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A QUALITATIVE ANALYSIS OF AUTHENTIC LEADERSHIP IN HEALTHCARE ADMINISTRATION AND ITS OUTCOMES ON HEALTHCARE WORKERS

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ÖZET

SAĞLIK YÖNETİMİNDE OTANTIK LIDERLIĞIN NITELIKSEL BIR ANALIZI VE BUNUN SAĞLIK ÇALIŞANLARI ÜZERINDEKI SONUÇLARI

Sağlık hizmetlerinin etkili bir şekilde sunulması güçlü bir yönetim gerektirir ve bu yalnızca yöneticiler otantik ve gerçek olduğunda mümkündür. Bu sadece bir özellik değil, bir liderlik tarzıdır. Otantik liderlik çok sayıda akademisyenin dikkatini çekmiş ve literatürde önem kazanmıştır. Bu araştırmanın temel amacı samimiyet, güvenilirlik ve etik davranış gibi otantik liderlik nitelikleri ile sağlık hizmeti sağlayıcısının refahı, üretkenliği, iş tatmini ve hastalara sağlanan bakım kalitesi üzerindeki etkileri arasındaki ilişkiyi incelemektir. Araştırmada nitel bir metodoloji kullanıldığı için sağlık birimlerinin farklı birimlerinde lider olarak görev yapan personelle çeşitli görüşmeler yapılmıştır. Bu araştırma için amaçlı örnekleme yöntemi kullanılmıştır. Amaçlı örnekleme, önceden belirlenmiş kriterlere göre seçilen katılımcılardan bilgi almak anlamına gelir. Veri analizinin bir kısmı NVivo kullanılarak, bir kısmı ise manuel olarak yapılmıştır. Veriler kodlanmış ve temalara göre kategorize edilmiştir. Bu araştırmanın bulguları, otantik liderliğin sağlık çalışanlarının iş katılımını artırabileceğini ve ayrıca hastalara kaliteli hizmetler sunulmasını sağlayarak daha yüksek hasta memnuniyeti ve hastane için daha fazla gelir elde edilebileceğini vurgulamaktadır.

Anahtar Kelimeler: Otantik Liderlik, Güven, şeffaflık, işe bağlılık, sağlık çalışanları

Tarih: 20/06/2024

ABSTRACT

A QUALITATIVE ANALYSIS OF AUTHENTIC LEADERSHIP IN HEALTHCARE ADMINISTRATION AND ITS OUTCOMES ON HEALTHCARE WORKERS

Efficient delivery of health care services requires strong management, and it is only possible when managers are authentic and true. And it is not just a trait but a leadership style. Authentic leadership has drawn the attention of numerous academics and grown an importance within the literature. The main objective of this research is to examine the association between authentic leadership qualities, including sincerity, trustworthiness, and ethical behaviour, and their effect on healthcare provider's well-being, productivity, job satisfaction, and the quality of care provided to patients. As the study employs a qualitative methodology, various interviews were conducted with the personnel working as leaders in different departments of healthcare units. A purposive sampling method was used for this research. Purposive sampling means getting information from the selected participants based on predetermined criteria. Some of the data analysis was done using NVivo, and some was done manually. The data were coded and categorized into themes. The findings of this research highlight that authentic leadership can enhance the work engagement of healthcare workers and provide quality services to patients, which leads to higher patient satisfaction and more revenue for the hospital.

Keywords: Authentic Leadership, Trust, transparency, work engagement, healthcare workers

Date: 20/06/2024

ABBREVATIONS

EPI: The Expanded Programme on Immunization

GDP: Gross Domestic Product

UNICEF: United Nations International Children's Emergency Fund

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1 INTRODUCTION

A healthcare system is a complex network comprising several professional groups, departments, and experts. Improvements are necessary to optimize service quality and productivity in the healthcare system. There is a significant deficiency of leadership within the present healthcare system. It is becoming more and more crucial for healthcare administration to influence healthcare professionals through their leadership behavior. In the current era, the health care professionals should acquire both clinical and management skills, with management being a crucial competency in the pursuit of improved skills management. Recognizing that being a leader is a competency rather than a position is essential.

The precise factors determining more effective and sustainable results are yet unknown, which leaves a vacuum in our understanding of how leadership may improve healthcare relationships. Furthermore, no single theory can be applied to create a productive workplace environment in healthcare sectors. In a hospital setting, the adoption of authentic leadership takes precedence over team members' dedication because they recognize their place in the hospital, creating an environment that benefits both administrators and healthcare team members (Maziero et al., 2020).

Confidence and occupational self-efficiency are enhanced when authentic leadership is practiced by health care management. Healthcare teams that perceive their leader as self-aware, open, moral, and involving the team in decision-making and ask them to report challenges they are facing are perceived to have more encouragement for professional practices like autonomy, influence over the practice, and collaboration between doctors and nurses, as well as access to information, resources, and opportunities for development and education (Read and Laschinger, 2015)

Authentic leaders are open and self-aware, as the word authenticity is embodied in the Greek proverb "Know Thyself," which was engraved in the ancient temple of Apollo at Delphi (Gardner et al., 2011). Socrates' emphasis on self-inquiry, when he contended that a life "unexamined" is not worth living, is an early allusion to authentic functioning. Following with an ethical perspective that concentrated on the quest of the "higher good" attained by self-realization when the soul's activity is in line with virtue to create a whole life was Aristotle (Polansky, 2014).

The primary objective of this study is to determine the significance of authentic leadership in healthcare administration and its impact on healthcare employees. It has been found that authentic leadership is perceived as a useful approach for healthcare organizations with particular respect to mindfulness, self-organization, ethical reasoning, and compassion (Dencev & Collister, 2010). However, only a few studies can provide information about these characteristics and the consequences for the healthcare administration, especially the health of the care-giving personnel. This study finds out the main defining parameters of authentic leadership, including the personal and teamwork – self-organization and self-reflection, interpersonal communication, ethical aspect, and overload at work. It focuses on work engagement and how it relates to other aspects such as job satisfaction, motivation, cooperation, exchange of knowledge and the well-being of clinical staffs.

Healthcare professionals experience several challenges that potentially hinder the quality of care and services they provide. These challenges may include burnout, low job satisfaction, decreased motivation, etc., which may lead to poor quality of care given to patients.

The post-COVID changes in healthcare services have made it more crucial than ever for doctors to improve their managerial and leadership abilities. In order to emphasize the development of hearing aids for users and employees, new managerial models and modern leadership theories must be promoted. Health demands are dynamic, making it necessary to assess if management and health services are sufficient and capable of developing dynamic strategies suitable for addressing those needs (Laschinger et al., 2013). In particular, in the national context, authentic leadership is seen as an original theory that needs to be applied for effective management of the health care system.

After COVID-19, it has been evidenced that healthcare personnel bear a heavy burden of increased workload, increased rates of burnout, compassion fatigue, and or increased risk of getting infected by the virus due to the pandemic (Hofmeyer et al., 2020). Thus, there is an issue with the health and efficiency of the healthcare workforce due to higher rates of burnout, anxiety, and depression among them.

To maximise clinical outcomes in various emergency and high-stress clinical scenarios, leadership and teamwork techniques have been employed. The effects of emotional exhaustion, traumatic stress, and wellbeing on medical professionals and

related patient outcomes have been studied by scholars and leaders. The pace of advancement has been somewhat slow given that a significant portion of the initial focus was on comprehending personal fatigue, determinants of wellbeing, and the influence of the healthcare environment (Kelly et al., 2021).

The importance of leadership in healthcare sectors is now being highlighted as an authentic leader is not only one who performs his duty well but also pays close attention to what challenges healthcare providers are facing during service delivery in order to improve the quality and care of health being provided.

This study aims to add to existing literature on leadership effectiveness and organizational well-being in healthcare settings by examining what constitutes authentic leadership in healthcare administration. This research investigates the linkage between authenticity as exemplified by transparency, honesty, ethical decision-making – and outcomes among healthcare workers. The objective of this research was to examine the connection between leadership practices and employee morale and productivity in the health sector through analysis of their association with authentic leadership qualities involving sincerity, trustworthiness, and ethical behavior. The main objective of this research is to examine the association between authentic leadership qualities, including sincerity, trustworthiness, and ethical behavior, and its effect on healthcare provider's well-being, productivity, job satisfaction, and quality of care provided to the patients.

Insights from this study aim to determine the effect that authentic leadership has on healthcare workers' well-being and performance indices such as job satisfaction, motivation, cooperation, and knowledge sharing, and their overall general well-being. Through these results, the researchers have the vision to determine the value of authentic leadership and the capacity for it to generate a positive climate for healthcare staff members. The reason why this research is important is that limited literature is available in this area, and it emphasizes the role and importance of leadership in health care administration.

The study aims to delve into the specific aspects of authentic leadership, such as self-awareness, relational transparency, ethical decision-making, and empathy, and examine how they manifest in the daily practices and interactions of healthcare administrators. As the study employs a qualitative methodology, the findings may be limited in their generalizability to a larger population due to the potential non-

representativeness of the sample size and selection criteria. The study relies on self-reported data from healthcare administrators and workers, which may be subject to bias and social desirability, potentially influencing the accuracy and completeness of the data.

Despite these limitations, the study provides valuable insights. Challenges faced by majority of healthcare providers such as low motivation, less job satisfaction and inability to perform well can be resolved by authentic and efficient leaders in health care management. The results of the study provide helpful recommendations for enhancing healthcare organizations' development of a higher level of authentic leadership and a better working environment for healthcare employees.

In the subsequent chapters, the researcher will provide insights into analytical leadership characteristics and their outcomes for healthcare workers and patients through existing studies in this chapter. Furthermore, the theoretical background and the healthcare system in Pakistan will be discussed. The definitions and theories of leadership and turnover in healthcare settings will be explained in this same chapter. The next chapter will describe research methodology, data collection, and sampling methods. In the following chapter, findings on the basis of themes, subthemes, and codes will be explained. In the final part of this study, a conclusion will be presented through the analyzed data, and in the discussion part, the analyzed data will be reviewed through previous studies.

2 LITERATURE REVIEW

In this chapter, the researcher will describe the background of authentic leadership in healthcare sectors and the healthcare system in Pakistan. Various definitions and theories of leadership will be provided, as well as outcomes of authentic leadership on healthcare workers from existing studies.

Researchers have become interested in authentic leadership within the past several years. A leader that can show that they can prioritize tasks in line with the demands of the circumstance or society, who can process information about feelings, goals, beliefs, and values, and who can change their leadership in line with their qualities is considered authentic. Authentic leaders are breaking down silos in healthcare organizations and leading to more integrated and patient-centred care. In fact, examples of the positive impact of authentic leadership are visible worldwide. In Scandinavian nations such as Sweden and Norway, authentic leadership is associated with high employee satisfaction levels and low turnover rates in healthcare settings, leading to improved patient outcomes and more effective health systems. For example, in the US authentic leadership has been linked with enhanced hospital performance and higher patient satisfaction scores. Authenticity is one quality of top performers within hospitals, including transparency or ethical behavior, among others. Likewise, even under-resourced developing countries may experience trust development through authentic leadership between community members and health care employees (Walumbwa et al., 2008).

Moreover, when leaders are perceived as real and dedicated to the welfare of a population, they foster improvements in public health initiatives through access to better health services. At times of crisis such as the COVID-19 pandemic, it is often authentic leaders who provide stability for organizations. They also ensure communication clarity that helps firms navigate difficulties successfully. Aside from this, their ability to maintain composure while showing compassion throughout these trying moments aids staffs' coping mechanisms during crisis periods (Junior et al., 2024). Authentic leadership can support the provision of high-quality patient care and sustainable development, two goals shared by many healthcare professionals.

