THE IMPACT OF AUTHENTIC LEADERSHIP ON PROACTIVE WORK BEHAVIOR-AN ANALYTICAL SURVEY STUDY IN SOME HOSPITALS IN THE MIDDLE EUPHRATES REGION

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Article history:		Abstract:
		This research aims to demonstrate the impact of authentic leadership represented in its dimensions (self-awareness, internal ethical perspective, balanced information processing, and transparency of relationships) and its reflection on proactive work behavior represented in its dimensions (prevention of problems, employee voice, assuming responsibility, and individual creativity) for a sample of medical and nursing staff in some hospitals in the Middle Euphrates region. The size of the researched sample was (334) observations and the total research community was (2400). The researcher sought to achieve a set of goals, including defining authentic leadership and proactive work behavior as important and effective variables in enhancing performance, building a cognitive framework related to these variables and linking them in the field within a descriptive analytical research framework, and then enhancing the future vision of the research variables and directing them in a manner that supports the mission of the organization being researched. The questionnaire was the main tool for collecting data, and a number of statistical methods were used, such as confirmatory structural validity analysis and Pearson's correlation coefficient to measure the type and degree of the relationship between the research variables and structural stability analysis of measurement performance. Cronbach's alpha and the test of the effect between variables (structural equation modeling SEM). The research reached a set of results, the most important of which is the existence of a correlation and positive effect of the influence of authentic leadership on proactive work behavior. The research came out with a set of necessary recommendations to improve the performance of the organizations studied with regard to the research variables.

INTRODUCTION

"The development in the field of leadership thought has long been discussing many modern ideas at the level of theory, which carry within them piles of topics that paved the way for scientific research methods and made them paved for further development and progress in administrative and organizational studies. These topics did not come out of nowhere, but rather were launched from a basic philosophy that the development of administrative thought is dependent on the modernity of the research contributions that researchers embrace and establish. One of the most important modern research contributions in organizational administrative thought is the interest in leadership topics and the need for conscious leadership that believes in the importance of ethical behavior and adopts its best standards and enjoys a balanced view of situational information and deals with high transparency with its followers.

This is what the theorists of organizational leadership thought embodied in the maturation of leadership behaviors and the emergence of the sun of the authentic approach to leadership. The theory of authentic leadership emerged, which received great attention from researchers in various fields of knowledge, and its importance has increased at the present time as a result of the changes that the world is witnessing today in All fields, as the success of this theory in light of these changes requires the presence of highly competent, original leaders who have a high level of self-awareness and deal according to unique ethical perspectives that they believe in deep within themselves, relational transparency with their followers, and balanced processing of information that they adopt in order to carry out their roles and achieve the goals assigned to them, especially since organizations today deal and operate in a complex environment and need to deal with multiple issues related to their internal and external environmental factors in order to remain competitive in the business sector. Since proactive behaviors in the organization have become a basic philosophy in the organization's record of success, the necessity of adopting them has become an urgent need that administrations seek to satisfy. Thus, the importance of proactive behaviors has increased recently, and the interest of theorists and practitioners of organizational thought has shifted from interest in responsive behaviors that have been saturated with research to interest and adoption of intellectual philosophies for the dimensions of proactive behaviors that have become the main concern of researchers and practitioners in this field. "This was, in general, the starting point for conducting the current research, which aimed to achieve a set of goals, the most important of which is building a cognitive framework for the philosophy of its topics and rooting the new knowledge contained in its variables. Building a hypothetical plan designed in light of the assumptions of the relationships of influence between the research variables and subjecting it to field testing. In order to cover the research topic, it was structured into four chapters. The first chapter dealt with the research methodology, while the second chapter was concerned with the theoretical framework of the research variables, while the third chapter focused on the The applied research, and the research concluded with the fourth section, which included conclusions and recommendations.

The first topic
Research methodology

First - Research problem

"The research problem included the extent of the need of the hospitals under study to apply the dimensions of authentic leadership in the field after we noticed its importance in enhancing the commitment of employees and increasing their desire to work and maximizing their level of belonging and connection to work on the one hand, and on the other hand the need of leaders to establish authentic behaviors in the daily behavior they adopt after we noticed that most leaders of organizations suffer from fake (non-authentic) behaviors in all their daily actions and actions, and this is likely to cast a shadow on the efforts to develop proactive behaviors, which confirms a basic fact around which the research problem revolves, which is the need for leaders and followers to realize the influential and interactive relationships between variables in the field. Thus, the research problem was diagnosed through repeated visits and continuous personal interviews with a sample of leaders and followers in the hospitals under study, which was represented in the weakness of their cognitive and field awareness of the precise conceptual content related to authentic leadership behaviors and proactive work behavior, as they expressed clear surprise about the variables, especially since These two concepts are somewhat ambiguous and can be interpreted in many different ways, in addition to the limited understanding of leaders and followers regarding the direct influential relationship between authentic leadership and proactive work behavior. In light of this, the research problem can be limited to a set of field questions as follows: -

1. "To what extent are medical and nursing cadres in hospitals in the Middle Euphrates region aware and familiar with the academic concepts of the research variables (authentic leadership and proactive work behavior)?"
2. "What is the level of availability of the research variables (authentic leadership and proactive work behavior) in the hospitals of the research sample?"
3. "What is the nature of the correlation between authentic leadership in its dimensions and proactive work behavior in its dimensions at the level of the hospitals of the research sample?"
4. "What is the level of influence of authentic leadership on proactive work behavior at the level of the hospitals of the research sample?"

Second - Research Objectives
The research aims to achieve the following:-

The field objectives of the current research can be determined according to the following:
1. "Diagnosing the level of availability of the study variables in the field (authentic leadership and proactive work behavior) with its sub-dimensions and relying on the perceptions and understanding of the research sample individuals of these variables."

2. "Testing the correlation relationships of the independent variable (authentic leadership) with its sub-dimensions with the dependent variable (proactive work behavior) at the level of the research sample."

3. "Testing the influence relationships of the independent variable (authentic leadership) with its sub-dimensions with the dependent variable (proactive work behavior) at the level of medical and nursing staff in private hospitals in the Middle Euphrates region."

4. Submitting suggestions and recommendations to the researched organization about the extent of the contribution of authentic leadership to proactive work behavior.

Third - The importance of the research

"The importance of this aspect is determined by relying on the applied reality of the research, as follows:"

A- "It is represented by the extent to which the private hospitals in the study sample see authentic leadership and its importance in enhancing proactive work behavior, as well as activating the direct relationship between authentic leadership in its dimensions and proactive work behavior, and then achieving the goals that it seeks to achieve in the field."

B- "The study applied its hypothetical model through the relationship between (authentic leadership and proactive work behavior), which are variables that we sense in our current reality and observe in most private hospitals, as these institutions seek to develop proactive behaviors and enhance leadership capabilities in society. This study has given some distinction compared to its counterparts from other studies."

C- "The importance of the research lies in using qualitative measures to evaluate its variables at the level of the study sample hospitals, which contributes to achieving accuracy and reliability for a better understanding of the phenomena studied and then evaluating the conditions to analyze the data and increase the reliability of the results and achieve more accurate inferences to propose realistic work mechanisms."

Fourth - Hypothetical research plan

The researcher aims, through presenting this plan, to include all the study variables in its overall form and thus the possibility of measuring the correlation and influence relationships between them individually or in general. In order to understand the plan in more detail, it can be viewed as consisting of two parts:

1. The independent variable: authentic leadership, which was measured by a ready-made scale that includes the following dimensions (self-awareness, internal ethical perspective, balanced information processing, and transparency of relationships).

2. The dependent variable: proactive work behavior, which was measured by a ready-made scale that includes the following dimensions (prevention of problems, employee voice, assuming responsibility, and individual creativity).

In light of the above, the current study is a direct impact model that regulates the influential relationship between authentic leadership and proactive work behavior at the level of private hospitals, the research sample, and Figure (1) shows the hypothetical plan for the research.

