

Narsistik Kişilik Özellikleri İşkoliklik ve İş Yeri Yalnızlığı: Yönetici Hemşireler Üzerinde Bir Araştırma¹

Narcissistic Personality Characteristics, Workaholism, And Loneliness At Work: A Research On Nurse Managers

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ABSTRACT

Objective: Narcissistic personality characteristics, workaholism and loneliness at work in particular affect directly the managers' success in the workplace environment. The aim of this study is to define the socio-demographic characteristics affecting the narcissistic personality characteristics and workaholism levels of the nurse managers as well as their experiences of loneliness at work.

Methods: The study was conducted in a descriptive design. The data of the study were obtained from 173 nurse managers working in public and private sectors in Istanbul. An introductory information form with 6 questions and three scales were used as data collection tools (Loneliness at Work Scale, Narcissistic Personality Inventory short form, Dutch Work Addiction Scale)

Results: The mean scores obtained from the Narcissistic Personality Inventory were found to be significant in favor of the administrative nurses working in private hospitals (Public = 3.60 ± 2.46, Private = 4.97 ± 2.65) (p = 0.008). It was found that Dutch Work Addiction Scale and its sub-dimensions made statistically significant difference (scale sum p = 0.040; Compulsive study p = 0.018) in the compulsive study sub-dimension and scale total of the working year as a manager. It was found that the age group and the type of the institution worked were statistically significant (p <0.05), the total working time in the institution and the working year as a manager made a significant difference (p <0.01).

Conclusion: Narcissistic personality traits, workaholicity and workplace loneliness are among the negative organizational behavior issues. It is an important finding that managers who work in the private sector, who have little managerial experience and younger age score higher. Strategies should be developed for these issues in order to prevent negativities such as burnout and poor performance of managers and employees.

Key Words: Loneliness at work, Narcissistic personality characteristics, Workaholism

ÖZET

Amaç: Bu çalışmada yönetici hemşirelerin narsistik kişilik özellikleri, işkoliklik düzeyleri ve deneyimledikleri iş yeri yalnızlığını etkileyen sosyodemografik özelliklerinin tanımlanması amaçlandı.

Gereç ve Yöntem: Araştırmanın verileri İstanbul'da kamu ve özel sektörde çalışan 173 yönetici hemşireden elde edildi. Veri toplama aracı 6 soruluk tanıtıcı bilgi formu ve üç ölçekten (Narsistik Kişilik Envanteri, DUWAS İşkoliklik Ölçeği ve İş Yaşamında Yalnızlık Ölçeği) oluştu.

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Bulgular: Narsistik Kişilik Envanterinden alınan puan ortalamalarında özel hastanelerde çalışan yönetici hemşirelerin lehine (Kamu=3.60±2.46, Özel=4.97±2.65) anlamlı fark ($p=0.008$) olduğu bulundu.

DUWAS İşkoliklik Ölçeği ve alt boyutlarının puan ortalamalarında yönetici olarak çalışma yılının kompulsif çalışma alt boyutu ve ölçek toplamında istatistiksel olarak anlamlı (ölçek toplamı $p=0.040$; Kompulsif çalışma $p=0.018$) fark oluşturduğu bulundu.

İş Yaşamında Yalnızlık Ölçeği ve alt boyutlarından alınan puan ortalamaları üzerinde yaş grubu ve çalışılan kurumun tipinin istatistiksel olarak anlamlı ($p<0.05$), kurumda toplam çalışma süresi ve yönetici olarak çalışma yılının ileri derecede anlamlı ($p<0.01$) fark oluşturduğu bulundu.

Sonuç: Narsistik kişilik özellikleri, işkoliklik ve işyeri yalnızlığı olumsuz örgütsel davranış konuları arasında yer alır. Özel sektörde çalışan, yöneticilik deneyimi az ve genç yaşta olan yöneticilerin daha yüksek puan alması önemli bir bulgudur. Yöneticilerin ve çalışanların yaşayacağı tükenme, performans düşüklüğü gibi olumsuzlukları önlemek amacıyla bu konulara yönelik stratejiler geliştirilmelidir.

