.000**
	▪ 6 – 12 hours	78	9	4.2	55	25.6	14	6.5		
	▪ > 12 hours	116	4	1.9	62	28.8	50	23.3		
Department	▪ In-patient	26	2	0.9	12	5.6	12	5.6	43.7	0.000**
	▪ ICU	76	10	4.7	52	24.2	14	6.5		
	▪ Dialysis	17	1	0.5	11	5.1	5	2.3		
	▪ ER	36	5	2.3	19	8.8	12	5.6		
	▪ Out-patient	11	3	1.4	7	3.3	1	0.5		
	▪ Nursing office	15	0	0.0	1	0.5	14	6.5		
	▪ OR	25	1	0.5	17	7.9	7	3.3		
▪ Cath-lab	9	0	0.0	6	2.8	3	1.4			

Table (4): Relation between level of perception regarding organizational pride and personal characteristics among the studied nursing personnel (n= 215)

Personal characteristics	No.	Level of perception regarding organizational pride						χ^2	P-Value	
		Low		Moderate		High				
		69	32.1	87	40.5	59	27.4			
		F	%	F	%	F	%			
Gender	▪ Male	111	3	1.4	52	24.2	56	26.0	108	0.000**
	▪ Female	104	66	30.7	35	16.3	3	1.4		
Age in year	▪ 20 < 30	199	68	31.6	86	40.0	45	20.9	31.6	0.000**
	▪ 30 < 40	13	1	0.5	1	0.5	11	5.1		
	▪ 40 < 50	1	0	0.0	0	0.0	1	0.5		
	▪ ≥ 50 years	2	0	0.0	0	0.0	2	0.9		
Nursing qualification	▪ Diploma	80	65	30.2	13	6.0	2	0.9	322	0.000**
	▪ Technical	76	2	0.9	73	34.0	1	0.5		
	▪ Bachelor	54	2	0.9	1	0.5	51	23.7		
	▪ Master	5	0	0.0	0	0.0	5	2.3		
Job title	▪ Staff nurse	97	66	30.7	28	13.0	3	1.4	205	0.000**
	▪ Charge	76	0	0.0	59	27.4	17	7.9		
	▪ Head nurse	18	2	0.9	0	0.0	16	7.4		
	▪ Supervisor	17	1	0.5	0	0.0	16	7.4		
	▪ Educator	4	0	0.0	0	0.0	4	1.9		
	▪ Director	3	0	0.0	0	0.0	3	1.4		
Experience in nursing field	▪ < 5 years	182	67	31.2	87	40.5	28	13.0	87.1	0.000**
	▪ 5 < 10 years	24	2	0.9	0	0.0	22	10.2		
	▪ ≥ 10 years	9	0	0.0	0	0.0	9	4.2		
Daily work hours	▪ < 6 hours	21	12	5.6	5	2.3	4	1.9	20.2	0.000**
	▪ 6 – 12 hours	78	29	13.5	38	17.7	11	5.1		
	▪ > 12 hours	116	28	13.0	44	20.5	44	20.5		
Department	▪ In-patient	26	7	3.3	7	3.3	12	5.6	59.6	0.000**
	▪ ICU	76	27	12.6	39	18.1	10	4.7		
	▪ Dialysis	17	9	4.2	3	1.4	5	2.3		
	▪ ER	36	12	5.6	12	5.6	12	5.6		
	▪ Out-patient	11	8	3.7	3	1.4	0	0.0		
	▪ Nursing office	15	1	0.5	2	0.9	12	5.6		
	▪ OR	25	2	0.9	18	8.4	5	2.3		
	▪ Cath-lab	9	3	1.4	3	1.4	3	1.4		

