"ANALYSIS OF HOW EMPLOYEES' SELF-ASSURANCE AND COMMUNICATION WITH THEIR LEADERS AFFECTS THEIR OUTPUT IN THE HEALTHCARE MARKET"

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ABSTRACT

Since the previous decade, researchers' attention has been focused on authentic leadership. This study uses a sequential mediation technique to look at how authentic leadership, trust, leader member exchange (LMX), and individual performance all play a role in the lives of employees for the first time. A total of 320 health care professionals in delhi provided their responses. The results of this study corroborate the existence of a positive and significant influence of authentic leadership on individual performance, which is linked both directly and indirectly via the mediating effect of trust and LMX. It's also been shown that genuine leadership fosters an atmosphere of trust among subordinates, which in turn raises levels of LMX and productivity on the work. From one perspective, this study's innovative findings concern the sequential mediating effects of constructs, while from another, it successfully incorporates four crucial factors into a single model. After presenting the results, the authors discuss their theoretical and practical consequences and offer suggestions for the future.

Keywords: Authentic Leadership, Leader Member Exchange (LMX), Sequential Mediation Technique

INTRODUCTION

The healthcare industry is a dynamic and constantly evolving sector that requires employees to have a high level of self-assurance and effective communication with their leaders in order to perform at their best. The relationship between an employee's self-confidence and their communication with their leader can have a significant impact on their overall job performance and the success of the healthcare organization as a whole. This analysis will delve into the intricate ways in which employees' self-assurance and communication with their leaders can affect their productivity and contribute to the success of the healthcare market. The examination will consider various factors such as employee motivation, job satisfaction, and leadership styles, and how they intersect to impact overall performance. Ultimately, the goal of this analysis is to provide insights into how organizations in the healthcare industry can foster positive relationships between employees and leaders to enhance the overall output of their workforce.

The examination of the relationship between employees' self-assurance and communication with their leaders in the healthcare industry is crucial as it sheds light on the key drivers of individual performance in this sector. In a rapidly changing industry where quality care and patient satisfaction are of utmost importance, the effectiveness of an organization's workforce is critical.

Studies have shown that employees who possess a high level of self-assurance are more likely to be motivated, engaged and confident in their job responsibilities. This, in turn, leads to increased job satisfaction, higher levels of productivity and improved performance outcomes. On the other hand, employees who lack self-assurance and feel disengaged from their work may suffer from lower job satisfaction and a decrease in performance.

Effective communication between employees and leaders is also essential in promoting positive performance outcomes. Leaders who are approachable and engage in open and effective communication with their team can foster a positive and supportive work environment that encourages employee growth and development. Additionally, a strong leader-employee relationship can enhance employee trust and commitment, leading to increased motivation and job satisfaction.

Moreover, the leadership style of a healthcare organization's leaders can also play a significant role in employee performance. Leaders who adopt a transformational leadership style, for example, can inspire and motivate employees to achieve their full potential.

Conversely, leaders who exhibit a more autocratic style may stifle employee motivation and creativity, leading to decreased performance outcomes.

In conclusion, the analysis of how employees' self-assurance and communication with their leaders affects their output in the healthcare market provides valuable insights into the key drivers of individual performance in this industry. Organizations in the healthcare sector can leverage this information to create a positive work environment that fosters employee growth and development, leading to improved performance outcomes and ultimately, the success of the organization.