(1)   Figure

Hypothetical research plan
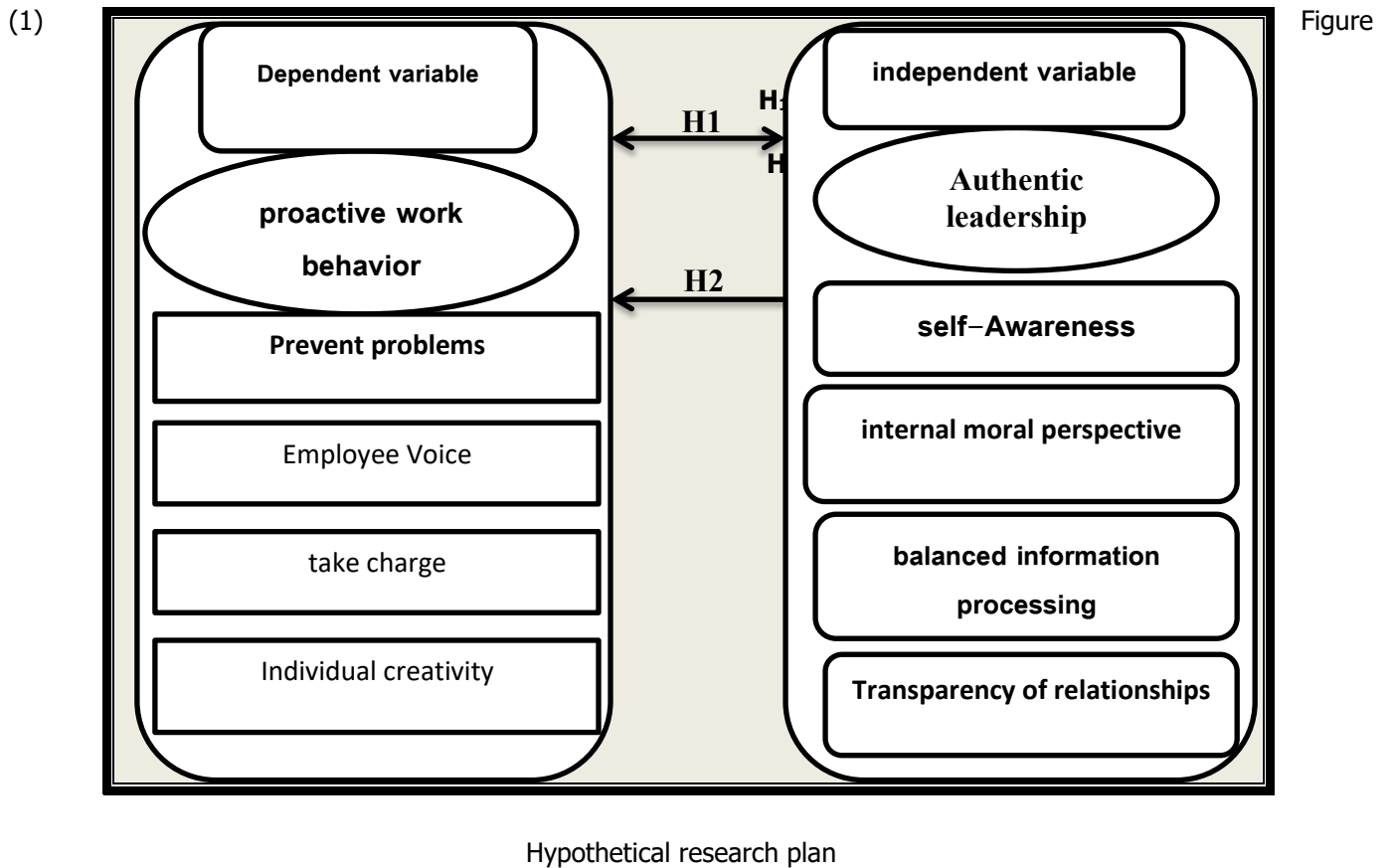
Source: Prepared by the researcher.
Fifth - Research hypotheses
        The hypotheses are a statement of the topic under research and an explanation of the correlation and influence relationships between its variables and dimensions, as well as an attempt to answer the questions raised in the research problem and to achieve its objectives and test its plan, the current research is based on two main hypotheses as follows:
1. The first main hypothesis: - There is a significant correlation between authentic leadership and proactive work behavior at the level of the research sample hospitals.
2. The second main hypothesis: - There is a significant effect of authentic leadership on proactive work behavior at the level of the research sample hospitals.
Sixth - Research community and sample
        The current research tended to adopt a random sample represented by medical and nursing staff in some private hospitals in the Middle Euphrates region, whose number is (2400) individuals. Thus, the smallest sample size suitable for the current study reached (331) individuals or more of this number, according to the famous sample size determination table of (Krejcei & Morgan), and to ensure obtaining the sample answers, the researcher distributed (373) questionnaires, of which (344) questionnaires were retrieved, while the number of questionnaires valid for analysis reached (334), as shown in Table (1), which shows all the procedures taken by the researcher from distributing the questionnaires to the sample and determining the valid and appropriate questionnaires for statistical analysis.

Table (1): Number of questionnaires distributed and valid for analysis on the research sample

T	Hospital name	Number of questionnaires distributed	Number of questionnaires returned	Number of questionnaires not valid for analysis	Number of questionnaires valid for analysis

1	Al-Kafeel Specialized Hospital / Karbala	88	81	2	79
2	Zain Al-Abidin Hospital / Karbala	69	64	1	63
3	Al-Sadr Teaching Hospital / Najaf	79	72	4	68
4	Al-Salam Private Hospital / Babylon	84	78	3	75
5	Al-Diwaniyah Teaching Hospital / Diwaniyah	53	49	0	49
	Total	**373**	**344**	**10**	**334**

Source: Prepared by the researcher.

Table (2) shows the demographic characteristics of the research sample and the percentage of participation of each category in the current research:

Table (2): Description of the study sample

T	Personal information		Repetition	Percentage%
1	Gender	Male	179	54
		Female	155	46
		Total	334	100
2	Age Group	30 years and less	119	36
		$40 - 31$	65	19
		$50 - 41$	81	24
		$60 - 51$	41	12
		61and more	28	9
		Total	334	100
3	Educational Qualification	Diploma	111	33
		Bachelor's	167	50
		Postgraduate	56	17
		Total	334	100
4	Years of Service	Less than 10 years	158	47
		$20 - 11$years	144	43
		(21)years and more	32	10
		Total	334	100
5	Job Title	Doctor	126	38
		Doctor	208	62
		Total	334	100

Source: Prepared by the researcher.
Seventh - Statistical tools, means and methods used.

The researcher relied on a number of statistical methods available in the statistical program AMOS, V.25) SPSS, V.25; Microsoft Excel, 2013;) in order to analyze and process the data and test the validity of the research hypotheses, in a manner consistent with the nature of the collected data and its suitability for it. On this basis, the current research used statistical methods as follows:

1 - Descriptive statistical tools, which are represented by the following: -

A- Arithmetic mean (Mean): - To determine the response rate of sample members to the research variables, as using the arithmetic mean provides us with the level of sample responses to the research variables.

B- Standard deviation: - To measure the degree of dispersion of the values of the responses from the arithmetic mean and is used to know the level of dispersion of the responses of the sample members under study from their arithmetic mean.

C- Relative importance: It is the ratio used to clarify the degree of importance of the research sample's responses to the questionnaire items distributed to them, and we extract it from the result of dividing the arithmetic mean by the number of scale degrees multiplied by (100), and then the percentage of the response to the scale area is compared with other levels of importance to extract the degree of importance.

2- Statistical analytical tools: - The researcher used a set of statistical analytical tools as they are widely adopted tools for analysis, processing and testing hypotheses. The following are the most important of these tools: -

A. Normal distribution test (Kolmogorov - Smirnov): - To determine the extent of the moderation of the data distribution.

B. Confirmatory factor analysis: - It is used to confirm the structural validity of the scales and the extent of conformity of the theoretical structure of the scale with the sample's responses.

C. Cronbach's alpha test: - To measure the stability coefficient of the adopted scales.

D. Correlation coefficient (Pearson): - To determine the strength of the relationship between two variables.

E. Structural equation modeling (SEM): - To measure the relationships of influence between variables.

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The second section
The intellectual and conceptual framework of the research variables
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First: Authentic leadership

1. The concept of authentic leadership

"When researching the history of authentic leadership, we notice that researchers emphasize returning to the origin of the Greek word "Authento", which is basically known as (full power), which is the characteristic that distinguishes the authentic leader. This requires him to possess several authentic characteristics and traits that distinguish him from other leaders, such as awareness, self-esteem, self-development, professional ethics, and transparency in dealing with others (Fusco et al., 2015: 132). Those who follow modern studies in authentic leadership and the research conducted by (Walumbwa, Avolio, Gardner, Luthans) notice that its conceptual roots go back to human psychology and the cognitive models that researchers have enriched in many scientific fields such as industry, education, and knowledge rooted in positive organizational behavior, organizational management, the relationship between the leader and followers, and how to frame the behavior of cooperation between them and transfer Authenticity from the leader to the follower (Petan & Bocarnea, 2016: 143) By tracing the scientific roots of authentic leadership theory, we note that its origins were derived from several fields such as philosophy, psychology and social psychology, which are the three main disciplines that helped in understanding authentic leadership, in addition to the effective contributions from management science and hermeneutics in particular, as current concepts of authentic leadership reflect the conceptual roots in organizational behavior and adopt a more positive focus on what constitutes the development of authentic leadership skills, as authentic leadership theory assumes that the authentic leader seeks to influence authenticity in the behavior of his followers (Wirawan et al., 2020: 1140). Thus, by reviewing and examining the contributions of researchers in defining authentic leadership, it was found that they differed greatly in agreeing on a specific definition, and this may be due to the difference in the research fields of each of them, and Table (3) shows some of these contributions.

