Identification and Prioritization of Factors Affecting Authentic Leadership Deployment at the University of Medical Sciences by AHP

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Abstract

Authentic leadership is a pattern of leadership behavior that, by possessing positive psychological abilities, can create a special place for service organizations. The purpose of this study was to identify and prioritize the factors influencing the establishment of authentic leadership in the University of Medical Sciences through hierarchical analysis. The purpose of the study is practical and based on qualitative-quantitative approach. The statistical population of the study consisted of Philosophers of Management and Experimental Experts at the University of Medical Sciences who were selected by purposeful sampling and snowball technique until theoretical saturation was reached. The data collection tool was semi-structured interview. Based on the theme analysis technique, MAXQDA11 software identified effective factors on authentic leadership approach and then identified the factors identified by AHP using Expert Choice11 software. The findings showed that among the 13 effective factors considered by experts, the factor of supportive authenticity has the most influence on the implementation of authentic leadership approach in medical sciences university and economic conditions have the least weight or importance. Based on this, it is possible to establish a authentic leadership approach in the University of Medical Sciences by establishing a flexible, service-oriented and flexible structure, in addition to creating a transparent and reliable atmosphere.

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INTRODUCTION

By the end of the 20th century, the damage caused by the overthrow of ethics and the existence of unreliable leaders in organizations was estimated at hundreds of millions of dollars and unfortunately many examples of unreliable leaders still exist in organizations (Miao, Humphreys & Qian, and 2018: 681). This necessitates the need for leaders who believe in applying and adhering to ethical codes. In general, the ethical and functional challenges associated with current and complex workplace conditions have highlighted the need for a new leadership approach. Accordingly, both the academic and practical sectors have emphasized the importance of leadership or the degree to which leaders are honest about themselves (Leroy, Palanski, & Simmons, 2014: 56). The demands of today's society are that leaders along with generating profits must maintain a high level of integrity, ethics, and fairness (Joo & Nimon, 2014: 572). In the light of the presentation of ethical leadership theories, attention was drawn to the ethics of ethics and the application of ethical practices to the world of organization and management. In the last two decades, in parallel to the movement of positive psychology, in the evolution of positive leadership theories, and in the evolution of positive leadership theories (charismatic leadership, transformational leadership, ethical leadership, servant leadership, and Spiritual leadership), which have been previously criticized by scholars for classical leadership styles (attribute approach, behavioral approach, and contingency approach) (Ghanenia, Arshadi, Soltani & Forouhar, 2015: 129).

Scholars have been drawn to positive leadership styles. Authentic leadership is one of the positivist leadership styles. On the other hand, comprehensive and detailed research in social psychology has been conducted in the domain of constructivism, most notably Kernis (2003) experiments (Piran Nejad, 2013: 5). Kenis (2003) showed that people who know themselves well and are aware of their strengths and weaknesses have a strong personality and high self-esteem. Such people are relatively free of irrational defensive bias and thus can more easily have open, open, or even close relationships with others, which is one aspect of distinguishing authentic leadership from other ethical styles. (Majid, Ramaya & Mastimal, 2017: 576). It describes the same dimension of self-awareness in the original leadership model. In fact, authentic leadership theories seek to train leaders to show their true self to their followers and to behave in a manner consistent with their inner truth, far from any obscenity and hypocrisy (Lawler & Ashman, 2012: 340). Also another feature that distinguishes authentic leadership from other types of leadership such as charismatic, transformational, spiritual, servant and situational leadership is that authentic leaders create authenticity in their followers through positive modeling, self-discipline, and increased self-awareness, Develop. In this dynamic context, the authenticity of followers leads to the well-being of leaders and the achievement of sustainable performance (Avolio & Gardner, 1:47).

The personal benefits of authenticity can be such as having a good level of self-confidence, a high level of psychological well-being, enhancing a sense of camaraderie, improving and improving performance (Zou, 2011: 73).

For Yamarino, Shelley, and Chester (2008), the main difference between the theory and recent theories of leadership is that it focuses on the challenges of today's societies, namely ethical issues, uncertainty, and continuous change (Yamarino et al. Et al., 2008: 996(.

The most comprehensive definition ever made of authentic leadership is: A authentic leader is a person who is deeply aware of how he or she thinks and behaves and is a person who has values, knowledge, strengths and weaknesses, ethics and His beliefs and that of others and the realm in which he operates is conscious and trustworthy, optimistic, and hopeful and ethical (Adigozel & Kuloğlu, 2019: 15).

The difference in this style of leadership compared to other styles is that authentic leadership exposes everyone's viewpoints by establishing positive and open values, decision making, and even weaknesses and mistakes. And it will have positive consequences, such as the effectiveness of the organization, the creation of a sense of mutual trust, the freedom of expression in presenting new and even bohemian ideas. The self-awareness and self-regulation of the leader and fol-

lower are also strongly emphasized in the authentic leadership, which is not evident in other leadership styles, and the authentic leader develops the moral self-awareness of followers through individual characteristics as a model (Avolio et al., 2004: 122).

