Navigating The Contentment with Life among Staff Nurses: The essential Role of Perceived Authentic Leadership

Khadra Mohammed Atiea Mohammed [1] **Amina Ahmed Abd El-Fatah** [2] **Abeer Salah Youssef** [3]

(1) Assistant Professor, Nursing Administration, Faculty of Nursing, Fayoum University, Egypt
(2) Lecturer, Nursing Administration, Faculty of Nursing, Ain shams University, Egypt
(3) Lecturer, Nursing Administration, Faculty of Nursing Fayoum University, Egypt

Abstract

Background: Authentic leadership is vital in nursing where trust, ethical practice, and team work are essential, it emphasizing self-awareness, adherence to moral values, and open transparent relationships between leaders and their subordinates, which play direct role on the contentment with life as it is crucial in shaping an individual's quality of life. The study aimed to identify the contentment with life among nursing staff and the essential role of authentic leadership as perceived by study sample. **Study design:** A descriptive correlational design was employed to achieve this study aim. **Subject and setting:** Study sample included 360 nursing staff who were invited to participate. The study took place at Fayoum University Hospitals. **Data collection tools** : Two tools were utilized for data collection: The Contentment with Life Scale for Nurses and the Perceived Authentic leadership Assessment tool. **Results:** The study findings revealed a highly statistically significant correlation between all dimensions of contentment with life and perceived authentic leadership among staff nurses. **Conclusion**: A highly statistically significant correlation was observed between contentment with life and perceived authentic leadership among staff nurses. **Recommendation**: Staff nurses' continuous professional growth should be supported by fostering staff development workshops and training programs focused on life contentment and authentic leadership

Keywords: Authentic leadership–Contentment with life–staff nurses

Introduction:

The success of any organization depends on several factors, with human resources being one of the most crucial. Employee spend a significant portion of their day at the work place, and If they are dissatisfied, it can lead to distraction and reduced productivity. Both the organizational environment and an individual's personal sense of satisfaction play a role in this. However appositive work atmosphere fostered by effective leadership can help improve an employee's morale and contentment. Therefore, it is essential for organizations to cultivate strong leadership skills in their managers to enhance overall efficiency (**Shukla &Mishra. 2022).**

Bani-Melhem et al., (2022) has been argued that happiness at work is a key factor in promoting employee innovative work behavior. Therefore, organizations should implement processes that foster workplace happiness. A respectful and trusting relationship with supervisors helps employees feel more valued, secure, and understood, which significantly contributed to their happiness, engagement, and contentment.

Contentment, can be described as a general term that reflect astate of peace and happiness in life, it is subjective experience and play avital role in overall human well-being. Well-being isself is acomperhensive concept that encompasses quality of life,taking into account an individual's health as well as environmental, organizational, and psychosocial factors related to work (**Nasem, 2019 and Shukla &Mishra. 2022)**.

Contentment stems from a sense of well-being and apositive outlook on life. It is composed of four key components: work life balance, professional fulfilment, emotional well-being and social support (**Jain, 2012)**.

Work-life balance has emerged as akey issue in modern society, highlighting the intricate relationship between professinal duties and personal obligations. In a time marked by swift technological progress, globalization, and shifting workplace expections, people are striving to better integrate their work and personal lives to improve their overall well-being and satisfaction. As aresult,work-life balance is increasingly recognized as an essential element of todays employment practices, valued both for its impact on individual health and its contribuation to organizaioal success (**Rupali & Gawande, 2024)** Additionally, organizations that emphasize work-life balance tend to see improvments in employee engagment,retention, and overall productivity (**Allen, 2012)**.

Professional fulfilment refers to individuals beliefs about their career aspirations, defined as perception of having achieved their most significant career goals or positivly assessing their progress

toward thise goals. It involves both the pursuit of career objecives and the evaluation of advacment toward them **(Nasem, 2019)** Perceiving oneself as professionally fulfilled undoubetly involves effective career development and management; however,true professional fuillment is fundamentally tied to satisfying individuals core needs related to their careers **(Oliveira-Silva et al., 2019)**.

Emotional well-being serves as a broad term that encompasses various psychological constructs such as life satisfaction, a sense of purpose, and positive emotions. Although relatively new, the concept of emotional well-being acts as an overarching label that includes related ideas like psychological well-being, health-related quality of life, thriving, and subjective well-being." **(Feller et al.,2018)**. Emotional well-being offers a valuable foundation for engaging in ontological exploration that supports the development and testing of integrative theories essential for scientific advancement **(Eisenberg et al., 2019).**

Social support refers to the assistance or help individuals receive from members of their social networks. A key feature of being part of a communication network is the presence of mutual obligations, which is a common and significant aspect of social support **(Saber., & Nosratabadi, 2014).**

The significance of social health lies in its impact on individuals' ability to effectively handle challenges associated with key social roles. Those with strong social health tend to live in more stable and cohesive family environments, are more likely to engage in group activities, and typically demonstrate greater adherence to social norms. This, in turn, can play a crucial role in preventing deviant behaviors that extend beyond the scope of individual actions **(Fathi et al., 2013).**

Contentment with life among staff nurses is essential for sustaining high levels of job satisfaction, overall well-being, and, ultimately, delivering quality patient care. Authentic leadership plays a vital role in enhancing this contentment by cultivating a work environment rooted in trust, transparency, and mutual respect. By embodying these values, authentic leaders can significantly contribute to fostering a supportive and fulfilling workplace culture **(Wang et al., 2021)**.

