

LEADERSHIP AND SELF-EFFICACY TOWARDS MISSION ACCOMPLISHMENT AMONG THE NURSING FACULTY OF THE LYCEUM OF THE PHILIPPINES UNIVERSITY

Myriam Rabanal-Du RN., MAN

Lyceum of the Philippines University
Capitol Site Batangas City
email: du_myriam@yahoo.com

Abstract

The role of the leaders in attaining quality outcomes is considered critical as this measures how they manage people. The researcher's interest sought to discover the efficacy of the faculty members of the College of Nursing in submitting themselves to cooperate in the school's mission accomplishment in relation to the way they are being managed by their department leaders. The study aimed to determine the nursing leadership and self-efficacy of the nursing faculty towards mission accomplishment. Descriptive-correlational research was employed with an adapted questionnaire used and modified. Respondents included 112 full-time and part-time faculty members of the college. Descriptive analysis was used to characterize the variables while Pearson r and t-test were applied to treat the hypotheses. The study revealed that the nursing faculty expressed a strong self-efficacy when they democratically self-regulate with guidance provided by their leaders when needed. It is concluded that the self-efficacy of the nursing faculty is significantly influenced by the leadership qualities of their nurse leaders. Thus, it is recommended that leadership training and mentoring program, and team building activities must be provided to the faculty to enhance self-efficacy. Self-check must also be practiced by nurse managers.

Keywords: *Leadership, Self-efficacy, Mission accomplishments*

Introduction

Leaders are said to be effective if they can make their people follow willingly and voluntarily, make them maximize their full potentials and be dedicated participants in the fulfillment of the organizational goals. The role of the leaders in attaining quality outcomes is considered critical as this measures their capability of how they manage people. After all, leadership is not only all about being the best conceptually and technically. Leadership is also about human relation.

Working with the administration for sometime gave the researcher an opportunity to look into the nature of the interaction between the leaders and the work group. Getting involved with the people whose needs and sources of satisfaction differ from one another, and whose readiness to follow command spells success, it can be realized in a more complex thought that in an organization there is one critical relationship that definitely defines the accomplishment of the organizational goal. It became the researcher's interest to discover the efficacy of the faculty members of the College of Nursing in submitting themselves to cooperate in the school's mission accomplishment in relation to the way they are being managed by their department leaders.

The study aimed to determine the leadership of the College of Nursing and the self-efficacy of the nursing faculty towards mission accomplishment. Specifically, the study sought to establish and find out: 1) the demographic profile of the members of the nursing faculty of the Lyceum of the Philippines University; 2) the perceptions of the nursing faculty on leadership in terms of ideal quality of a leader and manifested qualities of the nurse managers; 3) the extent to which the nursing faculty will manifest self-efficacy towards mission accomplishment; and 4) propose measures that may enhance the leadership qualities in the nursing department.

The following hypotheses were tested. 1) There is no significant difference between the perceived ideal qualities of nurse leaders and the manifested qualities of the nurse managers of the College of Nursing; and 2) There is no significant relationship between self-efficacy and the ideal qualities of nurse leaders and manifested qualities of nurse managers.

Methodology

The study employed the descriptive-correlational design with aim to describe relationships among the variables rather than to infer cause-and-effect relationship (Polit & Beck 2008). Description was applied to discover the present characteristics of the members of the nursing faculty and their perceptions on the qualities of a leader and the manifested qualities of the present nurse managers, as well as the extent to which the nursing faculty manifested self-efficacy towards mission accomplishment. Correlational design was applied to determine the significant relationship between self-efficacy and the ideal characteristics of a leader and the manifested qualities of the nurse leaders.

Using the purposive non-probability sampling technique, the participants of the study constituted the 112 nursing faculty members. It does not include the four level coordinators who form part of the administrative personnel in the department during the research period. An

adapted instrument on Leadership and Followership Style test by David R. Drew (Douglass 1992) was utilized. However, some parts of the questionnaire were modified to fit into the need of the present study. The instrument was validated through review and scrutiny of an expert.

To facilitate the analysis of the study, the descriptive analysis and inferential statistics were applied. In establishing whether any significant differences exist between the perceived ideal qualities of the nurse leaders and the manifested qualities of the nurse managers, t-test was utilized. Pearson r was applied to determine whether significant relationship existed between self-efficacy and the ideal qualities of nurse leaders and the manifested qualities of nurse managers.

Results and Discussions

The findings revealed that the nursing faculties are in their productive years. Mcshane and Glinow (2003) explained that there were three generation groups to which employees can be categorized. It shows that this group is composed of novice workers who still need to develop their competency as teachers. Faculty members with 3 – 4 years have teaching competencies that are already imbedded as they have spent years of practicing their craft. Those whose experience falls within 7 years and above are nurses whose expertise are already deeply interwoven in their profession. The results showed that the College of Nursing is making its stand in complying with the requirement of the nursing education as stipulated in the nursing law. Republic Act No. 9173 Section 27 which provides the qualifications of a nursing faculty (Baldago 2002).