Table (3): Some contributions of researchers in defining the concept of authentic leadership

T	Source	The concept
1	Walumbwa et al. , 2008 : 94	""A pattern of leadership behavior that relies on and enhances positive psychological abilities and a positive ethical climate, to enhance self-awareness, self-ethical perspective, balanced information processing, transparency in relationships, and positive self-development.""
2	Duncan et al., 2017 : 14	""A set of behavioral dimensions that determine the leader's actions in an ethical and objective manner despite the pressures that affect him, and what he is characterized by in terms of honesty, integrity, and trust, which in turn helps him build networks of cooperative relationships with employees"".
3	Miao et al., 2018 : 681	"A leadership style that derives its strength from the positive psychological capital that the leader enjoys and the set of ethical values that help in caring for followers, transparency, and making ethical decisions".
4	Maximo et al., 2019 : 2	"A leadership style that aims to improve and strengthen the relationship between leaders and subordinates by supporting and promoting positive values and behaviors in the organization such as honesty, integrity, transparency, justice, and providing an ethical work environment".
5	Novitasari et al., 2020 :	"It is the leader's ability to exploit and enhance his capabilities such

4		as high self-awareness, ethics, appropriate standards, and a set of goals that affect followers, and create a good environment and a positive relationship to gain their trust so that followers' satisfaction becomes a criterion for innovation and providing feedback to the leader and the organization".
6	Labrague et al., 2021 : 2445	"It is the processing of ideas ,feelings, needs, desires, and beliefs based on what the leader does according to his personal experiences and expertise".
7	Lynch et al., 2022 : 2	"A style of transparent and effective leadership behavior that encourages followers to be open and share the information necessary to make decisions and accept followers' inputs".
8	Ahmad et al., 2023 : 2	"It is the ability of leaders to know themselves and use this knowledge with learning to develop followers. It includes purpose, vision, values, strengths, and goals that provide basic insight for the leader in dealing with the work environment".

Source: Prepared by the researcher.

"Based on the above, the researcher can undertake to develop an operational definition of authentic leadership as (one of the modern theories explaining the leader's behavior and his various dealings with followers, which expresses maturity in the model of contemporary leadership thought, based as a basic pillar on what the authentic leader possesses in terms of self-awareness, internal ethical perspective, transparent dealings with others, and balanced processing of the information surrounding him with the aim of achieving the highest levels of influence on the behavior and performance of followers and directing them to achieve the interest of the organization)."

2. The importance of authentic leadership

"The theory of authentic leadership is of great importance to those interested in leadership affairs and in wide fields. This is due to its great role in influencing followers, as the leader influences his followers in a positive manner through the effective roles and behaviors that he follows with them. Although this concept has recently emerged in the West, this concept and its applications, through reviewing Islamic history, we notice its presence in the Islamic world for a long time because field applications in the history of Muslims have proven their dealing with ethical standards, positive practices, and transparency in disclosing information related to the Islamic conquests with members of the army and dealing with the subjects (Makhmoor, 2018: 4). By tracking the available sources on authentic leadership, we notice that this theory has gained great importance from researchers and writers in administrative affairs in general and leadership affairs in particular, due to the change in the conditions of organizations, their activities, and their social responsibilities, in addition to the change in leadership roles and the nature of relations with followers. This has led senior researchers in leadership theories to enrich the field of authentic behaviors with their ideas. Research and their scientific outputs, including (Walumbwa. F; Avolio. B; Luthans. F; Gardner. W) The importance of authentic leadership appears in that it enhances the qualities of courage, passion, and vision for organizational leaders and also establishes a firm commitment to the set of core values adopted by organizations, supports emotional work, increases positive emotions, and reduces negative emotions (Teo et al., 2023: 3). The importance of authentic leadership also appears through its ability to positively influence the psychological capital of followers, as followers who have a high level of psychological capital are distinguished by being more creative, innovative, and of a better level than other employees. This results from the effects of authentic leadership that help achieve some of the perceived benefits for followers (Al-Hassan et al., 2023: 2). "Authentic leadership has also become of paramount importance because it focuses on ethical standards in dealing between the leader and followers, and thus has a clear basis for spreading ethical culture within the organization, in addition to the importance of its dimensions being consistent with the organization's culture and achieving the proposed cultural ideas." And which supports the processes of change and cultural diversity that the organization needs from time to time according to the prevailing circumstances (Ribeiro et al., 2020: 2). "In the context of their discussion of the importance of authentic behaviors for leaders, both (Chen & Sriphon, 2022: 3-4) identified the importance of leaders in organizations possessing authentic skills and capabilities based primarily on self-knowledge, achieving discipline and self-control over all their actions and responses to situations, the transparency of their internal desires, how to evaluate the values governing situations, and how they can be adapted to achieve the organization's goals." (Steffens et al., 2021: 2) also pointed to the importance and role of authentic behaviors in confronting the organization's problems and challenges based on the essential roles played by authentic leaders in their organizations. This is achieved through their ability and self-awareness in transforming theoretical knowledge of ethical codes and positive

practices and dealing with a mixture of surrounding information into practical application and field work procedures that facilitate the understanding of work procedures for followers and support Their orientations in its development. The importance of this theory stems from the fact that it is one of the new theories that represent a relatively modern leadership framework that stems from the fields of leadership based on ethical codes, positive psychology, and positive organizational behavior. This establishes a solid foundation for acceptance and success for business leaders in organizations that are not primarily based on achieving profit, but rather focus on achieving it by maintaining high levels of integrity, ethics, and fairness in dealing with followers. This in turn gives management new positive patterns that give momentum to the organization's reputation and its role in society (Berkovich & Gueta, 2022: 998). "Authentic leadership focuses in its conceptual content on investing in improving positive psychological capital and instilling positive feelings in followers, based on the leader's awareness and adherence to ethical standards, honesty, and integrity. It is not enough to push followers to adopt a specific behavior in itself, but rather motivates them through many factors and prepares them for a climate of teamwork and dealing with a team spirit, provides opportunities for continuous learning, and enhances similarity between work groups (Rini & Safrizal, 2023: 874).

3. Dimensions of Authentic Leadership

"The model (Walumbwa et al., 2008) is one of the most famous standard models of authentic leadership, as many studies in the same field have agreed to adopt it as it is one of the best models for measuring these behaviors, and as (Rego et al., 2012: 5) indicated, the scale developed by (Walumbwa et al., 2008) is very common in many studies of authentic leadership as it: looks for feedback to improve interactions with others (self-awareness), identifies the true meanings (relational transparency), diagnoses beliefs that are consistent with actions (internal moral perspective), and emphasizes listening carefully to controversial points of view before coming to conclusions (balanced processing)."

A. Self-awareness

"Ayça (2019: 792) referred to self-awareness as determining the individual's content, strengths and weaknesses, what he likes and dislikes, what his positive and negative preferences are, how he perceives events around him, deals with them, responds to them, and decides on certain directions in light of certain interpretations. It was also defined as a deep subjective feeling that links the feelings, thoughts, and awareness of the authentic leader to his values, actions, and what he seeks to achieve in terms of goals and assumptions in a way that achieves high levels of authenticity in his positions, actions, and decisions (Purwanto et al., 2021: 3). In the same context, (Zubair & Khan, 2018: 21) emphasized that the self-awareness that the authentic leader possesses makes him aware of his personal values, motives, feelings, emotions, the nature of the usefulness of his verbal and non-verbal behavior, identity, goals, and the extent of the impact of all this content on followers. In order for a leader to be authentic, it is necessary for him to possess self-awareness At a high level, this must include awareness of personality, perceptions, attitudes, values, motivations, work experiences, and previous experiences, and how they can be adapted to achieve the goal (Peter, 2016: 36)

B. Internal ethical perspective

"This dimension refers to the ethical systems and standards that the authentic leader is convinced of and adopts in guiding the decision-making process and ethical actions instead of external pressure from other parties such as colleagues and society (Qu et al., 2017: 129). The ethical perspective means always doing the right thing, and this is related to an internal and integrated type of self-regulation process that is guided by the internal ethical standards and values that authentic leaders act according to, which means that the leader makes ethical decisions and engages in ethical actions that are consistent with his personal values (Yamak & Eyupoglu, 2021: 3). Ethical systems include the totality of positive behaviors that the authentic leader adopts in various situations in order to achieve self-discipline and evaluate differences from the resulting behaviors. This requires his attention to internal ethical values and the necessary procedures that are consistent with those values. Here, constructive decisions can be made based on codes of ethical behavior and ensure the spread of ethical culture in the internal environment of the organization, which enhances dealing in an ethical manner in all situations (Sultana et al., 2018: 2-3)"

J. Balanced information processing

"Balanced information processing refers to the ability of leaders to objectively analyze the information surrounding them that relates to the circumstances affecting performance and explore the opinions of others before making a decision to ensure its effectiveness, compatibility, and support for the previously defined goals (Qu et al., 2017: 130). The concept of balanced information processing refers to the leader's ability to objectively analyze all relevant information before reaching any decision, as this ability includes the willingness to seek opinions, even if these opinions challenge the leader's established views. A Kenyan study revealed the importance of good training and providing the necessary information to maximize experience (Mutemi et al., 2023: 326). This process is considered one of the most important strengths of the authentic leader, as it examines the positives and negatives of each topic

before making a decision. It focuses on collecting and interpreting information to develop objective procedural plans through which the authentic leader seeks to make better decisions for the organization and followers. Thus, balanced processing limits the resistance role of followers when they accept the decision in which they were consulted. (Ayça, 2019: 792) The authentic leader, according to this dimension, constantly examines and evaluates all information related to previous experiences, surrounding events, and all data. This depends primarily on the internal analysis of the self and the external analysis of colleagues and leaders. Therefore, he adopts points of view that are consistent with reality and free from biases (Arda et al., 2016: 248).