REVIEW OF RELATED LITERATURE

Academics agree that authentic leadership (AL) can boost employee productivity because genuine leaders exhibit desirable psychological traits (Avolio & Gardner, 2005). Recent studies on the importance of leadership styles in influencing employees' positive outcomes on the job (Daraba et al., 2021; Lee et al., 2020), along with the findings of Duarte et al. (2021) and Semedo et al. (2016), lend credence to Ribeiro et al(2018) .'s claim that AL can improve subordinates' performance. Similarly, during the past decade, AL has been increasingly prominent in studies of organisational behaviour (Cao et al., 2020; Duarte et al., 2021; Farid et al., 2020). According to Luthans and Avolio (2003, p. 243), "positive psychological capacities and a highly developed organisational setting, which results in both enhanced self-awareness and self-regulated positive behaviours on the part of leaders and associates" constitute AL. Common problems in leadership, such as egotism and abusive behaviour, are mitigated by the AL style's emphasis on principles, morals, and maintaining balance in one's words and deeds (Aboramadan et al., 2021; Costas & Taheri, 2012; Mubarak & Noor, 2018). Therefore, followers' faith in their leaders and in the workplace (Farid et al., 2020; Wang & Hsieh, 2013; Zhang et al., 2021) and leader-member exchange (LMX; Jung et al., 2021; Wang et al., 2014) can greatly boost individual performance. Individuals who are exposed to AL report greater levels of job engagement (Bamford et al., 2013), affective commitment to their work (Ribeiro et al., 2020), and overall job happiness (Wirawan et al., 2020). Organizations can gain significant benefits in the form of sustainable growth and a competitive edge from employees who perform well. Researchers and professionals have put in a lot of effort to understand what factors contribute to individual performance (Buil et al., 2019), and many studies have pointed to the impact that supervisory behaviour has on employee output (Buil et al., 2019; Duarte et al., 2021; Kusumah et al., 2021). Leaders influence the actions, reactions, and perspectives of their followers (Avolio et al., 2004), which in turn affects the quality of care provided to patients and the efficiency with which patients are cared for (Alilyyani et al., 2018). (Wallace et al., 2013).

The current research fills a gap in the literature by providing an empirical research model that connects the mediators and outcomes (such as individual performance) of AL style (Duarte et al., 2021). Actually, there is a lack of empirical study that examines the crucial connections between AL and individual performance by way of the mediating influence of trust and LMX. With the incorporation of the AL (Independent), trust and LMX (Mediators and Sequential Mediators), and individual performance (Dependent) dimensions into an unified research paradigm, this study has been an early empirical attempt to bridge prior gaps. Previous studies have suggested that employees' lack of trust in their employers has a negative impact on productivity (Brown et al., 2015; Hansen et al., 2002). Trust is the belief, sense of positive expectations, and rely on other working partners among employees; it is the foundation for fostering a happy and healthy work environment in the organisation (Mollering, 2006; S.L; Robinson, 1996; Zhang et al., 2021). AL who fosters a pleasant, cooperative, and trusting work environment (Avolio & Gardner, 2005) for their staff (Hsieh & Wang, 2015; Wang & Hsieh, 2013; Zhang et al., 2021). Cooperation is considered when one member of a group believes that "another member will perform an action that is useful or at least not damaging..." (Gambetta, 1988). The LMX is considered as a second requirement of AL and individual performance notwithstanding the importance of trust (Duarte et al., 2021). The LMX perspective refers to the high-quality relationships that develop between a leader and their subordinates as a result of organic exchange processes (Gholipour Soleimani

& Einolahzadeh, 2017; Graen & Uhl-Bien, 1995; Tziner et al., 2020). (Graen & Uhl-Bien, 1995; Wayne et al., 2002). Since AL encourages workers to be adaptable, helpful, and relationship-focused, it fosters a culture with a high level of LMX (Joo, 2012; Jung et al., 2021). Based on our knowledge of LMX's foundational characteristics, we hypothesise that LMX quality can profoundly impact the correlations between genuine leadership and individual performance. Several studies have shown that employees and businesses alike benefit from high-quality LMX (Joo, 2012; Siddique et al., 2020; Stewart & Johnson, 2009; Tziner et al., 2020). Therefore, we hypothesise LMX to play a pivotal mediating role in the connections between AL and person-specific performance. It's also reasonable to believe that trust and LMX have a role in mediating the associations between AL and performance at the individual level.

