

Nurse Engagement by Role of Work-Life Enrichment: Effect of Authentic Leadership and Communications

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Abstract

Job satisfaction and the development of the nurses are dependent on the climate created by managers. Authentic leadership is one of the essential factors for nurse engagement. Perceived transparent organizational communication increases organizational legitimacy and improves organizational performance. By creating an appropriate climate, nurses are engaged with their responsibilities, and consequently, their families will be affected. This study investigates the effects of authentic leadership and communication on nurse engagement based on the role of work-life enrichment. The statistical society consists of 203 nurses working in the departments of Isfahan Hospitals. This study's results indicate that authentic leadership has significant and positive effects on work-life enrichment. However, it does not affect nurse engagement. The effect of perceived transparent organizational communications on nurse engagement approved; however, these communications have no impact on work-life enrichment. Eventually, the impact of work-life enrichment on nurse engagement was also approved.

Keywords: Authentic Leadership, Communications, Nurse Engagement, Work-Life Enrichment.

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1. Introduction

In the current world, organizations seek to employ great talents contributing to their effective competition and try to inspire their nurses to utilize all their abilities in their work responsibilities. Empirical evidence shows how managers can use their authentic leadership behaviors to create an organizational culture, including communication, organizational learning, and transparency(Hosseini et al., 2021). Authentic leaders tend to create positive and transparent communications to obtain high individual, group, and organizational trust(Jiang & Men, 2017) . Authentic leaders have achieved high levels of authenticity. They know who they are, what they believe, their values and act upon these values and beliefs while transparently interacting with others. Positive consequences of authentic leadership are 1. Self-confidence to achieve success, 2. Positive attitudes toward current and future successes 3. Sustainability toward goals and moving toward success, 4. Sustainability in exposure to problems and hardships, and more importantly, flexibility to achieve goals(Rego et al., 2012) . Transparency is considered a significant factor in strategic communications, public relations of organizations, mutual trust, and the relationship between benefactors and leaders(Jiang & Men, 2017) . Transparency and disclosure are introduced as the main elements in managing the affairs of organizations. Information revelation is of great importance for reducing asymmetric information and better management of affairs(Cheung et al., 2010) . Transparency in organizational communications leads to increased legitimacy, better performance, and higher competitive advantages(Hosseini et al., 2022; Rego et al., 2012) . Perceived transparent administrative communications have positive consequences, such as efficient and trustworthy information structures(Rajabipoor Meybodi, 2015) . The main logic is to increase transparency, which increases trustfulness and clarity of the current information and removes any uncertainty(Albu & Flyverbom, 2019). Organizational Citizenship behaviors is another significant issue in each organization. Various studies indicate many influential factors for organizational citizenship behaviors, such as engagement. Engagement refers to the level of centrality each person attributes to their job among all the other personal life affairs and how much they find their identity about a specific job(Tourani et al., 2016) . Nurse engagement represents all the emotions, feelings, and physical abilities that a person spends on a particular job and is referred to as the culmination of nurses' positive attitudes. Research has indicated that high engagement levels increase work and organizational commitment and reduce job quits rates(Thompson et al., 2015). Engagement contributes to corporate growth and efficiency. Engaged nurses pay more attention to their roles and find them more attractive. They feel a deep and significant connection with the organization. They are willing to spend more time and energy to help the organization fulfill its goals(Jiang & Men, 2017) .

Enrichment occurs in a mutual relationship (two-sided relationship) between personal life and work, work, and personal life. Studies carried out on work-life enrichment yield positive mental health results, job satisfaction, and life satisfaction(Haar, 2013) . According to Greenhaus and Powell(2006), enrichment refers to the impact of the positive experiences on improving the quality of another role (for example, the impact of personal life and work on each other)(Greenhaus & Powell, 2006). In defining work-life, Jiang and Men(2017) conceptualized work as nurses' paid employment and everything outside of work as life. According to Kossek and Lambert(2004), the concept of work-life is defined as the interplay between employment and personal life. In this study, the idea of work is

