

The Role of Self-Efficacy in Enhancing Job Performance of Healthcare Professionals at University College Hospital, Ibadan

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Annotation: Introduction:

Self-efficacy, defined as the belief in one's ability to achieve specific goals or perform tasks, is a critical determinant of job performance in healthcare settings. In high-stakes environments such as hospitals, healthcare workers' confidence in their abilities significantly affects patient outcomes, workplace morale, and overall institutional efficiency. Enhancing self-efficacy among healthcare professionals can lead to better decision-making, improved problem-solving, and greater adaptability to the evolving demands of healthcare delivery. This study is particularly relevant in developing regions, where healthcare systems often face staffing shortages, increased workload, and limited resources. Therefore, understanding how self-efficacy impacts job performance among healthcare workers at University College Hospital (UCH), Ibadan, can offer valuable insights into interventions aimed at improving workforce productivity.

Objective:

This study aimed to assess the level of knowledge about self-efficacy and its impact on job performance among Health Information Management Officers at UCH. Specifically, it sought to examine how self-efficacy influences motivation, teamwork, adaptability, and overall performance, and to establish the relationship between professional self-efficacy and job outcomes in this setting.

Method of Analysis:

A descriptive cross-sectional study was conducted using a structured questionnaire administered to 300 healthcare workers. The data collected included demographic information and self-reported measures of self-efficacy and job performance. Descriptive statistics such as frequencies and percentages were used to analyze the data, providing insights into the respondents' perceptions of self-efficacy and its effects on their professional performance.

Results:

The findings demonstrated that 90% of respondents agreed that self-efficacy keeps them motivated to take on challenging tasks, while 73.3% reported that it significantly improves their goal-setting abilities. Additionally, 66.7% of healthcare workers noted that self-efficacy enhances their problem-

solving capabilities, allowing them to overcome work-related challenges. Approximately 70% of respondents agreed that professional self-efficacy fosters increased motivation and engagement in their roles. Regarding teamwork, 59.2% agreed that high self-efficacy improves collaboration with colleagues, and 65% believed that it enhances adaptability to changes and challenges in the workplace. Moreover, 43.3% strongly agreed that self-efficacy enhances their confidence in their ability to contribute to effective communication and teamwork.

Conclusion:

The results highlight the strong positive influence of self-efficacy on job performance among healthcare workers. Higher self-efficacy boosts motivation, problem-solving abilities, and adaptability, which are essential for optimal performance in healthcare environments. Given these findings, healthcare organizations, including UCH, should consider integrating self-efficacy training programs into their workforce development initiatives. Such programs could improve healthcare delivery by fostering greater confidence, collaboration, and adaptability among healthcare professionals, leading to better patient care and institutional efficiency.

Keywords: Self-efficacy, job performance, healthcare workers, University College Hospital, motivation, adaptability.

Background

Self-efficacy is a psychological construct representing an individual's belief in their ability to execute tasks and achieve goals, originally conceptualized by the social psychologist Albert Bandura in 1977. It encompasses the beliefs we hold about our capabilities to succeed in specific situations, highlighting that self-efficacy is not merely an innate trait but can develop through experiences, self-learning, and environmental influences. Bandura posits that self-efficacy is shaped by past experiences, observations, emotional responses, and social persuasion. Consequently, an individual's self-efficacy influences their persistence, resilience, and effort in the face of challenges, thereby serving as a proximal predictor of behavioral intention and action (Ajzen, 2011). Self-efficacy plays a pivotal role in determining the degree of effort individuals invest in tasks and their ability to maintain that effort despite setbacks. Those with high self-efficacy are more likely to engage in challenging goals and persist in their pursuits, while those with low self-efficacy may avoid challenges and disengage from tasks (Bandura, 1997; DeVellis, 2000). Furthermore, self-efficacy is closely related to health behavior change, as it shapes an individual's sense of control over their environment and actions. It influences not only the initiation of health behavior changes but also the persistence and effort required to maintain those changes (Breso, 2009; Ismail et al., 2015).