The research adds to the body of knowledge in a number of important ways. First, it contributes to our understanding of social exchange theory by testing a previously hypothesised link between AL, trust, LMX, and individual performance. The second major finding from our study is that trust and LMX influence the associations between AL and performance. Third, the findings of this study contribute to our understanding of individual performance by pinpointing the factors—trust and LMX in AL's presence, specifically—that generate a more upbeat, optimistic atmosphere among workers and, in turn, improved output on the part of those workers.

METHODOLOGY AND DESIGN

The current study is organised as follows: abstract; definitions of terms used in the study; introduction of the study's variables; review of relevant literature; research methodology; analysis of data collected from 320 health sector employees in Delhi; and, finally, a description of the study's findings in the conclusion section.

AUTHENTIC LEADERSHIP AND INDIVIDUAL PERFORMANCE

Authentic leadership has been increasingly recognized as a key factor in promoting individual performance in the workplace. Authentic leaders are characterized by their honesty, transparency, and genuine concern for the well-being of their employees. This type of leadership style has been shown to have a positive impact on employee motivation, job satisfaction, and overall performance outcomes.

One of the main ways in which authentic leadership can enhance individual performance is by fostering a positive and supportive work environment. Authentic leaders are approachable and engage in open and effective communication with their employees, which promotes trust and fosters a sense of belonging. This leads to increased employee motivation and a more engaged workforce, which can lead to improved performance outcomes.

Additionally, authentic leaders have a positive influence on employee job satisfaction and well-being. They are more likely to prioritize the needs of their employees, provide opportunities for professional development, and create a positive work-life balance. This can lead to increased job satisfaction, lower turnover rates, and higher levels of employee engagement, all of which contribute to improved individual performance. Moreover, authentic leaders can also play a role in promoting employee self-assurance and confidence. They provide support and encouragement to their employees, helping them to feel more confident in their abilities and to take on new challenges. This can lead to enhanced job satisfaction and improved performance outcomes, as employees are more likely to take on new responsibilities and to innovate in their work.

In conclusion, authentic leadership can play a significant role in enhancing individual performance in the workplace. By fostering a positive and supportive work environment, promoting job satisfaction and well-being, and promoting employee self-assurance and confidence, authentic leaders can create a culture that encourages growth and development, leading to improved performance outcomes for employees and the organization as a whole.

According to Walumbwa et al. (2008), "AL is a pattern of leader behaviour that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalised moral perspective, balanced processing of information, and relational transparency on the part of leaders working with subordinates, fostering

positive self-development." To be an authentic leader, one must lead their subordinates in a just manner, rather than in a fake or unfair manner (Gardner & Carlson, 2015). Self-awareness, balanced information processing, relational transparency, and internalised morality are the four key dimensions of genuine leaders (Walumbwa et al., 2008). The authors of a new study by Gardner et al. (2021) offer crucial insight into these four dimensions. Managers and employees alike can benefit from developing a deeper understanding of their own goals, beliefs, and motivations through introspection, since this can help them better communicate their vision to others. Second, managers and employees can listen to each other's concerns without getting defensive when the information is processed in a way that strikes a balance. Therefore, the possibility of reaching a compromise is increased. Third, leaders and employees both benefit from a greater appreciation for the other's point of view when there is open communication between them according to the characteristics of relational transparency. As a fourth point, the moral aspect is internalised and encompasses basic principles such as justice and respect for others, which foster a conflict-free setting for both leaders and their subordinates. Further, genuine leaders exhibit the following positive psychological traits: ethics, optimism, confidence, hope, transparency, focus on the future, and dedication to their subordinates' growth (Avolio & Gardner, 2005; Cao et al., 2020; Gardner et al., 2021; Ribeiro et al., 2018; Zheng et al., 2021). Recent meta-analysis by Zhang et al. (2021) supports a number of positive outcomes associated with AL, such as follower work engagement, psychological empowerment, commitment, and flourishing. Furthermore, there is a wealth of literature on AL that attests to its positive effects on followers' productivity and innovation in the workplace (e.g., Munyon et al., 2021; Saeed et al., 2018; Yklmaz, &Surucu, 2021; Wong & Laschinger, 2013). Ethical principles, supportive values, and beliefs are at the heart of a leader's authentic attitude and behaviour, which in turn boosts the productivity of his or her followers (Cao et al., 2020; Duarte et al., 2021; S. I. Khattak et al., 2022; Zhang et al., 2021).

