

Authentic Leadership and Psychological Well-Being of Nurses in Kerala

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Abstract:

Psychological well-being of Nurses is critical to their overall job satisfaction, quality of patient care, and the ability to perform their job effectively. Employee well-being has been found to be highly influenced by authentic leadership, which is characterized by leaders who display genuineness, transparency, and integrity in their interactions with followers. These leaders encourage open communication, build trust, and foster positive work environments. Authentic leadership is characterized by leaders' behaviors, attitudes and perceptions. A few studies only have been done to examine the specific influence of authentic leadership on the psychological well-being of nurses in Kerala. Hence it is required to investigate the specific effect of authentic leadership on the psychological well-being of Nurses. The purpose of this study is to examine how authentic leadership affects the psychological well-being of nurses in Kerala. Data were collected from 100 nurses working in healthcare sector in Kerala by administering a structured questionnaire. The data collected were analyzed using descriptive statistics, correlation analysis, and multiple regression analysis to examine the relationship between authentic leadership and psychological well-being of nurses. Findings of the study suggest that authentic leadership behavior has a significant effect on the psychological well-being of nurses in Kerala. Positive leadership practices, such as supportive and empowering behaviors, were associated with higher levels of psychological well-being among nurses.

Keywords — **Authentic leadership, psychological well-being, Nurses**

I. INTRODUCTION

Nurses have an important role in giving patient care and safeguarding their well-being. The psychological well-being of nurses is affected by the demanding nature of the job and increasing complexity of healthcare systems. To address this issue, the idea of genuine leadership has drawn interest as a viable strategy for enhancing psychological well-being of nurses. Authentic leadership focuses on genuine and ethical leadership behavior that foster trust, openness and transparency. It emphasizes the significance of leadership, while upholding the authenticity of their followers still being faithful to their own principles. The leadership approach promotes a welcoming and

inclusive atmosphere that enables people to thrive and realize their potentials.

Authentic leadership may be very beneficial for nurses since they frequently work in stressful settings and have to adjust with emotionally trying circumstances. When nurses are mentored by sincere role models, their motivation, engagement, and work satisfaction rise. Genuine leaders foster an environment where nurses feel appreciated, respected and heard. As a result, nurses work in a supportive environment that promotes their psychological well-being, which ultimately improves patient outcomes.

The relationship between authentic leadership and the psychological well-being of nurses has

gathered increasing interest among researchers, practitioners and healthcare organizations. Numerous research studies have investigated the impact of authentic leadership on various aspects of well-being of nurses, including job satisfaction, burnout, stress and work engagement. The results point to a link between enhanced psychological well-being among nurses and authentic leadership. This study explores the idea of authentic leadership and its role in enhancing the psychological well-being of nurses. The study examines the key characteristics of authentic leadership and explore how these behaviors positively influence the experience in the workplace.

Understanding the connection between authentic leadership and the psychological well-being of nurses enables to get important insights into promoting a supportive work environment that benefits both nurses and the patients they care for. This exploration of authentic leadership in the context of nursing contributes to the existing body of knowledge and offers practical strategies for enhancing the well-being of nurses which will help to improve healthcare outcomes. Hence the present study attempts to understand the relation between authentic leadership and psychological well-being of nurses in Kerala.

II. LITERATURE REVIEW

Mulligan (2019) suggested that Authentic nurse leaders foster a positive work atmosphere and have deep core beliefs compatible with the nursing profession. In order to determine nurses' perceptions of real nurse leader traits, this study used a conceptual framework. Integrity, transparency, and altruism are key elements of authentic leadership. In order to compare the results of the Authentic Leadership Questionnaire (ALQ) with the Authentic Nurse Leadership Questionnaire (ANLQ), stronger nursing values were sought out. Data were collected from 309 nurses. EFA, CFA, reliability analysis, and linear multiple regression were conducted to examine the structure of the instrument and validate its conceptual framework of authentic leadership. It is found that Nurse leadership is essential for providing high-quality

health care. Authentic nurse leaders who embody attributes of the authentic nurse leader conceptual framework may serve as true leaders in supporting a healthy work-life and enhanced nurse engagement.