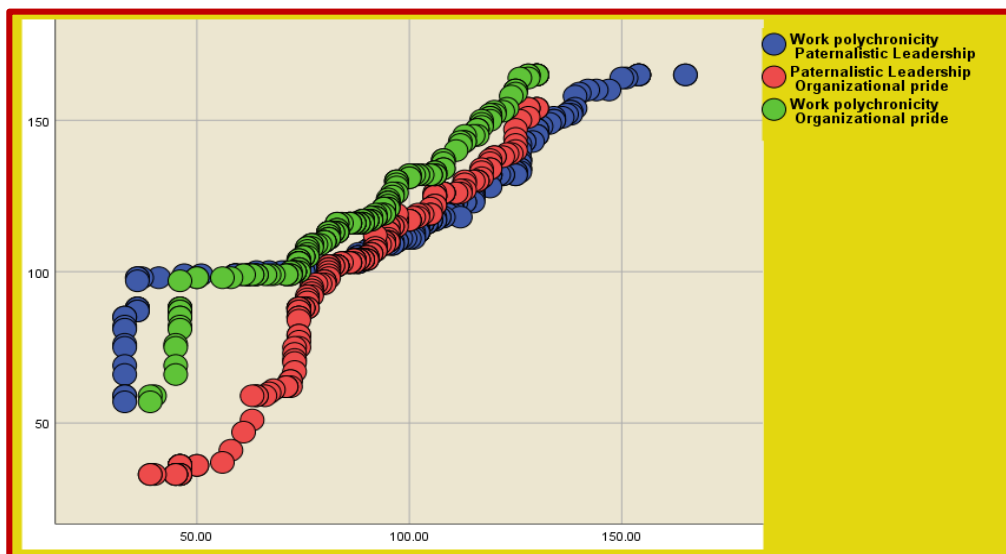


Figure (4): Scatter dot correlation between total of perception regarding paternalistic leadership, work polychronicity and organizational pride among the studied nursing personnel (n= 215)

Discussion:

Regarding the personal data, the current study results were revealed that, more than half of the studied nursing personnel were male and the majority of them were aged between 20 and 30 years old. From the researcher point of view, this could be related to that the hospital location which is far; at the Cairo suburbs and this could be an obstacle for the female employees to work there. Also, Badr university hospital is a recent hospital that is under construction so the majority of the nursing personnel is young age and recently hired.

The present study results were contrasted with the study by **Hussain et al., (2025)**, who conducted the study in Pakistan about " Linking paternalistic leadership and service behaviors through perceived support from supervisor and organization: empirical evidence from the Pakistani healthcare sector", and who stated that, more than half of the studied sample were females.

Also, the current study results were displayed that, more than one-third of the studied nursing personnel were diploma nurses, as well as less than half of them were staff nurses. Additionally, the majority of them have less than five years of experience in the nursing field. From the researcher point of view, these finding could be related to that the staff nurses provide hands-on patient care which is the core function of healthcare services. Moreover, charge nurses and supervisors focus on coordination, administration and overseeing multiple staff nurses, so fewer of them are required.

The present study results were mismatched with **Mohammed et al., (2024)**, who conducted a study in Egypt, entitled "Paternalistic Leadership, Organizational Cynicism and its Relation with Organizational Pride among Staff Nurses at Main Mansoura University Hospital", which showed that, the majority of the studied staff nurses had a diploma degree of nursing.

Additionally, the present study findings were described that, more than half of the studied nursing personnel were working more than twelve hours, as well as one-third of them were working at the ICU department. From the researcher point of view, these results could be related to the location of the hospital which make the transportation form and to the hospital a bit difficult so the studied nursing personnel prefer



to work more than twelve hours which make to easier for them to complete the required working hours and work a full time in a condensed way.

The current study results were inconsistent with **Elgharb et al., (2024)**, who conducted a study Egypt which entitled "Effect of Paternalistic Leadership Educational Program for Head Nurses on Staff Nurses' psychological Empowerment", and which stated that, half of the studied nurses had a high qualification "bachelor degree" and have from five to less than ten years of experience at work.

Regarding the paternalistic leadership, the current results were illustrated that, more than two-fifths of the studied nursing personnel have a moderate level of paternalistic leadership. From the researcher point of view, these finding were due to that the majority of them are younger employees (20 – 30 years old) may expect more participative leadership rather than the traditional leadership as well as, they have less than five years of experience and this shorter experience with supervisor might lead to less familiarity with their leadership style. Also, the supervisor takes very thoughtful care of subordinates and devotes energy to taking care of them. These all could contribute to a moderate perception level about the paternalistic leadership.