The concept of 'authenticity' has ancient roots, highlighting the importance of self-awareness and remaining true to one's own values and identity **(Covelli & Mason, 2017)**. Authenticity is a fundamental element of effective leadership, encompassing a range of cognitive and behavioral

processes that contribute to personal growth and self-developmen **(Gardner et al., 2021).**

Authentic leaders possess deep self-awareness of their behaviors and are highly mindful of both their own and others' perceived morals, values, beliefs, insights, and strengths **(Garcia, 2023 and Hult et al., 2023)**.

Authentic leadership is a relatively new, value-driven approach that promotes healthy work environments, helps nurses find meaning in their roles, and encourages open, transparent communication that enhances trust and optimism. This leadership style influences followers by shaping their attitudes and behaviors through example and integrity **(Zhang et al., 2024)**. Authentic leadership is recognized as an emerging leadership style grounded in humanistic principles **(Johnson, 2019).**

Authentic leadership is based on a model that includes four key dimensions: self-awareness, relational transparency, balanced processing, and internalized moral values. **(Kim et al., 2020)**.

Self-awareness is the capacity to clearly understand oneself. Generally, enhancing accurate self-knowledge enables individuals to improve their interpersonal relationships, which subsequently leads to better job performance. **(Eurich, 2017)** Self-awareness serves as the foundation for authentic and powerful leadership, closely linked to Strengths-Based Leadership. It is regarded as a vital quality for effective leaders, enabling them to recognize their strengths and weaknesses, develop strategies to manage their limitations, and further enhance their strengths **(Klimoski & Hu, 2021)**.

Relational transparency is a fundamental aspect of authentic leadership. It involves leaders openly sharing their genuine feelings and perspectives to establish credibility and trust with their followers. By presenting their true selves without any façades, leaders create deeper connections within their teams. Transparency serves as an essential communication tool and a bridge for meaningful leader-follower relationships. When followers trust their leaders, it fosters a mutually supportive and healthy dynamic **(Porter, 2024)**.

Nurse leaders play a pivotal role in influencing nurse well-being by shaping daily work experiences, establishing the workplace culture and tone, developing and implementing policies, and modeling well-being themselves **(Ross et al., 2017)** If staff nurses do not receive adequate support to maintain their physical, emotional, and mental well-being and integrity, their capacity to effectively care for and support patients, families, and communities will be impaired **(McClelland et al., 2018).**

Although healthcare organizations are responsible for establishing workplace conditions that promote well-being and integrity, nurses also bear the responsibility of recognizing their own needs and actively investing in their personal well-being **(ANA, 2015 and Ross et al., 2017).**

Authentic leadership theory is based on the concept of leading by example and serving as a role model by upholding high moral standards (**Abay et al., 2023**) Social cognitive theory highlights the importance of observational learning, self-confidence, and personal capabilities in shaping behaviors and outcomes. Authentic leadership can be seen as a key influence on nurses' perceptions of their work environment and their own actions (**Elnaggar et al., 2024).**

Effective leadership fosters positive behaviors and promotes organizational commitment. **(Mohd et al., 2020 and Othman & Khrais, 2022),** Demonstrated the connection between authentic leaders and their direct impact on job well-being through non-financial rewards and meaningful work.

Significance of the study:

Employment serves as a fundamental source of personal achievement and self-worth, particularly within the nursing profession, where individuals often derive a sense of identity and purpose from their roles. For staff nurses, job satisfaction is a critical determinant of overall life contentment. In this context, leadership—especially authentic leadership—plays an instrumental role in shaping a supportive and empowering work environment. By trust promotion, transparency, and a sense of value among nursing staff, authentic leaders can significantly enhance both job satisfaction and personal well-being. Thus, leadership emerges as a vital organizational element in promoting and sustaining the life contentment of nursing personnel

According to **Semedo et al., (2019)** Authentic leaders play a critical role in shaping a positive and engaging organizational environment. Their ability to substitute an emotional connection between employees and the organization contributes significantly to staff satisfaction and well-being. This affective bond enhances not only individual happiness but also overall organizational commitment. In the nursing profession, the well-being and mental health of nurses are profoundly influenced by their leaders. Promoting contentment among nurses is not merely beneficial for the individuals themselves; it is fundamental to patient safety, the effective functioning of health care systems, and the financial sustainability of health care organizations. Responsibility for ensuring nurse well-being rests with both individual nurses and

leadership. Authentic leaders, in particular, are well-positioned to cultivate a culture of support and respect. They provide the necessary resources, guidance, and empowerment that allow staff nurses to exercise autonomy, agency, and professional competence. The current study aimed to identify the contentment with life among staff nurses and the essential role of perceived authentic leadership

Aim of the study:

The current study aimed to identify contentment with life among staff nurses; the essential role of perceived authentic leadership at Fayoum University Hospitals.

Research questions:

1- "What is the level of life contentment among staff nurses?"
2- "What is the perceived level of authentic leadership among staff nurses?"
3- "Is there a relationship between life contentment and perceived authentic leadership among staff nurses?"

Research design:

A descriptive correlational design was used to accomplish the aim of the current study.

Research setting:

The study was conducted at Fayoum University Hospitals namely; I-Medical Hospital has departments for general internal medicine, specialized internal medicine, critical care units, oncology, general intensive care, and cardiac care. II-Surgical Hospital has departments for general surgery, specialized surgery, outpatients clinics, and obstetrics &Gynecology unit. III- Pediatrics Hospital has departments, pediatrics units & Neonate , and ICU unit.

