

The Influence of Self-Efficacy on Corporate Management Leadership

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Abstract

Leadership is a key component of organizational success in that it tends to maximize shareholder wealth by achieving a company's stated goals and objectives. Ineffective leadership is not only costly but wastes resources and reduces productivity. This systematic review will investigate whether leaders with self-efficacy attributes are able to lead more effectively, which ultimately results in organizational success. Through the theoretical lens of Transformational Leadership Theory, the findings of the study suggested that leadership attributes associated with self-efficacy, particularly in the context of task-related competencies, or leadership performance, are the best predictors of good leadership. These findings further revealed there is a positive relationship between self-efficacy and leadership effectiveness, transformational leadership attributes are related to self-efficacy, and that self-efficacy was found to impact leadership behavior. The significance of this research demonstrates the incentive of possessing an efficacious leadership team to essentially cultivate self-efficacy within subordinates, to ultimately increase productivity. Implications are also discussed to provide recommendations and courses of actions for managers.

Keywords: corporate manager leadership, leadership attributes, leadership effectiveness, leadership performance, self-efficacy, transformational leadership,

Introduction

Traditionally, employers use interviews, resumes, references, and personal accolades as selection criteria to determine if an individual is hired within an organization. The importance of hiring the right individual to become an asset by leading a robust workforce is detrimental to an organization. In some instances, it is determined after the fact that the chosen leader is not the right fit for the organization, which results in lost productivity, poor morale, and wasted resources; the hiring process failed. Many companies also end up hiring leadership that are not very effective because specific leadership attributes are not considered during the hiring process. In effect, it is essential to identify what leadership attributes in a candidate align with company goals, during the hiring process. Weak leadership in an organization decreases productivity and slows organizational growth, leading to an internal culture that breeds and reinforces mediocrity. It is beneficial for organizations to hire strong leadership with the innate capacity to cultivate a strong and loyal workforce, while supporting strategic goals that look to the future. When an organization understands the benefits associated with selecting dynamic leadership, the outcomes are generally favorable. Research shows that good leadership and self-efficacy are connected and

closely linked to performance outcomes. This systematic review will investigate whether positive leadership attributes, including self-efficacy, result in more effective leadership which is critical to organizational success.

Literature Background

Self-Efficacy

Self-efficacy refers to how individuals view their capacity to perform work-related tasks, as well as how motivated they are to achieve specific goals. There are three factors that influence an individual's level of self-efficacy which are (a) personal factors in the form of cognition, affect, and biological events, (b) behavior, and (c) environmental influences, which create interactions that result in a triadic reciprocity, or triadic reciprocal determinism, which is deeply rooted in Social Cognitive Theory (SCT), (Bandura, 1986). In general, Bandura provided a view of human behavior in which the beliefs that people have about themselves are key elements in the exercise of control and personal agency, and in which individuals are viewed both as products and as producers of their own environments and of their social systems (Bandura, 1982). Self-efficacy is based on four main sources which are (a) Personal Mastery Experience - which involves mastering through performance accomplishments where successes enhance self-beliefs of capabilities, (b) Vicarious Experience - these are modeled experiences through viewing others which increase ones' beliefs about their capabilities, (c) Verbal Persuasion - which can be accomplished through social feedback such as encouragement, and (d) Emotional Arousal - enhancing one's physical status and improving well-being to reduce their stress levels, which can result in more effort and self-beliefs (Bandura, 1986).

It is plausible that self-efficacy is a good predictor of behavioral outcomes for both leaders, managers, and workers when compared to other formulas used to measure motivation. Research on self-efficacy theories suggest that this attribute influences the goals people set for themselves, as well as their aspirations, and how much effort they are likely to exert on a given task. Ultimately, self-efficacy is a good predictor of how long workers will persist in the face of difficulties, obstacles, and disappointments.

Leadership Attributes

Although the available literature does not provide a specific set of attributes that result in effective leadership all the time, there is mention of how explicit leadership attributes tend to result in effective leadership (Ramchunder & Martins, 2014). Characteristics such as vision, values, character, and integrity, all collectively shape how well leaders perform and how effective they are. Research also suggests that key attributes of good leadership include the ability to be a role model by inspiring others to follow by example, mobilizing individual commitment, helping people grow, and embodying an organizational capacity for positive change (Merstova, Prochazka, Vaculik & Smutny, 2015).

