Exploring the Influence of Toxic Leadership Behavior in Nursing Organizations within Hospital Settings: An Integrative Review

Windri Dewi Ayu[1], Arni Wianti[1], Aat Agustini[1], Hera Hijriani[1] and Halimatusyadiah[2*]

[1] Fakultas Ilmu Kesehatan, Universitas Yayasan Pendidikan Imam Bonjol Majalengka, Indonesia
[1] STIKes Budi Luhur Cimahi, Indonesia

Correspondence:

Jl. Gerakan Koperasi No.003, Majalengka Wetan, Kec. Majalengka, Kabupaten Majalengka, Jawa Barat 45411.

windri.ners@gmail.com

Abstract: Toxic leadership in nursing organizations has emerged as a significant concern due to its negative impact on nurses' well-being, job satisfaction, patient safety, and overall quality of care. While many scholars highlight its harmful consequences, some argue that the term "toxic leadership" may oversimplify complex organizational and interpersonal dynamics, potentially overlooking contextual factors that influence leadership behaviors. This integrative review aims to examine the influence of toxic leadership behavior in nursing organizations and synthesize current evidence regarding its impact on nurses, organizational culture, and patient outcomes. An integrative review approach was employed using literature from PubMed, Scopus, Google Scholar, and ResearchGate. Studies focusing on toxic leadership among nurse leaders and its organizational consequences were screened and analyzed thematically. Research conducted in various countries including the United States, Canada, Australia, the United Kingdom, China, Korea, and the Philippines consistently shows that toxic leadership contributes to decreased job satisfaction, heightened burnout, increased turnover intention, compromised patient safety, and a deteriorating organizational climate. These effects extend beyond individual nurses and can negatively influence team performance and care quality. Toxic leadership behavior in nursing organizations poses substantial risks to both staff and patient outcomes. Addressing this issue requires organizational strategies that promote healthy leadership styles, psychological safety, and supportive work environments. Future studies should focus on designing and evaluating interventions that reduce toxic leadership behaviors and strengthen positive, evidence-based leadership practices in nursing.

Keywords: toxic leadership, nursing management, organizational behavior, patient safety, health care quality

1. Introduction

Toxic leadership behavior is a growing concern in nursing organizations, and its impact on nurse job outcomes and patient care quality has been recognized . Toxic leadership behavior in nursing organizations is a significant concern impacting nurse job outcomes and

patient care quality. Research has shown that toxic leadership behaviors can lead to nurse silence (Abdelaliem & Zeid, 2023). Conversely, humble leadership can enhance proactive work behavior among nurses (El-Gazar et al., 2022). The presence of toxic cultures like bullying in healthcare settings can create fear and negatively affect the work environment (Alharbi et al., 2023). Nurse leaders play a crucial role in fostering safety culture and improving patient care outcomes (Harton & Skemp, 2022). Developing emotional intelligence and communication skills among nursing leaders can enhance nursing productivity (Geun & Park, 2019). It is essential for nurse leaders to focus on transformational leadership styles and structural empowerment to improve work-related well-being among nurses (Niinihuhta et al., 2022). Overall, addressing toxic leadership behaviors and promoting positive leadership styles are vital for ensuring optimal job outcomes and patient care quality in nursing organizations.

Toxic leadership behavior refers to the actions and behaviors of leaders that are detrimental to the well-being and performance of their subordinates. Toxic leadership behavior, encompassing actions like bullying and intimidation, significantly impacts nurses' job outcomes and patient care quality. Studies have shown that toxic leadership practices lead to increased job stress, absenteeism, and turnover intention among nurses (Labrague et al., 2020). Addressing toxic leadership behaviors is crucial as they can create fear and hostility in the work environment, negatively affecting organizational performance (Abdelaliem & Zeid, 2023). Nurse leaders play a pivotal role in fostering safety culture and improving patient care outcomes (Harton & Skemp, 2022). Developing emotional intelligence and communication skills among nursing leaders can enhance nursing productivity and job satisfaction. Overall, promoting positive leadership styles and addressing toxic behaviors are essential for ensuring optimal outcomes in nursing organizations.

Genuine leadership, managerial assistance, and unwavering high-quality performance by clinical leaders are crucial for enhancing healthcare quality and safety(Abdelaliem & Zeid, 2023).To mitigate the adverse impact on patient care outcomes, it is essential to confront toxic leadership and foster constructive leadership styles, such as transformational leadership (Perkins et al., 2020). Maladaptive leadership behavior in nursing organizations can lead to inadequate adherence to nursing procedures, resulting in reduced care quality and increased risk of adverse events. The correlation between nursing managers' leadership styles and nurses' job stress and anticipated turnover significantly influences the quality of nursing care and patient satisfaction. Pishgooie et al. (2018) executed the study, Occupational stress can adversely affect the quality of nurse care, patient happiness, and the overall service quality of healthcare companies. Moreover, it is essential to cultivate a safety culture by removing impediments for nurse leaders to prevent adverse events and maintain a high standard of care quality (Perkins et al., 2020).