Subjects:

The current study involved a simple random sample of nursing staff who were available at work at the time of data collection in above mentioned setting, and providing direct patient care with three years of experience at least, and accepted to share in the study; the whole total staff nurses number at Fayoum University Hospitals were (1180 on duty nurses). Sample size was determined by using "Epi info program version 7"; which based on a variance of 5% confidence level of 95% and power of 0.80. The final number of the study subject were (360 staff nurse)

Data collection tools:

Tools used for data collection for this study were two tools as the following:

Tool 1: The contentment with life scale for nurses: It included two parts:

Part I: Related to personal characteristics of studied sample containing age, gender, marital status, educational credentials, and years of nursing experience.

Part II: The contentment with life scale for nurses: This was developed by the researchers guided by **(Shanafelt et al., 2017 .,& Lowa, 2023),** to assess the level of contentment with life of staff nurses. It included (4) basic dimensions contained (20) items distributed as the following:

Table (I): Dimensions of the contentment with life scale

Dimensions	No. of items	Examples
1.Work-Life Balance	(5)	-I can effectively balance my work with my personal life.
2.Professional Fulfillment	(5)	−I feel that, I make a meaningful impact in my patients' lives.
3.Emotional Well-being	(5)	- I fell emotionally supported in my workplace
4.Social support	(5)	- I fell a strong sense of camaraderie with my colleagues.

Scoring system:

The responses for the questionnaire items were measured using a 5-point Likert scale, ranging from Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), to Strongly Agree (5), measures perception of the contentment with life across the four key components. A score of 16–20 in each category indicating greater contentment across different life domains. A score of 15 or below suggest potential areas for development.

Tool 2: Authentic leadership assessment tool, it was developed by researchers based on related review **(Walumbwa, et al., 2008),** to assess the authentic leadership as perceived by staff nurses. It includes (4) basic dimensions, each dimension contain (4 items) with total (16 items) as the following:

Table (II): Dimensions of Authentic leadership assessment tool

Dimensions	No. of items	Examples
1. Self-Awareness	(4)	- My leader openly acknowledges their weaknesses and areas for improvement.
2. Internalized Moral perspective.	(4)	- My leader's actions align with their core nursing values
3. Balanced Processing	(4)	- My leader seeks input from the team before making decisions.
4. Relational Transparency	(4)	. My leader is open about their thoughts and emotions with the team.

Scoring system:

Staff nurses' responses were assessed using a five-point Likert scale, ranging from Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), to Strongly Agree (5), measures perception authentic leadership across four key components: self-awareness, internalized moral perspective, balanced processing, and relational transparency. A score of 16–20 in each category reflects strong leadership in that dimension. A score of 15 or below suggest potential areas for development.

Preparatory phase:

The researchers conducted a comprehensive review of recent national and international literature relevant to various aspects of the study. Sources included textbooks, online theses, and peer-reviewed scientific journals. This review informed and guided the development of the data collection tools.

Validity and reliability:

Validity means the extent to Which test measures what it claims to measure. It evaluates the accuracy and the appropriateness of the inferences drawn from test scores. While, the reliability refer to the consistency of a measure over time. It assess the stability and dependability of the results produced by a test (**Andersson et al.**, **2024**).

The validity of the data collection tools was evaluated by a panel of five experts in Nursing Administration from Ain Shams University, Cairo University, and Fayoum University. The panel

assessed the tools for face and content validity and provided feedback on their relevance, comprehensiveness, clarity, applicability, and overall understandability.

The reliability of the data collection tools was evaluated by assessing their internal consistency using Cronbach's alpha coefficient.

Pilot study

A pilot study was conducted on a randomly selected sample of 36 staff nurses, representing approximately 10% of the total study population. The purpose of the pilot study was to assess the clarity, applicability, and relevance of the data collection tools, as well as to estimate the time required for their completion. As no modifications were necessary based on the pilot results, the participants were included in the final study sample.

Fieldwork

Firstly the researchers announce themselves and explaining the study aim to the nursing staff, oral acceptance and approval to share in the study were taken, instructions on how to accurately complete the data collection tools were clearly explained before data collection commenced.

Data collected by distributing the study tools which were mentioned in the above details. Data collection was performed in between staff nurses' tasks when available in three days per week from 10. am to 1pm, about 25 to 35 sheets were filled daily, two tools take about 30 minutes to be completely filled (15minutes/ for each one). The completed forms were timely collected and reviewed to ensure no information was missing. Lastly, the pilot subject received gratitude from the researchers for their collaboration.

Administrative approval:

Ethical approval obtained from the Research Ethical Committee at Faculty of Medicine, Fayoum University were Ethical Committee of Faculty of Nursing is affiliated to Ethical Committee of Faculty of Medicine Fayoum University, the Research Numbered is (R682)

To conduct the study, official permission was obtained from the Chief Director at Fayoum University Hospitals. This permission was then manually delivered by the researchers to the nursing directors of three hospitals to facilitate and coordinate the research process. Oral consent was obtained from the participants after they were fully informed about the nature and objectives of the study. The researchers clarified that participation was voluntary, and assured that anonymity would be maintained for all participants. Confidentiality was ensured through the use of a password-protected computer, and the collected data would be used solely for scientific research purposes.