Anahtar Kelimeler: Narsistik Kişilik Özellikleri, İşyeri Yalnızlığı, İşkoliklik

INTRODUCTION

It is indicated that managers' counterproductive work behaviors spread within the organisation and affect it (Yıldız-Öncer 2012). The organisational effect of big five-factor personality characteristics (openness, responsibility, extroversion, adaptability, emotional stability) exhibited as the positive aspect of personality is investigated in recent years. However it is also reported in the organisational researches that interest in examining the negative aspects of the personality has being increased (Spain et al. 2014).

It is stated that managares' positive behaviors effect the job satisfaction, engagement to organizaiton and profession of nurses in the studies focused on nursing leardership (Han-Jekel, 2011; Mathieu et al. 2016). Otherwise, it is reported that nurse managers' negative behaviors such as bullying have effected psychological health of the nurses and resulted with counterproductive behaviors among nurses (Lee et al. 2014). Therefore, it is required to research nurse managers' behaviors in worklife and positive or negative personality caharacteristics effect these behaviors have to be researched. Narcissistic personality characteristics are among the most frequently researched negative personality characteristics (Nevicka et al. 2011a, Yıldız-Öncer, 2012). The superiority feeling and needs of being admired on the narcissist people causes them to take place in social interaction environment and to be perceived as leader (Nevicka et al. 2011a). On the other hand, it is also indicated that narcissist people can also wear personality masks such as being the workaholic, rescuer and virtuous saint/ave in the workplace (Behary, 2013). It is pointed out that managers having narcissistic personality characteristics will not be able to work effectively within the team due to their unrealistic visions, sense of being always right and lack of empathy (Yıldız-Öncer, 2012).

BACKGROUND

Narcissistic personality (Narcissism)

The term narcissism first appeared with the usage of the name of the character in Greek mythology, Narcissus, who sees and falls in love with his reflection in the water, and is damned to watch this lover who he will never reach, by

Havelock Ellis in 1898 to explain a psychological phenomenon (Behary, 2013). The main characteristics of narcissistic people are defined as over-arrogance, egocentrism, lack of empathy, extraversion, dominance, abuse, feeling justified, sense of superiority, and arrogance (Nevicka et al. 2011a, Behary, 2013). Narcissism has a wide spectrum, from the healthy narcissism to covert and overt maladaptive narcissistic behaviours (Behary, 2013). It is reported that in healthy narcissism, they have frequently the characteristics of being empathic, attractive, leader, self-possessed, approval seeker, ambitious, confronting and having realistic concerns at a striking level (Behary, 2013). It is stated that the managers having unhealthy narcissistic personalities experience communication problems with their superiors and coworkers.

In literature, it has been found that employee narcissism has a significant moderator role between the organisational trust and organisational citizenship behaviour, and it has a negative effect on organisational trust and organisational citizenship behaviour (Yıldız-Öncer, 2012). Also Clark et al. (2010) examined the effect of personality traits such as narcissism and perfectionism on workaholism and found an advanced level of significant and positive correlation between narcissism and workaholism. It is reported that long term narcissistic behaviours may lead to failure by affecting the organisational climate adversely in sustainable organisational success (Higgs, 2009).

Loneliness at work

Loneliness is a distressing emotion taking place as a result of quantitative and qualitative deficiencies in the social relationship network of an individual. Loneliness at work is not basically an emotion arising from the condition of being physically lonely (Russell et al. 2012), but refers to the state of being oneself, isolated and on their own due to social environment (Wright et al. 2006). Loneliness, as a multidimensional concept, is examined in two dimensions that are mainly emotional and social. Emotional loneliness is defined as the fact that the individuals are unable to establish close and warm relationships with people around themselves sufficiently; whereas, social loneliness is defined as a

condition caused by the fact that the individuals have no friendship relationships they need in their environment.

The natural competitive environment in workplace makes presence of social relationships difficult. It has been found that competitive work environment and climate increase loneliness. Some studies have revealed that employees experience mid-level loneliness at work (Wright et al. 2006, Iecovich, 2013). In the study conducted by Yengin Sarpkaya (2014), it was reported that employees experienced low level of loneliness and this may be associated with socio-cultural difference. According to Lam and Lau (2012), there is a negative correlation between loneliness at work and organisational citizenship and this correlation is directly related with the performance of the employees. When assessing the correlation between loneliness and social relationships, it is stated that loneliness at work negatively affects the performance of the employees (Coyle et al. 2007).