D. Relational Transparency

"Peter (2016: 36) referred to relational transparency as openness and honesty with others so that followers engage in an open and honest dialogue with their leaders. By understanding the leaders' motivations, values, principles, beliefs, way of thinking and points of view, followers can participate in presenting new creative ideas, developing work and getting rid of fear. Transparency was also defined as maintaining social relationships based on sincerity and honesty. Thus, transparency is an effective process of disclosure or self-development, which is very necessary for building trust, cooperation and following helpful behavior among individuals. This allows followers to become more deeply involved in decision-making and enhancing their roles in the organization (Arda et al., 2016: 248). Prominent discourses on authentic leadership speak of the need for relational transparency and maintaining consistency between the values and behaviors/actions that leaders embrace, as leaders must resort to "self-transcendent values and act based on them." Without emotional conflict in a way that makes their actions more consistent and authentic, this assertion is echoed in related work that theorizes aspects of authentic leadership in which relational transparency is one of the four components of the Authentic Leadership Questionnaire, and thus relational transparency is defined as "appreciating and achieving openness and honesty in close relationships," and is seen as involving "selective self-disclosure" (Kempster et al., 2019: 325)

Second- Proactive Work Behavior

1. The Concept of Proactive Work Behavior

"Proactive behavior is a higher-order category of motivated behaviors that refers to "action initiated by a person and directed toward the future and aimed at changing and improving the situation or the self," as proactive work behavior usually falls outside the scope of employees' primary task responsibilities and is proactive in nature (Varela et al., 2023: 2) "Thus, writers and researchers have enriched the literature with diverse concepts of proactive work behavior, both from its angle and the aspects and goals it seeks to achieve, Table (4) includes some of the concepts included in this variable.

Table (4): Some contributions of researchers in defining the concept of proactive work behavior

T	Source	The concept
1	Klimchak et al., 2016 : 2	"It is an evaluative behavior that aims to change the internal organizational environment and is linked to increasing individual and organizational performance. It is not part of the established job description, but rather a voluntary behavior by the employee that motivates to enhance performance and improve its level".
2	Ellis et al., 2017 : 994	"It is the tendency of individuals to engage in proactive activities and procedures during the performance of the official work activities and procedures assigned to them with the aim of improving their individual performance in general, which in turn leads to improving the conditions and performance of the organization".
3	Nurjaman et al., 2019 : 374	"It is a set of individual behaviors performed by employees with the aim of performing a specific job, and it differs from one individual to another according to the specializations and fields in which they work. Proactive behaviors can be directed by management in light of arousing motives and incentives of all kinds".
4	Millunchick et al., 2020 : 119	"It is a set of individual behaviors performed by employees with the aim of performing a specific job, and it differs from one individual to another according to the specializations and fields in which they work. Proactive behaviors can be directed by management in light of arousing motives and incentives of all kinds."
5	Bohlmann et al., 2021 :	"It is a set of individual behaviors performed by employees with the

	278	aim of performing a specific job, and it differs from one individual to another according to the specializations and fields in which they work. Proactive behaviors can be directed by management in light of arousing motives and incentives of all kinds".
6	Syamsudin et al., 2022 : 2	"It is a package of proactive initiatives adopted by individuals in order to bring about the required change or development of current circumstances in order to improve and develop work procedures".
7	Fay et al., 2023 : 507	"It is an exceptional behavior subject to the discretionary direction of the employee, performed by the employee voluntarily outside the official work frameworks, and it is not linked to official reward systems and no returns are expected from it. In addition, the individual is not held accountable for it if he does not do it or abandons it for a certain period".
8	Myaskovetsky & Shmueli , 2023 : 2	"It is a set of self-directed steps by employees towards achieving general goals in the future by adopting broad changes in the daily behavior of work and in the current situation in a way (introducing a new method of work or drawing up activities to develop the organization's strategy".

Source: Prepared by the researcher.

Based on the above, proactive work behavior can be defined as a self-directed behavior towards the future that the individual voluntarily adopts in the belief of its importance without the need for guidance or supervision from another person, and it has an impact on his performance and the performance of the organization alike.

2. The importance of proactive work behavior

Not long ago, proactive work behavior became one of the most important variables in organizational life, which took a large part of the interests of researchers in many professional fields, for example, it was studied in the pharmaceutical sector, international airlines, agricultural organizations, research and development companies, manufacturing industries, and higher education universities (Hu et al., 2018: 2) "Proactive work behavior contributes to the development of organizations by improving the ideas of employees who adopt this behavior, which achieves many benefits that positively affect the motivations for taking the initiative and facing various challenges by presenting new ideas that lay a clear foundation for activities and ideas of creativity and innovation (Rozo et al., 2016: 2) There are many studies that have proven that proactive behavior has positive effects on individual and team performance, as this behavior supports the health and well-being of individuals and enhances their strength within the organization. In addition, employees here seek to change their context to make it more receptive to proactivity, which confirms the success of these behaviors (Liu et al., 2019: 3-4 ; Li et al., 2018: 3) The importance of proactive behavior appears particularly in the topics of innovation and organizational change and the impact on the transition from idea generation to implementation, as change ideas can initially be met with resistance and skepticism, so for innovation to occur, proactive employees need to persevere until their ideas are successfully implemented (Wang, 2022: 3) "In the same regard, (Bohlmann et al., 2021: 280) went on to determine the importance of proactive behavior in terms of its impact on enhancing the professional well-being of workers, and this is achieved by improving the understanding of the consequences of well-being in the short term, and what are the individual and contextual factors that can direct this behavior to enhance the well-being and mental health of workers. Researchers have acknowledged the importance of proactive work behavior through its application in the field of organizational sciences, as it has been proposed for work as an active behavior performed by the individual, focusing on bringing about positive change in himself or his environment in the future (Otto et al., 2019: 2). It also provides a clearer and more comprehensive vision of the organization's management and strategies, as this vision enables organizations to make more effective decisions to predict work problems, and search for innovative solutions that enable employees to redefine their roles in the organization, and contribute to managing career path activities by identifying available opportunities to change the scope of their jobs, and improve work performance in all departments of the organization (Boonyarit, 2022: 1). ""

3. Dimensions of proactive work behavior

A. Taking Charge

"Taking responsibility is defined as a form of proactive behavior that requires voluntary and constructive efforts by employees to bring about functional change in how work is carried out within the contexts of their jobs, work units, or organizations (Zeng et al., 2020: 1). Taking responsibility in organizations enables employees to play important roles in creating a positive work environment by demonstrating general support for other employees and

empowering them to take on more responsibility in order to promote creativity, innovation, and change (Ouyang et al., 2015: 677). Taking responsibility by employees means that they take the initiative to introduce or create new appropriate work procedures in the organization regardless of the current work rules, and these procedures aim to achieve the benefit of the organization rather than being rooted in achieving personal gains for employees (Zhang & Inness, 2019: 779). Taking responsibility is a voluntary behavior outside of the basic roles, but it differs from other types of extra-role behaviors, as taking responsibility contrasts markedly with organizational citizenship behavior, which is the form "The most well-known and most widely researched form of extra-role behavior, taking responsibility clearly carries potential risks—a bad reputation if the initiative fails or is deemed inappropriate or threatening, for example—but it also has potential positive consequences, and individuals will weigh the expected costs against the expected benefits when deciding whether to share responsibility (Kim et al., 2015: 223)."