Statistical Design

Data collected from the study sample were coded and entered into the Statistical Package for the Social Sciences (SPSS) version 24 for analysis. Descriptive statistics were presented using frequencies and percentages for categorical variables, while means, standard deviations, and ranges were calculated for continuous variables. Inferential statistics included the Chi-square test for comparison of categorical variables. The reliability of the data collection tools was assessed through internal consistency using Cronbach's alpha coefficient. Pearson's correlation coefficient (r) was utilized to examine relationships between variables. To identify independent predictors of variable scores, multiple linear regression analysis was performed. Statistical significance was set at a p-value of less than 0.05, with high statistical significance defined as a p-value less than 0.001.

Results:

Table 1: Shows that less than half (43%) of participants involved in the current study aged from thirty to forty years, and two thirds of the participants (66.7%) were female. More than half (52.8%) were married, and 44.4% had bachelors in nursing. The majority of the participants (43%) had experience from 5 to 10 years.

Table 2: Shows that there was moderate level of contentment with life dimensions as work life balance, professional fulfillment, emotional well-being and social support as perceived by two thirds of the participants (66.6%, 67.5%, 68.9%, 67%) respectively.

Figure 1: Shows that there was moderate level of contentment with life as perceived by two thirds of the participants (67.7%).

Table 3: Shows that, the level of authentic leadership was moderate in relation to dimensions of self-awareness, internalize moral perspective, balanced processing and relational transparency as perceived by more than two thirds of the participants (72.2%, 66.7%, 68%, 70.9%) respectively.

Figure 2: Shows that the level of authentic leadership was moderate as perceived by more than two thirds of the participants (69.3%).

Table 4: Indicates that highly statistical significant correlation observed between dimensions of contentment with life and authentic leadership perceived by staff nurses (*p<0.01*).

Table 5: Indicates that there was highly statistical significant correlation observed among authentic leadership, and contentment with life as perceived by staff nurses (*p<0.01*).

Table 6: Indicates that there was highly statistical significant correlation among contentment with life and marital status, educational level and experiences years (*p<0.01*). As well, there was statistical significant correlation founded between contentment with life with age and gender as perceived by staff nurses (*p<0.05*).
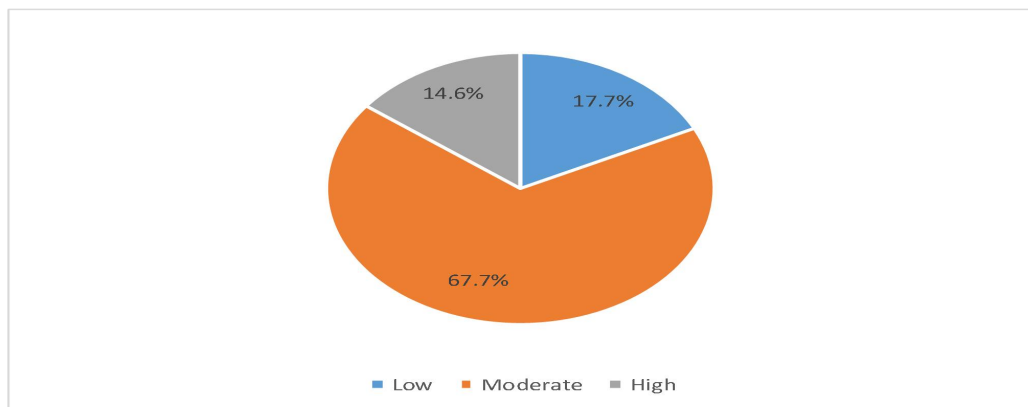
Table7: Indicates that highly statistical significant correlation among authentic leadership with age, and years of experiences (*p<0.01*). Also, there was statistical significant correlation among authentic leadership with gender and educational level as perceived by staff nurses (*p<0.05*).

Table (1): Personal characteristics of studied sample (n=360)

Personal information	No.	%
Age (years)		
- 20<30	118	32.8
- 30<40	155	43
- 40-50	58	16.1
More 50	29	8.1
Mean± SD	35.33± 4.97	
Gender		
Male	120	33.3
Female	240	66.7
Marital Status		
Single	110	30.6
Married	190	52.8
Divorced	35	9.7
Widows	25	6.9
Level of education		
Secondary Nursing Technical	119	33.1
Nursing Institute Graduate	50	33.9
Bachelor's in Nursing	160	44.4
Postgraduate Studies in Nursing	31	8.6
Experience in years		
Less than 5 years	115	32
5-10 years	155	43
10-15 years	60	16.7
More than 15 years	30	8.3

Table (2): Level of contentment with life dimensions of the studied sample (n=360)

Dimensions	Level					
	Low		Moderate		High	
	NO,	%	NO,	%	NO,	%
Work life balance	60	16.7	240	66.6	60	16.7
Professional fulfillment	55	15.3	243	67.5	62	17.2
Emotional well being	61	16.9	248	68.9	51	14.2
Social support	66	18.3	241	67	53	14.7

Figure (1): Percentage distribution of contentment with life levels of studied sample (n=360)

Table (3): Distribution of authentic leadership dimensions of studied sample (n=360)