An essential quality that is at the root of transformational leadership that positively contributes to organizational success, as it nurtures a positive dynamic between leaders and followers, is charisma. Charismatic leaders have the capacity to share their vision and sense of mission. while communicating to followers their high expectations of performance at all levels of the organization (Waldman, Ramirez, House & Puranam, 2001).

Transformational Leadership

Leadership can be described as an interactive process that shows one's ability to influence the behavior of followers, and in the process strongly influence performance outcomes (Ramchunder & Martins, 2014). Burns (1978) categorized leadership as either transformational leadership (Burns' most favorable leadership style), which involves inspiring followers by transforming the work environment Bass and Riggio 2006; and through motivating and inspiring them to achieve organizational goals obtain organizational success(Bass & Avolio, 2000), or transactional leadership, which places an emphasis on intrinsic motivation and the positive development of followers (Bass & Riggio, 2006). The constructs of Transformational Leadership Theory are (a) intellectual stimulation which encourages creativity among followers; (b) individualized consideration where leaders offer personal support and encouragement to followers; (c) inspirational motivation ,which gives leaders the ability to articulate a clear vision to motivate followers, to commit to achieving common organizational goals; and (d) idealized influence which enables leaders to serve as role models to followers (Shyns, 2004). Transformational leadership theory is comprised of characteristics in which leaders nurture and empower followers (Sun, Chen, & Zhang, 2017). Transformational leaders build committed and high performing work groups by enhancing employee self-efficacy and cohesiveness, Pillai and Williams; self-efficacy is a strong predictor variable in the transformational leader (Hartsfield , 2003).

Below in Figure 1 shows the conceptual Framework for this study depicting the relationship between self -efficacy and transformational leadership theory.

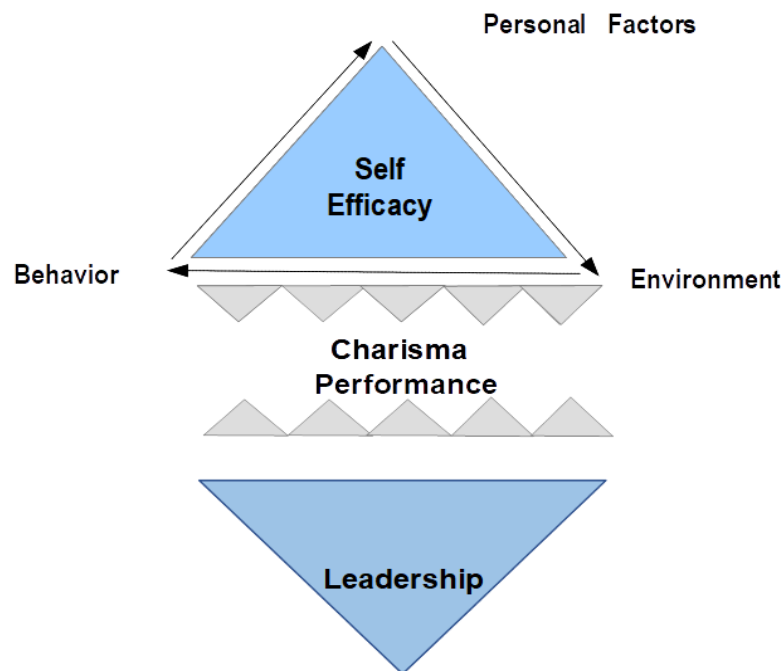


Figure 1. Theoretical and Conceptual Framework of Transformational Leadership Theory

The research question guiding this REA is:

Research Question: *How does a corporate manager's self-efficacy influence greater leadership effectiveness and performance outcomes?*

This research question was developed to investigate the need for managers to hire highly competent leaders which may ultimately improve organizational performance. Transformational leaders who demonstrate self-efficacy, can cultivate similar characteristics among their subordinates due to their charisma and influence. These qualities determine how self-efficacy translates into effective leadership, which is essential for the future of any organization.

The following propositions were developed to effectively answer the research question:

P1: Leadership attributes and self-efficacy are positively associated with leadership effectiveness in managers.

P2: Leaders with high self-efficacy levels exhibit greater achievement, motivation, and leadership effectiveness than leaders with low self-efficacy.