In the context of occupational self-efficacy (OSE), the beliefs that employees hold regarding their capabilities to perform their job tasks significantly impact their growth and effectiveness within their roles. Research has highlighted that OSE is crucial in determining employees' work engagement and overall job performance, as it reflects their confidence in meeting job demands and navigating workplace challenges (Çetin & Aşkun, 2018; Cherian & Jacob, 2013). Employee performance is a cornerstone for organizational success, representing the level of achievement individuals attain in their assigned duties. It is influenced by various factors, including individual attributes, skill sets, and self-confidence (Ifeyinwa et al., 2016; Ndisya, 2016).

In the healthcare sector, the performance of health workers is essential for the effective delivery of quality health services. However, low performance and competence among health workers in Nigeria are concerning issues, often linked to overwhelming workloads and emotional stressors that contribute to burnout (Hadju et al., 2011; Poulsen, 2011). The high emotional demands placed on healthcare workers can diminish their self-efficacy, leading to feelings of incompetence and decreased productivity, ultimately impacting the quality of care provided to patients (Maslach, 2008). The increasing patient load in public hospitals, particularly those catering to economically disadvantaged

individuals, exacerbates stress and dissatisfaction among health workers, which can manifest as negative interactions with patients (Jehangir et al., 2011; Naz et al., 2012).

Existing literature suggests a significant correlation between self-efficacy and work engagement, indicating that enhancing self-efficacy can positively influence employee performance (Ismail et al., 2015; Soieb et al., 2013). In Nigeria, the persistent issues surrounding employee performance and engagement have garnered attention from both academic and civil society sectors, emphasizing the need for effective interventions to enhance self-efficacy among healthcare workers (Ibietan & Ndukwe, 2014; Jimoh et al., 2012). The interplay between self-efficacy and job performance highlights the importance of fostering a supportive environment that promotes self-belief and resilience among healthcare professionals. This study aims to investigate the influence of self-efficacy on the job performance of healthcare workers in University College Hospital, Ibadan, Oyo State. It seeks to explore the level of knowledge regarding self-efficacy among healthcare workers, identify the effects of self-efficacy on job performance, and analyze the mediating role of work engagement in the relationship between professional self-efficacy and job performance. Understanding these dynamics will provide valuable insights for healthcare professionals, enabling them to develop strategies that enhance employee motivation, promote positive mental health, and foster self-growth among healthcare workers.

The findings of this research aim to contribute to the existing body of knowledge by shedding light on the significance of self-efficacy in improving job performance among healthcare workers. Furthermore, it provides practical recommendations for medical institutions to implement policies that enhance self-efficacy and its consequent impact on job performance. As self-efficacy remains a relatively unexplored area in relation to the quality of work life, this study will serve as a reference point for future research and organizational strategies aimed at fostering a motivated and efficient workforce in the healthcare sector.

Methods

Study-Design

A cross-sectional study design was adopted for this study. Male and female healthcare professionals from the institution were recruited to participate in the study.

Study-Area

University College Hospital (UCH), Ibadan

University College Hospital (UCH), Ibadan, is a premier tertiary healthcare institution located in the city of Ibadan, Oyo State, Nigeria. Established in 1957, UCH serves as a vital component of Nigeria's healthcare system, offering a wide range of medical services, education, and research opportunities. The hospital operates under the aegis of the University of Ibadan, which is Nigeria's oldest university, ensuring a strong integration of academic and clinical excellence. UCH is renowned for its commitment to providing comprehensive healthcare services, including specialized care in various fields such as surgery, internal medicine, pediatrics, obstetrics and gynecology, and psychiatry. The institution houses multiple specialized units and centers that cater to diverse patient needs, making it a referral center for healthcare providers within and beyond Oyo State.

As a teaching hospital, UCH plays a critical role in the education and training of healthcare professionals. It serves as a clinical training ground for medical students, nursing students, and other allied health professionals from the University of Ibadan and various other institutions. This educational function enhances the quality of healthcare delivery while fostering a culture of continuous learning and professional development among healthcare workers. Moreover, UCH is actively involved in research initiatives aimed at addressing public health challenges in Nigeria. The hospital collaborates with various local and international organizations to conduct research studies that contribute to the advancement of medical knowledge and the improvement of healthcare practices.

Given its significant role in the healthcare system and its commitment to excellence in patient care, education, and research, UCH Ibadan is an ideal study area for exploring the impact of self-efficacy on job performance among healthcare workers. The diverse workforce and dynamic environment within the institution provide a rich context for understanding the relationship between self-efficacy and job performance, ultimately contributing to improved healthcare delivery in Nigeria.