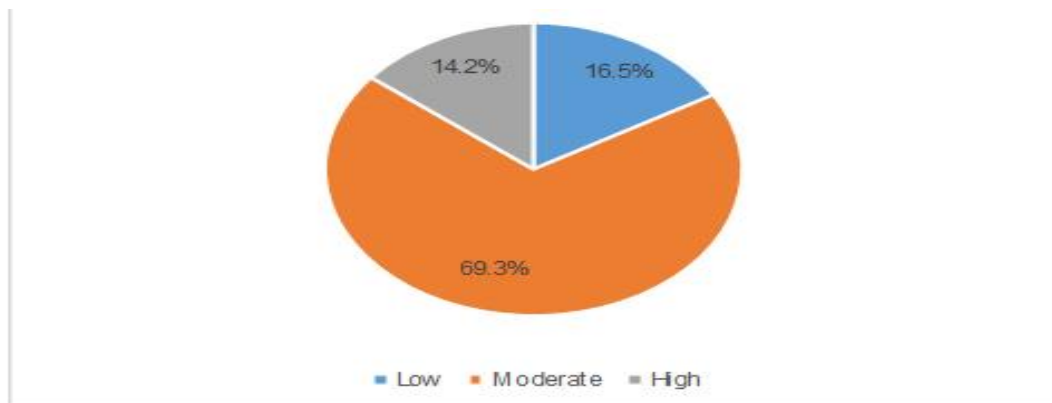| Dimensions	Level					
	Low		Moderate		High	
	NO,	%	NO,	%	NO,	%
Self-awareness	52	14.5	260	72.2	48	13.3
Internalized moral perspective	63	17.5	240	66.7	57	15.8
Balanced processing	56	15.6	245	68	59	16.4
Relational transparency	57	15.8	255	70.9	48	13.3

Figure (2): Distribution of total authentic leadership as perceived by nursing staff (n = 360).

Table (4): Matrix correlation between dimensions of authentic leadership and contentment with life (n=360).

Dimensions	r/ p value	Self-awareness	Internalized moral perspective	Balanced processing	Relational transparency
Work life balance	R	.331**	.310**	.313**	.265**
	P	.000	.000	.000	.000
Professional fulfillment	R	.369** .000	.420**	.417**	.319**
	P	.000	.000	.000	.000
Emotional well being	R	.413**	.467**	.422**	.312**
	P	.000	.000	.000	.000
Social support	R	.434**	.410**	.331**	.412**
	P	.000	.000	.000	.000

(**) highly statistical significant at p<0.01

Table (5): Correlation between contentment and authentic leadership of the studied   sample

Variables	Person correlation	authentic leadership
Contentment with life	P	.510**
	R	.000

(**) highly statistically significant at p<0.01

Table (6): Best fitting multiple linear regression model for contentment with life (n=360)

	Unstandardized Coefficients		Standardized Coefficients	T	P. value
	B	Standard error	Beta		
Constant	1.650	0.141		11.695	0.000**
Age	-0.094	.034	-.144	-2.733	0.007*
Gender	-.141	.052	-.131	-2.730	0.007*
Marital status	0.527	0.080	0.504	6.579	0.000**
Educational level	-0.241	0.055	-0.355	-4.361	0.000**
Years of experience	-0.323	0.046	-0.490	-7.009	0.000**

(**) highly statistically significant P <0.01.
(*) statistical significant P <0.05.
r-square=0.653 Model ANOVA: F=56.552, p=0.000

Table (7): Best fitting multiple linear regression model for authentic leadership (n=360)

	Unstandardized Coefficients		Standardized Coefficients	T	P. value
	B	Standard error	Beta		
Constant	1.352	0.122		11.065	0.000**
Age	-0.144	0.030	-0.222	-4.820	0.000**
Gender	.107	.045	0.100	2.391	0.018*
Marital status	0.083	0.069	0.080	1.199	0.232
Educational level	0.121	0.048	0.180	2.535	0.012*
Years of experience	0.243	0.040	0.372	6.091	0.000**

(**) highly statistical significant P <0.01.
(*) statistical significant P <0.05.
r-square=0.735
Model ANOVA: F=83.003, p=0.000

Discussion:

Authentic leadership in nursing plays a vital role in enhancing the contentment with life among staff nurses by fostering an environment of trust, transparency, and mutual respect. When staff nurses are genuine and true to their values, they create a workplace where they're feeling valued, supported, and understood. Authentic leaders prioritize open communication, actively listen to concerns, and encourage professional growth, all of which contribute to a positive work culture. This, in turn, leads to higher levels of job satisfaction and a greater sense of well-being among staff nurses. By promoting a sense of belonging and providing the resources needed for personal and professional development, authentic leadership helps nurses maintain a healthy work-life balance, ultimately contributing to their overall contentment and quality of life **(Laschingeret al.,2024).**

The current study aimed to identify the contentment with life among staff nurses and the essential role of perceived authentic leadership at Fayoum University Hospitals.

Firstly, answering the first research question about the level of life contentment among staff nurses?

Findings of the current study indicated that; there was a moderate level of contentment with life as perceived by Two-Thirds of the studied sample, This is likely due to that, the contentment with life influenced by multiple factors, such as, workload, emotional well-being and social support, also the challenges associated with healthcare environments as professional fulfillment, or external stressors and work related stress, this findings in similarity with **(Sevinç Mersin1 et al., 2024)** they found a significant negative and moderately strong relationship between the mean burnout measure scale and the Contentment with Life Assessment Scale scores, and with study of **(Haq Nawaz et al., 2024)** they found that most participants reported high life contentment, with no significant differences related to age, gender, or years of education. Overall, these findings provide valuable insights into the well-being of nurses. Also **(Singh., &Misra, 2020)** concluded that, A balanced lifestyle and the fulfillment of desires were frequently regarded

as essential preconditions for feeling contented. In addition to external factors, internalized norms also played a significant role. The study further identified various life events—such as a successful career, family harmony, social security, and the welfare of others—as important moments where individuals experience contentment. Overall, it appears that contentment is the result of a combination of multiple factors