Workaholism

The concept of workaholism, which was derived from the word “alcoholism”, is defined as “the person being addicted to work and the constant need to work in an obsessive and uncontrollable manner”(Ng et al. 2007).

While there are negative and positive views on the organisational results of workaholism, no consensus has been reached among the studies (Kubota et al. 2012). In the study conducted by Schulz et al. (2011), they reported that the physical and mental health of employees who were excessively ambitious, qualified as a form of workaholism, was worse than other employees. In the study conducted by Matthiesen and Pallesen (2006), a correlation was found between workaholism, and neuroticism, extroversion, and adaptability subscales among the big five-factors of personality characteristics. In the same study, it was found that the organisational life components of workaholism such as work load, control, reward and recognition, partnership and values were related with the results such as work satisfaction, burnout, and health problems. Kubota et al. (2010) stated that the nurses with a high level of workaholism were in the high risk group in regard to experiencing several sleeping problems such as having difficulty in waking up, insufficient sleep, sleeping in the workplace and waking up exhausted in the mornings.

The concepts of workaholism, loneliness at work and narcissistic personality that make up the theoretical framework of this study are summarized in Figure 1.



Figure 1

Theoretical framework of the study (Behary 2013, Neviccka et al. 2011a, Russell et al. 2012, Schulz et al. 2011).

METHOD

Aim

The aim of this study was to assess (1) the narcissistic personality characteristics, experiences of loneliness at work, and workaholism levels of the nurse managers, (2) the characteristic factors affecting them, and (3) whether there is a correlation between these concepts or not.

Design

The study was conducted in a cross sectional, descriptive, and correlational design.

Sample

The study was conducted with nurse managers working in two public university hospitals and two private hospitals located in Istanbul. Data were obtained from 173 of totally 219 nurse managers working at these hospitals and the rate of reaching the population was determined to be 79%.

Data collection

The data of the study were collected through face-to-face interviews made with the nurses working in the mentioned hospitals between January and May 2015. In the study, participant introductory form and three scales developed for measuring the concepts within the study were used.

Participant introductory form: In order to determine the characteristics of the participants, it includes six questions on age, gender, educational level, employed sector (public or private), year of experience in working in a hospital, and year of working as a nurse manager.

Narcissistic Personality Characteristics: Narcissistic Personality Inventory (NPI) short form (NPI-16) with 16 questions was developed by Ames et al. (2006) and Atay



(2009) used the 15 -question form whose Turkish reliability and validity were conducted. The internal consistency coefficient of the scale is reported to be $\alpha=0.65$ in the adaptation study and is 0.65 in this study. The participants are asked to mark an option suitable for themselves in each of the 15 question pairs and the responses given by the participants are scored as “zero” or “one” points. The total score to be received from the scale varies between 0 and 12, and it is interpreted that as the total score received by the participants from the scale increase, they have more narcissistic characteristics.

Workplace loneliness: Loneliness at Work Scale (LAWS) developed by Wright et al. (2006) in order to measure the loneliness experienced by the employees at work life and adapted into Turkish by Doğan et al. (2009) was used. The original version of the scale consisted of two subscales as “emotional deprivation (ED) (9 items)” and “social companionship (SC) (7 items)”. The internal consistency coefficients of the scale were determined as 0.83 for the emotional deprivation subscale and 0.87 for the social companionship subscale. They were found as $\alpha=0.87$ in the total scale and $\alpha=0.84$ in ED subscale and $\alpha=0.76$ in the SC subscale in this study. The responses given to the scale were five point Likert type, ranging from “completely disapprove (1 point)” to “surely approve (5 points)”. The minimum score of points to be obtained from the scale is 16, the maximum score is 80 and higher scores point out more loneliness at work.

Workaholism: The original version of the “Dutch Work Addiction Scale”, developed by Schaufeli et al. (2006) in order to measure workaholism, and adapted into Turkish by Doğan and Tel (2011), consists of totally 17 statements in two subscales. In this study, DUWAS-TR consisting of subscales “Working Excessively (WE) (8 items)” and “Working Compulsively (WC) (6 items)” was used. In the adaptation study of the scale, the internal consistency coefficients were reported as $\alpha=0.85$ in the total scale, and $\alpha=0.76$ in the WE subscale and $\alpha=0.74$ in the WC subscale. In this study they were found as $\alpha=0.86$ in the total scale, and

$\alpha=0.73$ in the WE subscale and $\alpha=0.77$ in the WC subscale. The responses given to the scale were five point Likert type, ranging from “completely disapprove (1 point)” to “surely approve (5 points)”. The minimum score is 14 and the maximum score is 70 in DUWAS-TR. High scores received from the scale refer to high level of workaholism.

