

## **An Investigation of the Relationship between Transformational Leadership and Self Efficacy of the First Line Managers of Minia University Hospital**

Fatma Nagy Kotb, D.N.Sc<sup>1</sup>, Rasha Mohammed Nagib, D.N.Sc<sup>2</sup>

*Psychiatric Mental Health Nursing Department, Faculty of Nursing, Minia University*

*Nursing Administration Department, Faculty of Nursing, Minia University*

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**Abstract:** *Aim of the study: was to investigate the relationships between transformational leadership and self – efficacy of the first line managers at Minia University Hospital. A convenience sample of (50) head of the units of the university hospital was recruited of the current study. A descriptive correlational research design use utilized in this study. This research was carried out at Minia University hospital Data were collected by using three tools (1) socio- demographic data (2) The Multifactor Leadership Questionnaire (MLQ) Leader Form is a self-administered questionnaire (3) self-efficacy assessment scale . the finding of the present study revealed that, the majority of the study sample had transformational leadership style (67,4) and high level of self-efficacy (82,7), and their were a significant correlational relationship between transformational leadership style and self- efficacy. The current study conclude that the first line manager had a positive connection between their transformational leadership style and self-efficacy. This study recommended that: strengthen nursing staff by developing, monitoring and disseminating programs and policy tools on nursing human resources, management, research and practice. Apply the finding results to hospital nursing staff to improve nurses' efficacy beliefs and work management and their extra-role performance. and immediate training nurse supervisors to become more transformational and in turn, will provide hospitals with important competitive advantages.*

**Keywords:** *transformational leadership, self-efficacy*

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### **I. Introduction**

One of the most important functions of leadership that contributes to leadership effectiveness is the style of the leader. A leadership style is the behavior a leader exhibits while guiding organizational members in appropriate directions. Transformational leadership has been demonstrated an effective leadership style in leading organization, it has great effects on subordinates' behavior and organizational outcomes (Hardy, 2010). Northouse (2010) argue that when organizations demand efficient ways to allow them outperform personnel, is to focus on the influence of leadership. Team leaders play a essential role in coordinating action, shaping norms of groups; and helping teams to cope with their environments and organization.

Transformational leadership has been of great interest to different researchers in the current era. Adopting transformational leadership behavior helps in the success of the organization (Laohavichien, 2009). This might be the reason that different authors considered transformational leadership as predicating variables and investigated their relatedness with other criterion variables. Transformational leadership helps in predicting subordinates satisfaction with their leaders (Bennett, 2009). In the same way the study of Jansen (2009) concluded that the transformational leadership behaviors contribute significantly to facilitate improving and exploratory innovation and extending existing knowledge and are associated with exploitative innovation (Jansen, 2009).

Transformational leaders because of their close relationship with followers should be more effective than other leaders. Leaders with transformational leadership behavior can direct their organization toward effectiveness and productivity (Hur, 2011). Motivating followers toward increasing followers' job satisfaction, improving their performance beyond expectation, extra effort and cultivating creativity and innovation in organization are some of the consequences of transformational leadership (Zaidatol, 2011). Moreover, it has positive effects on leader effectiveness and performance (Hur, 2011).

Having effective communication skills, transformational leaders tend to have higher agreement on the strategic goals of the organization, they voluntarily help their subordinates and prevent the occurrence of work-related problems, which ultimately enhances job satisfaction among employees ( Nemanich and Keller, 2007). They become have less turnover intentions and high committed ( Nemanich and Keller, 2007).

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Moreover, it has positive effects on leader effectiveness and performance (Hur, 2011). Leaders can direct human resources toward the strategic objectives of the organization and ensure that organizational functions are in line with the external environment (Riaz&Haider, 2010). Furthermore, predicting the future probabilities and planning choice strategies to satisfy uncertainties are capabilities of effective leaders (Riaz&Haider, 2010). They can lead organizations to success by paying attention to environmental changes, which in turn helps them set proper goals and objectives.

The specific behaviors of this leader are classified into four dimensions: (a) idealized influence, (b) inspirational motivation, (c) intellectual stimulus, and (d) individualized consideration. **Idealized Influence (II)** Idealized influence builds admiration, confidence, respect and trust, providing employees with a sense of mission (Northouse, 2010). For this to occur, nurse leaders need to be role models who their staff seek to emulate (Ilies, 2012). When a leader is a role model for staff, it becomes less likely that there will be resistance to change or new initiatives that are to be implemented (Wang, 2011). This idealized influence can be encapsulated in the philosophy and ethos of the service/unit and its mission statement. The leader should ideally involve families, staff and service users in the design and implementation of these statements. These leaders are willing to sacrifice their own gain for the good of their work group and organization. They set high standards for work conduct and are a role model for those standards. They build trust in people because those who work for them know they are working toward the common good, and their sacrifices along the way are evidence of their consistency for their actions and values. These are people who see the good in others first and when it is not obvious they work to build it out with concern for people (Walter&Schelde, 2013).