In this background, the researcher discussed specifically healthcare in Pakistan, turnover in hospital settings among medical staff and impact of authentic leadership on healthcare workers.

2.1 HEALTHCARE IN PAKISTAN

Pakistan is a developing nation, so in order to meet the demands of its people, its healthcare system needs to be significantly improved. Numerous issues plague the nation's healthcare system, such as inadequate funding, a shortage of healthcare workers and facilities, a lack of emphasis on preventive treatment, and an uneven allocation of resources. Comprehensive policy analysis is necessary to address these issues, with an emphasis on boosting healthcare funding and distributing resources in an equitable manner. With a current population of 243,772, 596, Pakistan is a country with a distributed population of around 38.6% living in fast expanding urban areas and 61.18% in rural. There are three types of healthcare providers in Pakistan: public, private, and nonprofit. The government is in charge of providing all Pakistani residents with free healthcare, including free hospital care; yet, overall healthcare spending accounts for only 1.2% of the GDP. Basic Health Units are part of Public Health Service Centres, which are operational in every province in Pakistan. pharmacies, maternity and child health centres, sub-health centres, rural health centres, and tuberculosis centres (Sarhandi, 2024).

In comparison to 1,113 hospitals, 5,413 pharmacies, 5,571 basic health units, and 687 maternity and child health centres for 192 million people, there are around 1,142 hospitals, 5,499 pharmacies, 5,438 basic health units, and 671 maternity and child health centres. (2015 Health Policy Papers) Pakistan unhappily ranks 22nd in tuberculosis infections and 6th in endemic diseases like polio, indicating that the country suffers greatly from both communicable and non-communicable diseases. According to UNICEF, 306 wild poliovirus cases (86 percent of all cases recorded worldwide) were reported in Pakistan in 2014 from 44 districts, meaning that around 60,000 children are unable to receive vaccinations (Imran Ahmed 2020).

Authentic leadership can support the provision of high-quality patient care and sustainable development, two goals shared by many healthcare professionals. The Pakistani healthcare system experiences a high turnover of medical personnel for a variety of reasons that are covered in the background section below. As more patients with complex needs place increasing demands on healthcare workers, Pakistan's healthcare system is constantly advancing technologically. The evolution and modification of care

providers' expertise is an ongoing process. This place requires a high level of leadership in the healthcare industry (Kurji et al., 2016).

Pakistan's health care system has evolved from the medieval era, via primary health care, health for all, health systems strengthening, and improved health outcomes. Health system development, equitable risk and financial allocation, and population response to non-medical needs are its primary goals. Government can only lower devastating medical costs by the poor and underprivileged through an effective, accessible, and efficient public health system, given the declining spending on health care, growing private medical sector, and thriving pharmaceutical industry. The Pakistani health system will be strengthened by intersectoral cooperation, community involvement, social protection, fair resource distribution, people-centric health policy, development of the health workforce, evidence-based health information system, and quality assurance of necessary medications (Mashhadi et al., 2016).

Pakistan's national health policy began its journey with a limited emphasis on curative services at the time of independence. Following the Alma Ata Declaration, the focus of health care switched to primary care, and the government changed the infrastructure extensively to support primary care services. As a result, Primary health care services are now available to every urban resident, while 70% of rural residents live within 5 kilometres of a health facility. All facets of health, including mental, social, and physical health, were included in the 1990 national health strategy in an effort to enhance quality of life (Kurji et al., 2016). Various partnerships and health programs have been initiated by the government of Pakistan.

2.1.1 Millennium Development Goals

Pakistan has demonstrated its consistent commitment to attaining the Millennium Development Goals through the various measures it has undertaken in the past several years. In addition, the government began developing the Term Development Framework 2005–10 and Vision 2030, which include seven themes: population welfare, health and nutrition interventions, basic and higher education, sustainable development, and poverty reduction (Pakistan Millennium Development Goals Report 2005).

2.1.2 Partnership with Public and Private Sectors

Following its 2002 participation in Millennium development programs, the Pakistani government was the first in the world to form a nationwide public-private partnership to attain the Millennium Development Goals. The United Nations Development Program, civil society organizations, and individual funders from Pakistan and elsewhere collaborated on this project. The Health Care Extension Program provided community education and training to local healthcare providers. Numerous instances exist where public-private partnerships have shown great success, such as the National Tuberculosis Control Program, family planning initiatives, and the school feeding program that was introduced in 29 of the most impoverished rural districts (Shaikh et al., 2010).

As more patients with complex needs place increasing demands on healthcare workers, Pakistan's healthcare system is constantly advancing technologically. The evolution and modification of care providers' expertise is an ongoing process. This place requires high leadership in the healthcare industry (Kurji et al., 2016).

2.1.3 Government Vertical Programs

The National Maternal and Child Health Program, the Lady Health Worker's Program, the Expanded Program on Immunization, Information Education and Communication Campaign for the Use of Oral Rehydration Salt Packets in Case of Diarrhea, and Maternal and Child Health Care were among the vertical programs the Pakistani government planned with funding from abroad. These programs were implemented at all levels of the healthcare system.

The Expanded Program on Immunization was started in 1978 as a low-cost strategy to lower childhood illness-related morbidity and mortality. With support from the Global Alliance for Vaccines & Immunization, Pakistan implemented an expanded immunization program in 2001 that targeted six illnesses and included standard EPI with baby vaccination against Hepatitis B (Henderson, 1984).

The National Program for Family Planning and Primary Healthcare, which was launched in 1993–1994 with funding of 9 billion Pakistani rupees, was one of the other achievements of the Pakistani government. This is one of Pakistan's public health sector's

effective programs. The major objective of the program was to offer primary healthcare services, including family planning, to the underprivileged population, with a focus on women and children (Ali, 2000).

2.2 TURNOVER IN HOSPITAL SETTINGS AMONG MEDICAL STAFF

For the past ten years, there has been a scarcity of hospital healthcare professionals. This deficit is expected to worsen dramatically worldwide by 2020, with estimations as high as 25% in Switzerland and 29% in the USA. Three factors are contributing to the shortage: an aging population and an increase in the number of elderly people with chronic illnesses; an aging healthcare workforce with upcoming retirements; and the demanding workloads and stressful working conditions that make careers in healthcare less appealing to people in general (Janiszewski Goodin, 2003; Ruedin, 2009).

Numerous models provide thorough perspectives on turnover mechanisms and intent to stay, even in hospital-specific settings. These models take organizational, psychological, and work-related factors into account. According to the Conceptual Model of Intent to Stay, job satisfaction, organizational commitment, and job stress are examples of intervening variables that may indirectly affect intent to stay. These four types of determinants include management, organization, work, and person (Figure 2.1).

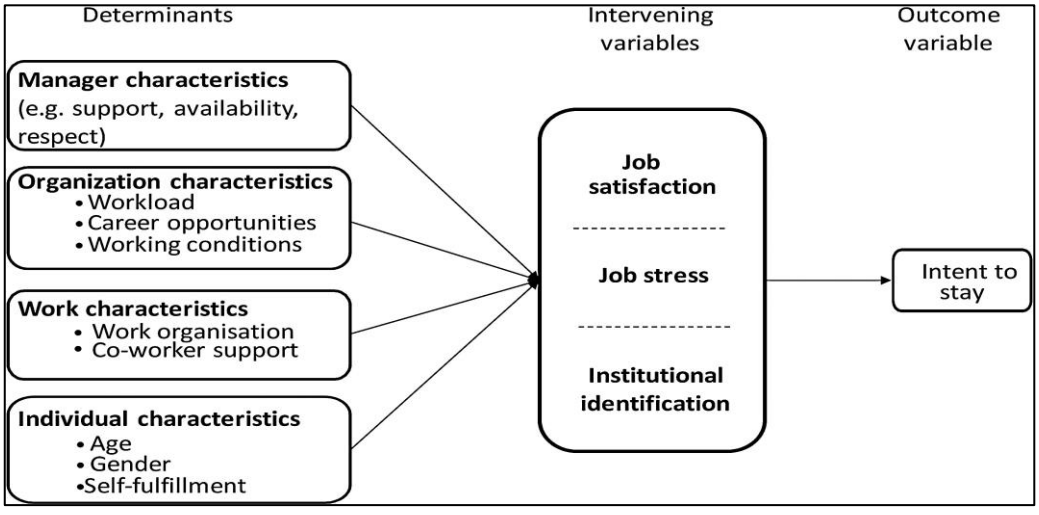

Figure 2.1 Conceptual Model of Intent to Stay (Boyle et al. 1999)

According to (Paquet et al., 2013), a positive and healthy work environment is associated with increased patient safety and healthcare professionals' well-being. This highlights the importance of the leader's role in fostering an optimistic work environment

within the healthcare system. The significance of the workplace perception of employees as an alternative for patient outcomes. Improving personnel outcomes like absenteeism seems to depend on our opinion of our immediate supervisor's ability to support our efforts by providing individualized, well-adjusted support.

2.3 IMPACT OF AUTHENTIC LEADERSHIP ON HEALTHCARE WORKERS

A problem for the corporate sector has always been a lack of ethics, values, morals, and integrity of leaders. Any organization would be losing a committed, happy, and involved employee; they are always assets. As the positive first step toward an employee's health, productivity, and job happiness, commitment to work is an optimistic attitude to work. Thus, smooth work performance and high result achievement need commitment and effort (Qureshi et al., 2018).

When authentic leadership is used properly, the health sector can expect better results since employees are more engaged and valuable lives are not jeopardized by inadequate organizational structures. Compared to other industries, the major risk element in a stressed work environment is existence and not a product, so the lives of the patients can be taken lightly, and there is a significant possibility for bad end results. The crucial role performed by genuine leadership determines the progress of every firm. Though a lot of research has been done to determine how authentic leadership affects employee engagement, stress levels, job satisfaction, and affective organizational commitment, to the extent of our knowledge, not much has been done in the context of Pakistan's healthcare industry. (Stanley et al., 2017).

2.4 MANAGEMENT VS LEADERSHIP

There are managers and leaders in the healthcare industry at various organizational levels. Therefore, it's important to define these various responsibilities as well as the meaning of leadership for clinically engaged healthcare workers in hospital settings. A leader meets the expectations of the manager. People who assume leadership duties but do not hold official managerial jobs may be referred to as leaders. Persuading people to comprehend and concur on the duties that need to be done and how they should be done

is a process that is included in leadership. Another method that seeks to enable both individual and group effort toward common objectives is leadership (Yukl, 2013).

The definition and explanation of leadership can be found in a number of places, including the one above. The goal of leadership is to intentionally organize, engage with, and manage interactions with staff members, which a person uses to influence and inspire others to work toward a similar objective. The manager is a member of an organizational hierarchy and has been formally appointed to a managing role. The Patient Safety Act regulates patient safety and quality assurance of care, and the healthcare manager is supposed to oversee these areas as well as act as a leader. People who assume leadership roles but do not hold official managerial jobs can be categorized as leaders (Avolio et al., 2009).

The term "leadership" is wide and has several meanings and uses. In an attempt to better define and restrict its application and scope, terms such as transactional, transformational, and servant have been used over time. The same applies to the term "authentic leadership." However, its definition and connotation are what distinguish it as a discipline and approach to practice (Bishop, 2013). A variety of definitions of authentic leaders and authentic leadership are described by different authors in their research.