Hypothesis H₁: AL may positively affect the individual performance.

Hypothesis H₂: The nexus between AL and individual performance can significantly be mediatedby trust.

Hypothesis H₃: LMX significantly mediates the linkages between AL and individual performance.

SEQUENTIAL MEDIATING ROLE OF TRUST AND LMX

Trust and Leader-member exchange (LMX) can play a sequential mediating role in organizations, affecting various outcomes such as job satisfaction, organizational commitment, and employee performance. Here's a brief explanation:

Trust: Trust refers to the belief in the reliability and credibility of another person. In organizations, trust between leaders and employees can have a significant impact on various outcomes. When employees trust their leaders, they are more likely to be engaged, committed, and satisfied with their jobs. Moreover, trust can lead to increased open communication and cooperation, leading to improved decision making and problem solving.

Leader-member exchange (LMX): LMX refers to the quality of the exchange between a leader and a member of their team. LMX can vary greatly between leaders and employees, with some employees having a higher-quality exchange than others. This results in the formation of in-group and out-group members, with employees in the in-group having more favorable job outcomes. In-group employees are typically more satisfied with their jobs, have a stronger organizational commitment, and perform better than out-group employees.

The sequential mediating role: The relationship between trust and LMX can be seenas sequential, with trust playing a mediating role. When trust is established, leaders are more likely to engage in higher-quality exchanges with employees, leading to the formation of in-group and out-group members. This, in turn, affects job satisfaction, organizational commitment, and employee performance. Therefore, trust can act as a prerequisite for high-quality leader-member exchanges, which in turn affects various outcomes in the organization.

METHODOLOGY

Sample and Procedures

This study used a quantitative research approach to collect data for the proposed construct from healthcare professionals working in hospitals in the major cities of dwarka close to Delhi.

A survey was sent out to doctors and nurses with at least two years of experience in hospitals to collect information. Researchers used a cross-sectional sampling method because it allows them to collect data from a larger sample of subjects and becomes easily comparable for differences in responses. Out of 377 total survey responses, 320 were usable for analysis, for a response rate of 85%. The full breakdown of the sample's demographics is provided in Table 1.

In order to analyse the data, Smart PLS was used, which is a statistical programme with many different functions. For causal modelling in the social sciences, structural equation modelling (SEM) is recommended as a useful multi-variate testing strategy (Reisinger & Mavondo, 2007). In order to investigate and identify the chain of causation, the current study opted for path analysis. Through Smart PLS, we utilised the Maximum Likelihood Estimation (MLE) method to evaluate both the model path coefficients and fitness. On a five-point Likert scale, from 1 (strongly disagree) to 5 (strongly agree), participants rated their level of agreement with each questionnaire item.
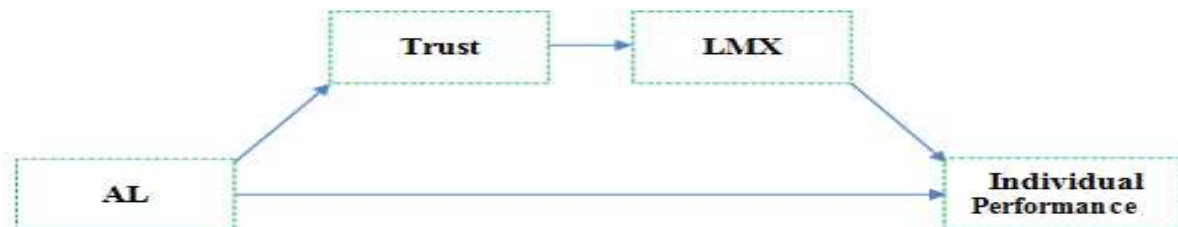