The present study results were in the same line with the study by **Mohammed et al., (2024)**, who conducted the study in Egypt about "Paternalistic Leadership, Organizational Cynicism and its Relation with Organizational Pride among Staff Nurses at Main Mansoura University Hospital", and who revealed that, the majority of staff nurses reported moderate level of paternalistic leadership.

On the other hand, the present study findings were in opposite line with the study by **Elgharb et al., (2024)**, who conducted a study in Egypt and which entitled "Effect of Paternalistic Leadership Educational Program for Head Nurses on Staff Nurses' psychological Empowerment", and who showed that, the most of head nurses had low knowledge and skills level regarding paternalistic leadership.

As regarding work polychronicity, the current study results were illustrated that, more than half of the studied nursing personnel had a moderate level of work polychronicity. From the researcher point of view, these findings might be due to place of conducting the study (Badr University Hospital) is a governmental hospital which had a shortage of qualified nursing personnel and overcrowding with the intern students which result in making the nursing personnel handle many tasks simultaneously and switch between them specially in ICU and ER.

The present study results were in harmony with the study by **Roy, (2021)**, which conducted at the study in USA about "The moderating effect of polychronicity in the Relationship between Job demands and work outcomes", and who revealed that, half of the study subjects had a moderate perception level of polychronicity.

Regarding organizational pride, the current study showed that, two-fifths of the studied nursing personnel had a moderate level of organizational pride. From the researcher point of view, these results could be related to high patient loads and workplace stress which can reduce overall job satisfaction and pride as well as, the moderate perception regarding paternalistic leadership could affect the organizational pride perception level.

The present study findings were congruent with the study by **Badran & Mohamed, (2024)**, who conducted the study in Egypt about "Organizational Pride and Job Satisfaction among Staff Nurses", and who revealed that, the majority of the staff nurses has a moderate perception level regarding the organizational pride. While, two-thirds of them had a moderate level of job satisfaction.

However, the current study results were inconsistent with the study by **Mohammed et al., (2024)**, who conducted the study in Egypt which entitled "Paternalistic Leadership, Organizational Cynicism



and its Relation with Organizational Pride among Staff Nurses at Main Mansoura", and who stated that, more than half of nurses perceived high levels of organizational pride.

Regarding the relational personal findings, the current study findings were showed that, there was a statistically significant relation between personal characteristics (gender, age, nursing qualification, job title, years of experience in nursing field, daily work hours and department) and level of paternalistic leadership among the studied nursing personnel.

From the researcher point of view, these findings could be related to that, male nursing personnel might have different perception of paternalistic leadership as they prefer a more autonomous work environment. Also, younger nurses and less experienced nurses may rely on the paternalistic leaders since they need guidance, protection and structured decision making.

The present study results were disagreed with the study by **Mohammed et al., (2024)**, who conducted the study in Egypt about "Paternalistic Leadership, Organizational Cynicism and its Relation with Organizational Pride among Staff Nurses at Main Mansoura University Hospital", and who showed that, the majority of staff nurses were females, and there was a significant relation between gender and paternalistic leadership.

The present study results were described that, there was a statistically significant relation between personal characteristics (gender, age in year, nursing qualification, job title, years of experience in nursing field, daily work hours and department) and level of work polychronicity among the studied nursing personnel.

From the researcher point of view, these results might be due to the more experienced nurses tend to have adaptability and multitasking skills over time, as well as nurses with higher qualification might have received more training in handling simultaneous tasks.

The current study findings were supported by the studies by **Chen et al., (2021); Xiaolong et al., (2021)**, who conducted the studies in China and Pakistan, respectively, about "Antecedents of smartphone multitasking: roles of demographics, personalities and motivations" and "Does polychronicity undermine procrastination behavior through ICTs? Insights from multi-level modeling" respectively, and who stated that, there was a positive correlation between gender and educational level and between multitasking.

The present study results were inconsistent with the study by **Sehrish & Zubair, (2020)**, who conducted the study in Pakistan, entitled "Impact of polychronicity on work-related quality of life among bank employees: Moderating role of time management", and who showed that, there was a significant correlation between gender and polychronicity as the male employees were less polychronic than female employees.

