

Relationship between Self-Efficacy, a Type Personality and Leader Effectiveness

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Abstract— Purpose: Self-Efficacy has become increasingly popular as a measure for identifying potentially effective leaders, and as a tool for developing effective leadership skills. The aim of the present paper is to explore the relationship between self-efficacy and leader effectiveness and moderate A type personality.

Design/ methodology/ approach: This study is based on banking sector. A survey of 150 people is conducted by distribution questionnaire by Random sampling technique to answer the instrument of the study. SPSS software was used to analyze the data collected.

Practical implication: This research paper helps managers to lead their teams on the base of personality and make his leadership more effective to achieve his organization mission and goals. Self-efficacy and leader effectiveness also effect on the employee performance and also relate to the progress of the organization.

Value: This paper addresses gap of leader effectiveness and personalities of employees and also personality of leader own. This is 1st quantitative research. The result indicates that the relationship between self-efficacy and leader effectiveness is positive and significant.

Index Terms— selfefficacy, leadership effectiveness, A Type personality

Paper type: research paper

I. INTRODUCTION

Self-efficacy is defined as peoples belief about capabilities to introduce designated levels of performance that exercise influence over events that their lives. Self-efficacy beliefs determine how people feel, motivate themselves and behave. Such beliefs produce these drivers' effects through four processes. They include cognitive, motivation, affective and selective processes. Bandura, A. (1994).

Leadership is a kind of power where one person has the ability to influence or change the values, beliefs, behaviour and attitudes of another person (Ganta, and Manukonda, 2014). A person with strong leadership ability will be a good example or role model to their employees, because the leader who is able to effectively achieve some good result or achievement gains the trust and admiration of their employees, and inadvertently changes their values, beliefs, behaviour and attitudes, for mimicry is the sincerest form of flattery (Grint, 2007).

This statement is also supported by Northhouse (2009), who states that leaders who possess strong leadership have the

strength to influence others to achieve the goals and objectives of the organization.

Today, we are living in an era when change has become constant. For running an organization smoothly, effectively and efficiently, the most valuable and indispensable resources organizations have are their human resources (Mosadeghrad, 2003). The success of an organization depends on hard-working, loyal and involved managers and employees. The management of employees is largely dependent on the quality of leadership (Bushra et al., 2011).

Leaders are concerned to create a willingness in the minds of the led to perform the specific objectives of their organizations, which requires a balance between the objectives of the organization and the needs of its people (Jung et al., 2010). Leadership creates the bond which facilitates working together for people (Shibru and Darshan, 2011), and organizations at present, are more concerned about understanding, developing and improving their leaders' potentials (Bushra et al., 2011).

Type A individuals tend to be easily aroused to anger or hostility, which they may or may not express overtly. Such individuals tend to see the worse in others, displaying anger, envy and a lack of compassion.

When this behavior is expressed overtly (i.e. physical behavior) it generally involves aggression and possible bullying (Forshaw, 2012).

Self-efficacy and leader effectiveness also effect on the employee performance and also relate to the progress of the organization. Leaders must have the capacity to sense employee's feelings at their work environment, to intervene when problems arise, to manage their own emotions in order to gain the trust of employees and to understand the political and social conventions within an organization (Goleman, 2001).

Fast and colleagues (2014, p. 1017) describe term managerial self efficacy as "the perceived capacity to be effective and influential within the organizational domain in which one is a manager."

High self-efficacy is considered to contribute to improved performance in a variety of situations due to its relationship with effective behavioral strategies.

Self-efficacy theory hypothesizes that individuals judge their ability to handle successfully with challenges when faced with environmental demands, and that based on this judgment, individuals initiate and continue with behavioral strategies to manage challenges effectively and get desired outcomes (Bandura, 1997). The major goal of this study is to investigate the role of A type personalities as leader and their leadership effectiveness.

II. RESEARCH QUESTIONS:

1. Does self efficacy of leader effect on his leadership?
2. Does leaders having A type personality are more effective and contain high self efficacy?

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3. What is the influence of A type personality on leadership effectiveness?