**Inspirational Motivation (IM)** Inspirational motivation involves encouraging others to achieve the goals and aspirations of the organization while also achieving their own aims (Carney, 2011). Motivation is an important element of healthcare, as motivation affects performance and client care (Sullivan and Decker, 2009). Leaders communicate high expectations to employees, inspiring them through motivation to share the vision of the organization (Northouse, 2010). Nurse leaders should ensure staffs are represented on committees where executive decisions are made in an organization. There is a tendency in some organizations to equate direct leaders as representative of frontline staff; however, as identified earlier, these leaders have difficulties balancing all perspectives. Ensuring frontline staff are represented on committees provides responsibilities as well as opportunities for learning new skills and to be empowered (Scherb, 2011).

**Intellectual Stimulation (IS)** Intellectual stimulation encourages staff innovation, challenging the beliefs of staff and the leader and service (Northouse, 2010). Transformational leaders encourage the proposal of new ideas empowering staff to approach problems in new ways using evidence-based practice (Gheith, 2010). Library, computer and IT facilities should be available, which will reinforce continuing learning to enhance client care and promote best practice. A central consideration of transformational leadership is the formal and informal education/learning of all staff to adjust and keep knowledge in line with service and client expectations and to encourage staff to be innovative (Northouse, 2010 & (Dignam, 2012). Practice needs to be evidence-based rather than 'how we always did it' (An Bord, 2007).

**Individualized Consideration (IC)** Within individualized consideration, leaders support and encourage individuals to reach higher levels of achievement, assisting full actualization (Northouse, 2010), by the leader acting in an advisory capacity. However, self-actualization is difficult and often unachievable (Northouse, 2010). Leaders within organizations should care for staff and there should be a strong sense of the leader acting in a supportive role, especially in times of need, as leaders have a duty of care for their staff. Support can take place through regular positive feedback and staff appraisals; if these are not conducted, staff can become devalued and effective members can become tired of carrying other team members, leading to high absenteeism (Weberg, 2010). Leaders who provide positive feedback regarding performance increase self-esteem and performance (Riahi, 2011).

Self-efficacy was defined by Albert Bandura as your beliefs about your ability to effectively perform the tasks needed to attain a valued goal. Self-efficacy does not mean your abilities but to how strongly you believe you can use your abilities to work toward goals (Bandura, 1997). In addition, Self-efficacy refers to your self-confidence to perform well and to achieve in specific areas of life such as school, work, and relationships. Self-efficacy influence self-esteem because how you feel about yourself overall is greatly influenced by your confidence in your ability to perform well in areas that are important to you and to achieve valued goals

(Maddux, & Kleiman, 2017).

Self-efficacy affects every area of human endeavor. By determining the beliefs a person holds regarding his or her power to affect situations, it strongly influences both the power a person actually has to face challenges competently and the choices a person is most likely to make. These effects are particularly apparent, and compelling, with regard to behaviors affecting health (Luszczynska, & Schwarzer, 2005). In addition the same author added that, one's sense of self-efficacy can play a major role in how one approaches goals, tasks, and challenges. The main concept in social cognitive theory is the individual's actions and reactions, including social behaviors and cognitive processes, in every situation are influenced by the actions that individual has observed in others. Because self-efficacy is developed from external experiences and self-perception and is influential in determining the outcome of many events, it is an important aspect of social cognitive theory.

Self-efficacy represents the personal perception of external social factors (Mischel, Shoda, (2009).) According to Bandura's theory, people with high self-efficacy—that is, those who believe they can perform well—are more likely to view difficult tasks as something to be mastered rather than something to be avoided.

Bandura identifies four factors affecting self-efficacy; the first is experience, or "enactive attainment" which is the most important factor determining a person's self-efficacy. Success raises self-efficacy, while failure lowers it. Second, Modeling, or "vicarious experience" When we see someone succeeding, our own self-efficacy increases; where we see people failing, our self-efficacy decreases.