The findings also show that majority of the graduates prefer to serve the school rather than work in other institutions. The culture that had been molded within them as a Lycean during their college years had grown into commitment and dedication for their Alma Mater. This finding gets support from Ivancevich, Konopaske and Matteson (2005) who explained that in organizations, attitude is strengthened when employees have a solid comprehension of the company. Employees feel disconnected when they don't know what's going on. This uncertainty calls for improved communication processes as well as opportunities to work in various parts of the organization.

The faculty members perceived that an ideal leader is somebody who possesses the qualities of a democratic leader. Ideally, leaders should be familiar with the capabilities of their subordinates. As a democratic way of thinking, faculty members believe that in decision making, leaders should also accommodate members' opinion especially if issues being attended to are of their concern. Democratic leaders as described by Asperas, Galang and Bautista (2005) involve their followers in the decision making process. They are people-oriented and focus on human relations and teamwork as a result democratic leadership leads to increased productivity and job satisfaction. Lewis, Goodman & Fandt (2003) mentioned that leaders involve creating the vision so that everyone understands and believes in it, in an environment that inspires and motivates people to overcome obstacles thus brings about change. Drafke (2006) stated that the workers like to feel that their ideas are important and tend to feel considerably more committed to changes and decision making in which they participate aside from developing greater feelings of self-esteem when they feel that they have been trusted to make competent. Weinrich & Koontz (2005) mentioned that a leader ranges from the person who does not take action without

subordinates on proposed actions and decisions and encourages participation. However, analyzing the findings revealed that some qualities which were negative turned out to be positive to the perception of the faculty as seen in items which were given interpretation as “agree”. This only shows that faculty members differ in the way they perceive what an ideal quality of a leader should be.

However, the perceptions of the respondents on the manifested qualities described which characterize an autocratic leader obtained higher mean as compared to their perception of an ideal quality of a leader on same items. The results show that although least manifested, the faculty members have exhibited some qualities of an autocratic leader by the way they manage their subordinates.

Bandura (1997) cited social persuasions as a reason for the encouragement and/or discouragement. Where positive persuasions increase self-efficacy, negative persuasions decrease it. It is generally easier to decrease someone’s self-efficacy than to increase it. Sutton (1995) provides a concrete explanation that people with high self-efficacy have a “can-do attitude” towards specific task and, more generally, towards other challenges in life. Some companies increase this can-do attitude by assuring employees that they have the necessary competencies, clear role perceptions, and favorable situational conditions to reach the desired levels of performance. This involves properly matching employees to jobs on the basis of their abilities, clearly communicating the tasks required for the job, and providing sufficient resources for them to accomplish those tasks.

Significant difference is seen between the perceived ideal qualities of the nurse leaders and the perceived manifested qualities of the nurse managers. The manifested qualities of nurse leaders suggest more closely of an autocratic leader which are in contrary to what they believe should be the ideal qualities of nurse managers. Since both variables resulted to same findings of high significance the null hypotheses for both relationships are rejected, thus, accepting the alternative hypotheses. There is a significant relationship between the ideal qualities of nurse leaders and faculty members’ self-efficacy towards mission accomplishment. There is also a significant relationship between the manifested qualities of the nurse managers of the College of Nursing and the self-efficacy towards mission accomplishment of the faculty members. Literature explains that good management and leadership are critical for organizations to function and thrive. Personal values become the basis of leadership. By demonstrating leadership values in ones actions, a person becomes a powerful role model for staff. In order to lead well, it is important to model integrity, respect for others, and commitment to learning and healthy risk-taking.

Conclusion

Based on the results of the study, several conclusions were given. First, majority of the faculty members of the College of Nursing are young, novice to proficient nurses who have great zeal for professionalism. Second, the ideal qualities and manifested qualities of the nurse managers are those possessed by a democratic leader, however, certain qualities of an autocratic leader are also manifested evidently by the nurse managers. Third, the faculty members expressed very likely self-efficacy towards mission accomplishment. Fourth, hypotheses testing

indicated rejection of the two null hypotheses and acceptance of their alternative hypotheses. Therefore, the study concludes that significant differences exist between the ideal qualities and the manifested qualities of the nurse managers. There is also significant relationship between self-efficacy and the ideal qualities and the manifested qualities of nurse managers.

Recommendation

The following recommendations were given. A leadership training program may be provided to enhance the leadership quality of the nurse managers and the faculty members. Mentorship program for the faculty members as preparation for some future leadership role may be offered. Team building activities for the managers and the faculty members may be done to enhance leader-followership role. Self-check may be performed by nurse managers to identify weaknesses that need improvement. The proposed measures to enhance the leadership and self-efficacy of nurse leaders and faculty be implemented and thereafter evaluated for its application. Future researchers may look into other variables not included in the study that might affect the self-efficacy of the nursing faculty.