Jihye Oh et. al (2018) aimed to investigate the mediating effect of practicing core values on the relationship between authentic leadership and work engagement in a Korean corporate environment. The findings of the study show that engaging in one's job and practicing one's basic beliefs are directly and significantly influenced by authentic leadership. Upholding fundamental principles might moderate the link between engaging at work and genuine leadership. This implies that the growth of work engagement among workers is influenced by the presentation and reinforcement of fundamental values by real leaders. The balancing impact of living one's fundamental principles emphasizes how crucial is the ethical leadership and the compatibility of one's personal and organizational beliefs in promoting employee engagement.

Yijing Lyu (2019) examined the effects of authentic leadership on the work-family balance of followers by focusing on the mediating roles of leader-member exchange and work-to-family enrichment and the moderating role of traditionality in China. 206 employees in a pharmaceutical company in China were chosen as sample for the study. According to the findings, leader-member exchange and work-to-family enrichment successively mediated the favorable link between genuine leadership and work-family balance. Traditionality also improved the connection between leader-member exchange and true leadership. This research shows that genuine leadership can improve workers' work-family balance. The capacity to infer causal links is constrained by the correlational and cross-sectional nature of the data. The results show that followers' work-family balance may be effectively induced by real leadership. The importance of tradition may enhance the impact of genuine leadership.

According to the study on Psychological Wellbeing of Employed Women, done by Srimathi

and Kiran's (2010), women teachers had the greatest degree of psychological wellness. The sample consisted of 325 working women from various organizations. The findings revealed that female instructors scored higher overall on all psychological wellness subscales. Women who worked in banks scored at a medium level in terms of their psychological wellness. The psychological health of women employees in industries is the lowest across all subscales and overall psychological wellbeing scores.

Based on two demographic factors, namely gender and academic standing, Michaeli Manee (2011) investigated the psychological wellness status of undergraduate students. Three hundred and seventy-six students were randomly chosen for the descriptive cross-sectional study, which involved a sample, from a variety of academic fields. t-test, ANOVA, and descriptive statistics were used to analyze the data. The study's findings showed that, with the exception of purpose in life, there was a gender difference in the wellbeing component, with female students scoring higher than male students in five aspects of psychological wellbeing. They are positive relationships with others, environmental mastery, personal growth, regarding autonomy, and self-acceptance.

Teachers' psychological health, sense of purpose, and quality of life were examined by Damasio et al. in 2013. A non-randomized convenience sample technique was used to select 517 instructors (174 men and 343 women) who taught in several public and private schools in Campina Grande, Brazil. Based on several demographic factors including gender, teaching experience, and school type, the data were gathered. The study's conclusions showed that there was no gender difference in teachers' psychological wellness, sense of purpose in life, or quality of life. There was a substantial correlation between teachers' psychological health and life meaning.

III. RESEARCH GAP

Authentic leadership is one of the important factors for making employee as a psychologically

well-being in a work place and to attain success in an organization. Many studies were conducted on authentic leadership and psychological well-being. But not many studies were done to know the relation between authentic leadership and psychological well-being of nurses.

IV. OBJECTIVE OF THE STUDY

To establish the relationship between authentic leadership and psychological well-being of nurses.

V. HYPOTHESES OF THE STUDY

H1: There is no significant relation between authentic leadership and job satisfaction of nurses.

H2: There is no significant relation between job satisfaction and the psychological well-being of nurses.

H3: There is no significant relation between authentic leadership and psychological well-being.

H4: There is no significant difference between effect of work authentic leadership and psychological well-being based on demographic variables.