This process is most effectual when we see ourselves as similar to the model. Third, Social persuasion which manifests as direct encouragement or discouragement from another person. Discouragement is generally more effective at decreasing a person's self-efficacy than encouragement is at increasing it. Fourth, physiological factors – In stressful situations, people commonly exhibit signs of distress: shakes, aches and pains, fatigue, fear, nausea, etc (Bandura, 2000). The same author added that, Perceptions of these responses in oneself can markedly alter self-efficacy. It is one's belief in the implications of physiological response that alters self-efficacy, rather than the physiological response itself.

According to the Social Cognitive theory (Bandura, 2001) which explains that, employees' motivations and behavior is based on judgments that they make of own capabilities and the expectations of possible outcomes of their performed tasks. Employees' judgments of their own capabilities and confidence are influenced by individuals' self-efficacy. Self-efficacy is seen as a motivational concept which has the ability to influence employees' goals, activity choices, and performance.

Research based on self-efficacy theory has found that personal efficacy influences the goals people choose, their aspirations, how much effort they will exert on a given task, and how long they will persist in the face of difficulties, obstacles and disappointments (Maurer, 2001). Also, findings have linked self-efficacy with whether a person experiences self-hindering or self-aiding thought patterns, how well a person responds to taxing and threatening circumstances, and how resilient a person is when faced with adversity and setback s( McCormick et al., 2002). In sum, efficacious individuals are motivated, persistent, goal-directed, resilient, and clear thinkers under pressure.

Given that leadership roles in organizations are becoming increasingly broad, complex, and demanding, high general self-efficacy of their chief executives may be a valuable resource for organizations. It can maintain leaders' work motivation throughout rapidly changing and stressful job demands or circumstances and buffer them from the potentially demotivating impact of failure (Chen et al., 2001)]. On the basis of the theory of self-efficacy (Bandura, 1997), we can expect leaders with greater general self-efficacy to be more effective leaders, because they are inclined to expend greater efforts to fulfill their roles across situations and to persevere longer when faced with difficulties (Mesterova et al., 2015).

A transformational leadership style such as coaching, mentoring, support, encouraging for envisioning future goals, stimulating employees' intellectual abilities to be supportive and creative, may be important for enhancing employees' self-efficacy (Kroes ,2017). Moreover, Employees' self-efficacy influence employees' thoughts, feelings, and determines how they handle and motivate their selves. Transformational leaders may positively influence employees' self-efficacy. Positive supportiveness perceptions of employees from their supervisor result in positive outcomes such as job satisfaction, positive mood, and performance (Rhoades & Eisenberger, 2002).

## **II-Method and Subject**

**Research question:** What is the relationship between transformational leadership and self efficacy of the first line manger?

**Aim of the Study:** The aim of this study was to investigate the relationship between transformational leadership and self efficacy of the first line manger of the university hospital

**Research Design:** A descriptive correlational research design was utilized in this study to investigate the relationship between transformational leadership and self efficacy of the first line manger of the university hospital

**Sample:** A convenience sample consisted of 46 nurse manger of all departments nurse manager out of (50) of the heads of nursing units, who works in departments of medical, surgical and intensive care units in the main University hospital. Fifteen nurse managers from total number (50) were not included in the study for the following reasons: - those with long leaves and those who refused to participate in the study were excluded in this study.

**Setting:** The study was carried out in Minia University Hospital. Minia University Hospital was built in 1988 to replace the old Ministry of Health Hospital, which has been used by the Faculty of Medicine as a teaching hospital since 1987. The bed capacity of the hospital are 488 beds, 4 floors, The hospital included eighteen inpatient units, fifteen outpatient units and sixteen units of special character. The outpatient department has all specialties and it is free charge. It serves for 24 hrs. Care for critical patient in emergency department.

### **Data collection tools:**

**1-Socio-demographic data questionnaire:** this developed by the researchers to collect data such as age, qualification, years of experience and attending training programs about transformational leadership.

**2-The Transformational Leadership Questionnaire :** Leader Form (Bass & Avolio, 2004) is a self-administered questionnaire used to measure the transformational, leadership style of the nurse managers. The TLQ Leader Form includes 20 items measuring transformational leadership style using a five point Likert- scale ranging from (0-4) not at all (0), once in a while (1), sometimes (2), fairly often (3) and frequently if not always (4).

- Transformational leadership style dimension are Intellectual stimulation 4 items (1,3,16 and 18), Individual consideration 4 items (8,10,15 and 17), Idealized behaviour 4 items (2,7,12 and 19), Idealized attribute 4 items (5,9,11. and 13), and Inspirational motivation 4 items (4,6,14, and 20). The score for each dimension in The TLQ Form is determined by summing four specified items on the questionnaire the score range: High = 11-16, Moderate = 6-10, and Low = 0-5. The reliability of all subscales used varies from .64 to .92. The internal consistency of the TLQ from .70 to .94 (Bass & Avolio, 2000).