B. Employee Voice

Employee voice is defined as an informal, voluntary communication by an employee that includes several ideas, suggestions, concerns, or information about problems or opinions related to job issues sent to people who are able to take appropriate action with the intention of achieving improvement or change (Zhang & Inness, 2019: 777). In the same context, it is defined as a behavior directed towards the counterpart with the intention of supporting the effective performance of the organization, as the voice of employees contributes to bringing about change in the workplace or at the very least they feel that they are influencing change. Self-interest also comes from the motivation to exercise voice, such as being a social motive driven by the will to create change that is important to the organization or other stakeholders (Ouyang et al., 2015: 677). Employee voice contributions also work to promote change in the organization by deepening the collective understanding of preventive solutions, or constructive change initiatives. Thus, employee voice behavior is a cooperative behavior based on a social basis, and engaging in voice behaviors may lead to confronting social risks that naturally correspond to organizational problems, which in turn The element of communication based on organizational initiative (Parker & Collins, 2010: 636)"

C. INDIVIDUAL INNOVATION

" Individual Innovation is one of the most important dimensions of proactive behaviors that includes crossing certain tasks and adopting new ones and trying to solve problems that have not yet occurred (Nurjaman et al., 2019: 374). It also includes diagnosing new and urgent opportunities in order to invest in them, presenting new methods and implementing ideas in innovative ways and the possibility of transforming challenges into new opportunities, and testing new channels and markets to improve the organization's skill and knowledge stock (Ouyang et al., 2015: 677). The concept of employee creativity is similar to the dimension of assuming responsibility and employee voice through its focus on improving the work environment, but differs from them through its focus on originality and modernity (Kueny, 2016: 9)." Creative activity also determines the ability of individuals and organizations alike to take risks and ventures, and this depends on presenting new ideas, making decisions to enter new markets, and making decisions to adopt new strategic alliances. This supports the organization's orientations in overcoming the difficulties that arise in the pursuit of achieving the goal (Zhang & Inness, 2019: 778)

D. Problem prevention

This dimension includes taking proactive self-directed steps to prevent problems at work and is explicitly measured through self-creativity and problem-solving ability (Zhang & Inness, 2019: 778). In the same context, it is defined as an approach followed by individuals consisting of many procedures that lead to the goal or the process by which parts of a specific problem are selected and analyzed and the appropriate decision is made for the purpose of solving this problem. Accordingly, employees at all different administrative levels must be highly prepared to solve the problems they face in order to find appropriate solutions for them and raise the organization's performance (Ouyang et al., 2015: 677). "There are two different aspects of problem management: reactive management and proactive problem management. Reactive problem management identifies the root cause of past incidents that have actually occurred) and then determines improvements and decisions regarding them. Reactive problem management is evaluated through two areas: problem control and error control. Proactive problem management works to prevent problems from occurring or reoccurring by identifying weaknesses or errors in aspects of performance and presenting and taking Logical decisions. Although all organizations aspire to apply this method to manage problems, the necessary level of problem prevention includes commitment to time and resources that are often limited (Myler, 2014: 1) "

The third section
The practical aspect

First - Normal distribution test:

"Table (5) shows that the value of the test statistic reached (0.066, 0.071) respectively for the current variables (authentic leadership, proactive work behavior) while the level of probability significance for the test statistic reached (0.200, 0.180) respectively, and these levels are more than (0.05) and therefore the distribution of the data is not significant from a moral point of view, which in turn confirms that all data of the study variables fall within the normal distribution, i.e. within the normal distribution area, and this allows the adoption of parametric analysis methods in all analysis procedures."

Table (5): Normal distribution test for study variables

Variables	Kolmogorov-Smirnovᵃ			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Leadership Authentic	0.066	334	.200*	0.991	334	0.578
Proactive Work Behavior	0.071	334	.180*	0.989	334	0.371

Source: SPSS V.25 outputs

Second - Confirmatory structural validity test of the measurement tool:
1. Confirmatory factor analysis of the authentic leadership variable

"It is clear from Figure (2) that the authentic leadership variable was measured by (16) phrases distributed over four sub-dimensions, each of which has an appropriate number of measurement paragraphs. When examining the estimates of their standard saturations, we note that they exceeded the required percentage of (0.40). As for the structural building conformity indicators, when examining them, we note that they exceeded the required values after relying on the modification indicators, the number of which is (4). This is evident from the value of (CMIN/DF = 1.790), the value of (CFI = 0.938), the value of (IFI = 0.939), the value of (TLI = 0.920), and the value of (RMSEA = 0.078). Thus, it is clear from Figure (34) that the structural model has achieved the necessary level of conformity and within the required limits. It is also clear from Table (6) that all the phrases of The measurement has a high level of significance through checking the value of the critical ratio (C.R.) at a significance level of (0.01). This proves the validity of the statements in the field measurement and the significance of their significance at the level of opinions of medical and nursing staff in private hospitals, the study sample."
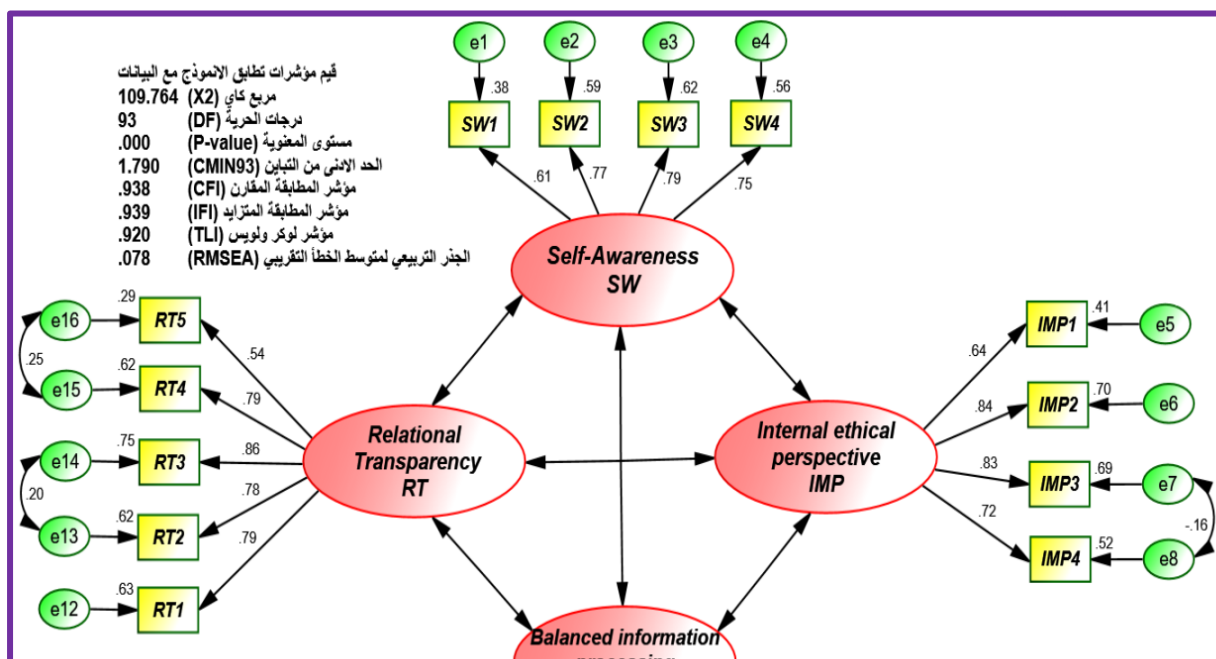
Figure (2): Confirmatory factor analysis of the authentic leadership variable
"Source: (Amos V.25) program outputs"
""Table (6): Paths and parameters of confirmatory factor analysis of the authentic leadership variable

Moral ratios	Critical ratio	Standard error	Non-standard assessment	Standard Estimation	Tracks		
			1	0.613	self conscious	<---	SW1
***	6.602	0.206	1.359	0.766	self conscious	<---	SW2
***	6.703	0.203	1.363	0.785	self conscious	<---	SW3
***	6.578	0.178	1.172	0.747	self conscious	<---	SW4
***	7.768	0.098	0.762	0.641	internal moral perspective	<---	IMP1
***	10.401	0.092	0.959	0.837	internal moral perspective	<---	IMP2
			1	0.828	internal moral perspective	<---	IMP3
***	8.173	0.107	0.875	0.721	internal moral perspective	<---	IMP4
***	8.339	0.122	1.019	0.777	balanced information processing	<---	BPI1
***	8.402	0.135	1.131	0.826	balanced information processing	<---	BPI2
			1	0.775	balanced information processing	<---	BPI3
***	10.343	0.088	0.915	0.79	Transparency of relationships	<---	RT4
***	6.286	0.091	0.57	0.543	Transparency of relationships	<---	RT5
***	10.432	0.086	0.898	0.794	Transparency of relationships	<---	RT1
			1	0.864	Transparency of relationships	<---	RT3
***	11.709	0.08	0.939	0.785	Transparency of relationships	<---	RT2