employment, and personal life is defined as life. One of the concepts closely related to enrichment is facilitated work-life relationship(Kossek & Lambert, 2004). Facilitation is focused on improvement in a specific field (such as work or life), which leads to progress and more efficient performance in other areas(Carlson et al., 2010). To reach work-life enrichment, the person should transform the obtained successes in one field (work or life) to another area. Therefore, higher multiple skills will increase performance quality in both fields. Enrichment requires a person to transform the obtained experiences in one field (work or life) to another area and take advantage of this transformation in improving performance quality in another field(Masuda et al., 2012). Evidence indicates that the positive relationship between work and life enrichment leads to job satisfaction, job commitment, and organizational citizenship behavior(Brough et al., 2014).

2. Literature Review

Authentic Leadership

In the late 20th century, the damage caused by inappropriate ethics and unreliable leaders in organizations was estimated to be higher than a hundred million dollars. Unfortunately, many organizations still have inconsistent leaders(May et al., 2003). A lack of trust in organizations identifies the last decade. Therefore, the tendency toward simplicity, transparency, and authentic leadership has significantly increased(Diddams & Chang, 2012). Authentic leadership represents the “genuine self”(Xiong et al., 2016). It emphasizes responsibilities and an internal search for finding the right self(Nyberg & Sveningsson, 2014). Authentic leadership is a metaphor for a professional, effective, ethical, and conscious method.

Furthermore, it is a positive organizational behavior(Oh et al., 2018). Generally, authentic leadership is defined as a multidimensional and multilevel structure. May et al.(2003) defines authentic leadership as a “process of using positive psychological capital and extended organizational structures, leading to increased positive self-awareness and self-regulation in cooperation with leaders and followers”(May et al., 2003).

Authentic leaders determine the kind of objectives that contribute to mutual objectives and benefit a larger society(Eagly, 2005). Authentic leadership can be considered as a fundamental, theoretical concept for all leadership styles. Authentic people can be placed in the center of leadership who can perform any authentic transformative, authentic, collaborative, etc. leaderships. According to George (2010), for the reformation of other leadership styles (such as transformative, entrepreneurial, empowering, controversial, and passive leadership), authentic leadership should be vertical (behaviors of an appointed official leader)(George, 2010). It should be distributive (a mutual behavior between the members and emerging challenges). According to collaborative, authentic leadership, a leader's responsibilities should be divided between the organization members; in this case, the business will be increasingly expanding(Hmieleski et al., 2012). Authentic leadership is increasingly expanding and everywhere, including positive organizational behavior, moral leadership, and transformational leadership(Baron & Parent, 2015). Authentic leaders inspire the followers mentally, participate in a dynamic engagement, and find innovative solutions for organizational problems(Nichols & Erakovich, 2013). No imitation or pretense is included in authentic leadership. Authentic leaders are authentic, not counterfeits. What they say and what they do is the same.

Authentic leadership is founded on authenticity, a characteristic for controlling individual behaviors based on values, beliefs, and higher human nature. These behaviors are emphasized even under various pressures(Sofiyabadi et al., 2012). The theory of authentic leadership is focused on self-control and self-awareness of leaders and their followers, positive psychological capital, and the positive mediating role of organizations(Ali, 2009). Authentic leadership leads the organization toward positive outcomes. Moreover, authentic leaders have reliable values and beliefs that indicate their experiences and expertise(Pinelli et al., 2018).