Method

This paper follows a Rapid Evidence Assessment (REA) protocol, as outlined by CEBMa Guidelines in *Rapid Evidence Assessments in Management and Organizations* (Barends, Rousseau, & Briner, 2017). A REA provides a comprehensive, balanced assessment of what is known, and what is not known in the scholarly literature about interventions, problems, or practical issues, by using a systematic methodological approach to researching and critically appraising empirical studies. A REA is the most widely used method for reviewing the scientific literature of evidence-based management. After the REA, a systematic review was conducted to create a reliable and comprehensive structure which entailed identifying, synthesizing, and assessing all available quantitative and qualitative data to generate a robust answer, derived from a focused research question. Below are the steps that will be used to effectively answer the research question:

- (a). PICOC: Population, Intervention, Comparison, Outcome, and Context were used to help develop a search strategy to locate relevant research studies.
- (b). Search Strategy: Utilized search strings to determine inclusion/exclusion criteria to use when searching databases.
- (c). Study Selection: PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) was used to effectively screen and select the data to be used in this study.
- (d). Critical Appraisal Process: Gough WoE was used as an assessment tool to rate the quality of each article.
- (e). Data Extraction: Relevant review articles were identified and used to indicate the quality of the source. This method section included scoping of literature and search processes.
- (f) Analysis and synthesis processes: which involved synthesizing the data and identify common themes.

Scoping of Literature

The literature search process involved the following search strings:

Search 1: (self-esteem OR self-efficacy OR "self-esteem" OR "self-efficacy") AND "leadership style*" = 268.

Search 2: (self-esteem OR self-efficacy OR "self-esteem" OR "self-efficacy") AND "leadership style*" = 498. Both search strings resulted in a total of 498 articles. After removing duplicates, 276 sources were scanned, using title and abstract. After further rigorous extraction, in the end 13 articles were selected and utilized for this study.

Figure 1 presents the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA, 2015). PRISMA is a minimum set of evidence-based items used for reporting findings in systematic reviews and meta-analyses and is used to document in a transparent manner, article search results, the screening process used and the exclusion and inclusion processes (Gough, Oliver, & Thomas, 2012).

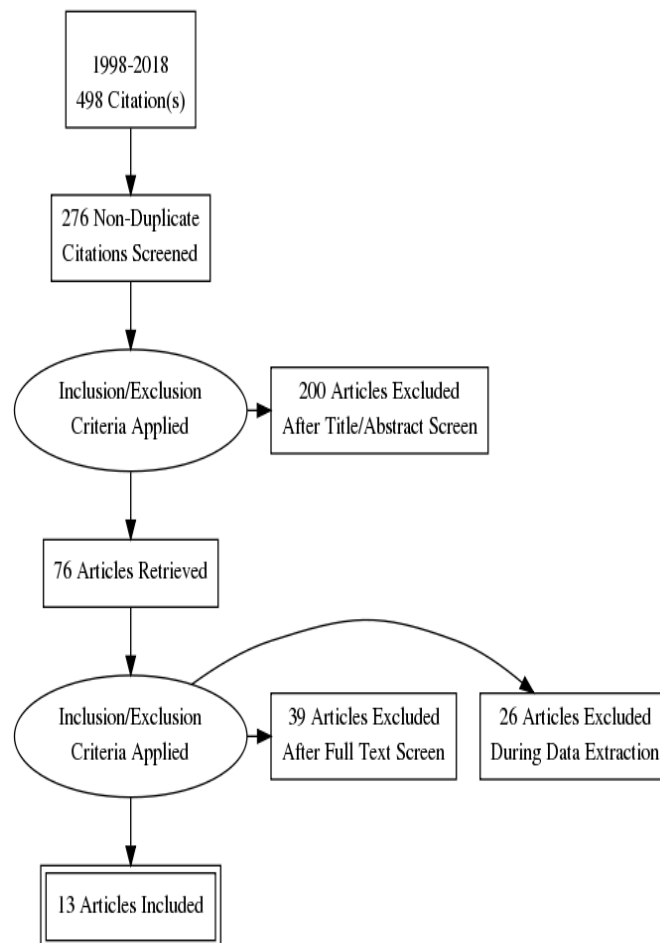


Figure 1. PRISMA Diagram

Quality and Relevance

Gough, Oliver and Thomas (2012) Weight of Evidence (WoE) approach was employed, and the studies were categorized with a ranking scale of “High”, “Medium,” and “Low,” based on (a) generic soundness, (b) analysis and (c) focus. The weighted scores of “High” = 3, “Medium” = 2 and “Low” =1.