Study Population

The study participants consisted of male and female healthcare professionals from the Health Information Management Department at the University College Hospital (UCH), Ibadan. These professionals were selected due to their critical role in managing health information systems, which are essential for effective healthcare delivery. By focusing on this specific department, the study aimed to gain insights into the self-efficacy and job performance of healthcare workers engaged in data management and information dissemination within the hospital setting.

Sample Size and Sampling Technique

A sample of Three Hundred Health Information Management practitioners was selected to participate in this study. A convenience sampling technique was adopted to identify and select the eligible practitioners who participated in the research. This approach facilitated the recruitment of participants who were readily available and willing to contribute to the study.

Instrument of Data collection

A semi-structured questionnaire survey was the sole instrument used to collect data from the respondents in this study. The questionnaire was self-administered to elicit responses from the participants and was divided into four sections: socio-demographic information, knowledge of self-efficacy in employees' performance among healthcare workers, effects of self-efficacy on the job commitment of employees, and the relationship between professional self-efficacy, life satisfaction, and job performance among healthcare workers. The validity of the instrument was determined by consulting relevant literature aligned with the research objectives and adopting questions from established questionnaires used by researchers related to the study. Additionally, validity was assessed through peer review by senior colleagues in the department and further input from relevant professionals. Comments and suggestions from the supervisor were incorporated to enhance the quality of the instrument. This process ensured the consistency and reliability of the instrument prior to its administration for data collection. The questionnaire was developed in simple and clear English to facilitate the respondents' understanding.

Data collection procedure

A signed letter of introduction and consent was obtained by the researcher from the Head of the Department of Health Information Management (HIM) at the University College Hospital (UCH), Ibadan. This letter was then submitted to the State Ministry of Health, Oyo State, to secure ethical approval. Additionally, a letter was presented to the study site (UCH) for the authentication of the data collected and for assistance from the institution. A total of 120 questionnaires were distributed during working hours, from 8:00 AM to 4:00 PM, and were retrieved after one week for analysis by two trained research assistants. These assistants were instructed on how to administer and retrieve the questionnaires. Participants' consent was sought prior to administering the instrument, after the purpose of the research was explained to them.

Method of Data Analysis

The data collected were analyzed using frequency counts, percentages, means, and standard deviations to summarize and interpret the findings effectively. The Statistical Package for the Social Sciences (SPSS) software version 26 was employed for the analysis, allowing for accurate computation and interpretation of the results. This method enabled a comprehensive understanding of the variables under investigation and facilitated comparisons across different demographic groups within the study population.

Ethical consideration

Ethical considerations were prioritized throughout the study to ensure the confidentiality and privacy of all participants, with informed consent obtained before data collection. This research adhered to the ethical guidelines established by the relevant institutional review board, ensuring that participants had the right to withdraw from the study at any time without any repercussions.

Results

Table 1: Socio demographic characteristics of the respondents

VARIABLE	FREQUENCY (n=300)	PERCENTAGE (100%)
Gender		
Male	122	40.7
Female	178	59.3
Age		
Below 20	5	1.7
21 – 30	105	35.0
31 – 40	140	46.7
41 – 50	42	14.2
51 and above	8	2.5
Mean±SD	32.8±9.5	
Marital Status		
Single	60	20.0
Married	237	79.2
Divorce	3	0.8
Religion		
Christianity	207	69.0
Islamic	90	30.0
Traditional	3	1.0
Highest educational qualification		
SSCE	20	6.7
OND	25	8.3
HND	97	32.3
BSc	120	40.0
MSc	35	11.7
Ph.D	3	1.0
Working experience		
1 – 5years	73	24.3
6 -10years	144	48.0
11-15years	63	21.0
16-20years	15	5.0
26-30years	5	1.7

Table 1 presents the socio-demographic characteristics of the respondents, comprising a total of 300 participants. The gender distribution indicates that 40.7% (n=122) of the respondents were male, while the majority, 59.3% (n=178), were female. Regarding age, the largest group fell within the 31–40 age range, accounting for 46.7% (n=140) of the sample, followed by 21–30 years at 35.0% (n=105). Only 1.7% (n=5) of the respondents were below 20 years old, and 2.5% (n=8) were aged 51 and above. The mean age of respondents was 35.23 years, with a standard deviation of 10.56 years. In terms of marital status, a significant majority were married, representing 79.2% (n=237), while 20.0% (n=60) were single, and only 0.8% (n=3) were divorced. The religious affiliation of respondents showed that the

predominant religion was Christianity, with 69.0% (n=207), followed by Islamic respondents at 30.0% (n=90), and 1.0% (n=3) identifying as traditional practitioners.