As (Henderson and Hoy, 1982) described that Leadership authenticity is the degree to which followers regard their leader as accepting responsibility for their actions, consequences, and mistakes, not influencing subordinates, and prioritizing their own identity above their role. Leadership inauthenticity refers to the degree to which subordinates regard their leader as shifting responsibility and attributing errors and consequences to others and external factors. It also involves the leader being manipulative towards subordinates and prioritizing their position over their own personal values and beliefs.

In order to combine research on good organizational behavior with the life-span leadership (Avolio et al., 2009) introduced the idea of authentic leadership development into the literature. Their primary goals were to investigate what constituted true leadership development, including what strategies developed leaders and leadership that worked and didn't, and to highlight some of the most recent findings in positive psychology as a starting point for investigating strategies that might hasten the development.

According to (Shamir and Eilam, 2005) , three factors influence the growth of genuine leaders: Firstly, compared to the complete growth of true leadership, it is a more focused and simpler subject. Secondly, describing the process of developing authentic leaders is essential to gaining a deeper comprehension of authentic leadership development, since authentic leaders are an essential part of authentic leadership. Third, the emergence of true followership is more likely to occur when authentic leaders exist, albeit this is by no means a given. There are good grounds to think that genuine leadership will spread. Genuine leaders have the potential to act as role models for their followers. They might even urge others to act truly by granting permission. Since trusting others is likely to be returned, leaders who are open and honest about their shortcomings and vulnerabilities, for example, may inspire followers to act similarly. Because such leaders are more likely to produce authentic followership—as previously defined—rather than blind followership, this leads to the second argument in favour of authentic leader development.

Authentic leaders have a fervent dedication to their mission, continuously embody their principles, and lead with both emotional intelligence and intellectual acumen. They cultivate enduring, significant connections and possess the self-control to achieve goals. They possess self-awareness. Attempting to emulate another person prevents one from achieving authenticity. While it is possible to gain knowledge from the experiences of others, attempting to emulate them will not lead to success. Individuals place their faith in you when you exhibit true and authentic qualities, rather than imitating someone else. Authentic leaders demonstrate their self-awareness by actively implementing their ideals and principles, even when it involves taking significant personal risks. They are cautious to balance their motives so that they can be motivated by these inner principles as much as by an ambition for outward rewards or accolades. Authentic leaders also have a solid support system around them, enabling that they live incorporated, grounded lives (B. George et al., 2007).

While providing a stable environment to organizations is the major duty of management, producing change and movement is the main role of leadership. Since both management and leadership are processes, anybody may perform either role at any one time (Martinez, 2014). Leaders are not automatically considered to be such just because of their position within an organization (Barbara Kellerman 2012). Value creation, innovation, and management and knowledge application strategy setting are all greatly

aided by leadership. Sincerity and authenticity are not same things. Sincerity is correlated to the consistency between the sensation and the actual confession; that is, sincerity is the degree to which the inner self experiences the same reality as the manifestation of feelings and ideas. Whereas authenticity is the state of being genuine to oneself, sincerity is determined by how truthfully and honestly the "inner self" is shown to one another (Besen et al., 2017).

A measure of authenticity is the degree of agreement between actions and the actual "inner self". Real leaders are acutely conscious of their own mental and behavioural patterns in addition to the environment in which they function. They seem to understand information, personal and other forces, and moral viewpoints. They are strong, resilient, hopeful, and morally upright people. They act kindly, fairly, and responsibly; they are honest and selfless (Sedziuviene and Vveinhardt, 2010).

However, in today's global organisations, leadership is frequently absent and Institutions fighting for resources, notoriety, enrolment, cheating, phoney programming, and other things are widely known examples of corruption. Over the past ten years, a number of scandals both domestically and internationally have highlighted the necessity for an ethical approach to leadership. In fact, these occurrences have spurred scholars and industry executives to reconsider current leadership methodologies and develop leadership models that exemplify authentic, moral leadership and encourage followership in the same direction. Corporate bailouts, obvious abuses of power by executives, fraudulent accounting procedures, and deceptive accounting techniques all demonstrate that the problem is not exclusive to any one company (‘Covelli, B. and Mason, I. 2017).

2.5 AUTHENTIC LEADERSHIP FRAMEWORK

Authentic leaders are unlikely to approve or reject an external HR policy out of the blue; instead, because of their character, they are more likely to participate in a productive two-way conversation that helps them internalise the desired HR practices. Authentic leaders are more receptive to different viewpoints and flexible in their thinking because of their self-awareness and well-rounded thought processes. Second, their internalised moral stance and relational transparency will guarantee that they articulate their own for instance, during a management meeting, when a novel and contentious talent programme is introduced (Pfeffer, 2001).

Authentic leaders aim to be true to their position as leaders as well as to their personal beliefs and personalities. There is a significant distinction between authentic leadership as a style of influence and the authenticity of the leader as a person. Since they are excellent representatives of the greater organisation, true leaders will probably try to reconcile the worries of their followers with the organization's justifications for employing this method (Gill et al., 2018).

By structuring the quality of encouragement, facts, and resources that are accessible in work areas, leaders in healthcare organizations have the responsibility of enabling the work circumstances for nurses and other care providers. All health professions are based on humanistic ideals, which are the foundation of authentic leadership (Alilyyani et al., 2018). Healthcare systems vary greatly around the globe and are greatly impacted by the particular political, cultural, and historical background of each country. In several cultures, healthcare is seen primarily as a communal or community good that should benefit all of its members, regardless of whether they require individual curative or preventative treatment (Lameire et al., 1999).

2.6 THEORIES OF LEADERSHIP IN HEALTHCARE UNIT

Leadership theories have not been specifically formulated for health care settings, but rather originated in the corporate environment and have been adapted for application in the field of healthcare. The ideas are inherently dynamic and will undergo transformation throughout time. Leadership resides inside links that are available to everybody through an organization. It is basically an art of inspiring individuals so that they would endeavour enthusiastically to attain collective goals. Collaboration across diverse groups is essential for effective health care management in order to achieve the long-term objective of lowering sickness and enhancing the overall health of the community (Chatterjee et al., 2017).

2.6.1 Authentic Leadership Theory

By virtue of self-awareness and self-control, genuine leadership benefits both leaders and followers (Alilyyani 2022). Authentic leadership emphasizes the wisdom, openness, and coherence of leaders' actions and convictions. Its four parts are internalised moral perspective, balanced processing, relational transparency, and self-awareness. By creating a favourable and beneficial work environment, helping staff members find

meaning in their work, and by building open and honest relationships with followers, authentic leaders have the ability to completely change their organizations. They also work very hard to enhance the lives of individuals they work with and to perform their responsibilities morally. True leaders motivate and develop the confidence and trust of their team members.

It was found that a key element that might increase organizational commitment, create moral environments, maximize employee engagement, improve employee performance, and build trust between leaders and staff was authentic leadership. High degrees of authenticity are possible for genuine leaders because they are aware of their convictions and use them as a foundation for their work (Sparrowe, 2005).

The Authentic leadership theory is known for its lack of transparency on potential adverse consequences, such as disputes, difficulties in adapting to work environments that need flexibility, diplomatic efforts, and compliance. This exclusion is quite misleading. An individual who remains steadfastly true to themselves may achieve some successes in the professional realm, but they are also likely to encounter difficulties or face consequences (Jackall, 1988).

2.6.2 Ethical Leadership Theory

Ahmad et al. (2017a) contend that moral leadership necessitates the possession of the traits of both the "moral manager" and the "moral person." The moral person aspect of ethical leadership talks about the leader's characteristics or personality. Morally-minded executives personify qualities like integrity, honesty, openness to feedback, respect, principled decision-making, and consideration for others. The moral manager component of ethical leadership behavior, on the other hand, focuses on how leaders utilize their position of authority and managerial influence to support and foster moral norms and moral behavior in the workplace. A strong moral manager and a moral individual are prerequisites for ethical leadership. Put another way; morality needs to play a significant role in the self-concept of an ethical leader and serve as the foundation for all of their decisions.

Every constructive leadership style emphasizes the importance of morality and honesty in effective leadership. However, researchers have often criticized these styles for their efficacy. Ethical leadership requires individuals to possess moral character and

management traits. The ethical leadership aspect of moral person addresses the leader's qualities and/or personality. Some characteristics, like honesty, integrity, Candor, openness to feedback, respect and principled decision-making, and care for others, are personified in ethical leaders. Philosophical work has long addressed ethics and the morality of leadership in normative ways (Ahmad et al., 2017b).

2.6.3 Transactional Leadership Theory

Transactional leadership, also known as management leadership, focuses on supervision, organization, and group performance. It is a leadership style in which the leader motivates their subordinates to comply using both rewards and penalties. These leaders identify and address any shortcomings and deviations in their followers' work. This type of leadership is effective for completing projects in a specific manner or for managing crisis and emergencies (Odumeru and Ogbonna, 2013).

Processes matter more to transactional leaders than innovative concepts. These kinds of leaders concentrate on contingent reward, also referred to as contingent positive reinforcement or contingent punishment, sometimes referred to as contingent negative reinforcement. When the predetermined objectives are met on schedule, early on, or by keeping employees working at an adequate rate at different stages until completion, contingent rewards—like praise—are awarded. Transactional leaders get their followers to comply by rewarding and punishing them. They are extrinsic drivers that seldom ever get followers to comply. They adopt the objectives, organization, and culture of the current company. Generally speaking, transactional leaders are directive and action oriented. To achieve the objectives of the company, transactional leaders are prepared to negotiate and operate inside the current structures. Mostly passive is transactional leadership (Bryant, 2003).

2.6.4 Transformational Leadership Theory

"A type of leadership style that leads to positive changes in those who follow" is how (Fischer, 2016) defines Transformational leadership. Leaders who employ this methodology are typically devoted to assisting each member of the group in succeeding as well as being friendly, passionate, and interested in the process. This definition of transformational leadership has a flaw in that it describes it in terms of what it accomplishes rather than what it is. It is crucial to define the phrase according to the

qualities and attributes of the leader rather than how they affect the followers in order to comprehend the meaning of the term fully.

Transformational leadership is seen as a leadership style that exhibits greater similarities and is closely associated with ethical leadership. It centres on conveying to followers an inspirational and idealized vision of the group's future objectives. The charismatic aspect, which is made up of charm and inspirational motivation, is thought to be one of the key components of transformational leadership. Transformational leadership and ethical leadership share certain characteristics, such as concern for others, role modelling, and acting in a way that is consistent with one's own values (Steinmann et al., 2016).

2.6.5 Relational Leadership Theory

When leadership is created and negotiated by interpersonal interactions (between leaders and their followers), relational leadership results. Understanding certain important aspects (and presumptions) about how people who write their perspectives often see the world is helpful in comprehending these other viewpoints. For many decades, the literature in social science has been dominated by the competing claims about the validity of positivist and constructionist ontologies. Many writers do, however, contend that there must be some fusion of various viewpoints (Bradbury and Lichtenstein, 2000).

(Uhl-Bien, 2006) coined the phrase relational leadership theory, which, although not being a comprehensive theory, provided a framework for comprehending the many relational viewpoints that are present in the subject. Many writers today contend that both are required to provide a deeper awareness of the way relational leadership grows and generates its consequences, even if many scholars choose to write concerning relational management from either one of these viewpoints. Combining these viewpoints, relational leadership may be described as "a social impact process through which creative cooperation.

The relational aspect of leadership is often seen as gentle and less demanding. However, this is ironic because healthcare primarily focuses on individuals, interpersonal connections, and dialogue. Relational leadership philosophies, such as being others-oriented, compassionate, and truly present, align with relational leadership styles such as servant leadership, transformational leadership, and genuine leadership. In the complex

and crisis-prone healthcare environment of today, a relational, inside-out strategy is more appropriate, even though linear, top-down systems may have been successful in the past. This is evident when comparing relational styles with traditional leadership. According to more recent research, successful and long-lasting change rarely originates at the top of any system; instead, it usually starts with the point-of-service team members at the centre and spreads outward, impacting every aspect of the micro and macro system, including metrics and culture (Leclerc et al., 2022).