Located below in Table 1 Quality Appraisal Chart, shows each study with total weight, selection criteria, and whether the study was selected. Twenty studies were listed and categorized based on the following criteria: (a) relevance to topics, (b) how well it pertained to leadership and self-efficacy, (c) transparency and rigor and (d) outcome. Each category was then ranked, and the total score was provided. The quality assessment resulted in a total of 13 articles used in this study with seven (7) articles being ranked at 3, and six (6) being ranked as medium 2.67, resulting in seven (7) articles that were not selected (low), due to lack of relevancy and/or quality.

Table 1: Quality Appraisal Chart

Citation	Relevance to Topics	Pertaining to Leadership/ Self Efficacy	Transparency and Rigor	Outcome
5. Demir, K. (2008)	Designed to specify the direct and indirect relationship of transformational leadership practices with collective teacher efficacy. LOW = 1	Educational sector Leadership MEDIUM = 2	Survey Quantitative HIGH=3	Not Selected TOTAL = 2
6. Fitzgerald, S., & Schutte, N, S. (2010).	Due to intervention points significantly, greater transformational leadership self-efficacy and higher transformational leadership. HIGH = 3	Managers in leadership positions: self-efficacy assessed. HIGH = 3	Experimental design Random selection of participants HIGH = 3	Selected TOTAL = 3
7. Manojlovich, M. (2005).	Self-efficacy partially mediated the relationship between structural empowerment and professional practice behaviors. LOW = 1	Nursing industry can self-efficacy influence behavior MEDIUM = 2	Non-experimental survey design MEDIUM = 2	Not Selected TOTAL = 1.67
8. Martin V, Jakub, P & Smutny, P. (2017).	Task related competencies were predictor of leadership effectiveness and self-efficacy. MEDIUM = 2	Data from interuniversity student team competition to measure leaders' competencies. HIGH = 3	Survey Quantitative HIGH = 3	Selected TOTAL = 2.67

Citation	Relevance to Topics	Pertaining to Leadership/ Self Efficacy	Transparency and Rigor	Outcome
9. McCormick, M.J., Tanguma, J. & López-Forment, A. (2002)	Leadership self-efficacy was found to predict leadership behavior and distinguish leaders from non-leaders. HIGH = 3	223 juniors and seniors recruited from undergraduate psychology classes at a major southwest university MEDIUM = 2	Quantitative Survey HIGH = 3	Selected TOTAL = 2.67
10. Moen, F. & Federici, R. A. (2012).	Coaching-based leadership self-efficacy can be regarded as both domain-specific and multidimensional, LOW = 1	executives and middle managers of a high-tech industry MEDIUM = 2	Literature Review MEDIUM = 2	Not Selected TOTAL = 1.66
11. Nielsen, K., Yarker, J., Randall, R. & Munir, F. (2009)	Self-efficacy mediated the relationship between transformational leadership team efficacy MEDIUM = 2	Elderly Healthcare sector Employees LOW = 1	Cross-sectional study design HIGH = 3	Not Selected TOTAL = 2
12. Paglis, L. & Green, S. (2002).	High LSE managers would engage in more leadership attempts, HIGH = 3	Realestate management company and an industrial chemicals firm. HIGH = 2	Quantitative Survey HIGH = 3	Not Selected TOTAL = 2.67
13. Prussia, G. E., Anderson, J. S. & Manz, C. C. (1998).	Self-efficacy perceptions were found to fully mediate the self-leadership/ performance relationship. HIGH = 3	151 employees/ Respondents' various industries MEDIUM = 2	Survey Quantitative HIGH = 3	Selected TOTAL = 2.67
14. Ramchunder, Y. & Martins, N. (2014).	Positive relationship and self-efficacy and leadership effectiveness. HIGH = 3	Psychological constructs of emotional intelligence and self-efficacy on the leadership effectiveness of the police. MEDIUM = 2	Quantitative HIGH = 3	Selected TOTAL = 2.67