Perceived Transparent Organizational Communications

Transparency is an essential issue in strategic communications, the organizations' general relations, mutual trust, and the relationship between benefactors and leaders(Jiang & Men, 2017) . Generally, transparency refers to mutual perceived exchange. In some definitions, it refers to honest communication. It opposes manipulation, prejudice, and unreal information. Transparency involves sharing information(Albu & Wehmeier, 2014). It covers a wide range of definitions and highly depends on free access to decision-making and free information(Hood & Heald, 2006). By transparency, we mean free flow of information and determination of precise tasks in organizations. Perceived transparent organizational communication includes positive consequences, such as efficient and precise information structures(Albu & Flyverbom, 2019). It provides the organizations' accountability and audit of benefactors(Jordan & Van Tuijl, 2000). Furthermore, transparency can increase competition by equal access to information and improve decision-making(Hahn, 2008) . Transparency refers to a set of processes and does not merely include decision-making. It creates a reliable framework for decision-making(Farrell, 2016) . Information transparency in organizations has two qualitative and quantitative dimensions. Organizations have control over the amount of produced information and its nature(Mohiuddin et al., 2022). The qualitative dimension of information flow consists of message content and accuracy(Blomgren, 2007) . Transparency is a process that includes access to information and dynamic cooperation in access, distribution, and creation of knowledge. It requires accountability since organizations should be accountable for their actions, words, and decisions(Behn et al., 2010; Rawlins, 2008). Transparency expands the ethical nature of organizations in two ways. Firstly, it prepares the ground for organizations to accept the responsibility of their measures and policies and respect the reasoning ability of those who have access to information(Fort, 1996; Hosseini et al., 2021) .

Nurse Engagement

Nurse engagement is created based on motivational theory, which directly affects engagement(Aryee et al., 2012) . Engagement refers to the level of centrality each person attributes to their job among all the other life affairs and how much they find their identity about a specific job. In other words, a person who lives and breathes with his or her job has a high level of work engagement(Griffin et al., 2010) . Studies have indicated a positive and significant relationship between engagement and organizational behavior, motivation, high work performance, and reduced job placement costs(Ellinger & Ellinger, 2014) . By engagement, nurses utilize their utmost attention, time, energy, and accessible resources for their responsibilities(Zhang et al., 2009) . The necessity of engagement

can be highly felt when organizations encounter a deficit of human resources, which is a prerequisite for competitive advantage, due to retirement or disabilities. Work engagement can improve organizational productivity by engaging nurses with their work and providing additional work meanings(Koponen et al., 2010) . Work engagement is related to people's perception and thoughts about essential life affairs on the one hand, and with organizational features, on the other hand(Moynihan & Pandey, 2007) . Although work engagement indicates a person's inclinations, it is both related and not related to behavior. Engagement is considered a feature independent of any specific thing, event, individual, or behavior(Oh et al., 2018) . To be exact, work engagement is considered to be representing how nurses recognize their work as a deliberate and thoughtful pursuit of work (dedication or intellectual engagement), as captivating and exciting (emotional engagement), and as stimulating and energetic that they are enthusiastic to devote themselves with passion (vigor or behavioral engagement)(Mubarak & Noor, 2018) . Engagement is related to the individual (work quality of individuals and their experiences) and organizational (organizational productivity) achievements(Saks, 2006) .

Work-Life Enrichment

In the last decade and based on the positive psychology movement, positive dimensions of work-life relationships have been increasingly highlighted and studied. This viewpoint investigates different work influences on the personal life and personal life on work, such as enrichment, positive stimulus, and facilitated relationships(Jain & Nair, 2017). The central hypothesis is that playing a role or a performance will be facilitated and improved by other roles and participation(Salamzadeh et al., 2022). The advantages of playing multiple roles are dominant over its disadvantages(Greenhaus & Powell, 2006). According to role expansion theory, multiple roles create individual identity, self-knowledge, social group supports, higher health, and financial security(Eikhof et al., 2007). There is also an opposite viewpoint, which states that multiple roles will most probably destroy individual resources, leading to job burnout, reduced job satisfaction, and increased job placements(Jain & Nair, 2017). In the definition of working life, researchers refer to work as employment and define anything out of the workplace as life(Tajpour et al., 2021). The benefits of nurses will be provided by a healthy and balanced life that motivates and strengthens them(Jiang & Men, 2017) . Enrichment refers to the improvement of a role (work or personal life) by experiments of another role (work or personal life)(Chen & Shein, 2011) . Enrichment and structural definition refer to the improvement of a role (work or life) by experiments of another role (work or personal life)(McNall et al., 2010). Five primary resources impact work or personal life roles. Therefore, by increasing one of the roles, the other role will be enriched(Greenhaus & Powell, 2006). These resources are skills and perspectives (an expansive set of cognitive and interpersonal skills, multi-tasking skills, and experience), psychological and physical resources (positive self-assessment, such as self-efficacy and self-esteem), social capital resources (authority and collected information from interpersonal relationships in work or personal life which are efficient means for obtaining the specified goals), flexibility (the ability of decision making and authority in work or personal life), and financial resources of a person (material) resources (money or rewards which are obtained in work or personal life).