Figure 1. Conceptual Framework

Table 1. Demographic Statistics			
Demographics	Description	Frequency	Percentage
Gender	Male	178	56
	Female	142	44
Age	20–25	33	10
	26-30	49	15
	31–35	56	18
	36-40	69	22
	41–45	39	12
	46-50	43	13
	51 & above	31	10
Experience	1–5	73	23
	6-10	91	28
	11–15	64	20
	16–20	53	17
	Above 20	39	12
Qualification	Undergraduate	86	27
	Graduation	168	53
	Master & above	66	21

LEADER-MEMBER INTERCHANGE AS A MEDIATING VARIABLE

Graen and Uhl-Bien (1995) developed a seven-item scale to assess LMX, a second mediation concept. Statements like "My leader knows my working challenges and needs" are examples of this concept in action. The scale has a Cronbach's alpha > 0.7, coming in at 0.90.

DEPENDING ON ONE'S OWN PERFORMANCE

At last, the Staples et al. (1999) scale was used to evaluate the dependent construct. I am a hard worker who puts in my time and effort every day is an example of a positive self-description. Cronbach's alpha for this scale is 0.86.

RESULTS

The structural model is already being sought out, but the quality and reliability of the structure model depends on the validity and trustworthiness of the measurement model (M. M. Khan et al., 2021).

MEASUREMENT MODEL

Table 2. Reliability and validity

S	Variables	Min. loading	Alpha	CR	AVE	HTMT ratio 1	2	3
1	AL	0.760	0.851	0.874	0.652			
2	Trust	0.709	0.795	0.818	0.541	0.603		
3	LMX	0.734	0.901	0.805	0.682	0.684	0.714	
4	IP	0.792	0.868	0.731	0.702	0.632	0.701	0.598

Notes: ** shows significant of correlation at the two tailed (0.01 levels)

Table 3. Descriptive statistics

S.No.	Variables	M	SD	Correlation 1	2	3
1	AL	3.014	0.731			
2	Trust	3.415	0.724	0.609**		
3	LMX	3.243	0.774	0.645**	0.690**	

Table 4. Structural model

Association	Coefficient	SE	t-test	p-value
AL Individual performance	0.421	0.025	19.110	0.000
AL Trust Individual performance	0.498	0.034	22.004	0.000
AL LMX Individual performance	0.641	0.031	16.318	0.000
AL Trust LMX individual performance	0.398	0.029	7.254	0.000

Notes: ** shows significant of correlation at the two tailed (0.01 levels)

Finally, the discriminant validity was tested by computing the HTMT ratio, which is the difference between two traits. Table 2 shows that there was a ratio of less than 0.85 between all pairs of constructs (Henseler et al., 2016). Table 3 displays the significant results of the correlation analysis between variables and Mean, Standard Deviation (SD) values.

It is clear from Table 4 that the structural model was used to examine both direct and indirect relationships between the variables. Alone, this supports the first hypothesis (β= 0.421; p < 0.001) that there is a correlation between AL and individual performance. Also significant (β = 0.498; p < 0.001) was the test of the second hypothesis, which looked for connections between AL and individual performance when there was trust. Similar results were found when testing Hypothesis 3, which postulated LMX as a mediator between AL and individual performance (β= 0.641; p< 0.001). Hypothesis 4 examined the mediating role of trust and LMX in the associations between AL and performance (β= 0.398; p< 0.001; Figures 1 and 2).
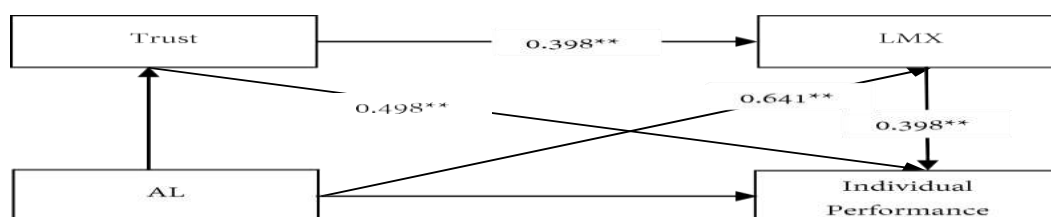