Citation	Relevance to Topics	Pertaining to Leadership/ Self Efficacy	Transparency and Rigor	Outcome
15. Schyns, B. (2004).	Perceived leadership influences occupational self-efficacy. HIGH = 3	Empirical research underlines the theoretical proposition that leadership and self-efficacy are positively related HIGH = 3	Literature Review HIGH = 3	Selected TOTAL = 3
16. Sebelski. C. (2017).	High confidence self-rating on all three constructs of leader self-efficacy. LOW = 1	Physical therapists LOW = 1	Quantitative Survey MEDIUM = 2	Not Selected TOTAL = 1.33
17. Soobard, R., Semilariski, H., Holbrook, J., & Rannikmäe, M. (2015).	Students perceived them self-efficacy to be above average towards most needed working life skills. LOW= 1	High School Students LOW = 1	Survey Quantitative HIGH = 3	Not Selected TOTAL = 1.66
18. Türker, K., Duyar, I. & Temel Ç. (2012).	Transformational leadership is positively related to self-efficacy among teachers. HIGH = 3	Teachers HIGH = 3	Survey Quantitative HIGH = 3	Selected TOTAL = 3
19. Vignoli, M., Mariani, M. G., Guglielmi, D. & Violante, F. S. (2015).	High levels of self-efficacy combined with high levels of transformational leadership resulted in higher levels of intention to transfer. MEDIUM = 2	Chemical Plant workers MEDIUM =2	Quantitative Survey HIGH = 3	Not Selected TOTAL = 2.33
20. Wolf, K. J., Foster, D. D., & Birkenholz, R. J. (2009).	Individuals involved in upper level leadership roles had a high her sense of self-efficacy. HIGH =3	cohort (n=24) of teacher candidates HIGH = 3	Quantitative Survey HIGH =3	Selected TOTAL = 3

Results

The results of the analysis and synthesis revealed common themes and similarities between leadership attributes and self-efficacy. Located in Table 2 below, the Proposition and Theme Chart, provides a summary of the 13 selected articles that were reviewed to address the research question and propositions, and also reveals the weight of each article in relation to the theme; the total of each article and theme (W1), and the total weight of each articles (W2). As previously discussed, there were two propositions derived from a preliminary review of the data. Proposition 1: Leadership attributes and self-efficacy are positively associated with leadership effectiveness in managers. This proposition (P1), allowed descriptive themes to be identified which were P1a: a positive relationship between self-efficacy and leadership effectiveness exists; and P1b: transformational leadership attributes being positively related to self-efficacy. However, for Proposition 2: Leaders with high self-efficacy levels exhibit greater achievement, motivation, and leadership effectiveness than leaders with low self-efficacy, there was only theme identified under this proposition which was, P2a: self-efficacy was found to impact leader behavior.

The results revealed that P1a showed a positive relationship between self-efficacy and leadership effectiveness; 13 out of 13 (100%), of the articles selected shared this common theme. P1b transformational leadership attributes being positively related to self-efficacy was identified in four of the 13 articles (30.77%). Whereas P2, (13 out of 13 articles, 100%), showed that self-efficacy was found to impact leadership behavior in managers. When reviewing the “weights” particularly in W1, the highest weights were given to themes P1a and P2a as these themes were present in the most articles. When reviewing the totals in W2, it can be seen that articles 3 (Cobanoglu & Yurek, 2018), 14(Schyns, 2004), and 16 (Smutny, Vaculik, & Prochazka, 2016), were given the most weight as they all ranked as high, and possessed all themes in the articles. Article 1(Cansoy & Parlar, 2018), also possessed all four themes for W2, however this data was ranked as medium which resulted in a lower W2.

Findings

During the synthesis process in this evidence-based systematic review, several themes were identified from the literature which were related to performance, leadership effectiveness, and transformational leadership.