3. Development of Hypothesis

Our studies indicate that a workplace with enriched resources and transparent organizational activities increases work-life enrichment (Greenhaus & Powell, 2006). For example, fundamental information and scheduling policies for sharing information and welcoming transparent ideas and communication allow the managers to pay attention to critical ideas about their workplace (Pedersen & Jeppesen, 2012). When managers consult their nurses about organizational goals and issues, they will become motivated to use other life resources and activities in their workplace. This will lead to work-life enrichment (Carlson et al., 2006). Nurse engagement increases when managers share organizational information and utilize authentic leadership behaviors in their ethical decision making (Saks, 2006); therefore, nurse engagement increases in an organization in which nurses enjoy reliable communications with the organization and have sufficient control over the distribution of information and decision making, different issues in the organization, and events related to the organization (Mazutis & Slawinski, 2008). As previously mentioned, authentic leadership and transparent organizational communications are critical resources for nurse engagement (Menguc et al., 2013). Supportive managers have an influential role in reducing pressures resulting from nurses' job challenges (Babin & Boles, 1996). Therefore, trust and confidence in supportive managers increase nurses' engagement. On the other hand, when nurses receive accurate guidance and recommendations from the organization and observe their performance feedback, transparent organizational communication is critical for nurse engagement (Jiang & Men, 2017).

- **Hypothesis 1:** Work-life enrichment (WLE) moderates the effect of authentic leadership (AL) on nurse engagement (NE).
- **Hypothesis 2:** Work-life enrichment (WLE) moderates the effect of perceived transparent organizational communications (PTOC) on nurse engagement (NE).

Figure I summarizes the above-mentioned conceptual model about authentic leadership, perceived transparent organizational communications, Nurse Engagement, and work-life enrichment.