Source: Amos V.25 outputs

2. Confirmatory factor analysis of the proactive work behavior scale

It is clear from Figure (3) that the proactive work behavior variable was measured by (13) phrases distributed over four sub-dimensions, each with an appropriate number of measurement items. When examining the standard saturation estimates, we note that they exceeded the required percentage of (0.40). As for the structural building conformity indicators, when examining them, we note that they exceeded the required values after relying on the modification indicators, the number of which is (6). This is evident from the value of (CMIN/DF = 1.610), the value of (CFI = 0.955), the value of (IFI = 0.957), the value of (TLI = 0.931), and the value of (RMSEA = 0.069). Thus, it is clear from Figure (3) that the structural model has achieved the necessary level of conformity and within the required limits. It is also clear from Table (7) that all measurement phrases enjoy a high level of significance by examining the value of the critical ratio (C.R.) at a significance level of (0.01), which proves the validity of the statements in the field measurement and their significance at the level of opinions of medical and nursing staff in private hospitals, the study sample.
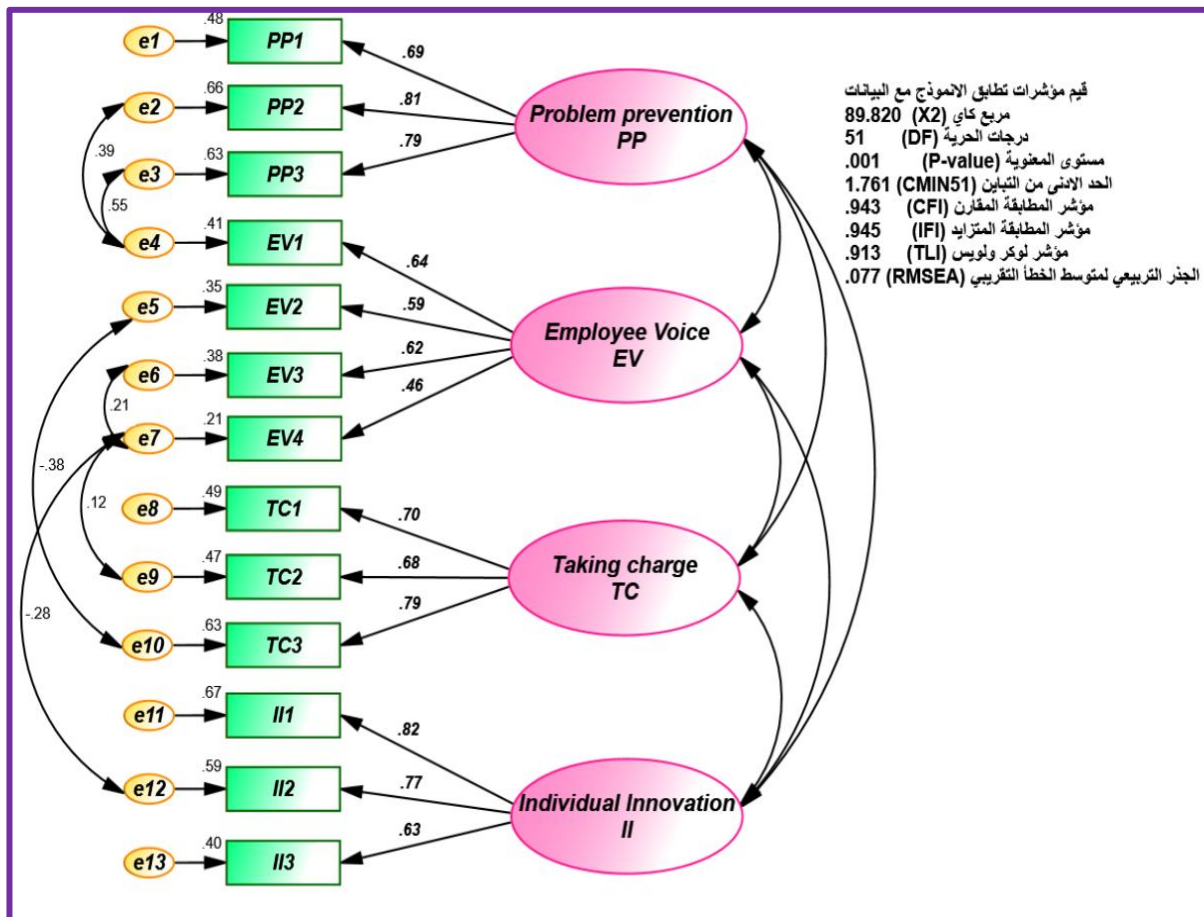

Figure (3): Confirmatory factor analysis of the proactive work behavior variable
"Source: Amos V.25 program outputs"
"

Table (7): Paths and parameters of the confirmatory factor analysis of the proactive work behavior variable

"

Moral ratios	Critical ratio	Standard error	Non-standard assessment	Standard Estimation	Tracks		
			1	0.793	Prevent problems	<---	PP3
***	8.416	0.134	1.125	0.809	Prevent problems	<---	PP2
***	7.423	0.13	0.967	0.688	Prevent problems	<---	PP1
***	4.418	0.191	0.845	0.461	Employee Voice	<---	EV4
***	5.202	0.194	1.01	0.616	Employee Voice	<---	EV3
			1	0.585	Employee Voice	<---	EV2
***	5.379	0.19	1.02	0.636	Employee Voice	<---	EV1
			1	0.791	take charge	<---	TC3
***	7.092	0.136	0.964	0.685	take charge	<---	TC2
***	7.685	0.111	0.852	0.697	take charge	<---	TC1
			1	0.628	Individual creativity	<---	II3
***	6.621	0.19	1.256	0.775	Individual creativity	<---	II2
***	7.171	0.19	1.36	0.824	Individual creativity	<---	II1

Source: Amos V.25 outputs

Fourth - Measuring the stability and reliability of the scales

"The (Cronbach Alpha) scale is one of the most important and famous scales used to measure the stability of the questionnaire, and the value of Cronbach Alpha is acceptable if its value is more than (0.70) at the level of studying social and behavioral phenomena, including the variables of the current study (Korkmaz, 2020: 115)." We note from Table (8) that the values of the stability coefficient for the variables and their sub-dimensions ranged between (0.728 - 0.923), and these are high percentages based on the acceptable stability values and according to the answers of individuals in the private hospitals, the study sample. We also note that the values of the structural validity coefficient were at a high level and meet the purpose of validity and reliability. Thus, the scales became ready for final application and are characterized by the accuracy, stability and validity required at the level of the field application environment.

Table (8): Cronbach's alpha test values for the study scales

T	Main variables and their sub-dimensions	Cronbach's alpha value	Structural validity coefficient value
	Authentic leadership	**0.923**	**0.961**
	self conscious	0.829	0.91
1	internal moral perspective	0.832	0.912
	balanced information processing	0.815	0.903
	Transparency of relationships	**0.879**	**0.938**
2	**proactive work behavior**	**0.89**	**0.943**
	Prevent problems	**0.825**	**0.908**

Employee Voice	**0.728**	**0.853**
take charge	**0.775**	**0.88**
Individual creativity	**0.799**	**0.894**

Source: SPSS V.25 outputs

Fifth: Description and diagnosis of the research variables:

1- Description and diagnosis of the independent variable, authentic leadership

It is clear from Table (9) that the authentic leadership variable obtained a total weighted mean of (3.356) and was of a moderate level with a deviation of (0.789). This requires that the coefficient of variation reach (23.51%) and achieve relative interest (67.12%). Naturally, this confirms the sample's agreement on what the variable includes at a high level at the level of the private hospitals, the study sample. It is clear from Table (9) that the arrangement of the sub-dimensions of authentic leadership is as follows (balanced information processing, transparency of relationships, internal ethical perspective, and self-awareness) according to the sample's answers in the private hospitals, the study sample.

Table (9): Descriptive measures of the authentic leadership variable

T	Dimensions	Weighted mean	Standard deviation	Coefficient of variation%	Relative importance%	Order priority
1	self awareness	3.151	0.959	30.43	63.02	4
2	internal moral perspective	3.379	0.868	25.69	67.58	3
3	balanced information processing	3.512	0.926	26.37	70.24	1
4	Transparency of relationships	3.384	0.884	26.12	67.68	2
	Weighted overall mean of authentic leadership variable	3.356	0.789	23.51	67.12	-

.Source: Prepared by the researcher based on the outputs of Microsoft Excel (SPSS) programs

The arrangement of the sub-dimensions of the authentic leadership variable can be depicted at the level of the individuals' answers in the private hospitals of the study sample through a graphic form based on their resulting relative importance, as in Figure (4).
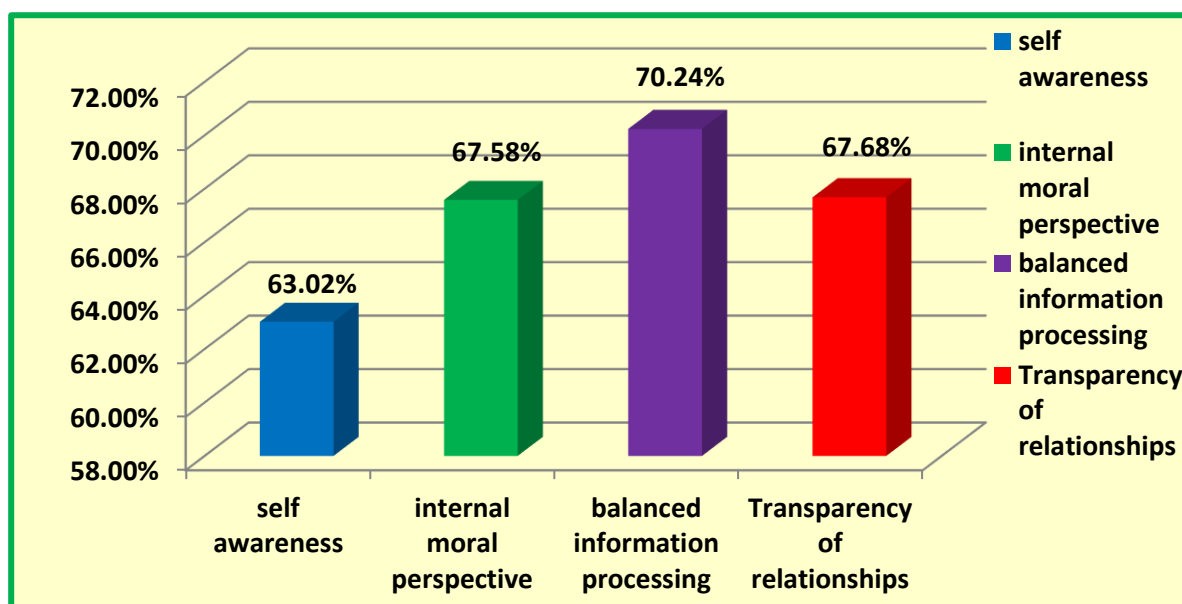

Figure (4): Graphical representation of the level of authentic leadership dimensions

Source: Microsoft Excel V. 2013 output

2. Description and diagnosis of the dependent variable proactive work behavior

It is clear from Table (10) that the proactive work behavior variable obtained a total weighted mean of (3.434) and was at a high level with a deviation of (0.496). This requires that the coefficient of variation reach (14.44%) and achieve relative interest (68.68%). Naturally, this confirms the sample's agreement on what the dimension includes at a high level at the level of the opinions of individuals in the private hospitals, the study sample. It is clear from Table (10) that the arrangement of the sub-dimensions of proactive work behavior was as follows (prevention of problems, employee voice, individual creativity, and assuming responsibility) according to the sample's answers in the private hospitals, the study sample.