2.7 AUTHENTIC LEADERSHIP'S IMPACT ON HEALTHCARE ADMINISTRATION

It is believed that authentic leadership enhances patient safety and fosters a culture of trust among medical practitioners. The leader must place a strong emphasis on transparency and self-awareness when working with healthcare professionals (Best, 2022). Making decisions is only one aspect of leadership. It also has to do with the organisational structure, the culture that exists inside the workplace, and the methods used to resolve conflicts and difficulties that could topple the entire enterprise. Leadership philosophies have an impact on everyone even the newest employee and senior management (Salehi et al., 2023).

In addition to helping individuals find meaning in their job, authentic leadership development for managers can improve workplace quality, raise perceptions of a pleasant workplace, and enhance employee engagement. It can also encourage transparent interactions, build trust, and support favorable workplace climates (Alilyyani, 2022a). Authentic leaders increase engagement and commitment to work, which in turn inspires followers to continuously improve their work and performance outcomes that leads to increase in engagement and commitment to work, which in turn inspires followers to improve their work and performance outcomes continuously (Wong and Laschinger, 2013).

Because authentic leadership focuses clearly on the beneficial modeling of integrity, honesty, and high moral values in the formation of leader-follower interactions, it is recommended as the heart of effective leadership required to generate trust. Trust—between employees and their managers—is a vital component of a productive workplace (Wong and Cummings, 2009a). The basis of the leader-follower relationship is the trust

developed by openness, balance, ethical standards, and even vulnerability. The authentic leader looks back regularly and recognizes their own strengths, shortcomings, values, and beliefs (Shirey, 2006).

2.8 OUTCOMES OF AUTHENTIC LEADERSHIP ON HEALTHCARE WORKERS

Higher-order constructs such as moral principles and integrity—qualities that positively connect with emotional happiness and inspire motivation and engagement at work—are linked to authentic leadership. If authentic leadership is based on the positive aspects of running an organization, it can also contribute to enhanced well-being and increased job engagement. Job satisfaction follows an improvement in workplace well-being under authentic leaders (Baquero, 2023).

Strong moral principles, integrity, and care for the welfare of others are other traits of authentic leaders that foster trust between them and their followers. Since genuine leaders exhibit consistency in both their behaviours and views, their followers are more likely to trust them. When the manager shows emotional support and attachment to their subordinates, trust is built, and workers feel compelled to perform their jobs. As a result, a reliable leader will influence workers' attitudes favourably and encourage commitment to their jobs (Li et al., 2012).

Authentic leadership has a direct impact on psychological capital, which enhances results connected to the workplace. They discovered that workers are more inclined to stick with their work when a supervisor exhibits openness and sincerity. Authentic leadership influences followers' positive perceptions, which promotes engagement at work (Wei et al., 2018). Better work performance and commitment are the outcomes of the interrelated principles of work engagement, authenticity, and trust in leadership. Authentic leadership is linked to trust in the leader and work engagement. Companies need a supportive and happy work environment to encourage employees and boost productivity. Gaining the trust of employees is crucial for a leader to have a positive impact on work engagement.

That is why a leader's perceived authenticity and trustworthiness affect employee engagement at work (Baquero, 2023). The goal of employee turnover is influenced by authentic management. By acting with sincerity, transparency, and impartiality, authentic

leaders can give their followers the impression that they are there to support them. Authentic leadership reduces the intention of employee turnover by being positively correlated with perceived supervisor support. Employees with poor self-monitoring, low risk aversion, and an internal focus on control are more affected by the relationship between turnover intentions and turnover, which is regulated by a number of personality factors (Wong and Laschinger, 2013).

The way that executives and their staff interact obviously influences the results. For this reason, growing others and creating high-performing teams depend heavily on true leadership. Staff engagement is the most often mentioned result of authentic leadership; it is the key to excellent performance and the pinnacle of leadership and corporate achievement. Five subthemes comprised the staff outcomes: performance, health and well-being, work environment elements comprising structural autonomy and work attitudes, happiness with the job, including work engagement, and personal emotional states like optimism and trust. One patient outcome research concern is falling prevention. Safety culture is benefited by real leadership (Raso, 2019).

Diversity may assist firms in enhancing overall patient care quality and financial returns. Impact on expenditures in diversification can be enhanced when led purposefully by current data. Future research in the healthcare business will enable executives' better diversity-related advantages concerning better health outcomes and revenue flows and determine the most efficient ways to accomplish these goals. A lot of patients are treated by uniform care teams, and the results show significant differences in the effectiveness of the clinical treatment. Black patients are 40% less likely than white patients to have coronary bypass surgery and 30% less likely to have revascularization during coronary angioplasty. Black mothers have a 40% higher death rate from breast cancer than do white women, and their children have a 2.5 times higher death rate. Even in the treatment of basic chronic illnesses, there are disparities; young people of color and Hispanic descent are far more prone to die from complications related to diabetes. Beyond the human cost, there is a financial benefit as pay-for-performance payments punish quality shortcomings linked to such differences, resulting in a decline in profits (Gomez and Bernet, 2019).

3 RESEARCH METHODOLOGY

The study method used for this research is qualitative approach. Research is the process of gathering facts that facilitate comprehension and clarification of various findings. Induction is a method used in qualitative research in which various notions and theories are developed from evidence gathered about a certain field of study (May, 2001).

In this section of methodology, the researcher described the study approach, data collection, sampling methods, and data analysis.

3.1 INTERVIEWS AND SAMPLING METHOD

Semi-structured interviews were conducted for this research study. A semi-structured interview is a technique for collecting data in which questions are posed inside a predefined theme framework. Unstructured and structured interviews are combined in semi-structured interviews. While some questions are predefined but others are not (T. George, 2022). Conducting interviews can be expensive and time-consuming, but they are valuable for gathering in-depth information. Each interview is unique, and the quality of the answers can vary greatly, depending on the interaction between the interviewer and interviewee. Moreover, the expertise, abilities, and dedication of the interviewer influence the standard of the information produced (Kumar, 2018).

A purposive sampling method was used for this research. A purposive sampling is getting information from the selected participants based on predetermined criteria. The concepts underlying distinct sampling strategies differ greatly and are influenced by the goals and inquiries driving the research (Punch, 2013). The researcher ensured that the individuals in the sample oversaw their departments when selecting them. This type of sampling is primarily strategic and requires an effort to create a strong relationship between the research questions and the sample (Bryman, 2016).

The inclusion criteria were based on individuals currently working as in charge or head of the department with a minimum of two to three years of work experience. Some Participants volunteered through personal contacts by the researcher, and some were approached through references.

Table 3.1 Demographics of Participants

Participants	Gender	Age	Designation	Work experience
1	Male	32	Medical director	5 years
2	Female	43	Gynaecologist	13 Years
3	Male	48	Medical director	19 Years
4	Male	43	General surgeon	14 Years
5	Female	29	General Dentist	3.5 Years
6	Male	29	Associate director	4.5 Years
7	Male	56	Senior Registrar	24 Years
8	Male	39	Supervisor anaesthesia and operation	17 Years
9	Male	34	MRI Technologist	7 years
10	Male	41	Manager	11 Years

As mentioned above in Table 3.1, the participants are from different age group with different designation and work experiences that have different perceptions on the research questions.

3.2 DATA COLLECTION

Data collection is an exploratory collection which reflects subjective experiences and belief by conducting interviews of the doctors, staff members and people working in administration. The data was collected in March 2024. The interviews were recorded on a mobile phone, and every one of them was precisely transcribed. Participants were contacted through emails or by telephone calls. Some participants given the interviews on their workplace on time provided by them. A timeline for interviews was created to avoid any kind of inconvenience by the researcher. A comparable series of questions concerning their overall experiences with genuine leadership and its effects on their lives and the lives of their healthcare professionals were put to each participant. All the interview questions are shown in Appendix A. The interview was structured on these following questions.

- Participants professional background.
- Their views on authentic leadership.
- The steps they take to balance he needs of staff and financial goals of the hospital.
- Authentic leaderships impact on work engagement and job satisfaction.
- Key values of authentic leadership.

3.3 DATA ANALYSIS

Data was coded, analyzed, evaluated, and validated once it was transcribed by using NVIVO, MS WORD, and MS EXCEL. When it comes to qualitative analysis software packages, NVIVO stands out for having a unique set of tools that are particularly useful for analysing literature and have more flexibility than other systems. NVIVO assists the researcher in carrying out the summarising procedures. NVIVO assists the researcher in carrying out the summarising procedures. Researchers can differentiate between summaries of arguments and direct quotations by using several coloured titles and subtitles. The researcher can view a quotation outline in this manner (Azeem et al., 2012).

By listening and reading the transcripts of the interviews again, the researcher can gain a deeper insight into the subject through the transcription process. After all of the data had been thoroughly transcribed, coding of the data was started. The process of identifying and arranging qualitative data to find various themes and connections among them is called coding (Social Research Sotirios, 2005a).

The data was analysed, classified, and arranged into themes and additional sub-themes following the coding procedure. Themes that surfaced were given special codes in accordance with them. The data had to be interpreted in the following step, which included finding any recurring patterns and emphasizing any similarities and differences. The last step was data verification, which entails re-examining the transcripts and codes to ensure that the understanding is valid. This approach enables to confirm or amend previously developed ideas (Social Research Sotirios, 2005b).

4 FINDINGS

This chapter will cover the key themes and codes that provide the conclusions derived from the data analysis that followed the interview transcriptions. The main themes developed from the data analysis of this research topic are qualitative analysis of authentic leadership in healthcare administration and its outcomes on healthcare workers and quality care for patients. While analyzing the data, seven major themes were identified: authentic leadership characteristics, the impact of authentic leadership on healthcare workers, intrinsic and extrinsic motivations, team diversity, key values of authentic leadership, challenges of authenticity, and outcomes of authentic leadership on healthcare workers and patients.

Some participants described authentic leadership characteristics when they were asked, 'What does authenticity mean to them?'. The second major theme shows the impact of authentic leadership on healthcare workers, creates a positive work environment, and develops trust between healthcare leaders and staff. The third theme represents how authentic leaders get their intrinsic and extrinsic motivation to become better leaders. In the fourth theme, team diversity was described. In the fifth theme, participants explained the key values of authentic leadership. Some participants described the challenges of being authentic and honest. It is described in the sixth major theme. The study's final and most important theme is the outcomes of authentic leadership on healthcare workers and patients described.

A summary of all the themes and codes are described in Table 4.2. All the themes and codes are briefly explained below.

Table 4.2 Summary of Findings

Authentic leadership characteristics	
	Self-reflection (4) Being Honest (8) Active listening and Feedback (6) Appraisal for work (3) Job satisfaction (7) Ethics and Values (5)
Impact of authentic leadership on healthcare workers	
	Positive work environment (6) Fostering trust (6) Team prioritization (2) Team engagement (5)

Intrinsic and Extrinsic Motivations	
	Professional recognition (4) Self-motivation (7) Team Inspiration (3) Balanced Approach (1)
Team diversity	
	Recruitment of staff (9) Career opportunities (6) Team growth (6) Emphasizing uniqueness (4)
key values of authentic leadership	
	Transparency (8) Values and Ethics (5) Empathy (1) Trustworthiness (7)
Challenges of authenticity	
	Criticism (3) Sustainable leadership (2) Embracing discomfort (7)
Outcomes of authentic leadership on healthcare workers and patients	
	Goal alignment (8) Quality patient care (7) Investment in technology (4) Work Engagement (7)

4.1 AUTHENTIC LEADERSHIP CHARACTERISTICS

All the participants said authentic leadership or authenticity has a great impact on administration, healthcare workers and patients' quality care. Participants described how authentic leadership helps in self-reflection and learning.