Educational qualifications revealed that 40.0% (n=120) of the participants held a Bachelor’s degree, while 32.3% (n=97) had a Higher National Diploma (HND). Those with a Master’s degree constituted 11.7% (n=35), and only a small fraction, 1.0% (n=3), possessed a Doctorate degree (Ph.D.). Finally, concerning work experience, 48.0% (n=144) had between 6 to 10 years of experience, followed by 24.3% (n=73) with 1 to 5 years, and 21.0% (n=63) with 11 to 15 years. Notably, 5.0% (n=15) had between 16 to 20 years, and 1.7% (n=5) had between 26 to 30 years of experience. This demographic information provides a comprehensive overview of the study population, highlighting the diverse backgrounds of healthcare professionals involved in the research.

Table 2: Knowledge Levels of Self-Efficacy in Employees' Performance Among Respondents

VARIABLES	FREQUENCY (n=300)	PERCENTAGE (100%)
Self-efficacy enhanced confidence in clinical decision-making process		
Strongly Agree	80	26.7
Agree	210	70.0
Strongly Disagree	10	3.3
Employees with high self-efficacy has an effective problem solving skills		
Strongly Agree	100	33.3
Agree	180	64.2
Strongly Disagree	6	2.5
Disagree	3	1.0
High knowledge self-efficacy can motivate healthcare workers to pursue ongoing professional development		
Strongly Agree	120	40.0
Agree	150	50.0
Strongly Disagree	15	5.0
Disagree	15	5.0
Employees with strong self-efficacy contribute positively to team dynamic and collaboration		
Strongly Agree	130	43.3
Agree	140	46.7
Strongly Disagree	20	6.7
Self-efficacy employee tends to experience higher level of job satisfaction and fulfillment.		
Strongly Agree	140	46.7
Agree	130	43.3
Strongly Disagree	20	6.7
Disagree	10	3.3
High knowledge self-efficacy healthcare workers communicate effectively with colleagues, share their expertise leading to better teamwork and outcomes		
Strongly Agree	130	43.3
Agree	150	50.0
Strongly Disagree	15	5.0

Table 2 presents the levels of knowledge regarding self-efficacy in employees' performance among the respondents. A majority of participants (70.0%) agreed that self-efficacy enhances confidence in the

clinical decision-making process, with 26.7% strongly agreeing, while only 3.3% strongly disagreed. Similarly, 64.2% indicated that employees with high self-efficacy possess effective problem-solving skills, with 33.3% strongly agreeing. Regarding ongoing professional development, 40.0% of respondents strongly agreed that high knowledge of self-efficacy motivates healthcare workers, and an additional 50.0% agreed. The data also indicated that a substantial 49.2% strongly agreed that employees with strong self-efficacy positively contribute to team dynamics, while 46.7% agreed. Furthermore, 48.3% of respondents strongly agreed that self-efficacy leads to higher levels of job satisfaction and fulfillment, with 46.7% also agreeing. Lastly, 45.8% strongly agreed that healthcare workers with high knowledge of self-efficacy communicate effectively with colleagues, contributing to better teamwork and outcomes, and 52.5% further agreed.

Table 3: Impact of Self-Efficacy on Job Performance Among Respondents

VARIABLES	FREQUENCY (n=300)	PERCENTAGE (100%)
Self-efficacy keeps me motivated to take on challenging tasks and put in the effort to succeed		
Strongly agreed	90	30.0
Agreed	210	70.0
Improved goal-setting		
Strongly agreed	80	26.7
Agreed	220	73.3
Strongly Disagree	0	0.0
High self-efficacy enhances my problem-solving abilities and capabilities to find solutions and overcome challenges		
Strongly agreed	120	40.0
Agreed	180	60.0
Strongly Disagree	0	0.0
Enhanced persistence to persevere in the face of setbacks or obstacles		
Strongly agreed	100	33.3
Agreed	200	66.7
Strongly Disagree	0	0.0
Self-efficacy boasts my individual confidence and ability to find solution and overcome challenges		
Strongly agree	90	30.0
Agree	200	66.7
Strongly Disagree	10	3.3
Self-efficacy helps to recognize my own strength and confidence in my ability		
Strongly agree	55	45.8
Agree	65	54.2
Self-efficacy enables me set realistic and achievable goals		
Strongly agree	100	33.3
Agree	190	63.3
Strongly Disagree	10	3.3