Table (10): Descriptive measures of the proactive work behavior variable

T	Dimensions	Weighted mean	Standard deviation	Coefficient of variation%	Relative importance%	Order priority
1	Prevent problems	3.602	0.908	25.21	72.04	1
2	Employee Voice	3.476	0.687	19.76	69.52	2
3	take charge	3.296	0.722	21.91	65.92	4
4	Individual creativity	3.361	0.781	23.24	67.22	3
	Weighted mean of proactive work behavior dimension	3.434	0.496	14.44	68.68	-

Source: Prepared by the researcher based on the outputs of Microsoft Excel (SPSS) programs.

The arrangement of the sub-dimensions of the proactive work behavior variable at the level of individuals' opinions in private hospitals can be depicted through a graphic form based on their resulting relative importance, as in Figure (5).
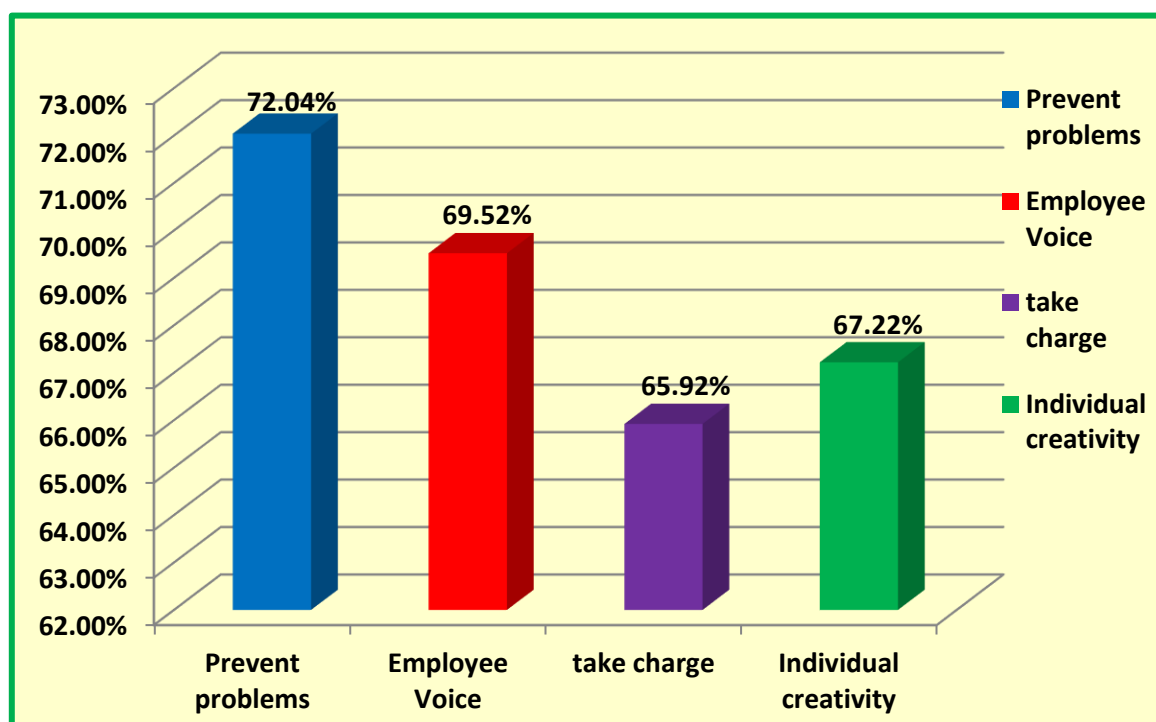
**Figure (5): The graphical representation of the level of proactive work behavior dimensions
utSixth - Testing the research hypotheses**

First. Testing the hypotheses of the association between the study variables
1 - The first main hypothesis: There is a significant correlation between authentic leadership and proactive work behavior.

Table (11) shows a strong positive correlation with moral significance between authentic leadership and proactive work behavior, as the value of the correlation coefficient between them reached (0.638**), which is a morally significant value at the level (1%). Thus, this confirms a confidence level for the achieved results of (99%), which ensures the existence of a level of suitability and correlation between the two variables in the field according to the sample responses at the level of private hospitals, the study sample. "

"This result indicates that the more the leaders of the study sample hospitals care about the dimensions of authentic leadership in terms of raising their level of self-awareness and the consistency of their words and actions, especially with regard to daily dealings, following codes of ethical conduct, encouraging medical and nursing staff to adopt ethical behaviors, and continuously processing the information collected from the circumstances surrounding hospitals, especially with regard to patients' opinions regarding the health services provided by the administrations and dealing with a high level of transparency, this will enhance their level of proactive work behavior."

"Thus, this establishes the possibility of accepting the first main hypothesis."

Table (11) Correlational relationships between authentic leadership and proactive work behavior

Independent variable / Dependent variable	Authentic leadership	Dimensions of authentic leadership			
		self conscious	internal moral perspective	balanced information processing	Transparency of relationships
proactive work behavior	.638**	.488**	.594**	.572**	.564**
Sig. (2-tailed)	0	0	0	0	0
Result (Decision)	There is a strong and significant correlation at the 0.01 level between authentic leadership and proactive work behavior.				

Source: Statistical program outputs (SPSS V.25)   n=334

Second. Testing the main influence hypotheses between the study variables
1- The second main hypothesis: There is a significant effect of the authentic leadership variable on proactive work behavior.

"Figure (6) shows the existence of a significant effect of the authentic leadership variable on proactive work behavior, as it is clear that the value of the standard parameter estimate (standard effect coefficient) reached (0.64), which means that the authentic leadership variable affects the proactive work behavior variable by (64%) at the level of individuals' opinions in the private hospitals of the study sample, which means that the proactive work behavior variable will increase by (64%) if the interest in authentic leadership increases by one unit. We also note that the value of the effect coefficient is a significant value because the value of the critical ratio (C.R.) shown in Table (12) amounting to (13.588) is a significant value at the significance level (P-Value) shown in the same table."

"As is clear from Figure (6), the value of the interpretation coefficient (R^2) reached (0.41), which means that the changes that occur in the variable of proactive work behavior are due to (41%) of them due to the change in authentic leadership, and the remaining percentage of (59%) is due to other variables not included in the study model. This result indicates the existence of a significant effect of the variable of authentic leadership on proactive work behavior at the level of the opinions of individuals in the private hospitals in the study sample."

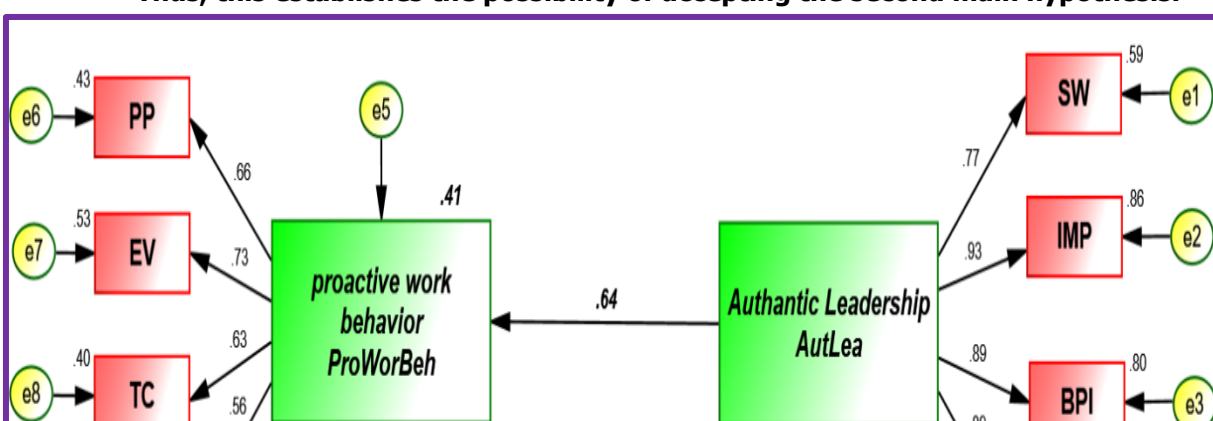**Thus, this establishes the possibility of accepting the second main hypothesis.**