4.1.1 Being Honest

Almost all the participants agreed that honesty is an important characteristic of authentic leadership.

> "Me being real and authentic is the main side, and that facilitates my people to work as one team. Authentic leadership is a continuous process that necessitates self-reflection, continuous learning, and intentional action" (Participant 6).

Participants described that being authentic means being honest and transparent with your workers and patients.

4.1.2 Self-Reflection

Participants described that authenticity is considered to be one of the most important values within the scope of their work. Authentic leadership helps in self-reflection and learning.

> "Authenticity in my field is everything. Being transparent and honest helps me to perform better. a supportive environment that helps to become a more authentic leader and improves my leadership style" (Participant 4).
>
> "In my role of leadership in dental practice I try to embody authenticity in various ways like being honest to my patient" (Participant 5).

They are truthfully driven, and that does not only boost their performance but also fosters the creation of an environment that supports leadership in their workplaces thereby making them have better leadership qualities.

4.1.3 Active Listening and Feedback

Four of them thinks that active listening and feedback from your colleagues helps to become more authentic leader.

> "Active listening, demonstrating empathy and giving support to your peers, you present to others an example of how they should treat the people around them" (Participant 6).
>
> "Active listening always helps me to become a better person and improves my leadership style" (Participant 7).
>
> "Feedback and active listening to your colleagues, mentors and team helps to develop authenticity" (Participant 4).
>
> "Feedback from your team creates transparency that can help you to become more authentic leader" (Participant 5).

One participant said that communication with your staff and patients fosters leadership. Open communication and active listening fosters trust of healthcare workers by making them feel heard and noticed.

> "The more you speak your ideas to the patients and staff, the more you are seen as a leader and high performer" (Participant 7).

One participant focused on honesty as major characteristic of authentic leadership.

> “In my role of leadership in dental practice I try to embody authenticity in various ways like being honest to my patient” (Participant 5).

It addressed the importance of leading by example to foster a respectful and caring environment. participants described that openness to feedback is a key component of authentic leadership and personal growth.

4.1.4 Ethics and Values

One of them described that authentic leaders should portray ethics and values that field stands on that. He also mentioned authentic leaders should be people oriented.

> “Leaders should portray the values and ethics that the field stands on that authentic include sincere care for patients, employees, and the community, gentleness, and a recognizable pursuit for the ideal of what healthcare delivery will look like in the future. In other words, leaders must be people-oriented” (Participant 8).

Participants believed that authenticity has an impact in cultivating a healthy organisational environment for their staff. This leadership approach is a lifelong process of analysing self-learning and making conscious efforts to enhance their competency. On the other hand, some participants emphasized the aspect of telling the truth to their patients which they considered to be core to the authentic leadership approach. leadership is not just about giving orders but also about setting an example through empathetic and supportive behavior.

4.2 IMPACT OF AUTHENTIC LEADERSHIP ON HEALTHCARE WORKERS

All the participants acknowledged that major impact of authentic leadership is positive work environment. When leaders are authentic, it helps healthcare professionals feel more engaged and motivated, which ultimately leads to higher levels of performance and commitment in their roles.

4.2.1 Positive Work Environment

Participants stated that balanced policies are important determinants of an organization's functioning. One participant described the financial policies developed a healthy work environment.

"Financial policies that emphasized reducing the costs and increasing profitability with an emphasis on a healthy working environment will help in the smooth functioning of the organization" (Participant 7).

Another participant described positive work environment increases the chances of growth.

"Providing a positive work environment, chances for professional growth, just pay, and staff involvement in decision-making" (Participant 1).

One participant described the reason for a positive work environment.

"I want to create a work environment where people feel fulfilled by their contributions and align with individual and corporate goals" (Participant 3).

One of the participants said that listening to their staff problems and helping them provides a healthy work environment and the other participant described that one should listen to the first voice; it helps in the informed decision making.

"Staff and patients' interpretations is one should listen to the first voice, it will help for informed decision-making regarding the patients' concerns, and respect their viewpoints" (Participant 8).

One participant described to provide positive work environment he tries to balance the patients and staff needs and provide a safe work environment.

"I use to maintain a safe environment between my staff and patients"

(Participant 4).

The participants pointed out that with objectives ranging from reduced spending to improved profitability, financial policies must always have regard for the improvement of human employment conditions. They are expected to align personal and organizational interests within the framework to ensure that employees' inputs have direction. Such an approach of going for an indirect and consecutive movement can be very effective for a mutual and consecutive decision that is also insightful of the outlook of the concerned personnel.

4.2.2 Fostering Trust

Authentic leadership builds trust between employees and leaders that creates a positive work environment where healthcare staff feels confident and comfortable. It enhances healthcare staff performances and strengthen staff dynamics. Three participants described that authentic leadership fosters trust between leader and staff.

> "Foster a culture of trust by establishing psychosocially safe ground rules that allow people to be themselves at work" (Participant 3).

> "It builds trust and create an environment where every individual feels comfortable and confident in their tasks" (Participant 4).

> "Despite these hurdles the advantages like fostering trust strengthening team dynamics and evoking loyalty" (Participant 10).

The participant said that development of trust promotes a culture where people are free and competent in their duties. One of them elaborated that this sense of security improves the levels of productivity and the satisfaction. This means that when the organizations enhance the level of trust and encourage the employees to express their true selves at the workplace, they are likely to be more productive. The participants recognized the fact that there are issues that can hinder the development of this culture of trust. Still, the obstacles are outweighed by the advantages which lie in building the trust, improving the teamwork and the increases of the employees' loyalty.

4.2.3 Team Prioritization and Engagement

The participants emphasized three key qualities of effective leaders: Those are the ones that put their team and the business before themselves, the ones that understand how to be authoritative and use this aspect to ensure that the others do not view them as oppressive. Some participants acknowledged that team priority and team engagement is a positive impact of authentic leadership.

> "The real leaders prioritize their teams and their businesses, are great communicators, and understand when to utilize power appropriately" (Participant 1).

> “I get satisfaction from everything that comes with caring for patients, witness the growth and the development of everyone on the team in response to their work and the fact that they are helping in minimizing the number of people who are sick. I try to develop balanced associate-to-external-influence by way of offering career opportunities through the staff skills development, recognition for the outstanding performances and ensuring that every member of the team is regarded and engages when he speaks” (Participant 6).

One participant described informed decision making helps in professional growth of the team.

> “Staff and patients' interpretations is one should listen to the first voice, it will help for informed decision-making regarding the patients' concerns, and respect their viewpoints. The process holds the growth as well as locomotion superior to the perfect status” (Participant 8).

One participant acknowledged that regular meetings can help me what problems my staff are facing and provide them support so they can work effectively.

> “I try to conduct meetings and keep everything pre-planned and on record. Whether it is duty roaster to equipment’s to supplies everything in documented and circulated in time so everyone knows and weekly meetings help me know what problems they are facing, what are their demands and needs and what support I need to provide them so they can work effectively” (Participant 2).

One of the participants emphasized that a leader should focus on ethical behaviour with his team.

> “I focus on ethical behaviour, raise self-consciousness, emulate a perfect role model, build up community, seek for support and maintain a strong support system” (Participant 3).

It is pertinent to mention here the goals include optimum balance between company and its external environment through job creation, motivating employees, and appreciating their work. Alternatively, they always situate themselves in a position where they could have an idea over the kind of problem faced by team members or what is

expected of them on a daily or weekly basis. That is why they wished to emulate people who work for society, proposing new solutions to sustain a positive reinforcement system.

4.3 INTRINSIC AND EXTRINSIC MOTIVATIONS

Everyone needs a motivation for work either its intrinsic or extrinsic. Some of the participants were motivated one way or the other. As some have strong beliefs and faith that help them to stay motivated while some got motivation through professional recognition and people's support.

4.3.1 Self-Motivation

Participants have a firm faith, and it is their biggest intrinsic motivation. Participants believed that having a firm faith in ALLAH and trusting on him is their inner motivation that boost their confidence so they can perform better.

> "Having a firm faith in Allah and his process is my biggest intrinsic motivation. I have a strong faith in timing of achievable and unachievable" (Participant 4)

> "Self-motivation is by Allah and also seeing people in misery pushes me to spreading good and help them by providing the better medical care and lifestyle" (Participant 7).

> "I gain the support of people by acknowledging their emotions and sincere feelings can form teams, and these crowds and individuals will make a difference with their unique thoughts and impressions" (Participant 3).

It stressed the need to appreciate quality towards increasing commitment of the workers towards the achievement of organizational objectives and enhanced satisfaction in the workplace.

4.3.2 Balanced Approach

Some participants discussed that they use a balanced approach to set clear goals and coach their teams.

> "I use a balanced approach, combining extrinsic motivators with intrinsic motivation, to coach and grow their team, set clear goals, reward hard work, and lead by example" (Participant 3).

> "Extrinsic is definitely seeing my department be one of the best in the hospital and provide best and smooth care to the patients and intrinsically it's my passion for providing smooth and hustle free treatments to the patients" (Participant 2).

In balanced approached people usually get motivated through both intrinsic and extrinsic factors like their self-beliefs as an intrinsic factor and staff appraisal or recognition can be the extrinsic factors.

4.3.3 Professional Recognition

One participant discussed that professional recognition can develop your spirit to provide high-quality services.

> "Your spirits are always elevated by some professional recognition as well. when I am given due respect and appreciation for being an excellent caregiver in providing high-quality services" (Participant 5).

Pertaining to appreciation, ideas of the participants were in that only those people's support could be obtained if their work was recognized. Professional recognition was their biggest extrinsic motivation and most participants stated that they get their intrinsic motivation by believing on ALLAH and having a firm faith. The statement given by the participants was that, they would actually perform better if they feel appreciated for the care giving and the quality services they have offered.

4.4 TEAM DIVERSITY

All participants described that team diversity is important for any organization's success and it enhances leaders' ability to understand different perspectives and learn new skills from their experiences. It creates an environment for authentic leaders where all voices can be heard and valued.

4.4.1 Recruitment of Staff

Some participants acknowledged that recruitment of staff is important. One participant said diversified team creates a working space inclusive of different opinions.

"Diversifying a team creates a working space inclusive of different opinions, which in turn benefits the superiority of leadership by making a stronger and more empathetic leadership" (Participant 8).

"The recruitment process is one of the most significant in bringing together the support team which is the backbone for fostering authenticity and integrity of the team members" (Participant 6).

By recruiting new staff leaders can diversify their teams from different cultures, genders, age and with different experiences.

4.4.2 Emphasizing Uniqueness

Participants talked about how team diversity can emphasise the role of uniqueness.

"Leadership emphasizes the role of uniqueness and thereby let's contribute their own most diverse insights and gifts" (Participant 6).

"Recruitment of team helps to diversify team by hiring people from different cultures, different age and gender with different experiences so they can share their ideas and skills" (Participant 5).

The participants described that leadership becomes more dynamic when different ideas, skills and experiences can be shared.

4.4.3 Team Growth

They stated that hiring of new staff looks into the applicants' culturally diverse demographic profile, gender and age.

"Hiring staff helps me diversify my team. At the time of recruitment, I keep in mind that I must select people from different cultures, genders, ages, and experiences" (Participant 9).