Ethical considerations

Official permissions were received from the directorships of hospitals in order to conduct the study. Additionally, ethical approval was received from the University Clinical Trials Ethics Committee (Date: 06.05.2014, Decision number:A-06).

RESULTS

Characteristics of nurse managers

The majority of the nurse managers participating in the study were women (98.8%), graduates of nursing undergraduate program (42.8%) and below the age of 40 (52.0%). They mostly worked at the public hospitals (83.2%). While their duration of experience within the institutions was averagely 18.25 (SD 0.66) years, their duration of working as a nurse manager was averagely 9.57 (SD 0.59) years.

Narcissistic personality characteristics, loneliness at work and workaholism levels of the participants

It was determined that the participants received total scores ranging between 0 and 11 in NPI-15, 16 and 59 in LAWS, and 21 and 67 in DUWAS-TR. The nurse managers received low scores from the Narcissistic Personality Inventory, a score below the mean in loneliness at work scale, and a score higher than the mean in DUWAS-TR workaholism scale (Table 1).

Table 1: Internal consistency coefficients and total mean scores of the scales

Scales	Number of items	Cronbach's α	Minimum	Maximum	Mean	Standard Deviation
NPI-15	15	0.653	0	11	3.83	(2.54)
LAWS	16	0.868	16	59	33.73	(7.52)
• ED	9	0.839	9	34	19.51	(4.91)
• SC	7	0.759	7	26	14.22	(3.55)
DUWAS-TR	14	0.862	21	67	48.74	(8.21)
• WE	8	0.728	12	38	27.13	(4.73)
• WC	6	0.767	9	29	21.61	(3.85)

NPI-15, Narcissistic Personality Inventory Short form; LAWS, Loneliness at Workplace Scale; ED, emotional deprivation; SC, social companionship; DUWAS-TR, Turkish version of Dutch Work Addiction Scale, WE, Working Excessively; WC, Working Compulsively.



Characteristic properties affecting the narcissistic personality characteristics, loneliness at work and workaholism levels of the participants

This part involves findings including comparison the mean scores received by the participants from the scales according to the characteristic features of the participants.

There was a statistically advanced significant difference between the groups ($P=0.008$; $z:2.638$) when the mean total scores received by the participants from NPI-15 according to the sector they worked in were compared with the Mann Whitney U test in independent groups, and it was determined that the nurse managers working in the private sector received higher scores in the inventory (Table 2).

Table 2:The comparison of the participants’ average scores from NPI-15 according to sectors

NPI-15	Public Sector (n=144)		Private Sector (n=29)	
	Mean	SD	Mean	SD
	3.60	2.46	4.97	2.65
Test and significance		Z=2.638 p=0.008*		

* $p < 0.01$

NPI-15, Narcissistic Personality Inventory Short Form
SD, Standard Deviation

In the comparisons made in terms of age group ($P=0.01$; $t=2.546$) and the employed sector ($P=0.05$; $U=2.574,500$), a statistically significant difference was found between the groups, whereas an advanced significant difference was found in the comparisons made according to the duration of employment in the institution ($P=0.001$; $F=7.620$) and years of working as a manager ($P=0.008$; $t=4,957$). According to the results of the analysis, the managers aged 40 and below

obtained higher scores than those aged 41 and above; those with 5 years and less experience obtained higher scores than those with 6 years and more experience; those working in private sector had higher scores than those working in public; and those working in the institutions for 10 years and less had higher scores than those working for 11 years and longer (Table 3).