The current study results were exhibited that, there was a statistically significant relation between personal characteristics (gender, age in year, nursing qualification, job title, years of experience in nursing field, daily work hours, and department) and level of organizational pride among the studied nursing personnel.

From the researcher point of view, these findings could be related to more experienced nurses might have a stronger emotional attachment and pride with the organization. Also, the staff nurses whose work in the critical area under high pressure working environment may feel that they play a critical and significant role in patient care which required unique skills and this could boost their emotional pride.

The present study findings were similar with the study by **Mohammed et al., (2024)**, who carried out the study in Egypt, entitled "Paternalistic Leadership, Organizational Cynicism and its Relation with Organizational Pride among Staff Nurses at Main Mansoura University Hospital", and who displayed that, there was a statistically significant relationship between personal nurses' characteristics and organizational pride regarding their age and educational level. It showed that being older and have higher qualification had a higher perception regarding organizational pride among studied nurses.



The current study findings were displayed that, there was a highly statistically significant positive strong correlation between total of perception regarding paternalistic leadership, work polychronicity and organizational pride among the studied nursing personnel. From the researcher point of view, this could be related to the supportive and structured working environment that paternalistic leadership creates can enhance the nurses' ability to manage multiple tasks effectively. In turn, successful multitasking and leader support increase sense of achievement, commitment to patient services and emotional connection to the organization, strengthening organizational pride. This cycle reinforces a positive work culture, where strong leadership improves efficiency and pride in the workplace.

The present study findings were in harmony with the study by **Mohammed et al., (2024)**, who carried out the study in Egypt, entitled "Paternalistic Leadership, Organizational Cynicism and its Relation with Organizational Pride among Staff Nurses at Main Mansoura University Hospital", and who displayed that, there was a significant relation between paternalistic leadership and organizational pride as paternalistic leadership style improves employees' organizational pride.

Also, the current study results were agreed with the study by **Gull et al., (2021)**, who conducted the study in Pakistan about "Paternalistic leadership, polychronicity, and life satisfaction of nurses: the role of work-family conflict and family-work conflict in public sector hospitals", and who described that, there was a relation between paternalistic leadership and polychronicity among the studied sample.

Conclusion

Based on the study finding, it was concluded that there, more than two fifth of the studied nursing personnel had a moderate perception level of paternalistic leadership. Also, more than half of them had a moderate perception level of work polychronicity. In addition, two fifth of them had a moderate perception level pf organizational pride.

Meanwhile, there was a highly statistically significant positive strong correlation between paternalistic leadership, work polychronicity and organizational pride among nursing personnel at $P = 0.000^*$.

Recommendations

❑ At nursing personnel level:

- Enhance awareness of paternalistic leadership, work polychronicity, and organizational pride through structured workshops and training sessions within the next six months.
- Promote time management skills by integrating polychronicity training programs within nursing education.
- Establishing stress management and emotional intelligence training programs for nursing personnel.
- Encourage the usage of supportive tools as the electronic health records which can help in time saving and streamline multitasking.

❑ At the health-care organizational level:

- Provide adequate staffing to prevent work overload and burnout.
- Fostering an environment where staff nurses participate in decision-making.
- Acknowledge employees for their accomplishment by rewards, bonuses or recognizing the star of the month.
- Encourage managers to incorporate nursing personnel satisfaction metrics and attitudinal organizational pride into their annule surveys of nursing personnel.
- Establish regular assessment mechanisms for leadership effectiveness, work organization, and staff engagement through annual surveys and structured feedback systems.
- Use clear guidelines to learn how to prioritize the tasks and managing the workload.

**□ At the further research level:**

- Replicate the study in other cultures, different professions and work environments to support for external validity and enhance generalizability of the results.
- Explore how paternalistic leadership can affect both patient and nursing outcomes.
- Conduct longitudinal studies to explore the long-term effects of paternalistic leadership and work polychronicity on organizational pride and nursing retention.
- Investigate intervention strategies by designing and testing leadership development programs and their impact on nursing performance and job satisfaction.

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