In general, authentic leadership is a subset of ethical leadership that encourages employees to open relationships and share the information they need to make decisions, giving them the commitment and optimism they need in the long run. It increases job satisfaction, increases employee productivity, and so on (Wong, Lashinger & Cummings, and 2010: 892). By focusing on ethics and its relation to management and leadership styles in organizations and emphasizing the modernity of management practices, universities of medical sciences and health services are considered as the organizations under study. To identify the dimensions and components of authentic leadership as the latest and latest approach to leadership in the organization.

Currently, given the government's documented emphasis on nurturing and developing workplaces tailored to knowledge, accountability and equity approaches and the use of modern managerial approaches, there is no research specifically designed to provide a system model. Emmand, a authentic leader in the field of education and health, has not been conducted in the country while studying other areas such as the education and military sectors.

Regardless of what the community and government need to do in terms of efficient competitiveness and quality and efficiency of services in this area, the existence of different contradictions in the style and structure of the efficient and efficient environment requires the redefinition of the concept of authenticity. This organization wants. On the one hand, the need for organizations to keep up with modern day technology and developments and the need to transform organizations into learning organizations and to apply new, ethical and virtuous styles in organizations and on the other. The staff at the University of Medical Sciences is a mix of specialist and physician staff along with the administrative staff of the organization, given the high internalized organizational socialization among practitioners and physicians,

and on the other the need for a bureaucratic style. Professionals in an organization that are centralized and informal have a unique and authentic management and leadership role that is specific to this business. We are, more than ever stems.

The purpose of the present study is to identify and prioritize the factors influencing the implementation of an authentic leadership approach in AHP through AHP method. The researcher therefore seeks to find out:

What are the factors influencing the implementation of an authentic leadership approach at the University of Medical Sciences?

Which of the identified indicators has the highest priority in implementing an authentic leadership approach at the University of Medical Sciences?

RESEARCH LITERATURE

Authentic leadership theory emerged as the last link of ethical leadership theories when at least three key contextual factors, including social change, technological advances coupled with increased globalization, and managerial abuses, raised the need for diversity among leaders. Authentic leadership theory is the most comprehensive leadership approach that has been proposed in recent years. In fact, the ethical approach has also penetrated into the domains of leadership theories and has led to the creation of an innovative and valuable style called authentic leadership (Avulio et al., 2004).

Authentic leadership is the root of the various forms of leadership. In fact, authentic leadership is a set of charismatic leadership, transformational leadership, visionary leadership, ethical leadership, interactive leadership, direct leadership, and participatory leadership. Authentic is defined as a person who is trustworthy, hopeful, optimistic and flexibly cognitive. Authentic leaders adhere to their personal values and beliefs. There is a perfect fit between what they say and their actions, which leads to a high level of trust and good performance by the followers. Kernis (2003) showed that people who know themselves well and are aware of their strengths and weaknesses have a strong personality and high self-esteem. Such people are relatively free of irrational defensive bias and thus can more easily have

open, open or even close relationships with others, one of the aspects of authentic leadership differentiation from other ethical styles (Kearns, 2003). It describes the same dimension of self-awareness in the original leadership model. In fact, authentic leadership theories seek to train leaders to show their true self to their followers and to behave in a manner consistent with their inner truth, far from any obscenity and hypocrisy (Lawler & Ashman, 2012). Also another feature that distinguishes authentic leadership from other types of leadership such as charismatic, evolutionary, spiritual, servant and situational leadership is that authentic leaders create authenticity in their followers through positive modeling, self-discipline, and increased self-awareness, Develop. In this dynamic context, followers' authenticity leads to the well-being of leaders and the achievement of sustainable performance (Avolio & Gardner, 2005).

Avolio et al. (2007) introduce four dimensions for leadership:

1. Self-awareness: In fact, self-awareness refers to the extent to which the leader possesses accurate and appropriate knowledge and indicates that he is aware of his influence on others. Such leadership is expected to have a greater understanding of the issues in order to enhance their leadership capacity to guide and develop followers (Bessen, Tchio, and Fihalohu, 2015: 66).

2. Balanced Information Processing: Balanced processing refers to the fact that the leader objectively analyzes all information before making a decision. This involves the processing of information that is at odds with one's own perspective. Balanced processing reflects different perspectives when making decisions (Marik, Kovacs & Hubbock, and 2018: 415).