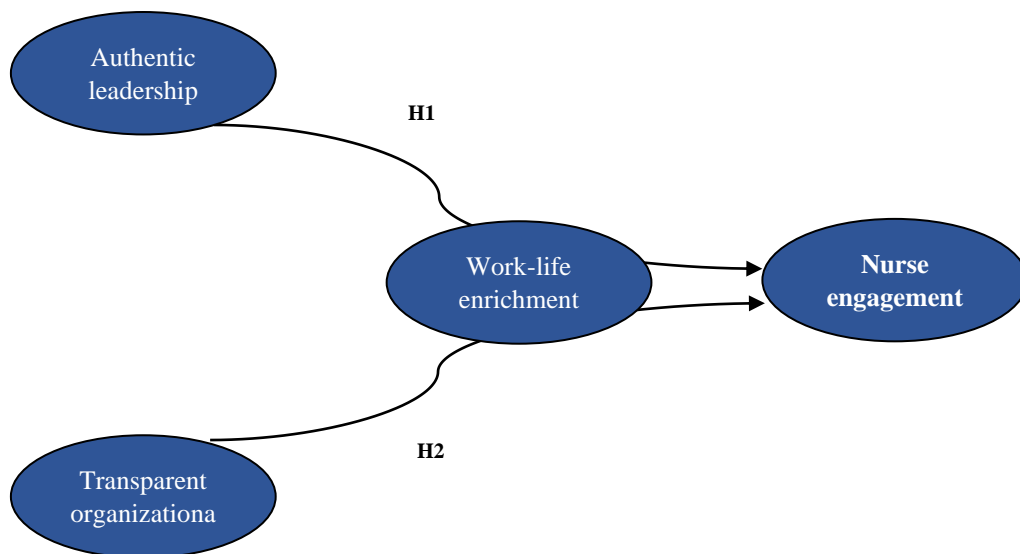


Figure 1: a conceptual model of Research

4. Methodology

This study's main objective is practical and carried out based on descriptive and survey research methods. It is particular were cross-sectional. The nurses are working in Isfahan Hospitals. At the time of the study, these Hospitals included 430 nurses. The sample size was estimated to be 203 nurses using the Cochran formula. After the distribution of 230 questionnaires, 205 questionnaires were selected randomly for data analysis. The research questionnaire consists of two parts. The first information section is demography, which includes four items: gender, age, education, and service record. 63.2% of participants were females, and 36.8% of them were males. The dominant age distribution of the sample is in the range of 40 to 49 years old. Most of the respondents, with 44.3%, had a bachelor's degree and the majority, with 44.5%, had 10 to 20 years of record of service in the organization. The specialized section of the questionnaire contains 56 questions about the research variables. SPSS23 and AMOS20 software used for the evaluation and measurement of the model of the study. Fit indexes were utilized to determine the consistency of the model with experimental data. Three comparative, absolute, and parsimony fit indexes evaluated the developed model. Comparative indexes are used for the comparison of different models, including CFI, NFI, and RFI. Parsimony indexes, including RMSEA, PCFI, and PNFI, analyze the goodness of the model. The third kind of index, absolute indexes, is defined with an acceptable domain based on the selected index. These indexes include GFI, AGFI, Chi-Square/df, RMR, and Chi-square P-Value. Fitting results are presented in Table 1.

Table 1. Indexes Used For Fitting And Validating The Developed Model

Type of Index	Abbreviation	The acceptable domain of the index	Value of indexes for the developed model
Comparative	CFI	0.9-1	0.949
	NFI	0.9-1	0.915
	RFI	Close to 1	0.889
Parsimony	RMSEA	0-0.8	0.081
	PCFI	> 0.5	0.73
	PDF	> 0.5	0.706
Absolute	GFI	1-0.9	0.9
	Chi-Square/df	< 3	2.332
	RMR	0-0.05	0.031
	Chi-square	Dependent on the sample size	244.721

According to the results, the developed model is acceptable, and its fit is approved.

5. Findings

Reliability and Validity

Reliability refers to the constancy of the results through a specific period under similar conditions and methodologies with the possibility of repeating the measured results. Cronbach Alpha is used for verification of inner consistency and reliability of the results. The value of this coefficient for the variables of authentic leadership, perceived transparent organizational communications, nurse engagement, and work-life enrichment is 0.916, 0.937, 0.887, and 0.96, respectively. However, according to the results, values have high inner consistency. The coefficient is presented in Table 2.

Table 2. The Cronbach's Alpha

Variables	values of Cronbach Alpha
Authentic Leadership	0.916
Perceived Transparent Organizational Communications	0.937
Nurse Engagement	0.887
Work-Life Enrichment	0.941

Validity is tested via factor analysis. According to the results, all the factor loads are higher than 0.5, and t values are significant at the level of 0.001. Therefore, these tools contribute to the validity measurement of the developed model.

Evaluation of Statistical Hypothesis

Initially, the specified sample was analyzed via descriptive statistics. In this sample, 63.2% of the respondents are males, and 36.8% are females. The highest percentage of respondents (37.3%) are 40 to 49 years old. Most of them (44.3%) have bachelor's degrees, and 44.5% of them have 10 to 20 years of work experience. SPSS software analyzed the normality of the sample. Normal distribution was used for the evaluation of continuous quantitative variables. The issues mentioned above are summarized in Table 3.

Table 3. Analyzing normality of the sample

Variable	Significance Level	Conclusion
Authentic Leadership	0.2	Normal
Perceived Transparent Organizational Communications	0.2	Normal
Nurse Engagement	0.2	Normal
Work-Life Enrichment	0.08	Normal

According to the outcomes, it can be said that the data have a normal distribution.