Table 3:The comparison of the participants’ average scores from LAWS according to age, sectors, total working and managerial experience

* $p < 0.05$; ** $p < 0.01$

LAWS	n	ED		SC		Total		
		Mean	SD	Mean	SD	Mean	SD	
Age	≤40 years old	90	20.36	4.72	14.76	3.54	35.11	7.42
	≥41 years old	83	18.60	4.98	13.64	3.50	32.24	7.39
Test and significance		t=2.378 p=0.02*		t=2.086 p=0.04*		t=2.546 p=0.01*		
Sectors	Public	144	19.32	5.13	13.86	3.43	33.18	7.59
	Private	29	20.48	3.52	16.00	3.68	36.48	6.64
Test and significance		U=2.435,500 p=0.156		U=2.643,500 p=0.02*		U=2.574,500 p=0.05*		
Total work experience in hospital	≤10 years	40	21.12	4.22	15.37	2.79	36.49	6.12
	11-20 years	63	19.95	4.70	14.60	3.74	34.56	7.59
	≥21 years	67	19.52	4.91	14.22	3.55	33.73	7.52
Test and significance		F=5.716 p=0.004**		F=6.193 p=0.003**		F=7.620 p=0.001**		
Total working time as manager	≤5 years	73	20.93	4.77	14.81	3.58	35.74	7.40
	6-10 years	46	18.61	3.13	14.24	3.01	32.85	5.54
	≥11 years	54	18.37	5.85	13.41	3.84	31.78	8.55
Test and significance		F=5.569 p=0.005**		F=2.454 p=0.089		F=4.957 p=0.008**		

LAWS, Loneliness at Work Scale; ED, emotional deprivation; SC, social companionship
SD, Standard Deviation

It was found that only the years of employment as a manager created a statistically significant difference in subscale of working compulsively and total scale ($P=0.04$; $F=3.289$). As a result of the Tukey HSD analysis, it was specified that this difference was because the nurse managers employing for 5 years and less received higher scores than nurses employing as a manager for 11 years and more (Table 4).

**Table 4 :** The comparison of the participants' average scores from DUWAS-TR according to total working time as manager

DUWAS-TR	≤5 years (n=73)		6-10 years (n=46)		≥11 years (n=54)	
	Mean	SD	Mean	SD	Mean	SD
WE	28.06	4.52	26.80	4.38	26.15	5.14
WC	22.21	3.46	22.11	3.37	21.61	3.85
Total	50.26	7.58	48.91	7.44	46.54	9.26
Test and significance	F=2.717 p=0.069		F=4.117 p=0.02*		F=3.289 p=0.04*	

*p < 0.05

DUWAS-TR, Turkish version of Dutch Work Addiction Scale, WE, Working Excessively; WC, Working Compulsively SD, Standard Deviation

Correlation between narcissistic personality characteristics, loneliness at work and workaholism

The correlation could not be examined because it was determined that a linear relationship was not present between the variables in the distribution chart examined before the correlation analysis.

DISCUSSION

Narcissistic personality characteristics

It is observed that there are correlational studies (Clark et al. 2010, Nevicka et al. 2011b, Yıldız-Öncer, 2012) conducted between organisational performance, workaholism, organisational trust, and organisational citizenship behaviour etc. with different sample groups concerning the narcissistic personality in the literature. For this reason, the results of this study were discussed with results of similar studies conducted on sample other than nurses. For instance, in the study conducted by Farzianpour et al. (2012), with managers in Iran, 18.2% of the senior managers, 16.7% of the operational managers, and 5.1% of the middle level managers displayed high level of narcissistic characteristics. In another study conducted in Iran in order to examine the correlation between self-confidence and job satisfaction among the managers, it was found that 34.5 % of the managers had medium self-confidence, 33% had high self-confidence and 32.5% had low self-confidence (Farzianpour et al. 2014). In our study, the scores received by the nurse managers from the narcissistic personality inventory were low, which displays similarity with the literature.

It was found that the mean scores received from the NPI did not create any statistically significant correlation with the age group, educational level, total duration of employment in the institution and the duration of employment as a manager. While Farzianpour et al. (2012) did not found any significant difference in the comparison made in the narcissism scores of managers based on the age groups, they determined a significant difference based on managing positions and educational level. In our study, it was determined that the NPI mean scores of the nurse managers showed a statistically significant difference according to the employed sector, and the managers working in the private sector received higher scores from the inventory. Here, the fact that the employees accept the authority of the nurse managers working in the private sector hospitals more might

have been effective. This result can make us consider that the nurse managers working in the private sector were more effectively managing their workplace environment and therefore are fuller of themselves.

Loneliness at work

In this study, the mean score received by the nurse managers from LAWS a lower than the scale mean. In a study conducted with three separate samples by Wright (2012), the workplace loneliness of managers and non-managers was compared and the loneliness scores of the managers were observed to be below the scale mean, which is similar in this study.