3. Internal Aspects of Ethics: The internal aspects of ethics describe the fact that the leader is guided by internal ethical standards and values and acts in accordance with these standards even against groups and organizational or social pressure (Gottling, Hey, Kang & Kim, and 2016: 186). This dimension refers to behaviors of leaders that are driven by intrinsic moral values and face external pressures such as peer pressure, organizational and social pressures. When faced with difficult ethical dilemmas, leaders with a

higher ethical perspective are expected to act and act more ethically and to act on high human values (Alexander & Lopez, 2018: 38).

4. Relationship Transparency: Relationship transparency involves sharing thoughts and feelings and encouraging others to share their ideas and beliefs (Lashinger et al., 2011). In such a situation, the leader helps to build such relationships by developing positive traits such as optimism, hope, confidence, and provides the ground for growth for himself and his followers. In general, one of the essential conditions for transparency in relationships is the unified performance of all aspects of life (Gooderzvand Chegini, Abdollahzadeh, and Rezaei Kalbari, 2018: 60).

RESEARCH METHODOLOGY

The purpose of this study was to identify and prioritize the effective factors on the implementation of authentic leadership approach in AHP using AHP method. The research has a mixed (qualitative-quantitative) approach and is descriptive in terms of purpose. The statistical population of the study consisted of philosophical experts (professors and experts in public administration) and empirical experts (professors and faculty members and heads of medical sciences) of the whole country who were selected by purposive random sampling method based on snowball technique. Theoretical saturation was surveyed through semi-structured interviews and based on the theme analysis approach, the initial codes were identified and classified by MaxQDA11 qualitative data analysis software. The identified codes were then prioritized based on the AHP technique using Expert Choice 11 software.

FINDINGS

In the qualitative section, semi-structured interviews with experts were conducted after in-depth study in the field of genuine leadership and providing the researcher with the necessary knowledge and preparation. The average duration of each interview was 35 minutes. At the end of the interview, approximately 48 open source coders were identified, and in the search phase of the themes, codes with similar themes were catego-

rized and reviewed by experts. After creating a satisfactory map of the themes and identifying the nature of the themes, the dominant aspect that each set of themes had as a dimension was identified based on the research literature. Table 1 summarizes the six stages of theme analysis:

Table 1: Results from the six stages of theme analysis

Component	Indicator
Management by Objective	Alignment between individual and organizational goals
	Leader-centric program
	Focus on quality
Supportive structure of authenticity	Upstream orbital laws and documents
	Flexibility in structure
	Making a service-based enterprise
	Documenting Servantism in Organization Charter
	Decentralized monitoring
Social culture for authenticity	The value of authenticity in society
	The value of authenticity in family
	Valuable authenticity among newcomers to the organization
	Originality-based socialization
	The level of public culture of the community
	Attitude about power and authority
Political situation	Stability of sovereignty
	Percentage of people's participation
	Number of civil institutions
	tax laws
Social situation	life style
	Life expectancy
	Attitude to government
	Social Security Plans
	General welfare level
Economic situation	Unemployment percentage
	The inflation rate
	Consumption pattern
	Distribution of income
	Economic growth and development
	financial and monetary policies
Legal situation	Environmental protection laws
	Government investment in the promotion of authenticity
	The value of authenticity from the point of view of big policymakers
	The primacy of originality and ethics over the rigid public norms
	Level of government laws and regulations
Technological situation	Ratio of research and development budget to total budget of the country
	Protecting intellectual property
	Focus on technological measures
	Structure and technological characteristics
Participatory Management	Human communication and strengthening human skills
	Development of human capital
Pivotal justice	Perception of justice
	Pay attention to ethics and central justice
	Service and support
	Real value-based practice
Meritocracy	Pay attention to the merit hierarchy
	Establishing a Competency-Based Structure
	decent managers
	Worthy of merit

The next step was to prioritize the indices using a hierarchical analysis questionnaire distributed among 15 experts and by using Expert Chase 11 software. The results of the questionnaires were obtained according to Table 2.

Table 3 shows the weight of the factors influencing the authentic leadership implementation of Table 2.

According to the obtained results, according to the experts, the economic status component has the lowest priority with a weight of 0.105 and the supporting structure of authenticity has the highest priority with a weight of 0.387.