VI. RESEARCH METHODOLOGY

This study is aimed at establishing relationship between authentic relationship and psychological well-being among nurses working in private hospitals in Kottayam district. Descriptive research design was used for the study and questionnaire was used to collect primary data. Judgement sampling was used for the study. Data were collected from 100 nurses.

VII. RESULTS AND DISCUSSION

The reliability of 25 items included in the questionnaire was found out using the reliability coefficients. The Value of Cronbach's Alpha is .793 which is more than 0.70. Hence, the items are consistent and reliable for the study.

TABLE I
RELIABILITY ANALYSIS

Cronbach's Alpha	Number of Items
.793	25

The table below shows the relation between authentic leadership and job satisfaction. There was a strong, positive correlation between variables, which was statistically significant ($r = .428$, $n = 100$, $p = .005$).

TABLE II
CORRELATION: LEADERSHIP & SATISFACTION

Variable	Authentic Leadership	Job Satisfaction
Authentic Leadership	1	.428
Sig. (2-tailed)		.779
Job Satisfaction	.428	1

The Pearson Correlation coefficient for job satisfaction and psychological well-being is .744. This shows that there is a positive correlation between the mediating variable job satisfaction and the psychological well-being.

TABLE III
CORRELATION: SATISFACTION & WELL-BEING

Variable	Job Satisfaction	Psychological Well-Being
Job Satisfaction	1	.744
Psychological Well-Being	.744	1

The study evaluates the relationship between authentic leadership and psychological well-being. The Pearson Correlation value is .342, which is significant at 0.05. Therefore, there is a positive correlation between authentic leadership and psychological well-being.

TABLE IV
CORRELATION: LEADERSHIP & WELL-BEING

Variable	Authentic Leadership	Psychological Well-Being
Authentic Leadership	1	.342
Psychological Well-Being	.342	1

ANOVA was conducted to test the effect of authentic leadership and psychological well-being with respect to demographic variables. The results show that the p-values are greater than 0.05. Consequently, the null hypothesis is accepted.

TABLE V
ANOVA RESULTS BY DEMOGRAPHICS

Demographic Variable	p-value
Gender	.243
Age	.280
Marital Status	.455
Work Experience	.134

The overall results indicate that authentic leadership can enhance job satisfaction and psychological well-being of nurses. The correlation test results show that authentic leadership has a positive relation with job satisfaction and psychological well-being of nurses. The mediating variable, job satisfaction, also has a positive relation with psychological well-being. For testing the significant difference in effect of authentic leadership on psychological well-being with respect to the demographic variables, ANOVA was used. Since the significance level was greater than .05, the null hypothesis was accepted.

VIII. CONCLUSION

Authentic leadership, characterized by transparency, genuineness, and ethical behavior,

fosters a positive work environment that promotes job satisfaction among nurses. When nurses perceive their leaders as authentic, they are more likely to experience a sense of trust, support, and respect within the workplace, leading to increased job satisfaction. Job satisfaction plays a crucial role in the psychological well-being of nurses. Satisfied nurses tend to exhibit higher levels of engagement, motivation, and overall job happiness, which positively affects their psychological health. Job satisfaction acts as a mediator between authentic leadership and psychological well-being. The positive relationship between authentic leadership and psychological well-being is strengthened by the presence of higher job satisfaction. When nurses perceive authentic leadership and are satisfied with their jobs, they experience greater psychological well-being.

This study emphasized the significance of authentic leadership in promoting the well-being of nurses in Kerala. Healthcare organizations and nursing leaders should prioritize developing authentic leadership skills and creating a supportive work environment that fosters job satisfaction. By doing so, they can enhance the psychological well-being of nurses, leading to improved patient care, reduced turnover rates, and increased organizational success. Overall, the findings highlight the importance of authentic leadership and job satisfaction in enhancing the psychological well-being of nurses. It provides insights for healthcare organizations, leaders, and policymakers to create positive work environments that support the well-being of nurses in Kerala.

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