Moreover, fostering psychological empowerment and modest leadership may mitigate the impact of toxic leadership on proactive work behavior and job satisfaction among nurses (Renolen et al., 2019). Establishing a supportive leadership environment is essential for alleviating nurse burnout and enhancing overall healthcare results. Nurses subjected to toxic leadership behaviors are more susceptible to emotional weariness, depersonalization, and diminished personal success (Puni & Hilton, 2020). Recognizing the adverse impact of toxic leadership on nurses' emotional health enables healthcare organizations to adopt policies that foster a constructive work atmosphere and assist nurses in providing superior patient care.By confronting toxic leadership behaviors and fostering good leadership practices, businesses can cultivate a healthier work environment for nurses, thereby mitigating burnout and enhancing overall well-being.Toxic leadership behavior in nursing organizations adversely affects nurse job outcomes and significantly impacts patient outcomes and care quality. The literature underscores the significance of mitigating toxic leadership behaviors and fostering positive leadership practices within nursing organizations to cultivate a healthier work environment (Abdelaliem & Zeid, 2023; Fowler et al., 2021; El-Gazar et al., 2022; Edgar et al., 2021; Zappalà & Toscano, 2020). Organizations can alleviate nurse burnout, enhance job satisfaction, and improve patient outcomes and care quality by promoting open communication,

eradicating toxic leadership practices, boosting psychological empowerment, improving safety attitudes, and endorsing ethical leadership.

Abdelaliem & Zeid (2023) proposed that nurse managers should exhibit humility to enhance nurses' psychological empowerment and proactive workplace behaviors, thereby benefiting both staff and the organization. Underscored the significance of positive safety cultures for optimal patient and staff outcomes. Demonstrated that endorsing ethical leadership can improve workers' work attitudes and foster an organizational service climate (Zappalà & Toscano, 2020). Although much data indicates that toxic leadership adversely affects nurse work outcomes and patient care quality, it is essential to acknowledge the counterargument that toxic leadership may not consistently yield negative consequences.Certain researchers contend that the influence of toxic leadership on nursing job outcomes may be exaggerated, asserting that additional factors, including organizational culture, workload, and personal coping strategies, significantly contribute to job satisfaction, stress levels, and turnover intentions among nurses. They assert that although toxic leadership can create a difficult work environment, its impact may be alleviated by other supportive elements inside the organization.

There is a perspective that emphasizes the possible advantages of a specific level of assertiveness and decisiveness demonstrated by toxic leaders. They contend that in high-stress healthcare environments, prompt and resolute decision-making may be imperative to guarantee patient safety and optimize treatment delivery (Wei et al., 2019). This viewpoint implies that properly managing the intricacies of healthcare environments may require finding a middle ground between forceful leadership and toxic behavior. Although the current body of literature mostly emphasizes the adverse effects of toxic leadership, it is crucial to take into account these contrasting perspectives in order to get a more thorough comprehension of the intricate nature of leadership behavior in healthcare environments. This viewpoint offers valuable insights into the possible constraints of only attributing negative results to toxic leadership conduct and advocates for a more comprehensive strategy to tackling leadership difficulties in nursing organizations.The significance of this research lies in its ability to draw attention to the possible drawbacks and divergent viewpoints surrounding the effects of toxic leadership in nursing organizations (Labrague, 2020). The purpose of this research is emphasizes how important it is to conduct additional study to fully understand the complex nature of toxic leadership and how it interacts with other organizational elements.In order to enhance patient outcomes and the standard of care given in nursing organizations, this study also highlights the significance of nurse managers cultivating positive leadership practices.

2. Materials and Methods

Data collection

This integrative review used a comprehensive search strategy to identify relevant studies from electronic database as PubMed, ResearchGate, Scopus, and Google Scholar .The search strategy included keywords such as "leader" AND "leadership" AND "Behaviour" AND "nursing" AND "toxic leadership" find 1149 documents ."The inclusion criteria for the review were studies that specifically examined toxic leadership behaviors among nurse managers and their impact on nurse-reported adverse events and quality of care and find 435 documents year of the articles range 2019-2025, Subject Area Nursing and Health Profession. The research identified 139 English language documents through focused search. After reviewing the abstracts found 43 articles and after read hole of articles the most relevant to this study were selected 28 articles.

Several nations, including Arab countries, Italy, Korea, China, the USA, and the UK were featured in the chosen articles. Also Egypt, the Philippines, Canada, Australia, and South Africa were also cited as nations included in those writings. Germany and France were similarly noted as being among the represented countries. Additionally mentioned were Finland and Sweden