"The high-level staff is recruited with the provision of a just pay with a package of benefits. The same provision runs to retain the skilled staff" (Participant 10).

Participants discussed that by recruiting diversified staff they can learn new skills from each other's experiences and also ensured the contribution of every team member.

4.5 KEY VALUES OF AUTHENTIC LEADERSHIP

Some participants described the key values of authentic leadership like honesty and transparency can build more authentic leadership style. Here are some participants who focused on honesty being a key factor for a leader.

> "Honesty, altruism, kindness, fairness, accountability, and optimism are the major key values in any department including healthcare administration" (Participant 1).

> "Apart from this honesty, transparency, trustworthiness, healthcare ethics and patients care are the key values in authentic leadership. I would love to practice being open, honest and vulnerable in my interactions with other because vulnerability is strength not weakness" (Participant 4).

The participants defined trust as the leading factor in authenticity.

4.5.1 Transparency

Some participants described the importance of transparency and how it can help to improve leadership style.

> "I believe that key value in healthcare sector revolve around prioritizing patient wellbeing and maintaining transparency" (Participant 5).

> "Honesty is the biggest key to authenticity in my opinion and also by balancing the care between colleagues and patient" (Participant 7).

> "According to me honesty, consistency and trust are key values of authentic leadership in healthcare administration" (Participant 9).

The participants noticed the main values lying in the healthcare sector are patient care and openness. Healthcare policies and subsequent procedural measures guarantee that patients are always valued most and that all organizational practices are both transparent and ethical.

4.5.2 Empathy

One participant focused on empathy as vital element for top quality healthcare leaders.

> "Empathy is a vital element for top-quality healthcare leaders who enable them to relate connect with the patients, staff members, and stakeholders" (Participant 6).

One participant focused on leadership responsibilities.

> "Now I work as a supervisor in Anaesthesia and operation theatre who is supporting the daily operation of the hospitals by creating schedules, coordinating the staff, dealing with patients, supporting the installation of and implementing health projects on a daily basis regarding hospital policies and protocol. I also serve as data management coordinator during this time period" (Participant 8).

A participant who identified himself as a supervisor in the anaesthesia and operation theatre, which entails the responsibilities of preparing and coordinating the schedules, interacting with patients, and enforcing and contributing to the implementation of the health project, as well as overseeing strict compliance with institutional policies and standards. The participant stated that apart from all the clinical duties, working for management also requires transparency and honesty, which are major factors in maintaining your leadership style.

4.6 CHALLENGES OF AUTHENTICITY

Being authentic is not an easy task. Participants talked about difficulties they faced being authentic like some participants faced criticisms, resistance, sustainability and discomfort.

4.6.1 Criticism

Criticism is one of the major challenges authentic leaders faced for their authenticity because being authentic leader one has to take difficult decisions and can't make everyone happy. As one participant described that;

"I have indeed faced a lot of challenges and difficulties as a dental surgeon and leader but I firmly believe that being true to my values and preserving authenticity was worth the price I paid" (Participant 5).

She also talked about criticism she faced once for her decision.

"I faced criticism because some staff members were not happy with my decision, but being authentic leader you have to take tough decision to maintain your professional well-being" (Participant 5).

"Ups and downs are part of life. Being a leader, you have to sacrifice a lot and compromise on things that you know won't work for you, but you have to accept them because there is no other option left" (Participant 9).

"I have had my instances where I have faced my fair share of difficult times and faced resistance due to an honest attitude of mine to remain true to myself"

(Participant 6).

They stated that one can face some opposition, but it is possible to stay authentic and real. One of the participants shared their experiences and difficulties to maintain authentic leadership by being honest in their profession and fighting against corruption. They elaborated that being on this post is likely to invite confrontation especially with officials are involved in corrupt activities or those who are not devoted in their work.

4.6.2 Sustainable Leadership

Several participants concerning on the notion stating that one of the advantages of authenticity is its ability to sustain itself.

"One of its benefits is that it is sustainable because it doesn't demand having a facade or acting in the opposite of the values that you own which drains emotional energies" (Participant 7).

One of them talked about anti-corruption leadership. She said that when you are too genuine and authentic people often stand against you.

"I try to embody it in my leadership style. Stay true to my work in every way possible. and stop corruption under my supervision wherever possible. Yes, often people stand against you specially those who were either doing some form of corruption, or they are not performing their duties properly" (Participant 2).

Several participants concerning on the notion stating that one of the advantages of authenticity is its ability to sustain itself. Because they do not need to pretend or to be something they are not, they save their emotional strength and do not get exhausted.

4.7 OUTCOMES OF AUTHENTIC LEADERSHIP ON HEALTHCARE WORKERS AND PATIENTS

Authentic leadership has a positive impact on healthcare workers and patients. Participants described how authentic leadership helps them to achieve their goals and provides quality patient care in cheaper cost with advance technology.

4.7.1 Goal Alignment

Leadership style determines the impact of quality of services which are provided by healthcare professionals and it helps them to align their goals and work towards achieving them. Two participants described how their leadership style helps their workers to reach their goals and they actually enjoy to assist their workers.

> “What I enjoy most about aiding healthcare professionals in achieving their objectives is watching how their actions result in bettering patient care along with outcomes that can be observed” (Participant 3).
>
> “I like to assist my staff when required, which makes them happy and motivates them to reach their goals” (Participant 7).

One participant described employee needs assessment and he did his best to evaluate the requirements of employees.

> “Something that matches my expectations seems "authentic" to me and I put my best to evaluate the requirements of the employee and try to meet it” (Participant 10).

One participant shared his thoughts on appreciation and rewards encourages healthcare workers, so they can perform even better.

> “I appreciate and encourage them, which helps my staff perform better and reach their goals. That’s my strategy; it works for me because I think appraisal is necessary if you want performance” (Participant 9).

The participant benefitted from the aspect of offering help to the staff when they deemed necessary. It has the positive impact not only on making the staff happy but also on encouraging people to work harder to reach the established objectives. They aim at not only diagnosing and satisfying their people but doing it in a cogent and conscientious manner. There is one Participant who concluded that appreciation, encouragement, and organisational support improves the staff performance to achieve the objectives. Apparently, they regard appraisal as a strategic aspect of their plan towards promoting high performance among employees.

4.7.2 Quality Patient Care

Impact of leadership can also be seen with higher revenue generation due to increase patient satisfaction. Maximum utilization of available resources and recognizing abilities of healthcare providers helps them perform better which in turn leads to job satisfaction, better quality care and limit overuse and underuse of resources. Some participants explained that how they manage hospitals finances while providing quality services to their patients with advance technology.

> "To provide high-quality care while controlling labour costs, this entails cutting back on pointless tests and procedures, minimizing patient risks and pain, and investing in staff retention and training" (Participant 3).
>
> "An increase in the quality of service and further improvement of patient experience are among the many gains that could be achieved if the operations are optimized to prevent inefficiencies and shorten the waiting times" (Participant 8).
>
> "With the satisfaction of patients, the revenue of hospital grows and hence the staff members would be benefited with better wages" (Participant 10).

The participants described how high quality of care can be maintained and equally provided while at the same time containing costs. This include elimination of some procedures which are not necessarily required, this in the long run reduces costs needed and also help to reduce the amount of pain the patient undergoes. The participants said that efficiency increases the quality with a desire emphasis on time effectiveness in hospital operation to determine areas that could be improved to enhance patient satisfaction. Participants added that high levels of efficiency mean that there will be little disruptions and better timely delivery of care which is good for both patients and the

hospital. Ultimately, satisfied patients will come back to the hospital and also refer the hospital to other people thus enhancing the revenues. This financial growth in the hospital implies the ability to improve the wages and benefits offered to the human resource.

4.7.3 Investment in Technology

Some participant described that by investing in technology can improve the quality of the services and helps them to become a better leader who is positively influencing others and cares about their staff needs and balance the hospital financial goals.

> "Spending money into technology that can raise your quality of work and creativity is one approach to strike a balance between patient requirements and financial objectives" (Participant 7).
>
> "The key values are to understand the need of time and keep adapting the latest techniques and technologies for the betterment of patients' care" (Participant 10).
>
> "Invest in the next year in your leadership, team building, and stakeholder engagement with the united efforts of your co-workers and team members. These periodic reflections in which you evaluate the progress you have made, make adjustments to your path, and consider your achievements not only will keep you an authentic leader, but will also help you to be a person who is influencing others positively" (Participant 6).

One of the recommendations made by the participants, is the modification of technology as a way of improving the quality of work and invention. This investment creates the needed integration of patient's care needs with the financial capacity by enhancing efficiency and result. The participants concurred with the fact that one has to be keen on the various approaches and tools in increasing the pace at which patient outcomes are improved. Therefore, knowledge enhancement assists in adapting to the new trends to ensure that the care practices being offered are current. They stressed on leadership development investing management and teaming as well as in engaging stakeholders for the course of the following year. All of them emphasized the need to ensure a regular check of one's internal state to ensure reality and being a positive aspect that may affect others.

Table 4.3 represents mind map of impact of authentic leadership on administration and its outcomes on healthcare workers based on research questions. Authentic leadership

has a huge impact on positive and safe work environment, goal alignment of healthcare workers and provides quality care services to the patients in affordable cost with advance technology.

Authentic leaders face challenges and difficulties in being authentic. They face criticism and discomfort for maintaining transparency with their workers and patients and the need for sustainability. Apart from all the challenges, authentic leaders maintain a safe and supportive work environment and appreciate their workers, which encourages them to achieve their goals and improve their performance.

Table 4.3 Mind Map of Authentic Leadership

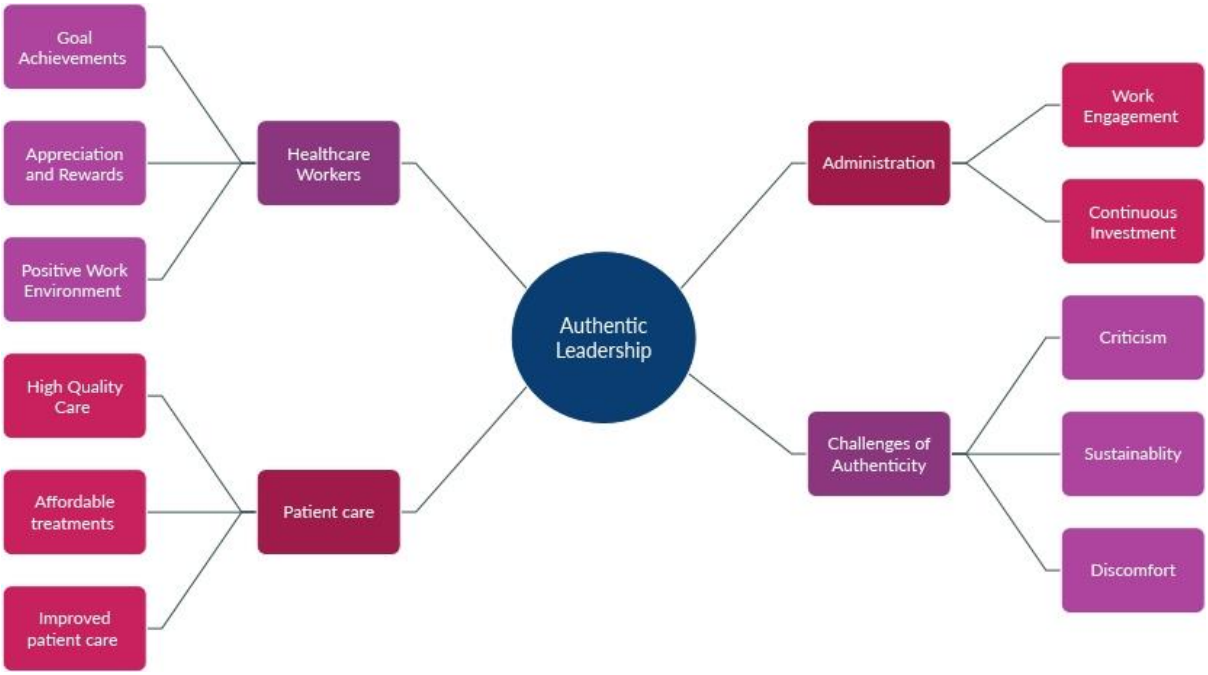

Table 4.4 shows various authentic leadership characteristics and its description. Authentic leadership is a type of leadership that helps you to grow personally and professionally, reflected in oneself, refined by listening attentively, and made transparent. Self-reflection connects deeds with core values and morals. Active Listening and feedback make up thriving relationships while transparency induces open conversation hence building trust and creating links. Appreciation enhances self-assurance levels thus the inspiration behind every successful team member's achievement of objectives. Trust building qualities are what creates a supportive team thus enabling them improve constantly.