The phenomena of leadership includes the individual ability to influence others i.e followers to help to achieve organization goals, objectives. Since its inspect the domain of leadership has been romanticized, emphasizing the beneficial effect of leadership on organization and also having a beneficial effects on followers (Glaso ,Einarsen ,Mathiesen ,& Skogetad, 2010; Schilling,2009). Leaders who are honest and trustworthy are more likely to enhance the follower’s optimism, trust, loyalty and organization citizenship behaviour (Dehoog & Den Hartog, 2008).

III. LITERATURE REVIEW

Self-efficacy, a social cognition construct (social learning) which refers to a person’s self-beliefs in his or her ability to perform specific tasks, has been shown to be a reliable predictor of both motivation and task performance, and to influence personal goal setting. Bandura (1994) described self-efficacy as a person’s judgment of his or her ability to achieve or accomplish an action and supports the importance of a determinant for behavioural performance. The beliefs that people with high self-efficacy hold influence on what they feel and think about others, thus motivating them to action.

though Bandura (1977, p. 193) defined self-efficacy in terms of achieving specific task-related outcomes as describe above, Wang and Hsu (2014) chronicle that self-efficacy was important for both task and role performance.

A person with high self-efficacy is supposed to also take negative feedback and use this feedback in a positive way as it help to improve performance. These motivational characteristic are described by Shane et al. (2003) narrate these motivational characteristic as vital to the entrepreneurial process since business situations are often ambiguous to understand about which effort, perseverance and planning are important or not. (Pajares, 2002) describe Self-efficacy in a way that it is a cognitive and emotional belief in one’s personal capability and one’s ability to confidently act. Judge

and Bono (2001) report that self-efficacy was widely related to successful task Performance. One’s self-beliefs allow a person to “apply self-control over who they are, and What they want to be” (Jayawardena and Gregar, 2013, p. 377).

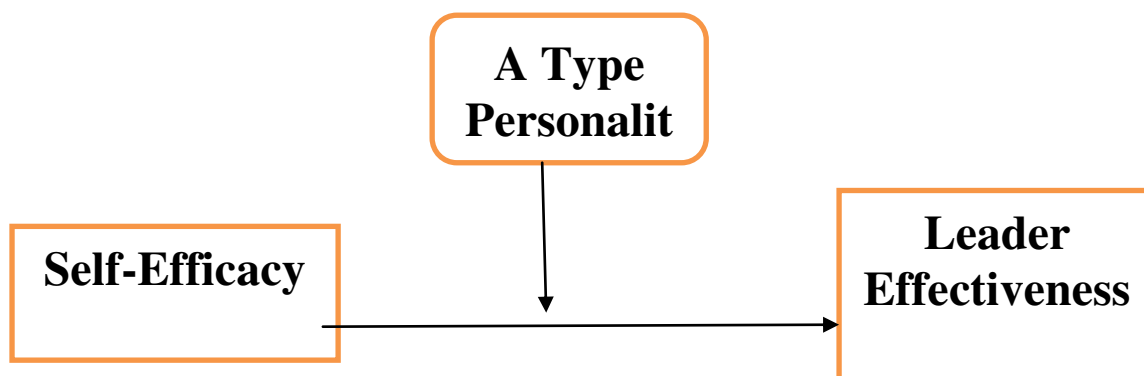
The Type A behaviour pattern originally described by Friedman and Rosenman (1974) has received considerable attention in the literature. While the definition of the construct has evolved over the years (Watson, Minzenmayer, & Bowler, 2006), it continues to be associated with three particular personality characteristics: highly competitive attitudes toward achievement, a strong sense of time urgency, and the use of aggression and hostility to cope with a frustrating situation (Lobel, 1988; Watson et al., 2006).

People with Type A personality traits are aggressive, ambitious, controlling, highly competitive, preoccupied with status, workaholics, hostile, and lack patience. In (9 July 2010 DR.Christoperorpenphd) tells about Type A personality as amoderator of the effects of role of conflict ,role ambiguity, and role overload on individual strains his article highlight the important role of personality A factors in determining the important role of personality factors In determining how people reacts on different kinds of stress .

IN (2010 AlferdB.HeilburnJR. &Eric B) define Type A Personality as moderator between Self control and Vulnerability to stress This moderator effect suggests that only Type As who cannot contain their behaviour within adaptive limits will be vulnerable to excessive stress and at risk for CHD.