Structural Equation Modeling

Modeling done via AMOS software. The results are indicated in Table 4.

Table 4. Results obtained from the Assessment of the Developed Model in Software

hypothesis	Path	Assessment of direct effects	Critical ratio	Significance level
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			Non- standard	Standard		
H1	AL	WLE	1.000	0.791		
	AL	NE	-0.370	-0.318	-3.543	***
	WLE	NE	0.383	0.417	3.584	***
H2	WLE	NE	0.383	0.417	3.584	***
	PTOC	WLE	-0.808	-0.644	-3.727	***
	PTOC	NE	1.000	0.866		

***P<0.004

Test of Conceptual Model and Analysis of the Hypothesis

According to the results of Table 5 about the hypothesis, it can be concluded that (H1): there is a positive and significant relationship between authentic leadership and work-life enrichment ($\beta=0.791$, $P < 0.004$), but there is no significant and positive relationship between authentic leadership and nurse engagement ($\beta=0.318$, $t=3.543$, $P < 0.004$), so We can claim that Work-life enrichment (WLE) moderates the effect of authentic leadership (AL) on nurse engagement (NE), (H2): there is a significant and positive relationship between perceived transparent organizational communications and nurse engagement ($\beta=0.866$, $P < 0.004$), also there is a significant and positive relationship between work-life enrichment and nurse engagement ($\beta=0.417$, $t=3.548$, $P < 0.004$), so We can claim that Work-life enrichment (WLE) moderates the effect of perceived transparent organizational communications (PTOC) on nurse engagement (NE).

6. Conclusion

Unlike previous studies that concentrated on negative dimensions of interference between personal life and work roles, this study is focused on the positive dimensions of this interference that is work-life enrichment. Authentic leaders create a positive organizational climate using open communications, different ideas and viewpoints, ethical values, data analysis, and various information before deciding (Walumbwa et al., 2008). Positive motivation, self-confidence, independence, satisfaction, perfection are consequences of having authentic leaders and managers who transform personal life experiences into other domains. These consequences are referred to as work-life enrichment (Carlson et al., 2006). Transparent and permanent communications make an organization observable, fulfill nurses' informational demands, and allow them to participate in organizational activities (Men & Stacks, 2013). The experimental evidence indicated that organizational climate is a crucial resource for facilitating the nurses' performance, making them aware of job demands, and improving nurses' motivation in their workplace (Menguc et al., 2013). When Isfahan Hospitals provide the nurses with fundamental, meaningful, relevant, and authentic information, it encourages them to meaningful attributions, provides an opportunity for the nurses to analyze the information, and makes the organization responsible for its measures. In this case, the nurses feel valued and become more engaged with their jobs. According to the results, this organization provides the necessary organizational climate for its nurses' facilitated performance. It can be said that supporting resources in the workplace and paying attention to the nurses' job demands, health, and welfare creates higher nurse engagement (Men & Hung-Baesecke, 2015). Therefore, work-life enrichment has a healthy and positive relationship with nurse engagement. Knowledge of

the nurses, their acquired skills, and a positive and cheerful mentality improves nurses' personal life (Haar, 2013). An enrichment approach reveals how much nurses should help their organizations create a balance between multiple roles. For example, by creating an organizational climate with transparent organizational communications and authentic leadership, the opportunity for this balance is provided (Jiang & Men, 2017). This variable's obtained resources in nurses' work domain have not improved their family's quality and quantity. In this study, the transformation of resources from the work domain to the personal life domain, and vice versa, has not been observed in this variable. The created resources are only applicable in their domain and are not transformable to other domains. The nurses have probably observed these transparent communications more in their managers' behaviors than communication channels of the organization at different levels (Vogelgesang et al., 2013). Furthermore, they believe that the work domain's obtained resources have not improved their family lives' quantity and quality. It can be said that the created resources are only applicable in their domain and are not transformable to other domains. Nurses perceive authentic leadership based on work-life enrichment. In other words, the decisive role of work-life enrichment caused authentic leadership to impact nurse engagement indirectly.

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