The study results shown that there were a highly statistical significant correlations among contentment with life with marital status, from researchers' perspective, this may be because greater social well-being and the fulfillment of all human needs contribute significantly to contentment, thus resulting in nurses become more contentment with life, furthermore maintaining a healthy balance between personal life and work life is crucial to increasing contentment with life in professions like nursing. This in agreement with **(Singh.,& Misra,2020)** they found that: The fulfillment of various marital needs emerged as the most dominant factor associated with happiness in life, based on responses from both younger adults and older males Furthermore **(Keeney etal,2013)** suggested that emotional support from spouses is vital in coping with stress and contributing to overall life satisfaction and contentment

The study results indicate that; There was statistically significant correlation between contentment with life with years of experiences as perceived by study sample, these findings supported by **(Singh, & Misra, 2020)** who stated that young adults today tend to experience lower levels of life satisfaction, whereas individuals in their late forties or early fifties are often able to either fulfill or adjust their expectations, which may contribute to higher levels of life contentment.

Secondly, answering the second research question of perceived level of authentic leadership among staff nurses?

Current study findings indicated that there was moderate level of authentic leadership as perceived by more than two thirds of the participants, this moderate level may be due to that the concept of authentic leadership is a new trend in nursing administration and misbehavior of authentic leadership leads staff nurses to perform tasks without knowing any

strategies of authentic leadership. Similarly, with **(Saleh et al., 2021)** founded that, there are weak non-significant correlations between authentic leadership Knowledge of head nurses at different follow-up times of the program.

Also, **(Farg,& Ibrahim 2025)** concluded in their study "titled Authentic Leadership and its Relation to Nurses' Self- Efficacy" that. The highest percentage of authentic leadership from the studied sample perspective was observed at a moderate level. Also, study result consistent with result of **(Farid et al., 2020)** they showed that there was a moderate authentic leadership level among managers of his study, according to **(Zhang.,etal**, **2024)** they confirmed that. Authentic leadership is a relatively recent value-based leadership approach that emphasizes integrity, transparency, and ethical behavior, which collectively foster healthy and positive work environments. Additionally **(Wikipedia definition of authentic leadership, 2025**) define the concept of Authentic leadership, as a concept, remains theoretically immature and is still evolving, with ongoing research needed to fully develop its definitions, frameworks, and practical applications.

A current study result reveals that, there i**s** a highly statistical significant correlation among authentic leadership with age and experiences years, there was statistically significant correlation between authentic leadership with gender and level of education as perceived by staff nurses.

Typically, with (**Abdullah et al., 2023)** who found statistical relationship between the perceived Authentic Leadership and staff nurses' Years of Experience. Additionally **(Mondillo,2020)** founded a significant statistical relation with managers' authentic leadership with age, years of experience and experience years in leadership and/or management.

Addressing the third research question about the relationship between perceived authentic leadership and life contentment among staff nurses?

As stated by current research results, there is a highly statistical significant correlation was observed among authentic leadership and contentment with life as observed by study sample, this correlation may be due to that, the relationships between authentic leadership and

contentment with life are integrated together, "when staff nurses' self-awareness increased, consequently their professional fulfillment increased" thus leading to creating a positive work environment and improving individual emotional well-being ", also when social support increased paralleled internalized moral perspective of staff nurses also increased, nurses spends the majority of day at the work place, If an employee is unhappy, a significant portion of their workday may be spent distracted, which negatively impacts productivity, nurses who find meaning in their work and receive emotional support from their management tend to experience higher professional fulfillment and overall well-being**,** this finding is corporates with (**West &Dawson, 2018)** who discusses how leadership influences staff well-being and productivity in healthcare settings, and concluded that how positive leadership leads to better outcomes for both staff nurses and their patients. In addition, **(Hunsaker et al., 2015)** confirms in their study that, how leadership practices influence nurses' work-life balance, which in turn impacts their overall satisfaction and contentment.

Moreover, **(Chung., & Rhee,2018)** concluded that, authentic leaders often value work-life balance and encourage nurses to prioritize self-care and manage workloads in a way that promotes personal well-being, this can lead to greater contentment in their personal lives, reducing burnout and stress. Furthermore (**Shukl., & Mishra, 2022)** They found a strong correlation between leadership traits and employees' levels of contentment, concluding that employees who were satisfied with their leaders tended to feel more content within their organization and were more willing to exert extra effort on its behalf

Conclusion

Study findings concluded that; there was highly statistical significant correlation observed among perceived authentic leadership and contentment with life among study sample ($p<0.01$).

Recommendations:

According to study findings, the following are recommended:

1- Staff nurses' continuous professional growth should be supported by fostering

staff development workshops and training programs focused on life contentment and authentic leadership.

2- Because authentic leadership is a new trend in nursing field, further researches are recommended

3- Contentment with live is an emerging field, additional researches are recommended, the researchers should analyze it with different angles and different variables.

4- To enhance staff nurses levels of contentment with live, nurses' leaders should enhance the use of authentic leadership behaviors during their work.

References

Abay ST, Gomes JF., Mengistu AB. (2023): A comparative analysis of values-based leadership theories: a review and future research agenda. J Values-Based Leadership.; 16 (2):14.https://doi.org/10.22543/1948-0733.1457.