while Denmark and Norway appeared in the selected articles. The inclusion of Australia and New Zealand was also observed. The United States stood out as having the highest representation in these articles followed closely by the United Kingdom.
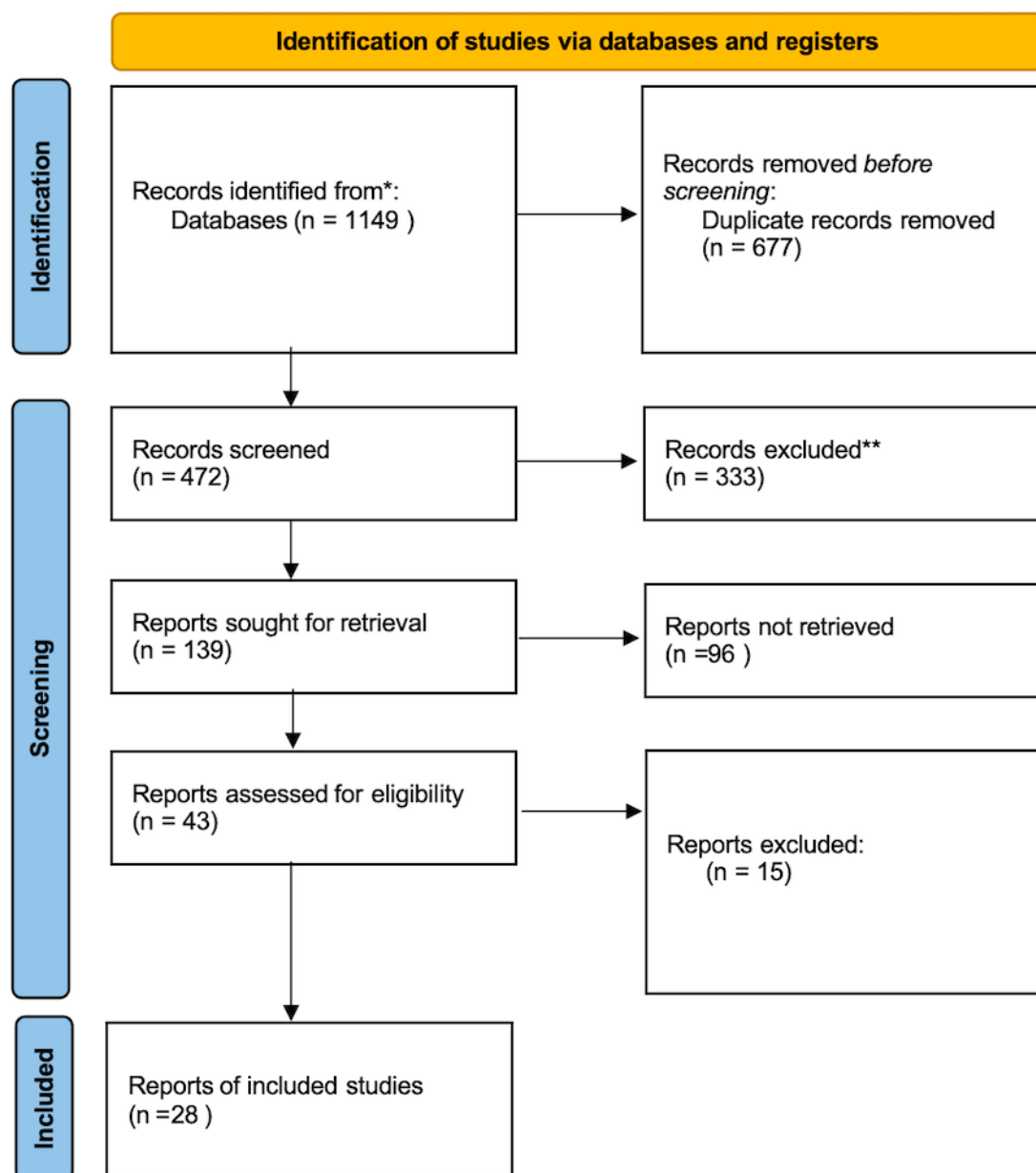
Figure 1. PRISMA Flowchart of data extraction and selected studies

3. Results and Discussion

Implications for Nursing management

Toxic leadership behavior in nursing management significantly affects the overall outcomes and performance of the organization. Research has shown that the harmful leadership behaviors displayed by nurse managers can lead to adverse consequences and a decline in the standard of care provided in medical units (Labrague, 2020). Addressing toxic leadership practices in healthcare settings is crucial for reducing the occurrence of adverse incidents and enhancing the quality of care (Labrague, 2020). Additionally, the detrimental impact of toxic leadership on the intention of nurse

managers to quit their job can be mitigated via the use of organizational solutions, such as well-crafted transition programs (Labrague, 2020). Nurse managers have a vital role in creating a work environment that fosters support, robust work ethics, and an ethical work culture. Consequently, this results in higher nurse retention rates, increased job satisfaction, and enhanced patient care quality (Elliethey, 2024). Therefore, it is essential for nursing management to give priority to developing positive leadership techniques and successfully addressing harmful behaviors to ensure optimal organizational outcomes and high-quality patient care.

The existing literature offers a comprehensive and intricate viewpoint on toxic leadership in healthcare settings, particularly in nursing organizations. While many studies emphasize the negative impact of toxic leadership behaviors on adverse events reported by nurses and the quality of care, it is important to do deeper investigation into the root causes that contribute to these behaviors and their interactions with other organizational elements. The precise definition of toxic leadership is subject to varying interpretations, and its perception can be influenced by cultural and organizational factors. This subjectivity underscores the need for a more nuanced understanding of leadership behaviors and their effects within the specific context in which they occur. By recognizing that toxic leadership is influenced by unique conditions, we can gain a valuable understanding of the limitations of only attributing unfavorable outcomes to toxic leadership behavior. Moreover, it emphasizes the importance of considering divergent viewpoints in order to successfully address leadership challenges in nursing organizations..

Table 1 Studies included in the review

	Author	Study objectives	Study design	Outcome measured	Region
1.	Bishop Mills (2018)	Investigate types and managers' leadership styles on the perception of workplace bullying in hospital settings.	Observational study	Chance of being picked on Transformational Leadership.	Southern United States
2.	Deborah-J Stilgenbauer(2019)	Compare the level of innovation across different leadership positions.	Cross-sectional descriptive design with comparisons across groups	Examine the levels of innovativeness among nurse executives, clinical directors, and nurse managers.	United States
3.	Lacross(2022)	Leadership behaviors among nurse manager succession planning.	quasi-experimental and correlational design	Perceived readiness of participants to transition into nurse manager roles and their demonstrated leadership behaviors	Midwest United States
4.	Aditya Simha (2023)	Ethical climates affect nurses' intentions to leave their jobs.	The study design is a cross-sectional survey research	The impact of ethical climateson nurses' desire to leave their job, with trust in their organisation serving as a mediator.	India
5.	Miriam Bender (2018)	Implementation and progression of the	Pattern matching case study design	Preventing missed care, proactively	Southwest US