In (2013 Tejinder K Biling and Pamela Steverson) tells the moderating role of type A personality on stress outcomes relationship he purpose of this paper is to examine the moderating role of Type A/Type personality on job stress-work and non-work outcomes. These above articles shows that Brand A personality plays a very important mediating roles between different variables.

Effective leaders is should having the characteristics that they give a clear direction to their employees, and also lead their employees to commit to their jobs and to work as a group to achieve the organization’s goals and objectives (Wasim, and Imran, 2010).



H1: Self-efficacy has significant effect on leader effectiveness.

H2: Type A personality moderates the relation between self-efficacy and leader effectiveness.

Research Methodology

We have use inductive approach in our research work. Our study is explanatory study.

1. Does self efficacy of leader effect on his leadership?
2. Does leaders having A type personality are more effective and contain high self efficacy?
3. What is the influence of A type personality on leadership effectiveness?

Our area of research is banking sector. Our sample size consists of 150 banks. Unit of analysis is individual who are working in bank currently .we measure self efficacy leadership effectiveness and A type personality on five likert scale strongly disagree to strongly agree. For all measures, participants were asked to indicate the extent to which they agree or disagree with each item on a five-point scale ranging from “strongly disagree” 1 to “strongly agree” 5. Gender was dummy-coded, with male 0 and female 1. collection of sample is random.we used SPSS software to analyze collected data and generate results. survey is conducted by distributing questionnaires in different banks of Sargodha.In our research work age,gender,education of people were different. Type of data was nominal. We use mean, correlation and regression mathematical techniques to analyze and interpret our data.

RESULTS

RELIABILITY ANAYLSIS

Personality type A

Reliability Statistics

Cronbach's Alpha	N of Items
.888	5

The cronchbach Alpha of Personality Type A is 0.888 for 5 Items measured on 5 Likert Scale.which shows that data collected for Type A personality is reliable and we can test our hypothesis on it by applying different test.

Self-Efficacy

Reliability Statistics

Cronbach's Alpha	N of Items
.900	5

The crouchback Alpha of Self Efficacy is 0.900 for 5 Items measured on 5 Likert Scale.which also shows that data collected for self efficacy is reliable and we can test our hypothesis on it by applying different test

Leadership Effectiveness

Reliability Statistics

Cronbach's Alpha	N of Items
.793	5

The cronchbach Alpha of Leadership Effectiveness is 0.793 for 5 Items measured on 5 Likert Scale.0.793 manifest that data accumulated for leadership effectiveness is realible so we can test our hypothesis on it.

CORRELATION ANAYLSIS

Correlations

		PA	SE	L
PA	Pearson Correlation	1	.612**	.469**
	Sig. (2-tailed)		.000	.000
	N	150	150	150
SE	Pearson Correlation	.612**	1	.640**
	Sig. (2-tailed)	.000		.000
	N	150	150	150
L	Pearson Correlation	.469**	.640**	1
	Sig. (2-tailed)	.000	.000	
	N	150	150	150

** . Correlation is significant at the 0.01 level (2-tailed).

Table 1

The correlation between A type personality, self efficacy and leadership effectiveness is given in table 1 above. figure of .correlation between all these perceive that they are normally correlated to each other. The Correlation between PA and SE is (.612**), which is significant which shows that they have good correlation between them..

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REGRESSION ANALYSIS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.900	.116		7.780	.000
	SE	.577	.057	.640	10.139	.000

a. Dependent Variable: L

There is significant effect of SE on L Which is Beta Value = 0.640 with t value = 10.139.

MODERATOR REGRESSION ANALYSIS

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.648 ^a	.419	.411	.53382	.419	53.067	2	147	.000
2	.682 ^b	.465	.454	.51404	.046	12.531	1	146	.001

a. Predictors: (Constant), SE, PA

b. Predictors: (Constant), SE, PA, Moderator

SE, PA the value of R square change is .419.