Abdullah,H., Shakria,M., El-Gazar,H. Abd-El hady,T. (2023): the relationship between the authentic leadership and the nurses' innovative behavior in healthcare organizations. Vol.10, No. 2, june 2023; Port Said Scientific Journal of Nursing. ekb. EGYPT. Available at: https:// pssjn. journals. ekb.eg/article_304645.html

Allen, T. D. (2012): The Work-Family Interface: A Retrospective Look at 20 Years of Research in JOVB. Journal of Vocational Behavior, 80(2), 233–238.

ANA. (2015): AmericanNursesAssociation. Code of Ethics. Silver Spring, MD: American Nurses Association.

Andersson, M., Boateng, K., Abos, P.(2024): Validity and Reliability: The extent to which your research findings are accurate and consistent.

Bani-Melhem, S., Al-Hawari, M. A., & Quratulain, S. (2022): Leader-member exchange and frontline employees' innovative behaviors: the roles of employee happiness and service climate. International Journal of Productivity and Performance Management, 71(2), 540-557.https://doi. org/ 10. 1108/ijppm-03-2020-0092

Chung, H., & Rhee, M. K. (2018): The influence of leadership on nurses' job satisfaction and quality of life: A systematic review. Journal of Advanced Nursing, 74(8), 1925-1940

Covelli, B. J., & Mason, I. (2017): Linking theory to practice: Authentic leadership. Academy of Strategic Management Journal, 16(3), 1–10. https://www.abacademies.org/articles/ linking-theory-to-practice-authentic-leadership-6786.html

Eisenberg, I. W., Bissett, P. G., Zeynep Enkavi, A.(2019): Uncovering the structure of self-regulation through data-driven ontology discovery. Nature Communications, 10, 2319. https:// doi.org/10.1038/s41467-019-10301-1

Elnaggar AAM., Dahshan E, M. E. A., Bakr MM. (2024): The relation between Authentic Leadership and Occupational Burnout among nurses. Menoufia;9(1):153–73. https://doi.org/10.21608/menj.2024.34874

Eurich T. (2017): Insight: Why we're not as Self-Aware as We Think, and How Seeing Ourselves Clearly Helps Us Succeed at Work and in Life. New York

Farg, S., and Ibrahim, M. (2025): Authentic Leadership and its Relation to Nurses' Self-Efficacy, Menoufia Nursing Journal Faculty of Nursing Menoufia University**. https://menj.journals.ekb.eg.** Print ISSN: 2735-3974 Online ISSN: 2735-3982 DOI: 10.21608/MENJ.2024.348563

Farid, T., Iqbal, S., Khan, A., Ma, J., Khattak, A., & Naseer Ud Din, M. (2020). The Impact of Authentic Leadership on Organizational Citizenship Behaviors: The mediating role of affective and cognitive-based trust. Frontiers in Psychology, 11, 1975. doi: 10.3389/fpsyg.2020.01975.

Fathi M., Ajamnejad R., Khakrangin M. (2013): Factors contributing to social health among teachers of Maraghe city. Soc Welfare Q.;12(47):225-43. [Persian]

Feller, S. C., Castillo, E. G., Greenberg, J. M., Abascal, P., Van Horn, R., Wells, K. B., & University of California, Los Angeles

Community Translational Science Team. (2018): Emotional wellbeing and public health: Proposal for a model national initiative. Public Health Reports, 133(2), 136 -141

Garcia R. (2023): Exploring the Relationship between Self-Efficacy and Authentic Leadership (Doctoral dissertation, Our Lady of the Lake University). Google Scholar.

Gardner, W. L., Karam, E. P., Alvesson, M., & Einola, K. (2021): Authentic leadership theory: The case for and against. The Leadership Quarterly, 101495.

Haq Nawaz., **Islam**,M ., **Bibi**,A., **Khaliq**,F., **Khan,M., and Fazlullah. (2024):** Assessing Contentment with Life among Nursing Students at Private Nursing Institute Karachi, Pakistan, 2024: Volume 05 Issue 1 (January Issue) Available at: https://www.kingsfund.org.uk/insight-and-analysis/reports/leadership- development-health-care

Hult M., Terkamo-Moisio A., Kaakinen P, Karki S., Nurmeksela A., Palonen M, Häggman., Laitila. (2023): A. Relationships between nursing leadership and organizational, staff and patient outcomes: a systematic review of reviews. 10(9):5920–36. https://doi.org/10.1002/nop2.1876.

Hunsaker, S. L., Chen, H. C., Maughan, D., & Heaston, S. (2015):"The impact of leadership on nurse work-life balance and job satisfaction" Journal of Nursing Administration*, 45(5), 238-246

Jain, A. S. (2012): The Psychosocial Environment at work. Mediterranean Health Journal, 325-331

Johnson, S. L. (2019): Authentic leadership theory and practical applications in nuclear medicine. Journal of Nuclear Medicine Technology, 47(3), 181–188. https://tech. snmjournals.org/content/ jnmt/47/3/181.full.pdf

Keeney, J., Boyd, E.M., Sinha, R., Westring, A.J., & Ryan, A.M. (2013): From "work–family" to "work–life": Broadening our conceptualization and measurement. Journal of Vocational Behavior, 82(3), 221–237.