**3-Self efficacy assessment scale:** It was developed by (El Adel, 200). It consisted of (50) items. Subject were asked to respond to a 4-point likert scale which ranges from (1) for rarely, (2) for sometimes, (3) for often and (4) for always for positive statement; the score will be reversed in the negative statements.

The negative statements are 1,4,5,7,9,12,15,17,19,22,23,24,26,27,30,34,35,37,39,41,44,46,49, and 50.

The higher the score the higher the self efficacy score. The total score of the scale ranged from 50 to 200, and was divided into three levels: Low self efficacy is ranged from (1-66), moderate self efficacy is ranged from (67-133), and High self efficacy is ranged from (134-200).

The scale was translated into English version by the researcher and revised by three experts in psychiatric and English field. this questionnaire content validity of these items was checked by three experts in psychiatric field, the reliability of this tool was checked by the researchers to be ( $r=0.93$ ) which indicates strong reliability.

**The procedures** The researchers received permission to conduct the study from the Administrator of the hospital, also from the Head nurses of all Departments. Afterwards, the researchers arranged with the Heads of Departments for planning schedule to interview members to fill in the questionnaires in the presence of researchers to clarify any unclear statements. The purpose of the study was explained for nurses to gain their support and cooperation.

**The Ethical Considerations** After obtaining the official approval from the research ethics committee at Faculty of Nursing, Minia University, the participants received written information about the study purpose and procedure and the voluntary nature of participation. They were assured complete confidentiality. Code numbers were created and kept by the researchers for each participant.

## **III. Data analysis**

Data were collected and analyzed by using SPSS (Statistical Package for the Social Sciences), version (20) for windows. Frequency and percentage were used for numerical data as well as mean  $\pm$  standard deviation, median, minimum and maximum; for relational statistic; Analysis of Variance ANOVA was, correlation

coefficient were used, Probability (p-value) less than 0.05 was considered significant and less than 0.001 considered as highly significant .

**V-Result**

**Table (1) Distribution of the first line managers characteristics (N= 46).**

Characteristics	(N=30)	%
<b>Age</b>		
25-35 year	31	51.7%
36-46 year	11	23.9%
47-56 year	4	8.7%
<b>Educational qualification</b>		
Diploma	-	
Diploma + specialty	-	
Bachelor degree	46	100%
<b>Years of experience</b>		
0 – 25 year	33	71.7%
26-50 year	13	28.3%
<b>Do you attend any program about transformational leadership?</b>		
-Yes	36	78,3%
-No	10	16.7%

Table (1) shows that, the majority (51.7%) of first line managers were in the age group from 25-35 years, followed by (23.9%) of first line manager was at age group (36-46).while the low percentage of first line manager was at age group. While the total percentage of first line manager (100%) has bachelor degree, about seventy one percent of head nurses go to year of experience from 0-25 years.Finally about (78.3%) from first line managers attend an educational program about transformational leadership style.

**Table (2) Frequency of first line manager related to transformational leadership style for the Multi-factor leadership questionnaire Form (N=46)**

Items Transformational leadership	Percentage (%)				
	Preprogram observation (n=46)				
	N	O	S	FO	F
<b>- Intellectual stimulation</b>					
-Re-examines critical assumptions to question whether they are appropriate	0	0	30.4	41.3	28.3
-Seek differing perspectives when solving problems	0	15.2	0	52.2	32.6
-Get others to look at problems from many different angles	0	0	50	50	0
-Suggest new ways of looking at how to complete assignments	0	0	17.4	50	32.6
<b>- individual consideration</b>					
-Spend time in teaching and coaching	0	0	17.4	82.6	0
-Treat others as an individual rather than just as a member of the group	15.2	0	17.4	37	30.4
-Consider others as having different needs, abilities, and aspirations from others	0	0	0	65.2	34.8
- Help others develop their strengths	0	0	8.7	58.7	32.6
<b>- Idealized behavior</b>					
- Talk about her most important values and beliefs	0	0	10.9	69.6	19.6
-Specify the importance of having a strong sense of purpose	0	0	17.4	65.2	17.4
- Consider the moral and ethical consequences of decisions	0	0	19.6	47.6	32.6
- Emphasize the importance of having a collective sense of mission	0	0	15.2	52.2	32.6
<b>-Idealized attributes</b>					
- Instill pride in others for being associated with me	15.2	15.2	0	69.6	0
- Go beyond self-interest for the good of the group	15.2	0	15.5	52.2	17.4
- Act in a way that builds her respect	0	0	0	71.7	28.3
-Display a sense of power and confidence	0	0	19.6	52.2	28.3
<b>Inspirational motivation</b>					
- Talk optimistically about the future	15.2	0	15.2	37	32.6
- Talk enthusiastically about what needs to be accomplished	0	0	19.6	32.6	47.8
- Articulate a compelling vision of the future	0	0	17.4	45.7	37
- Express confidence that goals will be achieved	6.5	0	17.4	47.8	28.3