Figure 2. Structural model

CONCLUSION

Employee performance is essential in the health care industry if they are to improve the quality of their services to patients, and it also plays a significant role in ensuring that patients are happy with the care they receive. The purpose of the current study is to build upon what is already known about the factors that contribute to individual performance in hospitals. The current study set out to do four things, the first of which was to determine how much of an effect genuine leadership has on individual performance in hospitals. The second and third goals were established in accordance with the social exchange theory's tenet that individuals' performance in hospitals can be improved by authentic leadership in the presence of trust (second objective) and by AL in the presence of LMX (third objective) (third objective). The final goal was to examine how trust and LMX interact to improve performance (sequential med- ian).

Finally, the outcomes of each goal proved the hypothesis that AL is connected to performance. Positive characteristics of AL include openness, optimism, resilience, ethics, a focus on the future, a healthy dose of realism, an upbeat attitude, and the ability to motivate and inspire followers to do their best (Jung et al., 2021; Niu et al., 2018; Wang et al., 2014; Zhang et al., 2021). Consistent with prior studies, the current one confirms the importance of AL as a predictor of performance (Clapp-Smith et al., 2009; Duarte et al., 2021; Ribeiro et al., 2018). Despite these obvious connections, the current research is interested in gauging how well AL can work in a trusting environment (as a mediating construct). It was found that trust positively mediates the relationship between AL and individual performance, therefore supporting hypothesis 2. This supports the findings of previous studies that show how AL can improve followers' performance on the job when there is mutual trust between leader and follower (Hsieh & Wang, 2015; Ribeiro et al., 2018; Wong & Cummings, 2009). According to social exchange theory, employees are happier and more invested in their work when they believe their superiors will treat them properly. This confidence is reciprocated when the leaders treat their employees with respect and fairness (Blau, 1964; Nachmias et al., 2021; Zhang et al., 2021).

THEORETICAL IMPLICATIONS

This study adds to the existing body of literature by, among other things, conducting a thorough investigation into the link between authentic leaders and individual performance and drawing on social exchange theory to propose trust and LMX as the proper single and combined exchange mechanisms. Prior research on the effects of AL on individual performance has either suggested a single mediator (Ling et al., 2017; Zhou & Yang, 2013) or suggested the mediator from multiple perspectives without providing a unifying theoretical model (Duarte et al., 2021; Hsiung, 2012). The current study builds on the social exchange theory to propose that trust and LMX as mediators, along with sequential mediation, present a more complete framework of AL's effects on individual performance. According to the findings, trust acts as a mediator between a leader's authenticity and followers' performance. Recent studies have found an indirect link between AL and follower performance (Duarte et al., 2021; Jung et al., 2021; Ribeiro et al., 2018). This research adds to the literature by detailing how trust and LMX play a role in the relationships between AL and performance.

LIMITATIONS AND FUTURE RECOMMENDATIONS

While this study does make a significant contribution, it also has a number of caveats that need to be taken into account before the results are extrapolated. First, because the cross-sectional research design used in this study introduces a potential for causality, future research should use a longitudinal research design to more reliably generalise the results. Second, the healthcare industry is singled out in this study, when other industries and cultures may be more appropriate for addressing this problem. Third, the gender, experience level, and age of the participants were not examined as potential confounders; this is something that should be investigated in future studies. While job engagement, psychological safety, psychological empowerment, and congruence weren't tested in this study, they could be in future investigations into the relationship between AL and individual performance. Finally,

future research can examine whether or not ethical infrastructure, organisational poultices, and organisational virtue moderate the associations between AL and performance.

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