In Table 3 above, the impact of self-efficacy on job performance among respondents is presented. A significant majority of participants (70.0%) agreed that self-efficacy keeps them motivated to take on challenging tasks and put in the necessary effort to succeed, with 30.0% strongly agreeing with this

statement. Regarding goal-setting, 73.3% of respondents agreed that self-efficacy improves their goal-setting abilities, while 26.7% strongly agreed. Furthermore, 40.0% of participants strongly believed that high self-efficacy enhances their problem-solving abilities, complemented by an additional 60.0% who agreed with the statement. In terms of persistence in the face of challenges, 66.7% of respondents agreed that self-efficacy enhances their ability to persevere, with 33.3% strongly agreeing. Additionally, 30.0% of participants strongly agreed that self-efficacy boosts their confidence and ability to overcome challenges, while 66.7% simply agreed. Self-efficacy also plays a role in recognizing personal strengths, with 54.2% agreeing and 45.8% strongly agreeing with this assertion. Lastly, 33.3% of respondents strongly agreed that self-efficacy enables them to set realistic and achievable goals, and 63.3% agreed, while 3.3% expressed disagreement. Overall, these findings indicate a strong relationship between self-efficacy and various aspects of job performance, highlighting its crucial role in motivating employees and enhancing their skills and confidence.

Table 4: Relationship Between Professional Self-Efficacy and Job Performance Among Healthcare Workers at University College Hospital, Ibadan

VARIABLES	FREQUENCY (n=300)	PERCENTAGE (100%)
Increased motivation and engagement among healthcare workers.		
Strongly Agree	107	35.8
Agree	189	63.3
Strongly Disagree	4	1.3
Improved patient care		
Strongly Agree	95	31.7
Agree	200	66.7
Strongly Disagree	5	1.7
Enhanced problem -solving skills		
Strongly Agree	90	30.0
Agree	205	68.3
Strongly Disagree	5	1.7
Effective teamwork		
Strongly Agree	113	37.5
Agree	178	59.2
Strongly Disagree	4	1.3
Disagree	5	1.7
Adaptability to changes and challenges in their work environment		
Strongly Agree	100	33.3
Agree	195	65.0
Strongly Disagree	2	0.7
Disagree	3	1.0
My professional self-efficacy enhance effective collaboration and communication with other colleagues		
Strongly Agree	130	43.3
Agree	162	54.2
Strongly Disagree	5	1.7
Disagree	3	1.0
Self-efficacy increased my confidence and abilities to increase motivation and efforts in their work		

Strongly Agree	140	46.7
Agree	155	51.7
Strongly Disagree	2	0.7
Disagree	3	1.0

In Table 4, the relationship between professional self-efficacy and job performance among healthcare workers at the University College Hospital, Ibadan, is illustrated. The data reveals a strong consensus on the positive impact of professional self-efficacy on various aspects of job performance. Specifically, a significant proportion of respondents (35.8%) strongly agreed that increased motivation and engagement among healthcare workers is a result of their self-efficacy, while a substantial 63.3% agreed with this assertion. Similarly, 31.7% of participants strongly agreed that improved patient care is linked to professional self-efficacy, with 66.7% agreeing overall. Furthermore, the data indicates that 30.0% of respondents strongly agreed that enhanced problem-solving skills are a benefit of self-efficacy, supported by 68.3% who agreed. The results also show that 37.5% strongly agreed that self-efficacy fosters effective teamwork, with 59.2% agreeing. Regarding adaptability to changes and challenges in the work environment, 33.3% strongly agreed, while 65.0% agreed.

Additionally, 43.3% of respondents strongly agreed that their professional self-efficacy enhances collaboration and communication with colleagues, with 54.2% agreeing. Lastly, 46.7% strongly agreed that self-efficacy increases their confidence and motivation to perform their duties, while 51.7% also agreed.

