

## Supplementary Materials

Supplementary Tables S1–S2: Supporting Materials for the Measurement Model Assessment

### Related to:

Abouzeid, M. A. G., & Ibrahim, I. A. (2026). The role of psychological empowerment in linking paradoxical leadership to nurses' workplace thriving. *Nurse Media Journal of Nursing*, 16(1), 1–16. <https://doi.org/10.14710/nmjn.v16i1.79281>

**Supplementary Table S1.** Cross-loadings matrix of items of reflective lower-order constructs

	SO	DC	UI	RF	CA	M	SD	C	I	L	V
SO1	0.739	0.284	0.326	0.396	0.280	0.272	0.310	0.336	0.350	0.311	0.376
SO2	0.753	0.284	0.328	0.385	0.335	0.346	0.328	0.365	0.336	0.387	0.407
SO3	0.835	0.372	0.436	0.409	0.373	0.411	0.347	0.377	0.345	0.458	0.452
SO4	0.741	0.329	0.438	0.396	0.328	0.293	0.301	0.269	0.313	0.309	0.385
SO5	0.791	0.327	0.366	0.344	0.332	0.296	0.315	0.324	0.310	0.358	0.488
DC1	0.260	0.718	0.260	0.393	0.366	0.177	0.196	0.270	0.140	0.320	0.292
DC2	0.376	0.810	0.401	0.449	0.408	0.393	0.277	0.335	0.320	0.358	0.403
DC3	0.306	0.747	0.335	0.320	0.324	0.230	0.209	0.228	0.213	0.359	0.317
DC4	0.295	0.751	0.348	0.346	0.309	0.233	0.226	0.260	0.203	0.355	0.319
UI1	0.404	0.368	0.758	0.529	0.496	0.455	0.344	0.412	0.374	0.498	0.444
UI2	0.362	0.344	0.778	0.500	0.433	0.457	0.359	0.375	0.392	0.421	0.390
UI3	0.352	0.287	0.712	0.441	0.394	0.393	0.340	0.267	0.331	0.373	0.414
UI4	0.318	0.317	0.729	0.410	0.424	0.334	0.337	0.316	0.312	0.388	0.465
UI5	0.367	0.340	0.708	0.415	0.367	0.288	0.416	0.256	0.342	0.314	0.377
RF1	0.395	0.421	0.516	0.813	0.564	0.482	0.407	0.421	0.394	0.606	0.514
RF2	0.378	0.401	0.448	0.769	0.467	0.344	0.287	0.410	0.306	0.457	0.445
RF3	0.387	0.378	0.485	0.726	0.427	0.344	0.387	0.371	0.299	0.437	0.410
RF4	0.372	0.339	0.472	0.760	0.472	0.395	0.332	0.366	0.334	0.552	0.468
CA1	0.341	0.351	0.465	0.466	0.783	0.404	0.342	0.411	0.287	0.492	0.514
CA2	0.344	0.356	0.437	0.488	0.743	0.413	0.371	0.335	0.222	0.403	0.446
CA3	0.265	0.341	0.385	0.454	0.739	0.384	0.354	0.406	0.231	0.479	0.439
CA4	0.345	0.366	0.459	0.511	0.766	0.463	0.356	0.473	0.389	0.491	0.529
M1	0.363	0.343	0.514	0.446	0.440	0.847	0.485	0.359	0.406	0.464	0.491
M2	0.391	0.295	0.470	0.473	0.494	0.872	0.465	0.427	0.339	0.472	0.470
M3	0.274	0.223	0.289	0.335	0.417	0.734	0.396	0.486	0.443	0.427	0.495
SD1	0.329	0.186	0.405	0.386	0.375	0.515	0.852	0.408	0.478	0.410	0.414
SD2	0.366	0.267	0.394	0.382	0.343	0.430	0.825	0.416	0.527	0.329	0.449
SD3	0.351	0.308	0.420	0.397	0.457	0.440	0.843	0.380	0.381	0.433	0.466
C1	0.331	0.213	0.330	0.357	0.428	0.407	0.418	0.814	0.483	0.398	0.426
C2	0.386	0.356	0.411	0.436	0.470	0.451	0.448	0.825	0.432	0.478	0.501
C3	0.334	0.305	0.334	0.439	0.407	0.366	0.283	0.783	0.374	0.407	0.469
I1	0.337	0.281	0.432	0.403	0.309	0.413	0.446	0.435	0.869	0.367	0.428
I2	0.370	0.244	0.368	0.322	0.309	0.407	0.469	0.395	0.862	0.344	0.419
I3	0.403	0.254	0.433	0.407	0.363	0.413	0.504	0.539	0.867	0.461	0.508

	SO	DC	UI	RF	CA	M	SD	C	I	L	V
L1	0.353	0.384	0.477	0.547	0.570	0.470	0.408	0.466	0.339	0.766	0.547
L2	0.387	0.331	0.376	0.479	0.494	0.454	0.348	0.415	0.395	0.805	0.526
L3	0.426	0.383	0.454	0.547	0.523	0.452	0.426	0.450	0.429	0.836	0.557
L4	0.381	0.435	0.441	0.535	0.433	0.399	0.325	0.420	0.363	0.806	0.512
L5	0.331	0.267	0.397	0.552	0.400	0.402	0.325	0.338	0.259	0.727	0.398
V1	0.342	0.377	0.452	0.457	0.512	0.399	0.394	0.441	0.301	0.443	0.732
V2	0.484	0.414	0.463	0.484	0.524	0.435	0.371	0.445	0.372	0.534	0.777
V3	0.388	0.211	0.418	0.478	0.428	0.421	0.407	0.418	0.392	0.477	0.796
V4	0.443	0.352	0.403	0.447	0.519	0.538	0.455	0.437	0.469	0.509	0.781
V5	0.445	0.347	0.450	0.455	0.474	0.468	0.414	0.490	0.487	0.528	0.775

**Supplementary Table S2.** Cross loadings matrix of items of reflective higher-order constructs

Variables	PL	PE	WT
SO	0.716	0.534	0.565
DC	0.694	0.417	0.498
UI	0.815	0.608	0.614
RF	0.851	0.607	0.703
CA	0.814	0.613	0.692
M	0.616	0.806	0.628
SD	0.554	0.800	0.549
C	0.595	0.796	0.613
I	0.521	0.787	0.540
L	0.719	0.633	0.904
V	0.723	0.698	0.911

*Abbreviation.* PL=paradoxical Leadership; SO = Combining Self-Centeredness with Other-Centeredness; DC = Maintaining Both Distance and Closeness; UI = Treating Subordinates Uniformly While Allowing Individualization; RF = Enforcing Work Requirements While Allowing Flexibility; CA = Maintaining Decision Control While Allowing Autonomy; PE=Psychological Empowerment; M = Meaning; SD = Self-Determination; C = Competence; I = Impact; WT: Workplace Thriving; L = Learning; V = Vitality.