Table(2) reveals that, the majority of the first line managers exhibited the opinion of “fairly often “and “frequently if not always” respectively in a high percentage for items of all the four transformational leadership style behaviors as 82.6% Spend time in teaching and coaching, 65.2% Specify the importance of having a strong

sense of purpose, and 52.2% Display a sense of power and confidence.

**Table (3)** First line manager level of their leadership behaviors regarding to transformational leadership behavior

Transformational leadership dimension	Level of behavior (N=46)		
	Low N (%)	Moderate N (%)	High N (%)
-Intellectual stimulation	0%	13 (28.3%)	33 (71.7%)
-Idealized attribute	0%	14 (30.3%)	32 (69.6%)
-Idealized behavior	0%	21 (45.7%)	25 (54.3%)
-Individualized consideration	0%	23 (50%)	23 (50%)
-Inspirational motivation	0%	23 (50%)	23 (50%)
Total transformational leadership style	0%	15 (32.6%)	31 (67.4%)

It is clear from table (3) that, the first line manager were rated "high" in high percentage for all the four dimensions of transformational leadership which include" intellectual stimulation(71.7%), idealized attributes (69.6%),idealized behavior (54.3%),individualized consideration(50%), inspirational motivation(50%)" respectively. And in total transformational leadership style about (67.4%) were rated high.

**Table (4)** Frequency distribution of first line manager related to self-efficacy

Item Self- efficacy	Percentage (%)			
	Rarely	Sometime	Often	Always
1-I can manage most problems easily if I make the appropriate effort	32 (69.6%)	14 (30.4%)	0	0
2-I cannot make the right plans to achieve my hopes	28 (60.9%)	14 (30.4%)	4 (8.7%)	0
3-My family feels a certain lack if not presence with them	0	6 (13%)	31 (67.4%)	9 (19.6%)
4-Leaving human rights to rights is not considered defeatist or negative	29 (63%)	17 (37%)	0	0
5-It is easy for my colleagues to solve many problems that are difficult to solve	29 (63%)	17 (37%)	0	0
6-If anyone opposes me, I will be the loser in the end	32 (69.6%)	14 (30.4%)	0	0
7-My colleagues are convinced by my opinions of their great confidence in me	0	5 (10.9%)	30 (65.2%)	11 (23.9%)
8-Some obstacles can turn between me and the achievement of my goals	23 (50%)	20 (43.5%)	3 (6.5%)	0
9-It is difficult for me to reach my goals and achieve my goals	32 (69.6%)	11 (23.9%)	3 (6.5%)	0
10-I will be in eminent place in this community	0	6 (13%)	31 (67.4%)	9 (19.6%)

Table (4) shows that, the majority of first line managers had self- efficacy in high percentage: I can manage most problems easily if I make the appropriate effort,If anyone opposes me, I will be the loser in the end, My colleagues are convinced by my opinions of their great confidence in me, and it is easy for my colleagues to solve many problems that are difficult to solve,(69.6%, 69.6%, 65.2, and 63% respectively).

**Table (5)** First line manager level of their Self- efficacy

Variable	Low N (%)	Moderate N (%)	High N (%)
Self- efficacy	0%	8(17.4%)	38 (82.6%)

Table (5) reveals that, the first line manager were rated "high" in high percentage (82.6%) followed by (17.4%) from First line manager were rated "moderate".

**Table (6)** Mean scores of the first line managers among the transformational leadership style dimensions and their self- efficacy

Variable	Mean	+SD
- Intellectual stimulation	11.6	1.51
- Idealized behavior	11.3	2.10
- Idealized attribute	11.3	2.41
- Inspirational motivation	10.7	1.90
- Individual consideration	10.6	2.03
- Self- efficacy	164.7	8.91

Table (6) shows that, the first line managers have the highest mean score related to intellectual stimulation (11.6+1.51), idealized behavior (11.3 + 2.10), Idealized attribute (11.3 + 2.10), Inspirational motivation (10.7 + 1.90) and finally Individual consideration (10.6+ 2.03). In addition tables (4) revealed that the first line managers mean scores (164.7+8.91) in self efficacy.