		care model in practical healthcare environments.	using mixed methods.	addressing errors, and having a clear vision for implementing CNL workflow.	
6.	Jalal Alharbi (2023)	Find out How senior and junior mental health nurses feel about HR and organizational governance.	Observational, cross-sectional.	Discussing bullying as a concern for HR managers.	Saudi Arabia
7.	Elina Laukka (2022)	Find out what nurse leaders and digital service makers think about AI's	Descriptive Qualitative Study	Perceptions of nurse leaders and digital service developers regarding the future role of artificial intelligence (AI).	Finland
8.	Elzana Odzakovic (2023)	Affects clinical practice and to push for racism to be taught as a social determinant in nursing programs.	Qualitative, descriptive design.	The intricacy of employee quiet and voice in healthcare settings.	Sweden
9.	Lisa Harton (2022)	Safety culture perceived by medical-surgical nurse leaders.	qualitative descriptive study	The importance of nursing leaders in influencing the safety culture.	Midwestern United States
10.	Salvatore Zappalà (2020)	Confirm the Ethical Leadership Scale (ELS).	Cross-sectional study	Validation of the Ethical Leadership Scale (ELS).	Italy
11.	Xueqin Guo (2018)	Examine the detrimental leadership conduct exhibited by nurse managers.	Cross-sectional study	Examines the adverse leadership conduct exhibited by nurse leaders.	Hubei, China
12.	Bret Lyman (2020)	Precisely define and describe organizational learning in hospitals.	Concept analysis study using Walker & Avant's methode	Capability for adopting new practices or technologies.	USA
13.	Jønsson, T (2020)	Assess the efficacy of utilizing FLNL.	qualitative analysis of open-ended postsurvey items	Nurse Managers Skills associated with managing relationships and influencing behaviors	United Kingdom
14.	Sallie J Weaver (2018)	Understanding of shared mental models	Mixed-methods	Recognition and understanding of team members, both formal	Mid-Atlantic

	between frontline staff and leaders.		and informal leaders within nursing units, as well as senior hospital administrators.	region of the US
15. Albert Puni (2020)	Different aspects of authentic leadership affect the quality of patient care in Ghanaian nursing.	Cross-sectional	Patient care quality	Ghana
16. Xueqin Guo (2019)	Bad leadership behavior from nurse managers and figure out what causes it.	Cross-sectional study	Examines the negative leadership behavior exhibited by nurse leaders, as viewed by nurses.	China
17. Milja Niinihuhta (2022)	Correlation between the work-related well-being of nurse leaders and the transformational leadership style.	Cross-sectional observational study	Process of providing individuals with the resources, support, and authority they need to perform their job effectively.	Finland
18. Joanne Cleary-Holdforth (2022)	Nursing leaders and advocates of evidence-based practice through educational initiatives.	pre-experimental pilot study with longitudinal data collection	Organisational Culture and Readiness for Evidence-Based.	Kingdom of Saudi Arabia
19. Jordan Tovera Salvador (2022)	perspectives to nursing leaders in order to assist in the well-being of nurses.	Descriptive phenomenological study	Experienced by registered nurses, with a focus on themes like the risks to healthcare professionals' physical and mental health	Saudi Arabia
20. J E Anderson (2019)	Examine the correlation between perceived teamwork and the quality of care.	Mixed methods design	highlighting leadership as a key factor in predicting perceived care quality.	United Kingdom
21. Hossain Amir (2018)	Analyze the leadership styles of managers, assess the levels of job stress and projected turnover among Iranian nurses.	Correlational cross-sectional study	Work-related stress (JS) and expected employee turnover (ATN)	Iran
22. Cathleen Aspinall (2021)	Examining the intersectionality of	pre-experimental	The influence of overlapping social	New Zealand

	nursing leadership within the social environment.		constructs on nurses assuming leadership roles.	
23. Hyo Geun (2019)	Examine the factors that influence nursing productivity among clinical nurses.	cross-sectional design	Nursing productivity	Korea
24. Joanne Cleary-Holdforth (2022)	Analyze the advantages, difficulties, and potential for progress in promoting evidence-based practice.	Pre-experimental study	The OCRSIEP survey was used to examine the organizational culture.	Kingdom of Saudi Arabia
25. Olga Lainidi (2023)	Examine measurement of employee voice in the healthcare industry.	Literature review of quantitative studies.	Prominent potential involvement in specialized medical care	Finland
26. El-Gazar (2022)	Correlation between the modest leadership style of nurse managers and the psychological empowerment of nurses.	Descriptive cross-sectional study.	Psychological empowerment promotes proactive behavior in the workplace.	Egypt
27. Agnes Higgins (2019)	Implement the evidence-based practice aspect of their employment.	Qualitative design	Active participation in evidence-based practice.	Ireland
28. Mariann E Hisel (2020)	Examine work engagement levels among distinct generational cohorts of registered nurses.	Non-experimental causal comparative survey design	Work engagement levels among registered nurses of different age groups.	Canada

Strategies Implications for Nursing Management: The findings of this study have significant implications for nursing management

Toxic leadership behaviors among nurse managers have been found to have detrimental effects on nurses and patient care outcomes. These behaviors are associated with adverse events, poor quality of care, job dissatisfaction, increased stress levels, and higher turnover intentions among nurses (Labrague, 2020). Furthermore, empowering leadership, self-efficacy, and innovative behavior have been linked to nurses' agency in distributed leadership, suggesting the importance of fostering these qualities in nurse management practices (Zhao & Xia, 2018). Humble leadership, affective commitment, and job embeddedness have been shown to influence nurses' voice behavior positively, indicating that promoting these factors can enhance communication and engagement

among clinical nurses (Lee & Dahinten, 2021). Additionally, strategies to foster nurse resilience have been identified as simple and practical approaches that can be implemented effectively in various nursing settings to combat burnout and promote well-being among nurses (Jønsson et al., 2021).