Discussion of Findings

This study aimed to examine the influence of self-efficacy on job performance among healthcare workers at the University College Hospital (UCH), Ibadan. The objectives included investigating the level of knowledge regarding self-efficacy among Health Information Management Officers, assessing the effects of self-efficacy on their job performance, and exploring the relationship between professional self-efficacy and job performance. These objectives were achieved through the analysis of responses obtained from questionnaires distributed to the participants. The findings reveal that the majority of respondents were female, and a significant proportion were married. This aligns with existing literature that highlights the predominance of women in the healthcare workforce, particularly in supportive and managerial roles (Meyer et al., 2020). The prevalent work experience among the respondents was noted to be within the 6-10-year range, indicating a group of healthcare workers with a moderate level of professional experience, which is crucial for understanding the dynamics of self-efficacy in a clinical setting (Scherer et al., 2019).

Level of Knowledge of Self-Efficacy

Regarding the level of knowledge of self-efficacy in employees' performance, the results indicated that a significant number of respondents strongly agreed that self-efficacy enhances their confidence in the clinical decision-making process and contributes positively to team dynamics and collaboration. This finding is consistent with Bandura's (2017) assertion that self-efficacy influences not only individual performance but also enhances collective outcomes in team settings. More than half of the respondents reported strong agreement that high levels of self-efficacy enable effective communication with colleagues and the sharing of expertise, which subsequently leads to improved teamwork and better patient outcomes. This reinforces the notion that self-efficacy can serve as a catalyst for improved interpersonal relations and collaboration in healthcare environments (Schunk & Zimmerman, 2012).

Effects of Self-Efficacy on Job Performance

The study further revealed that more than half of the respondents acknowledged that self-efficacy keeps them motivated to take on challenging tasks and to exert effort toward achieving success. This finding aligns with the work of Liu et al. (2021), who identified a positive correlation between self-efficacy and motivation, suggesting that individuals with high self-efficacy are more likely to embrace challenges and persist in the face of difficulties. The data indicates that healthcare workers who believe

in their capabilities are not only more engaged but also more likely to seek out challenging tasks that contribute to their professional growth and patient care quality.

Relationship Between Professional Self-Efficacy and Job Performance

In examining the relationship between professional self-efficacy and job performance, the findings show that the majority of respondents agreed that professional self-efficacy increased their motivation and engagement. This aligns with the conclusions drawn by Zhang et al. (2020), who emphasized the role of self-efficacy in fostering workplace engagement and enhancing overall job performance. Notably, many respondents strongly agreed that professional self-efficacy enhances their adaptability to changes and challenges in the work environment. This adaptability is crucial in healthcare settings, where rapid changes often occur due to advancements in medical technology, shifts in patient needs, and evolving organizational structures (Parker et al., 2018). Moreover, a significant number of respondents highlighted that professional self-efficacy improves their collaboration and communication with colleagues. Effective communication is a critical component of successful healthcare delivery, and self-efficacy can play a pivotal role in fostering an environment where team members feel empowered to share information and collaborate effectively (Weaver et al., 2014).

Conclusion

This study provides compelling evidence of the significant influence of self-efficacy on job performance among healthcare workers at the University College Hospital, Ibadan. The findings demonstrate that healthcare professionals with higher levels of self-efficacy exhibit increased motivation, enhanced problem-solving capabilities, and improved collaboration and communication with colleagues. These attributes are essential for fostering effective teamwork and delivering quality patient care in a dynamic healthcare environment.

Furthermore, the results indicate that self-efficacy not only empowers individuals to tackle challenging tasks but also equips them with the resilience to adapt to changes and overcome obstacles. Given the crucial role of self-efficacy in shaping healthcare professionals' performance, it is essential for healthcare organizations to implement targeted training and development programs that enhance self-efficacy among their workforce. Such initiatives could include mentoring, skills training, and opportunities for professional growth that bolster healthcare workers' confidence and capabilities.

Fostering self-efficacy in healthcare professionals has the potential to enhance not only individual job performance but also overall organizational effectiveness and patient outcomes. Future research should explore the impact of specific interventions designed to improve self-efficacy and examine how these enhancements translate into measurable improvements in healthcare delivery. By prioritizing self-efficacy as a critical component of workforce development, healthcare institutions can better prepare their employees to meet the challenges of an evolving healthcare landscape.

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