Table 4.4 Authentic Leadership Characteristics

Authentic Leadership Characteristics	Description
Self-reflection	Continuous learning, knowing values and ethics
Being Honest	Authenticity, demonstrating empathy and helps to become a better person
Active listening and Feedback	Connects with healthcare workers easily
Appraisal for Work	Boost self-confidence, help to achieve goals
Open Communication	The more you speak, the more you learn. high performance.

Leadership brings together all these attributes within an organization. It does not stop at efficient leading but also sets up team members who feel appreciated and focused to bring out the best in them. This approach is holistic for any firm that wants to succeed in its long-run plans as well as remaining sustainable over time.

Figure 4.2 is the visual representation of the impact of authentic leadership on healthcare workers based on themes, subthemes, and codes, which were analysed through interview transcripts. It represents the primary matters that relate to real leadership by focusing on authentic leadership characteristics, problems, and core values. The diagram divides authentic leadership into different components concentrating on team engagement and growth, team diversity, development, and feedback. It also emphasizes the significance of quality patient care and fostering a positive work environment to authentic leadership values. Moreover, it highlights the challenges of authenticity as well as goal alignment showing how leaders face difficulties in remaining trustworthy to their beliefs while meeting organization targets. Additionally, this diagram emphasizes the balance between intrinsic and extrinsic motivation, the importance of technological investment, and that these are key to authentic leadership.

Figure 4.2 Visual Representation of Impact of Authentic Leadership

In general, it presents a holistic picture of how genuine leadership enhances positive outcomes through values, strategies and dealing with inborn problems.

4.8 WORD CLOUD OF KEY THEMES AND CODES

This word cloud represents the key themes and codes used in the analysis of this study on impact of authentic leadership on administration and its outcomes on healthcare workers. Highlighted words include authentic, leadership, team, patients, and care, indicating that authentic leadership prioritizes teamwork and patient care. Further terms like honesty, active listening, authenticity, and genuine show that a positive and successful healthcare work environment is built on trust, open communication, and ethical values. The words authenticity, support, and goals represent the importance of leaders being genuine to their selves while guiding and supporting their healthcare workers.

Figure 4.3 Word Cloud of Key Themes and Codes of Impact of Authentic Leadership

Overall, this word cloud shows that authentic leadership is centred on honesty, trust and work engagement.

5 DISCUSSION

As reported, impact of authentic leadership remained a main theme across all the ten interviews. All participant acknowledged that authentic leadership has a positive impact on administration and has positive outcomes on healthcare workers. On the basis of findings, some participant reported that authentic leadership has a significant impact on healthcare workers than others who acknowledged authenticity and transparency has more impact on patients' quality treatments and satisfaction. In the highlights of the findings of this study, the impact of authentic leadership on healthcare workers is making them feel heard, listened and noticed so they can achieve their goals while working in a positive and safe environment. For some participants this leadership style has a significant effect on growth of hospital revenue because when they provide advance and satisfactory treatments to the patients, people will trust their hospital more and it helps in the significant increase in the hospital revenue.

Transparency, honesty and trust are the key elements for authentic leadership.it is clear from the findings if you are not honest and genuine to yourself you can't achieve your goals or neither be a leader. As highlighted in the findings that authentic leadership enhances work engagement and commitment which positively influences to the healthcare workers that can lead into the improved and better work performances. The previous study showed that authentic leadership development for managers can improve the quality of the workplace, raise perceptions of a pleasant workplace, and enhance employee engagement.it also encourage transparency and trust and foster a positive work culture (Alilyyani 2022).

Participants also reported that authentic leadership also has impact on self-reflection, self-improvement and learning. Being a leader its continuous learning process that necessitates self-reflection. Some participants had a focus on active listening and demonstrating. Authentic leadership style has an impact on job satisfaction when healthcare workers feel heard they will be satisfied with their job and improve their performances. As in the attributes of the previous studies, positive work environment increased the chances of job satisfaction and improve performance (Baquero, 2023).

Gaining employees trust now a days is crucial that's why leaders perceived authenticity because when leaders are sincere, honest and transparent in their decisions

and actions it influences workers positively and boost their trust on leader. It has a significant impact on productivity and positivity of workplace. By this act of sincerity and transparency leaders give impression to their healthcare staff that they are always there to support and encourage them. Leaders have a huge obligation to increase workers participation to engender leadership trust. Honesty, for instance, regularly rates near the front of most individual list of characteristics they like in their leaders. It is also vital to understand that trust exists only if leadership corresponds with organisation principles, exhibits equality with staff members, and never mistreats staff. Authentic leadership impacts workers trust (Agote et al., 2016).

It is important for trust between workers and their leaders to be increased by authentic leadership since it plays a crucial role in developing an effective workplace and improving performance results. In order to come up with appropriate Behaviors of leaders, Trust on the leader mediates how authentic leadership affects positive organizational Behaviors, work engagement, and perceived care quality. Authentic leadership influence employees' outcomes through both emotional (affective) and rational (cognitive) trust. Interestingly, only trust significantly predicts performance. Authentic leadership increases employee work engagement and perceived care quality partly through the involvement of leader's trust. By fostering genuine and ethical leader-follower relationships, not only does authentic leadership boost confidence among employees but also create a healthy productive work environment (Qiu et al., 2019).

Apart from all the positive impacts, authentic leaders also face difficulties and challenges. Participants reported that they have faced a lot of challenges throughout their journey of leadership. One participant reported that she faced extreme criticism once on her decision she made for her hospitals and patients well-being because some of her staff members were not agree with her decision. She further added that being a leader you had to take some difficult decisions sometimes which are not acceptable by some people. Being genuine they can never make everyone happy. One participant described about anti-corruption leadership style. When leaders are too genuine people usually stand against them for their own temporary benefits. Some participants faced resistance, the need of sustainability and discomfort during this leadership journey.

Despite all the hurdles they all agreed that all these difficulties could never stop them from being genuine and authentic. The literature makes clear a number of obstacles

that authentic leadership must overcome. The authentic leadership model theory has its critics who argue that a more flexible view that recognizes the difficulties of leadership with authenticity is required. Because authenticity affects dedication and trust and is subjective, it is difficult to quantify. Leaders also face a big difficulty since the idea of integrity in leadership calls for a careful balancing act between personal ideals and corporate responsibilities. Though genuine leadership has been shown to increase staff involvement, trust, and performance, its theoretical foundations are called into question by the gap between its existential roots and the way it is now understood in leadership. These difficulties highlight how authentic administration in practice has to be revaluated and understood more deeply (Liu et al., 2015).

Critiques of Authentic leadership are conceptual, completeness and purity, leader focus, and ideographic criticism. There is some divergence in definitions and measures which highlight leaders from followers and other individuals. It is a weakness that leaders quite often fail to be fully aware of themselves, to know their personal identity and must engage in deep and valuable processes of narration of their own lives. Another problem that needs to be addressed is present denial and absence of constructive critique. Researchers found that authenticity can be quite complex because leaders have to perform tasks that do not feel quite authentic at first. This tension of being oneself and responding to the demands of other people is not easy. Thus, authentic leadership incorporates moral judgments and ethical behaviors into an organization.

The research suggests that authentic leaders' actions must be credible to their healthcare workers and that cues on how to do this have to be taken from workers; this process is not always easy when operating in relativistic ethical environments. The studies show that the level of practical effectiveness and overall perception of the concept of authentic leadership may be highly context-dependent and may depend on cultural differences as well as the differences between organizational levels. Leaders must deal with these variations to stay authentic (Crawford et al., 2020).

Authentic leadership is a versatile and arduous task. There are conceptual ambiguities to be negotiated, identity conflicts, and the dichotomy of authenticity vs. adaptability that leaders must walk on. While adhering to moral and ethical standards, they should also act honestly and consider other people's points of view on various subjects. This further complicates the practice of authentic leadership due to cultural and

contextual factors that are at play. However, authentic leadership is still important for organizations' long-term sustainable success even after all these challenges (Goffee and Jones, 2005).

Participants reported about team or staff diversification. They described that team diversification can improve your skills. When your team is diversified from different gender, cultures, age groups with different experiences you can learn from each other's experiences and learn things in more precise and advanced ways. One participant elaborated that team diversification enhances the role of uniqueness and increased the work performance with their unique experiences and skills. Both the beneficial and detrimental effects of organizational variety are supported by theory and empirical study. (Phillips and O'Reilly, 1998) systematically analysed four decades of empirical study on workplace demographics and diversification across organizations and work groups. The overwhelming weight of empirical data indicates that variety is most likely to hamper group functioning, in line with the social category.

The fundamental theory is that diversification should improve the calibre of the process of strategic planning and its results, particularly in highly complicated circumstances requiring a variety of viewpoints not present in homogenous teams. variety negatively affects creativity when there are no knowledge-sharing and happy mood to support the beneficial relationship between value variety and creativity. The variety of the personal traits of the employees also influences team effectiveness. Teams work so well that companies want to draw in and keep bright people ready for the fast changes that are inevitable (Patrício and Franco, 2022).

In the findings of this study, participants reported how they gained motivation to become a better version of themselves. They all have a firm faith in Allah, and it's their biggest motivation. While they have different sources of extrinsic motivation, some get extrinsic motivation from their patient's and staff's trust in them, while others get motivation from professional recognition. One participant described that when you are recognized for your skills and work in the field, you can perform better because it increases your confidence in yourself.

Underlying people's motivation are two distinct types of motivation: intrinsic and extrinsic. Extrinsic and intrinsic motivation differ greatly in that one originates from the outside, extrinsic, and the other from inside, intrinsic. Extrinsic motivation draws workers

who are happier and more motivated by reward schemes. The intrinsic aspect of motivation and fulfilment attracts the sort of worker who is more driven and fulfilled by the characteristics of the task itself. It's an internal drive that makes people whole in their professional lives (W. Li et al., 2020).