Transformational leadership at the unit level has been shown to increase empowerment and engagement among nurse staff, emphasizing the pivotal role of leadership in shaping organizational culture and employee outcomes (García-Sierra & Castro, 2018). Authentic leadership behaviors have been highlighted as crucial for nurse managers, indicating the need for leadership development programs to enhance authentic leadership practices among nurse leaders(Hisel, 2020; El-Gazar et al., 2022). Addressing turnover intention among nurse managers requires organizational measures such as structured transition programs to retain experienced and skilled nursing leadership within healthcare institutions(Connolly et al., 2018). The findings of various studies provide valuable insights into strategies and implications for nursing management Prioritizing engagement strategies and leading with humility can increase nurses' psychological empowerment and proactive behaviors at work, positively impacting both staff and the organization (Fowler et al., 2021;Laukka et al., 2022). It is essential for managers to focus on factors influencing job satisfaction, safety culture, and organizational learning to enhance recruitment and retention of nursing staff (Stilgenbauer & Fitzpatrick, 2019; Higgins et al., 2019; Boamah et al., 2018).

Organizations must remove barriers for nurse leaders to develop and lead a safety culture effectively, while supporting transformational leadership to strengthen work-related well-being and structural empowerment of nurse leaders (Harton & Skemp, 2022; Niinihuhta et al., 2022). New strategies are necessary for managing resources and improving patient outcomes, emphasizing the importance of effective leadership practices in healthcare settings (Stilgenbauer & Fitzpatrick, 2019; Higgins et al., 2019; Boamah et al., 2018). Establishing principled and benevolent climates can reduce turnover intentions and build trust within the organization (Cleary-Holdforth et al., 2022). Developing educational programs to increase nurses' competencies in emotional intelligence, communication skills, and organizational commitment can enhance nursing productivity (LaCross et al., 2019; Renolen et al., 2019). Shared leadership responsibilities and transformational practices are crucial for bringing cultural change to clinical spaces and addressing issues like bullying, burnout, and depersonalization among nurses (Simha & Pandey, 2020). Zappalà & Toscano (2020) introduce a scale to assess ethical leadership in healthcare settings. Pishgooie et al. (2018) Discuss the correlation between nursing managers' leadership styles and nurses' job stress and turnover. Mills et al. (2018) offer suggestions for leaders to enhance nursing communication and address workplace bullying. Østergaard et al. (2020) highlight the significance of families in nursing care. Fassarella et al. (2019) provide insights into organizational safety culture in a hospital setting, which can guide nursing leaders in advancing safety practices

Suggestions for Implementation This integrated analysis examines the impact of toxic leadership behavior inside nursing organizations

Numerous studies have been undertaken to examine the impacts of toxic leadership behavior on nursing practice and organizational performance within nursing organizations. Toxic leadership, defined by behaviors that compromise the welfare of individuals and organizations, correlates with adverse effects including job stress, absenteeism, turnover intention, and diminished job satisfaction among nurses (Zaghini et al., 2020). Toxic leadership can obstruct open communication and cultivate a culture of silence among nurses, ultimately affecting organizational performance (Abdelaliem & Zeid, 2023). In contrast, transformational leadership practices are associated with favorable outcomes, including heightened job satisfaction and reduced turnover intention among nurses (Renolen et al., 2019; Shuman et al., 2018; Cleary-Holdforth et al., 2022) . Furthermore, research indicates that counterproductive work behaviors are common in nursing and can adversely affect nursing-sensitive outcomes and the quality of care delivered by nurses (Parr et al., 2020). Consequently, it is imperative for nurse leaders to confront such behaviors and foster a culture of

ethical leadership to enhance organizational citizenship behavior among nurses (Aloustani et al., 2020). Assessing organizational culture and preparedness for evidence-based practice can provide critical insights for nurse managers to promote evidence-based practice across several levels. Effective communication, along with nurse manager succession planning and leadership development programs, has been recognized as techniques to enhance leadership abilities and preparedness for leadership positions among nurses (LaCross et al., 2019; Bond et al., 2022).

Guo (2023) notes the lack of research on factors influencing toxic leadership practices from nurses' perspectives, indicating a gap in understanding the elements shaping such behaviors. Studies by Aspinall et al. (2021) and Salvador et al. (2022) emphasize the importance of addressing issues like bullying, burnout, and depersonalization in nursing through effective human resource management and governance practices. These studies stress the need for creating supportive and empowering environments to enhance the well-being of nursing staff and improve patient care quality.In contrast, transformational leadership practices have shown positive effects, including increased job satisfaction and decreased turnover intention among nurses. Leaders who demonstrate transformational behaviors can establish a supportive work environment that nurtures trust, ethical climates, and empowers nurses to engage in proactive work behaviors (Simha & Pandey, 2020; El-Gazar et al., 2022) .By taking concrete steps to foster a supportive work environment and enhance patient care outcomes, nurse managers can contribute to the overall well-being of the nursing staff and the quality of care provided.

Future Research Directions

Future research directions in the field of nursing leadership and evidence-based practice Higgins et al. (2019) recommend investigating the interplay between social dynamic context factors and implementation strategies to promote the uptake of evidence-based practices. Additionally, Renolen et al. (2019) highlight the importance of engaged opinion leaders, implementation leaders, or champions collaborating with leader teams to influence the success of evidence-based practice implementation. Research by Bond et al. (2022) emphasizes the need to develop innovative leadership development programs to enhance the student experience in clinical learning environments. Aspinall et al. (2021) shed light on the impact of intersectionality on nursing leadership and empowerment, indicating the necessity to understand how social constructions influence pathways to leadership.