A statistically significant correlation was found between the total mean scores obtained by the participants from LAWS in accordance with the age group and employed sector; whereas, an advanced significant difference was found according to the total duration of employment in the institution and the years of employment as a manager. According to the results of the analysis, it was determined that those aged 40 and below, having 5 years and less experience, working in the private sector and working in their respective institutions for 10 years and less had higher scores than others. Different results present in the literature on the correlation between age and loneliness at work. Some studies have determined no significant correlation between the scores received from the loneliness at work scale according to age groups (Wright, 2012). On the other hand, in the study conducted by Yılmaz and Altınok (2009) with the school principals, it was indicated that the feelings of loneliness became different at a significant level according to the variable of years of employment. In the same study, some possible factors such as feeling a stranger toward the school in the first years of managing, difficulties in being accepted by the other staff members in the school, the unacceptance for the implementation of new policies and approaches in the school may trigger the feeling of loneliness of school principals. While some studies have found a significant difference between years of occupational employment and loneliness (Yılmaz-Altınok, 2009), others have not found a significant difference.



Workaholism

In our study, the mean scores received by the nurse manager from DUWAS-TR were slightly higher than the scale mean. Andreassen et al. (2014) indicated that 8.3% of the Norwegian workforce were workaholic. In a study conducted with a sample group that included nurses in a public hospital in Turkey, the workaholism level of the employees was found to be at middle level (İnce et al. 2015).

No statistically significant difference was found between the groups within the comparisons made according to mean scores received from DUWAS-TR and its subscales, and the variables of the nurses' age group, educational level, employed sector and total years of employment in the institution. Similarly, in the study by İnce et al. (2015), it was found that no significant difference was created by the variables such as age, gender, marital status, educational level, position and years of employment for the workaholism behaviours of the health employees.

In this study, the difference was found between the workaholism mean scores only according to the duration of employment as a manager and it was found that nurses working as a manager for five years or less had higher scores than nurses working as a manager for 11 years and more in the Working Compulsively subscale and the whole scale. Here, this might be due to the fact that those working as a manager for a shorter time were more enthusiastic and work-oriented.

Another independent variable, for which the participants displayed a difference on mean scores received from DUWAS-TR was the sector employed. It was found that nurse managers working in the private sector hospitals had higher workaholism scores. In a study conducted in Romania, similarly, the DUWAS-TR Workaholism scale scores of the private sector employees were significantly higher (Butucescu-Uscătescu, 2013). Here, it can be thought that factors such as the fact that managers working in the private sector earn more, have more workload and accountability, and have longer work hours than the public sector might be effective. Similar to our study; concerning the longer working hours within the scope of the behavioural field of workaholism, in the studies conducted by Harpaz and Snir (2006). It was found that managers working in the private sector worked for longer hours.

Limitations

The fact that this study was limited to four hospitals in the province of Istanbul prevents the generalisation of the study's results.

Conclusions

The nurse managers received low scores from the NPI, a score slightly lower than the mean from the loneliness at work scale and a slightly higher than the mean from the DUWAS-TR workaholism scale.

While a significant correlation was found between the type of institution employed, narcissistic personality characteristics and scores of loneliness at work, it was the only variable having a significant difference in the narcissistic personality. In the performance evaluation interviews, healthy communication and healthy working habits of nurses managers working as a manager for five years and less should be taken into account more.

Moreover, despite the intention to examine analyze the correlation between narcissistic personality characteristics, loneliness at work and workaholism no correlation was sought in the study due to the fact that no linear relationship was found between the variables. In the future studies, the correlation between these characteristics should be retested in different sample groups.

Relevance to clinical practice

The personality traits of the managers affecting the organisational behaviour have a direct effect on the employees' performances and organisational outputs in different sectors. It is important to determine the personality characteristics of the nurse managers those affect management of nursing care negatively in healthcare organisations.

The nurse managers working in the private sector displayed more narcissistic personality characteristics compared to those working in the public sector. It was found that, nurse managers at a younger age, with less experience and working in the private sector, experienced more loneliness at work than more experienced ones and working in the public sector. Preventive applications such as education programmes and networks for the loneliness at work experiences can be developed for young and less experienced nurse managers.

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