SE, PA, Moderator of R square change is .046.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.839	.122		6.886	.000
	PA	.113	.073	.122	1.540	.126
	SE	.509	.072	.565	7.109	.000
2	(Constant)	1.047	.131		7.979	.000
	PA	-.010	.079	-.011	-.132	.895
	SE	.467	.070	.518	6.666	.000
	Moderator	.219	.062	.272	3.540	.001

a. Dependent Variable: L

The Above table shows that there is significant effect of Type A personality and Leadership effectiveness (b=0.122; p=. There is significant effect of SE on L at 0.565 beta value. The Model shows 2 have the variable moderator which is centered with the PA and SE and as it has significant value 0.272, which shows that there is significant moderating effect of Personality Type A on Self Efficacy on Leadership Effectiveness. All the conditions are fulfilled according to Baron and Kenny 1986.

Discussion AND Conclusion:

Increasing leader's capabilities to lead and Self-efficacy are increased by the formally assessing them in following way 1) what one loves to do, 2) one's supremacy or what an individual does best, 3) how market will compensate him for his best work, and 4) what one's scruples utter is the best use of an individual's time. Covey (2004) dictates that these common characteristics four areas help leader to understand one's unique area of in which one should dedicate his or her efforts to create value for the world. Collins (2001) also recognized what an individual does his best, what a specific person loves to do, and how the market will compensate as key elements of organizational success. When a leader know where to focus his team individual's efforts and skills he is able to compete at a world class level and it enables each of us to take full advantage of our potential (Collins, 2001).

Our hypothesis is accepted in the light of this discussion and also figures prove that Self-efficacy have significant /positive effect on Type A personality.

The theory illustrate that Type A individual are very, controlling, motivated, antagonistic, practical, highly competitive, keen, preoccupied with his or her status, time-conscious, and tightly-wound people. People with Type A personalities are often "workaholics" leaders who are multi-tasking, and push themselves to achieve deadlines, and revulsion both delays and ambivalence.

Friedman In 1996 writes his famous book, Type A Behaviour: Its Diagnosis and Treatment, he elaborate that Type A behaviour is uttered in three major symptoms: free-floating antagonism, which can be activated by small incidents; time importance and eagerness, which is the main reason of exasperation and frustration; and a competitive drive, due to which stress and an achievement-driven mentality expose.

The first indication is covert so less observable, while the other two are more overt and observable.

Those leaders with personality A type have more self efficacy because they are more practical keen and workaholic. They able to achieve their goals and have effective leadership qualities.

Managerial implication:

This research paper help managers to lead their teams on the base of personality and make his leadership more effective to achieve his organization mission and goals. Self-efficacy and leader effectiveness also effect on the employee performance and also relate to the progress of the organization

Moderator as Type A individuals tend to be easily stimulate to antagonism or anger, which they may or may not express obviously.

Self-efficacy and leader effectiveness also effect on the employee performance and also relate to the progress of the organization. Leaders must have the capacity to sense employee's feelings at their work environment, to intervene when problems arise, to manage their own emotions in order to gain the trust of employees and to understand the political and social conventions within an organization (Goleman, 2001).

We focus on duties of self-efficacy and leadership effectiveness as significant parts of individual growth, with specific application to the roles of leaders with A type personality. We assert that those who lead to be indebted different duties which enable them to live more fulfilling and successful lives and be more effective in dealing with others. Understanding the moral and ethical responsibilities of leadership associated with self-efficacy and self-awareness will enable leaders to be more successful in building followership, trust, and commitment.

Limitation

This study is only Sargodha based. This study is sector specific only banking sector is included. Future researchers may research on wide and different areas. Due to Limited time and lack of resources we have small sample size, future researcher may increase this size to get more generalize results..

This research is on micro level and empirical research.

Future directions

Researcher can use deductive approach for future research on same variable, as we use small sample size(150) future researcher may enlarge their sample size.

Researcher in future test these hypothesis in different area to get more generalized results.

Future researcher also do research as longitudinal collect data many to observe how much people perspective change with the passage of time.

This research also be applied on macro level in future.

Conclusion

Main purpose of our research is to facilitate the leaders of the organization who run the organization. For running an organization smoothly, effectively and efficiently, the most valuable and indispensable resources organizations have are their human resources. Leadership creates the bond which facilitates working together for people and organizations at

present are more concerned about understanding, developing and improving their leaders' potentials.

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