Lyman et al. (2018) call for further research to advance the science of organizational learning in hospitals, indicating a need for continuous improvement in this area. Additionally, Perkins et al. (2020) reveal that specific leadership roles, such as being a mentor, director, and monitor, contribute to higher job satisfaction among nurses. This underscores the importance of leadership behaviors in enhancing job satisfaction and retention among nursing staff. Understanding the experiences of nurse leaders with safety culture, as explored by (Harton & Skemp, 2022) can also provide valuable insights for enhancing leadership practices in promoting patient safety. Understanding the impact of emotional intelligence, communication, and organizational commitment on nursing productivity among nurses, as studied by (Geun & Park, 2019) can provide valuable insights into enhancing nursing workforce productivity.

Discussion

The impact of toxic leadership behavior in nursing organizations is a critical area of concern that requires thorough investigation and action. Toxic leadership, characterized by actions that undermine the well-being of individuals and organizations, has been associated with negative outcomes such as job stress, absenteeism, turnover intention, and reduced job satisfaction among nurses. These detrimental effects can hinder not only the well-being of the nursing staff but also the overall organizational performance and patient care outcomes.

To combat toxic leadership behavior, it is essential for nurse managers to proactively promote positive leadership behaviors and practices within nursing organizations. Strategies for Implementing Positive Leadership Behaviors To effectively promote positive leadership behaviors and practices within nursing organizations, nurse managers can implement the following strategies:

1.   Leadership Development Programs, Establishing leadership development programs can help nurture and enhance the leadership skills of nursing staff. These programs can include mentorship opportunities, training in transformational leadership practices, and workshops on effective communication and conflict resolution. Encouraging Open Communication, Creating a culture of open communication within the nursing team can help in addressing concerns, fostering collaboration, and improving overall team dynamics. Nurse managers can encourage regular feedback sessions and establish platforms for open discussions.

2.   Supportive Work Environment, Fostering a supportive work environment is essential for promoting positive leadership behaviors. Nurse managers can prioritize creating an environment that values the well-being of the nursing staff, recognizes their contributions, and supports a healthy work-life balance.

3.   Mentorship and Coaching, Implementing mentorship and coaching programs can provide nurses with the guidance and support they need to thrive in their roles. Nurse managers can pair experienced nurses with newer staff members to offer guidance, share knowledge, and provide support.

4.   Recognition and Appreciation, Acknowledging and appreciating the efforts of the nursing staff can significantly contribute to a positive work culture. Nurse managers can implement recognition programs, celebrate achievements, and regularly express gratitude for the hard work of the nursing team. By implementing these strategies, nurse managers can create a conducive environment for positive leadership behaviors, ultimately contributing to the well-being of the nursing staff and the quality of patient care.

In addition to these aspects, the development of educational programs to enhance nurses' competencies in emotional intelligence, communication skills, and organizational commitment is essential. This not only improves nursing productivity but also contributes to a more cohesive and supportive work environment, which is crucial in addressing issues such as bullying, burnout, and depersonalization among nurses. Embracing a holistic leadership approach in nursing can contribute to the development of a supportive and empowering organizational culture, The multifaceted nature of healthcare environments necessitates a comprehensive understanding of the intricate interplay between leadership, organizational culture, and evidence-based practice. integrating emotional intelligence into leadership frameworks emerges as a crucial avenue for nurturing a supportive and empathetic work environment. Recognizing and comprehending the emotions of oneself and others can foster stronger interpersonal connections, thereby enhancing communication, conflict resolution, and overall team dynamics. Therefore, nurse managers should delve deeper into the realms of holistic leadership, incorporating various dimensions that extend beyond traditional leadership paradigms.

Limitation
The scope of this paper is limited to an integrative review of existing literature, providing a comprehensive overview of the influence of toxic leadership behavior in nursing organizations. Due to the nature of the study design, the findings may be subject to publication bias, as the review is primarily based on published studies. Additionally, the current research landscape is dynamic, with ongoing studies exploring various aspects of leadership in healthcare settings.

4. Conclusions

By embracing a holistic leadership approach, nurse managers can cultivate a supportive and empowering organizational culture that prioritizes the well-being of nursing staff and the delivery of high-quality patient care. Integrating emotional intelligence into leadership frameworks is recognized as a crucial avenue for nurturing a supportive and empathetic work environment, ultimately influencing the satisfaction and performance of nursing staff. As nurse leaders continue to explore and implement strategies to enhance leadership practices, the potential for positive impact on organizational culture and patient outcomes remains significant. Moving forward, the pursuit of promoting positive leadership behaviors and evidence-based practice will benefit from ongoing research and a commitment to continuous improvement within nursing organizations. Overall, it is evident that toxic leadership behavior has a negative influence on nursing organizations.Toxic leadership behavior creates a detrimental work environment characterized by high turnover rates, reduced job satisfaction, and decreased employee well-being. future research should further explore the effects of toxic leadership behavior on patient outcomes and care quality, as well as identify effective strategies to prevent and address toxic leadership within nursing organizations.