References

- [1] Asperas, Carlito M., Bautista , Marilyn L., & Galang, Dolores R. , (2005). Leadership and Management in Nursing: Theories, Concepts, Principles and Practices.
- [2] Bandura, Albert A. (1977). Self-efficacy: Toward A Unifying Theory of Behavioral Change. *Psychological Review*, 84, 191-215.
- [3] Bandura, Albert A. (1986). *Social Foundations of Thought and Action: A Social Cognitive Theory*. Englewood Cliffs, NJ: Prentice-Hall.
- [4] Dale, Kathleen., & Fox, Marilyn L. (2008). Leadership Style and Organizational Commitment: Mediating Effects of Stress Role. *Journal of Managerial Issues*, Vol. XX Number 1 Spring: 109-130.
- [5] Drafke, Michael W., (2006). *The Human Side of Organizations*. 9th ed.,Prentice Hall. New Jersey.
- [6] Dickerson, A. & Taylor, M. A. (2000), Self-limiting behavior in women. *Group and Organizational Management*, 25 (2), 191-210.
- [7] Hughes, Richard L., Ginnett, Robert C. & Curphy, Gordon J.(2006).*Leadership: Enhancing the Lessons of Experience*. 5th ed., McGraw-hill Education A.
- [8] Ivancevich, John M., Konopaske, Robert & Matteson, Michael T. (2005) *Organizational Behavior and Management*., 7th ed., McGraw-Hill, New York

- [9] Kendra, Cherry. What Is Self-Efficacy? In http://psychology.about.com/od/theoriesofpersonality/a/self_efficacy.htm
- [10] Kreitner, Robert, & Kinicki, Angelo., (1995). *Organizational Behavior*. 3rd ed. Irwin, Inc., U.S.A.
- [11] Kopelman, Richard E., Protass David J. & Davis, Anne L. (2008). Douglas McGregor's Theory X and Y: Towards a Construct-valid Measure. *Journal of Managerial Issues* Vol. XX, No. 2, 255-271
- [12] Lewis, Pamela S., Goodman, Stephen . & Fandt, Patricia M. (2003). *Management Challenges for Tomorrow's Leaders*, 4th ed. South-Western Thomson Learning, U.S.A.
- [13] Maxwell, John C. (2005) *The 360 Degree Leader: Developing Your Influence from Anywhere in the Organization*. Thomas Nelson. Tennessee
- [14] McElroy, Kathleen L. (2002). Factors Associated with High Self-efficacy Among California's Public Child Welfare Workers
- [15] Mcshane, Steven L. & Von Glinow Mary Ann. (2003). *Organizational Behavior: Emerging Realities for the Workplace Revolution* 2nd ed. McGraw-Hill , New York
- [16] Mosley, Don Jr. C., Boyar, Scott L., Carson, Charles M. & Pearson, Allison W. (2008) A Production Self-Efficacy Scale: An Exploratory Study. *Journal of Managerial Issues*, Vol. XX Number 2 Summer, 272-285.
- [17] Mosser, Nancy R. & Walls, Richard T. (2002). Leadership Frames of Nursing Chairpersons and the Organizational Climate in Baccalaureate Nursing Programs. *Southern Online Journal of Nursing Research*, July, Issue 2, Vol.3
- [18] Perdue, Stacie V., Reardon, Robert C. & Peterson, Gary W. (2007). Person-Environment Congruence, Self-efficacy, and Environmental Identity In Relation to Job Satisfaction: A Career Decision Theory Perspective. *Journal of Employment Counseling*, March, Vol. 44 n1 p.29
- [19] Polit, Denise F. & Beck, Cheryl T. (2006). *Essentials of Nursing Research: Methods, Appraisal and Utilization* 6th ed. Lippincott Williams & Wilkins. Philadelphia 12th ed. Pearson Education South East Asia Ptc.Ltd. Singapore
- [20] Robbins, Stephen P. & Judge, Timothy A. (2007). *An Introduction to Organizational Behavior*.
- [21] Roussel, Linda, Swansburg, Russell C. & Swansburg, Richard J. (2006). *Nursing Management and Leadership* 4th ed. Jones and Bartlett Publisher, Inc. Massachusetts
- [22] Simms, Lillian M., Price, Sylvia A. & Ervin, Naomi E, *Professional Practice of Nursing Administration*. 3rd ed. Delmar –Thomson, Singapore. 2005.

- [23] Sutton Jr, John M. & Fall, Marijane (1995). The Relationship of School Climate Factors to Counselor Self-efficacy. *Journal of Counseling & Development* January/February, Volume 73, pp. 331-336
- [24] The manager, (2001) What Experts Say About Leadership MSH Publications Vol. 10, No. 3, p.3
- [25] Toler, Stan. (2000). What Makes A Leader: Keys to Achieving Your Goals While Encouraging Others., OMF Literature Inc., Philippines
- [26] Tomey, Ann M. (2009). Guide to Nursing Management and Leadership, 8th ed. Mosby. Elsevier. Singapore
- [27] Yang, Hui-Ling, Kao, Yu-Hsiu & Huang, Yi Ching (2006). The Job Self-efficacy and Job Involvement of Clinical Nursing Teachers. *Journal of Nursing Research* Vol. 14, No. 3 pp. 237-248
- [28] Zulueta, Francisco M., & Maglaya, Elda M. (2007) Foundations of Education., National Book Store. Mandaluyong.