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**Special Issue  
“EHMA 2023 Abstract Book”**

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**[Introduction to the Special Issue](#)**

Prof. Sandra C. Buttigieg, Prof. Americo Cicchetti

**Abstracts in the Special issue**

**[Experiencing and witnessing disruptive behaviours towards nurses in COVID-19 teams, patient safety and errors in care](#)**

Dr Gillie Gabay, Dr Sigal Shfran-Tikva, Prof Avi Kluger, Ms Liron Asraf

**[Towards sustainable health workforces: the roles of governance, planning and data](#)**

Dr Gareth H Rees, Mr Cris Scotter, Dr Rosemary James, Mr Levan Samadashvili

**[Workplace ostracism undermines work well-being in healthcare](#)**

Ms Sirpa M. Manninen, Prof Sanna Laulainen, Prof Timo Sinervo, Mr Samuli Koponen

**[Utilising dormant workforce talent: developing, supporting & integrating multinational doctors in England through the medical support worker \(MSW\) programme, a sustainable workforce initiative](#)**

Dr William Sacre, Dr Rachel Rajadurai, Mr Thomas Kearney, Dr Ivan Trotman, Mr Manraj Dignpal, Dr Celia Ingham Clark

**[A realist review of the international literature demonstrating how governance and decision-making during the 2008 financial crisis impacted health workforce resilience for COVID-19 and future health system shocks](#)**

Dr Padraic Fleming, Dr Louise Caffrey, Dr Sara VanBelle, Dr Sarah Barry, Dr Sara Burke, Ms Jacki Conway, Dr Rikke Siersbaek, Mr David Mockler, Prof Steve Thomas

**[The role of governance modes in dealing with complexity of healthcare systems: evidence from three regions in Italy](#)**

Dr Natalia Oprea, MSc Gianmario Cinelli, MSc Michela Bobini, Prof Francesco Longo, Prof Mario Del Vecchio

**Nursing homes and considerations on person-organisation fit theory to improve the recruitment and retainment of health workforce**

MSC RN Lorena Martini, MSC RN Luigi Apuzzo, Dr Irene Gabutti, MSC RN Daniele Pandolfi, MD Domenico Mantoan

**The family or community nurse: definition of the staffing standard to involved by 2027**

MSC RN Maddalena Iodice, MSC RN Marica Scotellaro, MSC RN Lorena Martini, Ms Mimma Cosentino, MD, PhD Alice Borghini, MD Domenico Mantoan

**Exploring the potential of community health workers to address future health system challenges in Romania**

Dr Marius-Ionuț Ungureanu, Ms. Monica Georgiana Brînzac, Prof. Cătălin Ovidiu Baba

**Are community hospitals the next (door) big thing in France?**

Pr Nicolas Sirven, Dr Catherine Keller

**REACHING OUT: a global peer support framework to sustain the primary care workforce in a burnout crisis**

Mr Yunis Fazaldin, Ms Aminah Hussan, Ms Maya Satheeskaran, Mr Hajin Dho, Avishek Basu, Mr Samir Tariq, Dr Maria T Farkas

**How to deal with the technostress in healthcare professionals? A balanced model between competencies and behavioural traits**

Ms Alessandra Pernice, Dr Luca Giorgio, Dr Federica Morandi, Prof Americo Cicchetti

**Employee voice: encouraged speaking-up reflecting on job satisfaction**

Ms Eva Krenyacz, Mrs Agnes Devecsery, Mr Zsolt Molnar-Gallatz

**Junior Doctors' perception on the emerging and pressing issues on healthcare in Europe**

Dr Alvaro Cerame, Dr Ellen Mccourt, Dr Francisco Ribeiro

**Do I have to share my “precious” knowledge? The role of physicians’ narcissism and commitment in the knowledge sharing practices**

Dr Simona Leonelli, Dr Federica Morandi, Prof Fausto Di Vincenzo

**Clinicians’ perception of their work environment and resource staffing adequacy and their relation with well-being and care-related factors: reports from the Magnet4Europe baseline survey**

Prof Walter Sermeus, Mr Simon Dello, Ms Dorothea Kohlen, Dr Luk Bruyneel, Prof Matthew McHugh, Prof Linda Aiken

**Migrant healthcare workers and exacerbating inequalities during the COVID-19 pandemic: what to learn from international experiences on health systems?**

Dr Ellen Kuhlmann, Dr Marius-Ionuț Ungureanu, M.sc. Monica Brinzac, Prof Alexandra Dopfer-Jablonka

# Do I have to share my “precious” knowledge? The role of physicians’ narcissism and commitment in the knowledge sharing practices

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## Background

Knowledge sharing within healthcare organisations is necessary since peer discussion is fundamental for solving complex clinical cases.

Knowledge sharing allows to share best practices, to create knowledge, and to learn opportunities (Bartol & Srivastava, 2002; Harb et al., 2021; Surve & Natarajan, 2015). However, knowledge sharing determinants are unclear, except for the debate about the role of technical and social aspects of organisations (Kim et al., 2020). In contrast, there are just little shreds of evidence about the impact of individual characteristics (Harb et al., 2021). In order to fill this gap, we intend to explore how personality traits, in particular narcissism, affect the knowledge-sharing behaviour among physicians and besides that how organisational commitment mediates this relationship.

According to Gentile et al. (2013), narcissism consists of three aspects: Leadership/Authority (LA), Grandiose Exhibitionism (GE), and Entitlement/ Exploitativeness (EE).

## Methods

In order to answer our research questions, we collected primary data through an online questionnaire administered in the last quarter of 2020. Our sample was composed of 115 physicians. Data were analysed using the partial least square technique, using Smart-PLS software.

## Results

Physicians scoring high levels of LA don't share their knowledge because it helps them to maintain supremacy. In the second case, physicians scoring high levels of EE are more likely to share their knowledge, but only because this elevates them as gurus. GE shows a negative but not significant relationship. LA shows a positive and significant relationship with organisational commitment, while GE is negative. Acting as a leader pushes individuals to be more empathic regarding the organisation. At the same time, for those characterised by high levels of GE, the focus remains on the self. Finally, results show that organisational commitment is positively related to knowledge-sharing behaviour, but it fully mediates only the relationship between physicians' GE and knowledge-sharing behaviour. Physicians characterised by high levels of GE negatively affect knowledge-sharing through the full mediation of organisational commitment (Figure 1).

## Implications

Organisations with a low knowledge sharing degree should pay attention to individual traits and organisational variables such as commitment.