References

Abdelaliem, S. and Zeid, M. (2023). The relationship between toxic leadership and organizational performance: the mediating effect of nurses' silence. BMC Nursing, 22(1). https://doi.org/10.1186/s12912-022-01167-8

Alarcão, A., Santana, R., Pelloso, S., & Carvalho, M. (2018). Relationship between leadership, bullying in the workplace and turnover intention among nurses. Journal of Nursing Management, 27(3), 535-542. https://doi.org/10.1111/jonm.12708 Grubaugh, M. and Flynn, L. (2018). Relationships among nurse manager leadership skills, conflict management, and unit teamwork. Jona the Journal of Nursing Administration, 48(7/8), 383-388. https://doi.org/10.1097/nna.0000000000000633

Alharbi, J., Pont, S., Tee, S., & Maxwell, S. (2023). The role of human resource management and governance in addressing bullying, burnout and the depersonalization of junior and senior psychiatric nurses in saudi arabia. International Journal of Mental Health Nursing, 32(4), 1171-1177. https://doi.org/10.1111/inm.13159

Aloustani, S., Atashzadeh-Shoorideh, F., Zagheri-Tafreshi, M., Nasiri, M., & Barkhordari-Sharifabad, M. (2020). Association between ethical leadership, ethical climate and organizational citizenship behavior from nurses' perspective: a descriptive correlational study. BMC Nursing, 19(1). https://doi.org/10.1186/s12912-020-0408-1

Aspinall, C., Jacobs, S., & Frey, R. (2021). The impact of intersectionality on nursing leadership, empowerment and culture: a case study exploring nurses and managers' perceptions in an acute care hospital in aotearoa, new zealand. Journal of Clinical Nursing, 30(13-14), 1927-1941. https://doi.org/10.1111/jocn.15745

Boamah, S., Laschinger, H., Wong, C., & Clarke, S. (2018). Effect of transformational leadership on job satisfaction and patient safety outcomes. Nursing Outlook, 66(2), 180-189. https://doi.org/10.1016/j.outlook.2017.10.004

Bond, C., Stacey, G., Charles, A., Westwood, G., & Hearn, D. (2022). In nightingale's footsteps: a qualitative analysis of the impact of leadership development within the clinical learning environment. Journal of Nursing Management, 30(7), 2715-2723. https://doi.org/10.1111/jonm.13732

Cleary-Holdforth, J., Leufer, T., Baghdadi, N., & Almegewly, W. (2022). Organizational culture and readiness for evidence-based practice in the kingdom of saudi arabia: a pre-experimental study. Journal of Nursing Management, 30(8), 4560-4568. https://doi.org/10.1111/jonm.13856

Connolly, M., Jacobs, S., & Scott, K. (2018). Clinical leadership, structural empowerment and psychological empowerment of registered nurses working in an emergency department. Journal of Nursing Management, 26(7), 881-887. https://doi.org/10.1111/jonm.12619

Edgar, D., Middleton, R., Kalchbauer, S., Wilson, V., & Hinder, C. (2021). Safety attitudes build safety culture: nurse/midwife leaders improving health care using quantitative data. Journal of Nursing Management, 29(8), 2433-2443. https://doi.org/10.1111/jonm.13444

Elliethey, N. (2024). Work ethics and its relationship with workplace ostracism and counterproductive work behaviours among nurses: a structural equation model. BMC Nursing, 23(1). https://doi.org/10.1186/s12912-024-01785-4

El-Gazar, H., Zoromba, M., Zakaria, A., Abualruz, H., & Abousoliman, A. (2022). Effect of humble leadership on proactive work behaviour: the mediating role of psychological empowerment among nurses. Journal of Nursing Management, 30(7), 2689-2698. https://doi.org/10.1111/jonm.13692

Fassarella, C., Silva, L., Camerini, F., & Barbieri-Figueiredo, M. (2019). Indicador organizacional da cultura de segurança em um hospital

Fowler, K., Robbins, L., & Lucero, A. (2021). Nurse manager communication and outcomes for nursing: an integrative review. Journal of Nursing Management, 29(6), 1486-1495. https://doi.org/10.1111/jonm.13324

Frasier, N. (2019). Preparing nurse managers for authentic leadership. Jona the Journal of Nursing Administration, 49(2), 79-85. https://doi.org/10.1097/nna.0000000000000714

García-Sierra, R. and Castro, J. (2018). Relationships between leadership, structural empowerment, and engagement in nurses. Journal of Advanced Nursing, 74(12), 2809-2819. https://doi.org/10.1111/jan.13805

Geun, H. and Park, E. (2019). Influence of emotional intelligence, communication, and organizational commitment on nursing productivity among korean nurses. Journal of Korean Academy of Community Health Nursing, 30(2), 226. https://doi.org/10.12799/jkachn.2019.30.2.226

Guo, X. (2023). Status and influencing factors of nurses' perception of toxic leadership behavior: a cross-sectional study. Journal of Nursing Management, 2023, 1-8. https://doi.org/10.1155/2023/7711237

Halcomb, E., Bird, S., McInnes, S., Ashley, C., & Huckel, K. (2020). Exploring job satisfaction and turnover intentions among general practice nurses in an australian primary health network. Journal of Nursing Management, 29(5), 943-952. https://doi.org/10.1111/jonm.13230

Harton, L. and Skemp, L. (2022). Medical–surgical nurse leaders' experiences with safety culture: an inductive qualitative descriptive study. Journal of Nursing Management, 30(7), 2781-2790. https://doi.org/10.1111/jonm.13775

Higgins, A., Downes, C., Varley, J., Doherty, C., Begley, C., & Elliott, N. (2019). Evidence-based practice among epilepsy specialist nurses in the republic of ireland: findings from the sense study. Journal of Nursing Management, 27(4), 840-847. https://doi.org/10.1111/jonm.12747

Hisel, M. (2020). Measuring work engagement in a multigenerational nursing workforce. Journal of Nursing Management, 28(2), 294-305. https://doi.org/10.1111/jonm.12921

Jønsson, T., Bahat, E., & Barattucci, M. (2021). How are empowering leadership, self-efficacy and innovative behavior related to nurses' agency in distributed leadership in denmark, italy and israel?. Journal of Nursing Management, 29(6), 1517-1524. https://doi.org/10.1111/jonm.13298