Performance

The data revealed that leaders with high self-efficacy levels engage in more leadership initiatives, Paglis and Green; which led to increased performance, Türker, Duyar, and Çalik; as self-efficacy significantly affected outcomes and directly affected performance (Prussia, Anderson, & Manz, 1998). Self-efficacy influences preparedness for occupational change, or the desire to take on more responsibilities resulting in higher task demands and increased performance (Schyns, 2004). This is beneficial when investigating the relationship between self-efficacy and performance; that leaders who possess high self-efficacy and strong leadership attributes, are more inclined to perform better due to high self-efficacy levels, which gives them the self-confidence to believe that they can accomplish their goals. The literature also provided insights on how much a leader knows regarding their jobs predicted leadership effectiveness and self-efficacy. Smutny, Vaculik, and Prochazka (2016) discussed how task related competencies enable a leader the ability to understand how to perform their job well with self- efficacy (the belief that they can achieve obstacles), being a motivator,

whereas transformational leadership allows the leader to then exude confidence while persuading followers.

Table 2: Proposition and Theme Chart

	Literature Evidence Number (#)	1	2	3	6	8	11	12	13	14	16	18	20	21	Weight
Proposition	Analysis Theme	M 2.67	M 2.67	H 3	H 3	M 2.67	M 2.67	M 2.67	M 2.67	H 3	M 2.67	H 3	H 3	H 3	Weight W ₁
P1 Attributes and self-efficacy will be positively associated with effectiveness in managers.	P1a Theme Positive relationship between variables & performance is influenced.	X	X	X	X	X	X	X	X	X	X	X	X	X	36.39
	P1b Theme Transformational leadership is related to self-efficacy.	X		X						X	X				11.34
P2 Leaders with high self-efficacy exhibit higher (leadership effectiveness) than leaders with low efficacy.	P2a Theme self-efficacy was found to impact leader behavior.	X	X	X	X	X	X	X	X	X	X	X	X	X	36.39
Weight W₂		8.01	5.34	9	6	5.34	5.34	5.34	5.34	9	8.01	6	6	6	
Total Articles		3	2	3	2	2	2	2	2	3	3	2	2	2	

Note. Literature Evidence: ¹(Cansoy & Parlar, 2018), ²(Carleton, Barling, & Trivisonno, 2018), ³(Cobanoglu & Yurek, 2018), ⁶(Fitzgerald & Schutte, 2010), ⁸(.McCormick ,Tanguma, & López-Forment, 2002), ¹¹(Paglis & Green, 2002), ¹²(Prussia, Anderson & Manz, 1998), ¹³(Ramchunder, & Martins, 2014), ¹⁴(Schyns, 2004), ¹⁶(Smutny, Vaculik, & Prochazka, 2016), ¹⁸(Türker, Duyar & Temel , 2012), ²⁰ (Vaculik, Prochazka, & Smutny, 2014), ²¹(Wolf, Foster & Birkenholz, 2009).

Leadership Effectiveness

Self-efficacy plays a significant role in leadership styles as more effective leaders are generally more successful Cobanoglu and Yurek; as self-efficacy allows certain behaviors that distinguish leaders from non-leaders Türker, Duyar, and Çalik; and prior

leadership experience predicts leadership self-efficacy which positively influences self-efficacy and leadership effectiveness (Ramchunder & Martins, 2014). This theme also provided insights on how leadership affected followers' beliefs and attitudes for example, Cansoy and Parlar (2018) investigated how leadership behaviors influenced self-efficacy perceptions of employees, and the data revealed that a positive relationship existed between leadership and self-efficacy perceptions. In sum, leaders who possess self-efficacy are more likely to be effective leaders than those who do not possess these attributes. This may be due to the confidence and motivation that leaders with self-efficacy possess and inspire in others, allowing the ability to cultivate an environment where their followers are persuaded to behave as their leaders.

Transformational Leadership Traits

Self-efficacy relates to performance which establishes a connection to transformational leadership Wolf, Foster and Birkenholz; being that leaders with high levels of self-efficacy possess transformational leadership traits as individual self-efficacy beliefs influence the ultimate level of achievement (p. 44). It was also determined that a leaders' trait mindfulness on transformational leadership were mediated by leaders' positive affect and leadership self-efficacy beliefs Carleton, Barling and Trivisonno; as self-efficacy and transformational leadership are correlated through the leadership qualities of the leader (Cobanoglu & Yurek, 2018). For example, higher efficiency and self-efficacy are associated with transformational leadership. Interestingly, Fitzgerald and Schutte (2010) discussed how leadership and self-efficacy may also be an important component of transformational leadership.