**Table (7)** Analysis of variance of the transformational leadership style, self -efficacy related to their age

Variable	Age			
	N	Mean +SD	T	P
- Intellectual stimulation	25-35 (31) 36-46 (11) 47-56 (4)	11.74+1.59 11.45+1.50 11.00 +0.87	0.49	0.61
- Individual consideration	25-35 (31) 36-46 (11) 47-56 (4)	10.71+1.79 10.55+2.42 10.25 +3.20	0.09	0.90
- Idealized behavior	25-35 (31) 36-46 (11) 47-56 (4)	11.39+1.74 11.00+2.86 11.75 +2.87	0.12	0.80
- Idealized attribute	25-35 (31) 36-46 (11) 47-56 (4)	11.45+2.18 10.64+3.10 12.25 +2.06	0.77	0.46
- Inspirational motivation	25-35 (31) 36-46 (11) 47-56 (4)	10.61+1.83 10.91+2.21 11.50 +1.73	0.41	0.66
- Self- efficacy	25-35 (31) 36-46 (11) 47-56 (4)	165.5+ 8.66 162.5+10.8 164.2 + 4.50	0.46	0.63

It is clear from table (8) that, there were no statistically significant differences of nursing managers between mean score in all dimensions of transformational leadership style respectively in intellectual Stimulation, individualized consideration, idealized behavior, idealized attribute, inspirational motivation , self- efficacy related to their age.

**Table (8)** Analysis of variance of the transformational leadership style, self -efficacy related to their year of experience

Variable	year of experience			
	N	Mean +SD/	T	P
- Intellectual stimulation	0-25 (33) 26-50 (13)	11.52+1.46 11.85+1.67	0.66	0.51
- Individual consideration	0-25 (33) 26-50 (13)	10.70 +1.59 10.46+2.22	0.35	0.72
- Idealized behavior	0-25 (33) 26-50 (13)	11.52 +1.87 10.85+2.64	0.69	0.33
- Idealized attribute	0-25 (33) 26-50 (13)	11.58 +2.22 10.69+2.84	1.21	0.26
- Inspirational motivation	0-25 (33) 26-50 (13)	10.82+1.22 10.62+2.14	0.32	0.74
- Self- efficacy	0-25 (33) 26-50 (13)	165.7 +8.40 162.3+10.01	1.16	0.25

Table (8) shows that, there were no statistically significant differences of nursing managers between mean score in all dimensions of transformational leadership style respectively in intellectual Stimulation, individualized consideration, idealized behavior, idealized attribute, inspirational motivation, self- efficacy regarding their year of experience.

**Table (9)** Analysis of variance of the transformational leadership style, self -efficacy related to their attending program about transformational leadership style

Variable	Attending program about transformational leadership style			
	N	Mean+SD	T	P
- Intellectual stimulation	- yes (36) - no (10)	11.40+1.77 11.67+1.45	.489	0.62
- Individual consideration	- yes (36) - no (10)	10.30+2.11 10.27+2.03	.576	0.56
- Idealized behavior	- yes (36) - no (10)	11.10+2.33 11.39+2.07	.380	0.70
- Idealized attribute	- yes (36) - no (10)	10.10+2.99 11.67+2.15	1.86	0.06
- Inspirational motivation	- yes (36) - no (10)	10.30+2.16 10.89+1.83	.865	0.39
- Self- efficacy	- yes (36) - no (10)	165.7+9.03 164.4+8.98	.382	0.70

Table (9) reveals that, there were no statistically significant differences of nursing managers between mean score in all dimensions of transformational leadership style and self- efficacy related to their attendance of program about transformational leadership style, except for the dimension of idealized attributes there was a statistically significant difference of nursing managers between their mean score and their attendance of program

**Table (10)** Correlation between transformation leadership style and self- efficacy among first line managers

Variable	1	2	3	4	5	6	7
1-Intellectual stimulation	1	.365	.384	.972	.405	.106	.729
2-individualized consideration	-	1	.836	.649	.792	.839	.958
3-idealized behavior	-	-	1	.834	.930	.932	.926
4-idealized attribute	-	-	-	1	.837	.942	.743
5-inspirational motivation	-	-	-	-	1	.914	.999
6- transformational leadership style	-	-	-	-	-	1	.621
7-self- efficacy	-	-	-	-	-	-	1

Table (17) reveals that, there were positive statistically significant correlations between transformational leadership style dimensions" Intellectual stimulation, individualized consideration, idealized behavior, idealized attribute & inspirational motivation" and self- efficacy among first line managers.