Labrague, L. (2020). Influence of nurse managers' toxic leadership behaviours on nurse-reported adverse events and quality of care. Journal of Nursing Management, 29(4), 855-863. https://doi.org/10.1111/jonm.13228

Laukka, E., Hammarén, M., & Kanste, O. (2022). Nurse leaders' and digital service developers' perceptions of the future role of artificial intelligence in specialized medical care: an interview study. Journal of Nursing Management, 30(8), 3838-3846. https://doi.org/10.1111/jonm.13769

Lee, S. and Dahinten, V. (2021). Psychological safety as a mediator of the relationship between inclusive leadership and nurse voice behaviors and error reporting. Journal of Nursing Scholarship, 53(6), 737-745. https://doi.org/10.1111/jnu.12689

Mills, C., Keller, M., Chilcutt, A., & Nelson, M. (2018). No laughing matter: workplace bullying, humor orientation, and leadership styles. Workplace Health & Safety, 67(4), 159-167. https://doi.org/10.1177/2165079918811318

Morse, V. and Warshawsky, N. (2021). Nurse leader competencies. Nursing Administration Quarterly, 45(1), 65-70. https://doi.org/10.1097/naq.0000000000000453

Niinihuhta, M., Terkamo-Moisio, A., Kvist, T., & Häggman-Laitila, A. (2022). Nurse leaders' work-related well-being—relationships to a superior's transformational leadership style and structural empowerment. Journal of Nursing Management, 30(7), 2791-2800. https://doi.org/10.1111/jonm.13806

Oducado, R. (2019). Leader empowering behaviors and psychological empowerment as perceived by young hospital staff nurses: a pilot study. Jurnal Ners, 14(1), 47-54. https://doi.org/10.20473/jn.v14i1.15056

Parr, J., Teo, S., & Koziol-McLain, J. (2020). A quest for quality care: exploration of a model of leadership relationships, work engagement, and patient outcomes. Journal of Advanced Nursing, 77(1), 207-220. https://doi.org/10.1111/jan.14583

Perkins, R., Bamgbade, S., & Bourdeanu, L. (2020). Nursing leadership roles and its influence on the millennial psychiatric nurses' job satisfaction and intent to leave. Journal of the American Psychiatric Nurses Association, 29(1), 15-24. https://doi.org/10.1177/1078390320979615

Pishgooie, A., Atashzadeh-Shoorideh, F., Falcó-Pegueroles, A., & Lotfi, Z. (2018). Correlation between nursing managers' leadership styles and nurses' job stress and anticipated turnover. Journal of Nursing Management, 27(3), 527-534. https://doi.org/10.1111/jonm.12707

Puni, A. and Hilton, S. (2020). Dimensions of authentic leadership and patient care quality. Leadership in Health Services, 33(4), 365-383. https://doi.org/10.1108/lhs-11-2019-0071

Renolen, Å., Hjälmhult, E., Høye, S., Danbolt, L., & Kirkevold, M. (2019). Creating room for evidence-based practice: leader behavior in hospital wards. Research in Nursing & Health, 43(1), 90-102. https://doi.org/10.1002/nur.21981 Shuman, C., Powers, K., Banaszak-Holl, J., & Titler, M. (2018). Unit leadership and climates for evidence-based practice implementation in acute care: a cross-sectional descriptive study. Journal of Nursing Scholarship, 51(1), 114-124. https://doi.org/10.1111/jnu.12452

Salvador, J., Alqahtani, F., Jarrar, M., Trinidad, M., Alvarez, M., Sanchez, K., … & Dorgham, S. (2022). The registered nurses amid covid-19 in saudi arabia: a descriptive phenomenological study. Nursing Open, 10(3), 1662-1671. https://doi.org/10.1002/nop2.1421

universitário. Revista Enfermagem Uerj, 27, e34703 https://doi.org/10.12957/reuerj.2019.34073

Wei, H., Roberts, P., Strickler, J., & Corbett, R. (2019). Nurse leaders' strategies to foster nurse resilience. Journal of Nursing Management, 27(4), 681-687. https://doi.org/10.1111/jonm.12736

Zaghini, F., Fiorini, J., Piredda, M., Fida, R., & Sili, A. (2020). The relationship between nurse managers' leadership style and patients' perception of the quality of the care provided by

nurses: cross sectional survey. International Journal of Nursing Studies, 101, 103446. https://doi.org/10.1016/j.ijnurstu.2019.103446

Zappalà, S. and Toscano, F. (2020). The ethical leadership scale (els): italian adaptation and exploration of the nomological network in a health care setting. Journal of Nursing Management, 28(3), 634-642. https://doi.org/10.1111/jonm.12967

Zhao, H. and Xia, Q. (2018). Nurses' negative affective states, moral disengagement, and knowledge hiding: the moderating role of ethical leadership. Journal of Nursing Management, 27(2), 357-370. https://doi.org/10.1111/jonm.12675

Zhou, X., Wu, Z., Liang, D., Jia, R., Wang, M., Chen, C., … & L, G. (2021). Nurses' voice behaviour: the influence of humble leadership, affective commitment and job embeddedness in china. Journal of Nursing Management, 29(6), 1603-1612. https://doi.org/10.1111/jonm.13306

Østergaard, B., Clausen, A., Agerskov, H., Brødsgaard, A., Dieperink, K., Funderskov, K., … & Konradsen, H. (2020). Nurses' attitudes regarding the importance of families in nursing care: a cross-sectional study. Journal of Clinical Nursing, 29(7-8), 1290-1301. https://doi.org/10.1111/jocn.15196