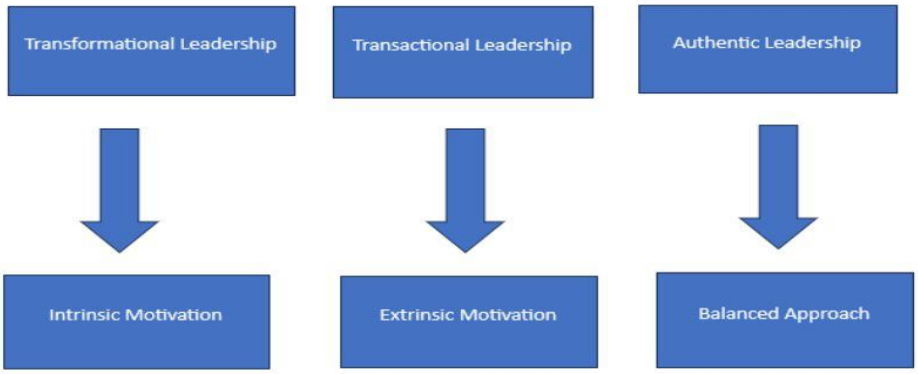

Figure 5.4 Analysis Model of Motivations of Leadership

A transformative leader promotes general principles that everyone should strive for. Every follower is unique to the transformational leader, who believes that no two people are same. Different and special things drive each intrinsically motivated person differently. Coaching is used by transformational leaders, who also educate their followers to grow. As extrinsic driven people are drawn to things like money or power, transactional leadership meets their demands. Because transformational leadership values each person and has longer-term goals of creating followers, it meets the demands of intrinsically driven people (Levin and Lundquist, 2016). While authentic leaders use a balanced approach, they get intrinsic motivation from themselves and have strong faith, as well as extrinsic motivation from professional recognition and the trust of their employees.

The key elements of authentic leadership are honesty, sincerity, transparency and trustworthiness. One participant also focused on empathy as a vital element for authentic leadership. Another participant described that key value for authentic leadership revolve around prioritization of your patients and workers well-being and transparency. Participants also reported to invest in technology to maintain your leadership over the years and positive influence on your healthcare workers. One participant described that investing in technology can raise your quality of work and creativity. It is the balanced approach between patient's requirement and hospitals financial goals. It is the key

element in authentic leadership style to spend money on technology and adapt the latest technique to improve quality services for the patients.

LaRocco & Bruns, (2013) highlight four important traits that described true leadership. Authentic leaders (a) exert influence to attain shared goals, (b) participate in constant learning, (c) establish and nurture connections, and (d) model characteristics they want others to express. Although the activities are depicted as independent, they are intricately intertwined and can be seen happening concurrently. A good work atmosphere is mostly characterized by trust between healthcare workers and their leaders. Because authentic leadership clearly focuses on the constructive role models of integrity, honesty, and high moral values in the formation of leader-follower interactions, it is recommended as the heart of effective leadership required to generate trust (Wong and Cummings, 2009b).

Based on the findings of this study, work engagement and commitment and quality care services to the patients while maintaining a positive work environment is the major outcome of an authentic leadership style. Compared with the literature review, Authentic leadership significantly impacts administration and healthcare workers to boost work environment and engagement. Better work performance and commitment are the outcome of the interrelated principles of work engagement, authenticity, and trust in leadership. The researcher noticed that work dedication is a crucial result variable of authentic leadership.

Positive psychological resources like psychological independence, work engagement, psychological wealth, psychological safety, career independence, and flourishing are probably going to be improved for healthcare professionals by authentic leadership. authentic leaders are very aware of their own benefits and drawbacks. They are thus less inclined to decide everything relevant by themselves. Since it allows leaders and their healthcare staff to have excellent connections, genuine leadership enhances job performance (Zhang et al., 2022).

Authentic leadership provides relaxing workplace environment. Hence, examining the interaction among leaders and healthcare professionals' outputs in healthcare is crucial; it may assist expand current information on the border circumstances that define the correlation among authentic leadership practices and team results. Effective collaboration of healthcare staff and the degree that team leaders facilitate team

effectiveness objectives like performance, viability, and happiness are fundamentally rooted in leadership. Authentic leadership, which is defined as "a sequence of ethical and transparent behavior from leaders that promotes openness in providing the knowledge required to make actions while accepting followers' inputs," is one exciting managerial behavior establish that can enable an excellent working environment in the healthcare industry. Positive psychology serves as the foundation for authentic leadership, which is seen as a morally and practically sound approach to lead and has the potential to create happier, more productive workplaces (Marques-Quinteiro et al., 2021).

6 CONCLUSION

The findings of this research highlight that authentic leadership can enhance the work engagement of the healthcare workers and provides quality services to patients which leads to higher patient satisfaction and more revenue for the hospital. Authentic leadership has some ideal characteristics, like honesty and transparency. Participants described that being transparent and honest helps them improve their leadership styles to become better people and provides footsteps they can follow along with a supportive and safe work environment for healthcare workers. A supportive environment not only motivates them but also makes them enthusiastic, positive, and happy about their work. Such an environment among healthcare workers and leaders develops a level of mutual understanding and informed decision-making.

As the narratives describe, providing a positive and healthy work environment can help workers align their goals and feel fulfilled by their contributions. It fosters a culture of transparency and trust between healthcare administration and staff. Authentic leaders focus on active listening and feedback that can break the barrier between leaders and workers so they can talk confidently about their problems, what changes they want to bring. This process makes them an integral part of the system and makes them feel heard to perform well and achieve their goals.

Authentic leadership has a huge impact on work engagement. After looking at the findings from the participants' excerpts, the researcher concluded that authentic leadership has a huge impact on work engagement and quality care services for patients. The diversification of the team also plays a huge role in improving leadership style and professional growth. It creates a workplace inclusive of different ideas and experiences that help in learning new skills.

Authentic leadership also significantly impacts job satisfaction because a positive and safe work environment makes healthcare workers feel comfortable, hopeful, and satisfied with their jobs. Job satisfaction can increase the chances of goal achievement for healthcare workers. Burnout due to overload and mismanagement is decreased with authentic leadership. Participants experienced a lot of challenges for their authenticity. Some faced criticism for their tough decision as leaders; others faced resistance and discomfort. But the positive point was that they were all happy being genuine and honest

with their workers and patients, despite all the challenges they suffered and all wish to continue being authentic in best of their capacities.

When healthcare workers provide advanced treatments to patients and make them satisfied, it helps to grow hospital revenue. In this way, both hospital administration and workers will benefit. All the themes are interlinked; from analysing the data, it emerged that authentic leadership impacts all areas of hospital settings, including service delivery, quality of care, management of resources and finances, health care providers, and patients.

During the study, the researcher faced several challenges. To conduct a more comprehensive analysis, it would be beneficial to conduct research on a larger and more detailed scale whenever possible. However, semi-structured interviews yielded valuable and detailed insights from the participants. It is important to exercise caution when making broad conclusions based on the results due to the limited sample size. Despite the time-consuming nature of conducting interviews, it has proven to be an effective way to obtain honest and open information from people.

A further constraint pertains to researcher bias, which is a potential danger in all research studies, particularly in cases where data gathering is not well-structured. Even though bias in research cannot be eliminated, the researcher is certain that genuine results were obtained that can be applied to larger groups. Furthermore, it can be said that the data types that were gathered allow for greater interpretation than numerical data.

Researchers studying authentic leadership must exercise caution in emphasising the theoretical foundation of authentic leadership in comparison to other leadership dimensions in their theoretical work. At this stage in the evolution of authentic leadership theory, it is premature to initiate a research programme aimed at cultivating authentic leaders by means of training. Effective development of authentic leadership requires a solid and reliable theoretical framework (Cooper et al., 2005).

Research for this study can be carried forward in the following ways: there is a need to implant leadership abilities to establish and foster real leadership; health care workers as well as leaders should be encouraged to engage and interact freely with each other; and the administration should have confidence in their healthcare staff. Increased or encouraging teamwork and communication is significant towards the promotion of a safe working environment, acknowledgement of their efforts, and giving them satisfaction.

Leadership self-assessments involve evaluating the practices implemented by leaders against the principles of authentic leadership and addressing the issues that leaders encounter when practicing authentic leadership.

Thus, in creating more positive work cultures and stronger-performing workplaces, it is imperative that healthcare sectors pay greater attention to developing authentic leaders and managers through professional development initiatives that embrace and support organisational virtues such as honesty and trust. Organisational management of healthcare units that focuses on cultivating such a strong leadership base means that inspirational leaders of the healthcare workforce can be cultivated.

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APPENDIX A

INTERVIEW QUESTIONS	REASON FOR ASKING
What was your first job and what is your role now?	To know their career journey and experiences to reach the current position.
What does authenticity mean to you and how do you embody it in your leadership style?	To address the core values of authenticity and how they maintain integrity and create an honest relation with their employees.
How do you balance the needs of patients, staff and the hospital financial goals?	To understand how authentic leaders maintain their complex duties and balance the hospital finances whilst providing quality care services to the patients and staff.
What motivates you as a leader and how do you balance extrinsic and intrinsic motivations?	To know how they keep themselves motivated while dealing with a lot of responsibilities as a leader and also as healthcare professionals to reach their goals.
How do you build and maintain a support team that can help you to become a more authentic leader?	To know the qualities, they follow to develop healthcare workers trust in them and how it helps them become more authentic leaders.
How should you diversify your team to broaden your perspective towards authentic leadership?	Because it addresses the significance of diversity in leadership and helps to understand how different experiences and diverse team contribute to becoming an authentic leader.
Have you ever paid a price for your authenticity as a leader? Was it Worth it?	To explore the challenges, they faced while maintaining authenticity that can reveal the importance they place on authenticity despite potential setbacks. To ask whether it was worth it or not? actually provide insights of the long-term

	advantages they perceive being an authentic leader.
What are the key values of authentic leadership in healthcare administration?	To identify the core values that guide their leadership styles and how these values help them to make decisions and interact with their employees and patients.
What's your favourite part of helping healthcare workers to reach their goals?	To know their favourite part of being a leader and how it inspires healthcare workers to achieve their goals.
What steps can you take today, tomorrow and over the next year to develop authentic leadership?	To understand their strategies for constant learning in their leadership process. By getting to know what concrete actions they have in mind for today, tomorrow and for the forthcoming year, it is possible to know how actively they approach the process of building and enhancing their authenticity.

APPENDIX B

Example of coding analysis from transcripts

Coding: Authentic Leadership / Challenges of Authenticity /price for authenticity
Q. Have you ever paid a price for your authenticity as a leader? Was it Worth it?
I faced criticism because some staff members were not happy with my decision, but being authentic leader you have to take tough decision to maintain your professional well-being. I have indeed faced a lot of challenges and difficulties as a dental surgeon and leader but I firmly believe that being true to my values and preserving authenticity was worth the price I paid.
Coding: Authentic leadership/work engagement/goal alignment
Q. What's your favourite part of helping healthcare workers to reach their goals?
An authentic leadership promotes a culture that is open honest and fair, which, in turn, makes the employees to actively participate in the organization, be loyal, and result in the good health of the organization. Staff and patients' interpretations is one should listen to the first voice, it will help for informed decision-making regarding the patients' concerns, and respect their viewpoints. The process holds the growth as well as locomotion superior to the perfect status.
Coding: Authentic leadership / extrinsic and intrinsic motivations/ team inspiration
Q. What motivates you as a leader and how do you balance extrinsic and intrinsic motivations?
Having a firm faith in Allah and his process is my biggest intrinsic motivation. I have a strong faith in timing of achievable and unachievable. Extrinsic is definitely seeing my department be one of the best in the hospital and provide best and smooth care to the patients and intrinsically it's my passion for providing smooth and hustle free treatments to the patients. When team feels heard and their problems are addressed if not solved completely immediately it keeps them motivated.

BIOGRAPHY

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I was born in Pakistan- Dera Ghazi Khan on September 17, 1999. I graduated from Jinnah Sindh Medical University Karachi, Pakistan in bachelors of Dental Surgery in 2021, I then joined Beykoz University, Istanbul in 2022 to study Masters in Business Administration and Graduated in 2024.