#### IV-Discussion

The present study revealed that the majority of the first line managers were in the age group between 25-35 years old. As regards the educational qualification, the entire study sample was bachelor degrees, more than half of the theme years of experiences ranged from 10-20 years and the majority of the sample were attending programs about transformational leadership.

The present study revealed that, the majority of the first line managers exhibited a high percentage for items of intellectual stimulation subscale of transformational leadership style behaviors as showed in which most of them seeking different perspective when solving a problem and suggest new ways of looking at how to complete assignments, these results may be related to that, the first line manager's understanding the meaning of applying activities related to intellectual stimulation which were needed for effective job performance in hospital, setting such as, deal effectively with change, manage time effectively, using the knowledge of the patients and knowledge of staff capabilities to plan care. Transformational leadership stimulates individuals to be creative and excellent by introducing new ideas and early solutions to problems (Avolio, 2008).

This result in accordance with a study conducted in Neger Delta which stated that intellectual stimulation excites subordinate to think new means and methods in creative ways by getting them engaged in the process of decision-making as well as problem solving that effect on their social, environmental, economic and political wellbeing (Nwagbara, 2010).

The current study showed that, the majority of the first line managers exhibited fairly often responses for items of individual consideration subscale of transformational leadership style behaviors as presented in which they spend time in teaching and coaching, and help others develop their strengths. This result may be due to the head nurse applying their supervisory role, therefore, they agreed upon the importance of possessing competencies that will enable them to perform tasks effectively and efficiently which may be related to the benefits that gain from the training program about transformational leadership they take before.

This result is congruent with (Zaidatol, 2011) who conclude that, leaders which displaying individualized consideration behaviors, can motivate employees to be innovative, creative think about the old organizational problems with a new perspective and challenges. Moreover, delegating of authority to the

workers and satisfying their needs are essential for these leaders; and they are continuously involved in the process of coaching (Northouse, 2007).

As regarding to the dimension of "idealized behavior" the majority of the nurse managers received a frequency of "fairly often" which represented in which they talk about her most important values and beliefs and specify the importance of having a strong sense of purpose. This result could be related to as a result of attending a training program before the nurse managers acted as confident and powerful leaders in their departments and tried to make nurses feel confident such as practice formal form of patient care assignment and checked patients' file daily and prepare prior to the beginning of shift after head nurses understand the meaning of the concept related to idealized influence attribute. This result is consistent with (Jung, 2008) who reported that, leaders with transformational style play a vital role in helping and guiding others consider the future, this occurs when inspiration is produced through conformity of personal values with staffs' interest.

In addition, this revealed that the first line managers are nurse leaders who talk fairly about important core values in the organization and focus on worthwhile visions and the ethical aspects of their activities as values are very essential for them (Zaidatol, 2011).

As regarding to the dimension of "idealized attribute" the majority rated "fairly often" which may be related to that, they realize the importance of supervising the implementation of nursing activities and spend time and energy on making certain that the people work with such as supervises implementation of nursing activities and know and use hospital/unit policies and patient procedures appropriately and distribute job description to nursing staff". In addition this indicates the presence of internal commitment and feeling of responsibility from head nurses towards their units and accordingly towards their organization in which this behavior may be resulting from sense of power and confidence face from their hospital managers and physicians. In addition, this activity is considered essential for daily operation and used daily.

As regarding to the dimension of "inspirational motivation" in the current study revealed that, the nurse manager respond with "fairly often" which indicate high level for inspirational motivation. This result might be due to, the first line managers have become acquired sufficient knowledge regarding to this dimension and accept the primary role of the nurse leader and it means nurse managers motivate staff nurses, encourage them to accomplish their responsibilities, supervise the work of the nurses and unit personnel, practice all leadership skills during the shift, all of them had done the activities as "create the nursing vision for the unit", and "distribute job description to nursing staff".

This result in the same line with, Singer (2009) indicated that leaders with transformational style motivate workers by mean of purposeful tasks that tend to be challenging, sets an example for his followers. He/she communicate vision, encourage hard work and expresses important goals simply. Team spirit is excited by arousing enthusiasm and optimism.

leaders which exhibited transformational style, tend to build good relations with their subordinate through interactive contact which serves as a cultural boulder between them. This leads to a change in the values of both parties towards a common ground. The leader originate crystal clear vision of the future in his/her workers'vireal expectations and applying commitment as to goals and widespread vision. Also, in agreement with Jung, (2008), stated that leaders which exhibited inspirational motivation behavior, inspire their followers by get ready them to challenges and meaning for employees work.