Table 2: Results of Expert Choice11 software

Component	Management by Objective	Supportive structure of authenticity	Social culture for authenticity	Political situation	Social situation	Economic situation	Legal situation	Technological situation	Participatory Management	Pivotal justice	Meritocracy
Management by Objective	3.94	3.77	3.45	3.19	4.38	3.55	3.83	3.54	3.73	3.38	3.44
Supportive structure of authenticity		5.33	4.62	4.28	5.66	2.46	3.41	3.18	2.49	2.85	2.77
Social culture for authenticity			5.29	3.72	2.49	2.77	2.52	3.49	2.82	2.95	1.43
Political situation				3.88	3.61	3.33	2.97	2.89	3.35	2.38	3.84
Social situation					3.46	2.16	3.83	2.66	3.49	3.73	3.82
Economic situation						3.18	2.40	2.78	2.81	2.79	3.35
Legal situation							3.69	2.89	2.83	3.49	4.39
Technological situation								3.41	2.85	3.55	3.66
Participatory Management									4.62	3.67	3.85
Pivotal justice										4.85	2.77
Meritocracy											4.76

Table 3: weight of the factors

Component	Weight
Management by Objective	0.333
Supportive structure of authenticity	0.387
Social culture for authenticity	0.365
Political situation	0.321
Social situation	0.219
Economic situation	0.105
Legal situation	0.214
Technological situation	0.282
Participatory Management	0.302
Pivotal justice	0.333
Meritocracy	0.319

DISCUSSION

Based on the results obtained and based on the purpose of the research, which was to identify and prioritize the factors influencing the establishment of authentic leadership in the medical university, from the experts' point of view, the supportive structure of authenticity has the most influence on the formation of authentic leadership in the organization. No. In general, the structure of an organization, considering the level of concentration, complexity, and formality that governs it, has played an important role in establishing a genuine leadership approach within the organization, according to the results of this study. Given that the staff at this organization is a combination of health professionals and experts with different specialties, the style and structure that while maintaining a balanced formalism, can withstand professionalism and decentralization at best. The structure is the support of authenticity. Typically, the concept of authenticity implies transparency in communication, trust, and justice. In the light of such a concept, centralization is highly influenced. Also, considering the high socialization process expected from the organization's working class, the deployment of a destructive and deterrent factor structure is essential to the desirable performance of the staff. Appropriate flexibility in the structure of the organization can play an important role in decision-making in the workplace. Assigning authority at a level that does not harm the organization can be explained in the form of an authenticity-driven structure. Given that the concept of service-oriented service is slightly different from that of other agencies and services across the country, institutionalizing the concept of service-oriented service in a different way and incorporating it into the Charter of Ethics. The organization can be subject to the implementation of genuine leadership in this service unit.

Also, according to the experts of the University of Medical Sciences, the economic situation is of the least importance in the establishment of a genuine leadership approach in this organization. It is justified in this sense that the concept of originality has its roots in the inner morality of individuals and that the later ethics go beyond the material dimension of humanity. On the other hand, according to Stoten (2014), the core concept of genuine leadership is the ethical ground for performance and the ethical dimension in the workplace. The productivity of the organization is not the underlying principle in decision making, but the moral and spiritual integrity of the leader (Stoten, 2014: 76). Also, Avolio et al.(2018) believe that genuine leadership theory is a normative theory that describes an ideal leader for organizations whose purpose is to integrate basic ideas about effective leadership with ethical leadership (Avolio et al. Et al., 2018: 403).

In general, in view of the changes taking place in workplaces with dry structures and traditional leadership styles, a fundamental change in leadership styles is necessary. Genuine leadership is one of the new theories of leadership that is strongly linked to ethics in response to the era of "challenging and turbulent" and "corporate ethical crises" and "corporate corporate scandal". It has been raised. In fact, genuine leadership is a normative move toward ethical virtues. The need for ethics-based styles in service organizations has been demonstrated.

This is also noted in the Roadmap for the Reform of the Administrative System, which is based on policies communicated by the supreme leadership and government to the Supreme Administrative Council. In this series, in addition to emphasizing central justice and promoting active human resources in organizations based on up-to-date and efficient standards, special attention has been paid to the issue of transparency in accountability and the emphasis on ethics in the organization's ethical charter. Administrative System, 2013). This is not just a general recommendation. Rather, it emphasizes the knowledge base of the administrative system with regard to knowledge management approaches and the integration of information based on Islamic values, in particular service organizations, and emphasizes the use of a scientific approach tailored to the contemporary need of management science in organizations. Varzad (Comprehensive Health Science Map, May 2011).

Specifically, in paragraph 22 of the Government Act, the book addresses the use of modern management approaches in education, health

care, medical education and social welfare through favorable partnership with the Department of Planning and Strategic Monitoring. That's right. In line with the studies conducted in this area, the issue of emphasis on ethics and standardization of the education and treatment sector is clearly visible in the health roadmap.

The University of Medical Sciences and Health Services, as one of the health care institutions, requires a leadership style that is grounded in the code of ethics and professional ethics, with information transparency between the leader and followers and the level of tact. Leaders of the organization should be at their highest level in order to manage a large pool of employees with different general and specialized conditions, and to prevent as much unhealthy conflicts and undesirable organizational conflicts as possible. Having a favorable leadership style can prevent many unfavorable organizational outcomes, such as: job burnout, which is one of the most important problems among employees working in the institution.

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