Figure (6): The impact of authentic leadership on proactive work behavior
Source: Outputs of the (Amos V.25) program

Table (12): Paths and parameters of testing the effect of authentic leadership on proactive work behavior

Moral percentage	Critical ratio	Standard error	Non-standard estimation	Standard regression weights	Tracks		
***	13.588	0.03	0.401	0.639	Authentic leadership	<---	proactive work behavior
***	19.631	0.048	0.935	0.769	Authentic leadership	<---	SW
***	32.598	0.032	1.041	0.894	Authentic leadership	<---	BPI
***	39.809	0.026	1.024	0.925	Authentic leadership	<---	IMP
***	31.207	0.032	0.999	0.886	Authentic leadership	<---	RT
***	17.236	0.058	1.007	0.726	proactive work behavior	<---	EV
***	14.2	0.085	1.203	0.656	proactive work behavior	<---	PP
***	13.236	0.069	0.918	0.629	proactive work behavior	<---	TC
***	10.925	0.08	0.877	0.556	proactive work behavior	<---	II

Source: Amos V.25 outputs

Section Four
Conclusions and Recommendations

First - Conclusions
1. The authentic leadership variable achieved a moderate level of importance at the level of hospital leaders in the study sample. This confirms that leaders follow, to some extent, authentic behaviors in their dealings with their subordinates and their efforts to apply them in all their daily dealings, the importance of their self-awareness and their adherence to ethical behaviors and balanced information processing, and the importance of transparent disclosure of information to benefit all relevant parties.

2. "The dimension of balanced information processing ranked first in terms of its importance within the authentic leadership variable, as the level of importance was high, which indicates that hospital leaders in the study sample encourage opinions that challenge the trends they embrace and listen to viewpoints before making decisions, which indicates the importance of subordinates' participation and allowing them to submit the necessary proposals. This is due to the leaders' belief and confidence in the capabilities and potential of subordinates and the proposals and recommendations they provide in this area."

3. "It appeared that the dimension of relational transparency ranked second among the dimensions Authentic leadership, in terms of its importance, but its importance was at a moderate level, and this is due to the decline of some paragraphs of the variable, especially with regard to leaders' recognition of the mistakes they make, and this may be due to the presence of some factors of lack of confidence that make them fear failure or others' weak understanding of the behaviors they practice or misunderstanding them.

4. "The dimension of the internal ethical perspective achieved the third rank in terms of its importance within the authentic leadership variable, as the level of importance of this dimension was moderate, and this may be due to the decline in the importance of the paragraph of leaders making difficult decisions based on high levels of ethical behavior, which indicates the need for leaders to have deeper levels of ethical behavior in decision-making processes and to better arbitrate ethical visions in behavior and decision."

5. "The dimension of self-awareness ranked last in terms of its importance within the authentic leadership variable, as the level of importance was moderate, and this is due to the lack of understanding by the leaders of the hospital sample in the study of how work pressures affect the performance of others in a sufficient manner, and this may be attributed to the overall challenges they face, especially with regard to the self-skills of employees And how it is consistent with the functional requirements of the work. 6. The variable of proactive work behavior achieved a relatively high level of importance at the level of the hospitals in the study sample. This confirms the importance of proactive work behaviors in anticipating future events, preparing and creating the appropriate climates and positive environment to respond to them and adapting to changes that occur in the demand factors for providing services to citizens, especially in cases of increased demand.

7. "The dimension of preventing problems achieved the highest level of importance among the dimensions of proactive work behavior. This is attributed to the high level of importance of most of its field paragraphs and the interest of the administrations of the hospitals in the study sample in preparing work requirements and providing positive climates that support work and supporting workers and encouraging them to improve their skills and experiences in order to limit and reduce the effects of problems if they occur."

8. "The dimension of employee voice ranked second in terms of importance among the dimensions of proactive work behavior, as the level of importance was high. This is due to the fact that field administrations in hospitals believe to some extent in the importance of the employee's voice and participation in work and presenting the necessary suggestions and recommendations to facilitate the procedures for providing services to citizens. In addition to the importance of facing the challenges that appear From time to time."

9. "The dimension of individual creativity ranked third in terms of its importance within the dimensions of proactive work behavior, as the level of importance was moderate. This is due to the decline in learning opportunities provided by the hospital administrations of the study sample for workers and the low levels of opportunities to enhance inquiry and dialogue, which reduces the role of workers and the extent to which they provide new creative ideas and the extent of their diligence and endeavor in performance improvement processes."

10. "The dimension of assuming responsibility ranked last in terms of its importance within the dimensions of proactive work behavior, as the level of importance was moderate. This is due to the decline in most of the paragraphs of this dimension and their achievement of a moderate level of importance, which indicates a decrease in the desire of workers to assume responsibility due to the assignment that requires great efforts and dedication in caring for administrative responsibility and working within the granted powers and in light of the human and material capabilities available in the work environment."

11. "The conviction and confidence of the hospital leaders in the study sample in the necessity of adopting the dimensions of authentic leadership in terms of their enjoyment of good levels of self-awareness and adoption of ethical behavior as a basic approach in dealing with followers and their ability to process the information surrounding them in a balanced manner and their enjoyment of good levels of relational transparency would have a moral impact on proactive work behavior."

Second - Recommendations

1. Encouraging leaders in the study sample hospitals to improve their interest in the dimensions of authentic leadership and adopt the contents of authentic leadership thought and deepen them in their behavior and seek to transfer and root them in the behavior of followers and bridge this with authentic and strong relationships that

enhance the state of interaction between the leader and his followers. This can be achieved through cooperation with experts, specialists and university professors in deepening the understanding and awareness of leaders and followers in the study sample hospitals regarding the dimensions of authentic leadership to benefit from them in the field reality.

2. "The study sample hospitals should undertake a scientific, systematic strategy with clear features to retain authentic leaders or maintain and enhance the level of authenticity in their behavior, by motivating them and providing them with an appropriate work environment, and all the necessary requirements that would provide fertile ground for their continuation and avoiding all negative expectations and losses that may occur in the event of their departure."

3. "The necessity of dealing with authentic leaders with full respect and unparalleled appreciation so that they feel their importance in addition to maintaining Their position is prestigious, and this is achieved by providing them with appropriate financial amounts, whether monthly salaries or various incentives, and providing a suitable work environment, especially with regard to the nature of relationships with other leaders.

4. "Full support is directed to the leaders of the hospitals in the study sample in determining the procedures for feedback and responding to behavioral reactions issued by followers and paying attention to their psychological and behavioral impressions in contrast to the behaviors and actions of leaders, because this is one of the basic factors in establishing strong relationships between leaders and followers and deepening the processes of interaction between them." 5. "Developing leadership capabilities and skills among hospital leaders in the study sample and enhancing the level of authenticity they possess, as it represents the main incentive for planting the dimensions of authenticity in the behavior of followers and establishing authentic relationships among them. This can be achieved through periodic review of previous experiences and situations that leaders have previously gone through, which represent a record of previous historical events that are the initial starting point towards refining authentic qualities and deepening self-knowledge with the aim of increasing self-expression behavior and increasing self-awareness."

6. Encouraging leaders to change the behavior they have previously adopted in the event that the authentic leadership program has made it necessary to adopt new behaviors that are consistent with the basics of the authentic approach to leadership and psychological and social preparation to face emerging challenges in the same framework, and preparing the necessary requirements (human, material, financial, and spatial) for the authenticity program and making the appropriate effort to activate them and commit to the results that result from them."

7. "Enhancing field experience and skill (providing therapeutic services) among hospital leaders in the study sample as a basic necessity in building the authentic leadership personality, and this in turn requires identifying sources of knowledge

8. "Encouraging and supporting the state of harmony between the actions shown by leaders in the hospitals of the study sample and the beliefs they believe in, as this has a positive impact on the balance of the leadership personality and the integrity of the approach followed by leaders to reach a state of behavioral integration that indicates a model role model for followers."

9. "Encouraging workers in the hospitals of the study sample to present new creative ideas related to developing health work and procedures for providing treatment services to patients and paying attention to their suggestions and recommendations related to facilitating the provision of services to reviewers and how to confront and solve problems that hinder the work process from time to time." 10. "Providing space for hearing the voice of employees to enhance opportunities for dialogue, inquiry, and listening to the ideas and opinions they present, even if they conflict with their ideas or what they believe, out of their sense of the importance, respect, and participation of subordinates in decision-making processes and strengthening bridges of relationship and interaction with subordinates. This in turn develops the skills of subordinates and makes them feel the importance of their presence as a human investment, which increases self-confidence factors, enhances their morale, and increases their loyalty and organizational citizenship behavior.

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