The finding of the present study illustrated that, the nurse managers display "fairly often" for all dimensions of transformational leadership style behavior which implies that the first line manager practices the related behavior in their daily activities. This result is congruent with a study conducted by (Jandaghi&Matin, 2009) who reported that, nurse managers and their employees in studied companies have good way in transformational leadership dimensions and conclude that leaders identify the motivational issues of their workers and answer them positively by using suitable methods, techniques and satisfying personal needs. Also, it is in the same line with, Cumming (2010) who claiming that, improving transformational leadership style is essential for the future sustainability of the nursing workforce, and providing training for existing leaders also becomes a priority consideration for chief executives and nursing administrators.

As regarding self-efficacy of the first line manager the majority of the first line manager represent a high level of self efficacy which presented in which they can manage most problems easily if they make appropriate effort, colleagues were convinced by her opinions with a great confidence in her, and rarely they have some obstacles can turn between their and the achievement of their goals. This result may related to implications of effective leadership role enhance the leaders self efficacy and improve their ability to be confident in their decision, high levels of self-efficacy may ensure that employees feel more self-assured, are more motivated to set goals, and to see problems as challenges rather than as complicated and in turn high self efficacy improve leaders performance.

This result is congruent with (Shalley, 2009), who reported that, transformational leadership style may enhance employees' self-efficacy which improve employees working behavior. In addition, this result in the same line with who reported that, high leadership self-efficacy was important. Also, leadership self-efficacy was

found to portend leadership behavior and characterize leaders from non-leaders. Further, prior leadership experiences predicted leadership self-efficacy judgments and practicing managers can be confident that employees with high self-efficacy will perform well.

The current study showed that, there is no statistically significant differences of nursing managers between mean score in all dimensions of transformational leadership style and self efficacy regarding to their age, year of experience and attendance of program about transformational leadership. This result could be due to the effect use of their leadership style" transformational leadership style"which may be result from the program attended about transformational leadership in which this program might provide reinforcement and relevant information for headnurses, as well as increases their understanding about their own leadership style and specially related to transformational leadership style, which have an impact on their level of self-efficacy regardless of their age and experiences.

This finding inconsistent with several studies found that age has a negative relationship with these leadership behaviors (Van Soling, 2014), others show non-significant (Zacher, 2011). As Walter and Scheibe (2013) concluded that, non-significant or negative relations have been reported frequently than positive relation. In the similar spirit the study conducted by Barbuto(2007), the study conclude that Leader's age had no significant impact on perceptions of nurse manager. Van Vugt (2006) claims that, "age relates to leadership in a complicated way, according to the psychological literature.

The current study showed that, there were statistically significant positive correlation between transformational leadership style dimensions" Intellectual stimulation, individualized consideration, idealized behavior, idealized attribute and inspirational motivation" and self- efficacy among first line managers. This result may be due to the effectiveness of the leadership role enhance their self efficacy and their ability to solve problems and on other hand the high level of self efficacy of the first line manger and their confidence in the ability to perform tasks and take a decision has a positive impact in the leadership role.

This result is congruent with Paglis and Green (2002) who found that, managers who displayed higher leadership self-efficacy, whose confidence in giving direction was greater, and those who gained commitment, were rated by their subordinates as having made more attempts at leading change. Therefore, they found them to be better leaders. Also, it similar with Chimars & Watson, and (2000), they pointed that the reserve officer who had higher levels of leadership self-efficacy were given more positive leadership ratings by their superiors, peers, and trained observers in a 6-week leadership training camp.

In addition, this result congruent with Chemers(2002), who asserted that leadership self-efficacy effect the choices that the leaders make and the courses of action they keep trace of in order to accomplish the tasks. In addition the author claimed that leaders 'with low self-efficacy affects their ability to handle tasks, solve a problem and make a decision . Moreover, Wisner (2011) added that, high levels of leadership self-efficacy improved their effectiveness as leaders, and had a positive significant effect on the efficacies of his or her subordinates, which in turn resulted in higher performance of a group.

## **VI-Conclusion and recommendations**

The findings of the current study affirmed that, the first line manager had a positive connection between their transformational leadership and self efficacy. In light of the findings of this study, it was recommended that:

- Improving nursing staff by planning, monitoring and disseminating training programs and policy methods on nursing management, research, human resources, and practice.
- Apply the finding results to hospital staff to improve staff nurses' efficacy beliefs and work management and their extra-role performance.
- Immediate training nurse supervisors to become more transformational, in turn will provide hospitals with essential competitive advantages.

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