Answer to the Research Question

When assessing the research question: *How does a corporate manager's self-efficacy influence greater leadership effectiveness and performance outcomes?* The data provided the ability to applying findings to theory when answering the question. For instance, a leader's charisma allows one to behave in a manner that creates inspiration through followers, (which may increase leadership effectiveness), by exhibiting strong leadership attributes which sparks followers' ideas and behaviors, which may further increase both leaders and employee's performance. Self-efficacy is a mechanism that ignites transformational leadership as mastery and vicarious experiences afford leaders the opportunity to perform well at their jobs, while increasing their self-efficacy beliefs in their capabilities to lead subordinates.

Discussion

Although the literature has provided reasonable insights and findings to support the research question, contradictions and differing opinions in the existing body of literature must be addressed. As previously discussed, self-efficacy is an individual's belief in their ability to effectively lead. However, bias may ensue when self-evaluating one's own abilities and attributes. An interesting finding discovered during the literature search, is that transformational leadership may not be a feasible leadership style for all leaders. For example, it was stated that both transformational and servant leaders, with subordinates, can also make equally important contributions to the overall success of organizational leadership. Despite this claim, the literature does not minimize the profound contributions that transformational leadership brings to an organization, the inference being that servant leadership appears to be secondary to transformational leadership when it comes to preferred leadership

approaches. Overall, the research conducted suggests that there is substantial evidence which validates that strong leadership and self-efficacy are related to leadership effectiveness. As when organizations continue to evolve, having the best leaders will no doubt, enhance a company's brand and longevity. There is significant importance in these findings and organizations can use this information to enhance self-efficacy attributes in their own leaders.

Implications for Managers

Understanding how subordinates can contribute to organizational success is highly beneficial to the leader-subordinate dynamic as the relationship between self-efficacy and leadership attributes can be highly beneficial for hiring managers in any organization, as hiring good leaders generally result in more effective leadership and organizational success. Managers can identify and implement selection criteria that go beyond traditional resume scouting and interviewing candidates with previous leadership experience for example, personality assessments are a way that managers can identify self-efficacy levels and leadership attributes/styles which can be used as an additional tool for selecting leaders. It should be noted however, that even the most successful leaders are not immune to failure. That being said, the higher the levels of self-efficacy and how well they align with company goals and strategies, the greater the potential is for effective leadership. Finding the right balance between management and praxis may prove to be an advantage as current theories continue to evolve to reflect changing organizational needs. Self-efficacy is a subjective belief similar to self-esteem which means that those who possess high self-efficacy levels exhibit characteristics that align with transformational leadership. Future research can focus on how organizations can enhance self-efficacy in leaders while promoting leadership effectiveness to cultivate the leaders of the future.

Implications for Scholars

As the needs of organizational leadership continue to evolve, future research can provide significant scholarly contributions, including identifying specific mechanisms through which perceived self-efficacy and identified leadership attributes can be used to groom potential leaders within an organization.

Limitations

The limitations of this study primarily revolve around the lack of recent and relevant literature pertaining to self-efficacy and leadership, and how they benefit organizations. In addition, the literature search was limited to a preselected database which limited the available selection of relevant scholarly research. Many studies were taken from the educational sector and focused on teacher and administrative leadership, as opposed to corporate and business management leadership. Despite these limitations the significance of this literature and the benefits that it can bring to organizations and scholars outweighs the limitations.

Conclusion

This research provided insights on the importance of identifying attributes that can contribute to leadership effectiveness in management. The mechanisms involved in the formation of leadership and perceptions of self-efficacy shed light on leadership effectiveness generally. Using the theoretical lens of transformational leadership theory highlighted the conceptual

framework used to investigate the relationship between the variables. Overall, the propositions were supported by the findings. However, the findings also suggest a greater need for understanding how leadership and self-efficacy can strengthen overall organizational performance over time. This may result in lucrative opportunities for both leadership and the study of self-efficacy in organizational structures. Confidence in one's leadership abilities is correlated to organizational success and can be used as a model in the development of leadership and self-efficacy, thus extending Bandura's self-efficacy theory to organizational management. Finally, perhaps future scholarship can focus more on self-efficacy and gender differences in leadership. It is quite feasible to suggest that there is a Glass Ceiling Effect which may explain why women may tend to be less confident about their leadership abilities and potential than their male counterparts.

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