Kim, M., Do Kim, Y., & Lee, H. W. (2020): It is time to consider athletes' well-being and performance satisfaction: The roles of authentic leadership and psychological capital. Sport Management Review, 23(5), 964-977. https://doi.org/10.1016/j.smr.2019.12.008

Klimoski R, Hu X. (2021): Improving self-awareness and self-insight. See London 2021, pp. 73–96

Laschinger, H. K. S., Wong, C. A., & Grau, A. L. (2024): The influence of authentic leadership on nurse's work life outcomes. Journal of Nursing Administration, 44(6), 337-343.

Lowa , G. (2023): Workplace well-being and nursing: Promoting health, fulfillment, and retention. Healthcare Journal, 18(2), 99-112.

McClelland LE, Gabriel AS, DePuccio MJ. (2018): Compassion practices, nurse well-being, and ambulatory patient experiencerating. MedicalCare. ;56(1):4–10. doi:10.1097/MLR.834. [PubMed]

Mohd Salleh, E. S., Dato' Mansor, Z., Mohamed Zainal, S. R., & Md. Yasin, I. (2020): Multilevel analysis on employee wellbeing: The roles of authentic leadership, rewards, and meaningful work. Asian Academy of Management Journal, 25(1). https://doi.org/10.21315/aamj2020.25.1.7

Mondillo, J. (2020): The Relationship between authentic leadership and emotional intelligence in nurse faculty administrators in higher education. Doctoral dissertation, Widener University. Retrieved from: http://digitalwolfgram.widener.edu/digital/collection/p16069coll41/

Nasem. A. (2019): design thinking, systems approach to well-being within education and practice: Proceedings of a workshop. Washington, DC: The National Academies Press; c. [PubMed

Oliveira-Silva, L. C., Porto, J. B., & Arnold, J. (2019): Professional fulfillment: Concept and instrument proposition. Psico-USF,

24(1), 27-39. doi:10.1590/1413-82712019240103

Othman, T., & Khrais, H. (2022): The relationship between transformational leadership, job satisfaction, and organizational commitment in Jordanian nurses. Anesthesia, Pain & Intensive Care, 26(3), 304–309. https://doi.org/10.35975/apic.v26i3.1896

Porter, C, (2024): The Power of Relational transparency in authentic leaders

Ross A, Bevans M, Brooks AT, Gibbons S, Wallen GR. (2017): Nurses and health-promoting behaviors: Knowledge may not translate into self-care. Association of Perioperative Registered Nurses. 105(3): 267– 275. [PMC free article] [PubMed]

Rupali P., Gawande. (2024): Work-life balance and its impact on employee: Navigating strategies for better work-life balance at workplace. Amity Global Business School, Pune, India. International Journal of Cultural Studies and Social Sciences Vol-20, Issue-1, No.55, January - June: 2024 ISSN: 2347-4777 (UGC CARE Journal)

Saber M., Nosratabadi M. (2014): Social support and health related quality of life in elderly people covered by the welfare organization of Kerman city. Health Develop J.; 3(3):189-99. [Persian]

Saleh,M., ELGlany., Abdelhamid,Z., Hamed,s and., Elsabahy,H. (2021):Effect of Authentic Leadership Training Program of Head Nurses on Creativity and Motivation of Nurses Staff

Semedo, A. S., Coelho, A., & Ribeiro, N. (2019): Authentic leadership, happiness at work and affective commitment. European Business Review, 31(3), 337-351. https://doi. org/10.1108/ ebr-01-2018-0034

Sevinç Mersin1,, Özlem İbrahimoğlu, Merve Tuncer., Ali Arslanoğlu. (2024): Nurses' Empathy, Burnout, and Contentment with Life in Turkey. Department of Nursing, Faculty of Health Sciences, Istanbul Medeniyet University, Turkey. Makara J Health Res.;28(3):217−226 doi:

10.7454/msk. v28i3.1707; Available at https://scholarhub.ui.ac.id/mjhr/vol28/iss3/9/

Shanafelt, T. D., West, C. P., Sinsky, C., Trockel, M., Tutty, M., Wang, H., & Noseworthy, J. H. (2017). Executive leadership and physician well-being: Nine organizational strategies to promote engagement and reduce burnout. Mayo Clinic Proceedings, 92(1), 129-146.

Shukla., R., & Mishra., p.c. (2022): Contentment the most important condition for powerful Leadership IJARIIE-ISSN(O)-2395-4396 P 597-598

Singh,J., and Misra,G. (2020):Understanding contentment in in the everyday, life, Article in Indian Psychological Review, Mahatma Gandhi International Hindi University Available at: https://www. researchgate. net/ publication/ 345768995

Wang, D., Kan, W., Qin, S., Zhao, C., Sun, Y., Mao, W., & Hu, Y. (2021): How authentic leadership impacts on job insecurity: The multiple mediating role of psychological empowerment and psychological capital. Stress and Health, 37(1), 60-71.

West, M. A., & Dawson, J. F. (2018): Innovation and the role of leadership in healthcare. The King's Fund Report.

Wikipedia definition of authentic leadership. (2025): https:// en. wikipedia. org/ wiki/ Authentic_ leadership

Zhang, G., Lin W., Song G, Chen J, Li H, Sun L, Zhang X. (2024): The mediating role of psychological capital on the relationship between authentic leadership and innovative behavior among Chinese nurses.11.3: e2126. https://doi.org/10.1002/nop2.2126.

Walumbwa, f., & Avolio, B., & Gardner., W., & Wernsing, T., & Peterson,S. (2008):Authentic Leadership: Development and Validation of a Theory Based Measure University of Nebraska - Lincoln Digital Commons @University of Nebraska - Lincoln Management Department Faculty Publications Management Department.