

# FACTORS AFFECTING THE SELF-EFFICACY OF HEALTHCARE MANAGERS: A LITERATURE REVIEW

**S.O. OSSIKBAYEVA<sup>1,2</sup>**

<sup>1</sup>Kazakh Institute of Oncology and Radiology, Almaty, the Republic of Kazakhstan;

<sup>2</sup>Al-Farabi Kazakh National University, Almaty, the Republic of Kazakhstan

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## ABSTRACT

**Relevance:** This review analyses the literature on the factors influencing the self-efficacy of healthcare managers. In modern medical practice and healthcare management, managers must address complex tasks related to the organization of healthcare institutions, efficient resource allocation, and providing high-quality patient care. The psychological phenomenon known as self-efficacy is an essential factor in accomplishing these tasks. This refers to the ability of managers to recognize their capabilities and apply them to achieve goals in their professional activities. Although many managers can set and strive to achieve goals, many face difficulties. Therefore, studying the factors affecting the self-efficacy of healthcare managers is critical for improving management in the healthcare system and enhancing its effectiveness.

**The study aimed to** review the factors that influence the self-efficacy of healthcare managers to identify key aspects that affect performance and management quality in healthcare institutions.

**Methods:** The research reviewed existing scientific works focused on studying the factors influencing the self-efficacy of healthcare managers.

**Results:** During the analysis, particular attention was given to methods for assessing professional confidence, leadership qualities, and stress resilience of managers, as well as identifying factors affecting their ability to make effective managerial decisions in the real-world context of healthcare practice. Data extraction revealed various performance indicators, key findings, and recommendations.

**Conclusion:** The career growth and personal development of healthcare workers, which are actively studied in foreign psychology, are increasingly relevant for Kazakhstani specialists in light of the changing requirements and challenges in healthcare. Studying the self-perception and self-awareness of individuals who have succeeded in their medical careers is of great importance both from a theoretical and practical perspective, as it helps improve professional skills and the overall approach to providing medical care within the dynamically changing healthcare system.

**Keywords:** self-efficacy, manager, health care, psychology.

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**Introduction:** In modern medical practice and healthcare management, managers must address complex tasks related to the diagnosis, treatment, and prevention of diseases, as well as maintain effective communication with patients. The psychological phenomenon known as self-efficacy is an essential factor in accomplishing these tasks. This refers to the ability of managers to recognize their capabilities and apply them to achieve goals in their professional activities. Although many managers can set and strive to achieve goals, many face difficulties. Therefore, studying the factors affecting the self-efficacy of healthcare managers is critical for improving management in the healthcare system and enhancing its effectiveness.

Self-efficacy is a key element of healthcare workers' professional development that significantly impacts their professional activities. In recent years, research in this area has been linked to transformations in the socio-economic and organizational spheres, which directly affect healthcare workers' professional activities. The career growth and personal development of healthcare

workers, which are actively studied in foreign psychology, are increasingly relevant for Kazakhstani specialists in light of the changing requirements and challenges in healthcare. Studying the self-perception and self-awareness of individuals who have succeeded in their medical careers is of great importance both from a theoretical and practical perspective, as it helps improve professional skills and the overall approach to providing medical care within the dynamically changing healthcare system.

**The study aimed to** review the factors that influence the self-efficacy of healthcare managers to identify key aspects that affect performance and management quality in healthcare institutions.

**Materials and Methods:** The study reviewed existing scientific works focused on studying the factors influencing the self-efficacy of healthcare managers. The review included articles, monographs, dissertations, and other publications covering psychological aspects, leadership qualities, and stress resistance of managers, as well as methods for assessing their profession-

al confidence and ability to make managerial decisions in healthcare.

*The literature search process included:*

– *Key databases:* The analysis was conducted based on publications available in international scientific databases such as PubMed, Scopus, and Google Scholar, as well as in psychology and healthcare journals.

– *Inclusion criteria:* Articles were selected that explored theoretical and empirical aspects of self-efficacy in healthcare, emphasizing factors influencing the successful performance of management tasks in medical institutions.

– *Keywords:* The following keywords were used for the search: “self-efficacy,” “health care management,” “health psychology,” “professional confidence,” “leadership qualities in health care,” and “stress resistance of managers.”

– *Methods of analysis:* Data analysis, content analysis, and synthesis of existing studies allowed for identifying main trends and factors affecting the self-efficacy of healthcare workers. The leadership skills, professional confidence, and stress on managerial activity in medical institutions were underlined in this study.

– *Assessment of study quality:* The quality and relevance of the studies included in the review were assessed, considering the methodological approaches and representativeness of the samples described in the relevant works.

Thus, this study is based on an extensive analysis of existing scientific publications, which allowed us to comprehensively examine the self-efficacy factors of healthcare managers and their impact on the effectiveness of management in medical institutions.

**Results:** The concept of self-efficacy was first introduced by the American psychologist A. Bandura in the 1970s of the 20th century. This phenomenon was defined as a specific type of cognitive thinking that regulates the goal-oriented activity of an individual through cognitive, motivational, affective, and physiological processes [1]. Subsequent studies have established that self-efficacy should be considered as a manifestation of confidence [2], faith [3], and ability [4] of a person who determines their ability to realize or not to realize expected results in the process of completing tasks and interacting with others.

Scientists identify several key aspects that contribute to the replenishment of self-efficacy:

1. *The ability to learn* contributes to accumulating personal experience of the subject.

2. *Emotional stability*, characterized by a low level of anxiety.

3. *Emotional processes* that have different effects on self-efficacy. In the case of a positive orientation of the subject, there is an increase in inspiration and desire

for productive activity. On the contrary, with a negative orientation, anxiety, constraint, fear, and inhibition increase.

4. Significant people's *social support*, particularly in the form of approval, helps to strengthen the positive experience of self-efficacy [5]. Social support is most effective if it comes from a significant individual, is timely, and meets expectations. Various circumstances can strengthen the belief in self-efficacy as the ability to control life events. Personal experience, both positive and negative, predetermines not only life expectations but also professional expectations that arise in the context of activities and communication.

Self-efficacy is a cognitive dispositional resource that promotes adaptation and an individual's psychological well-being [6].

Improving quality and increasing safety within national healthcare systems is a priority for many countries. This is confirmed by the results of scientific research and the activities of international organizations, as well as strategic priorities outlined in state policies in public health [7].

Studies have shown that self-efficacy influences attitudes toward work, professional training, job satisfaction, educational level, and susceptibility to new knowledge [8]. Thus, self-efficacy is considered one of the key factors determining the degree of effort and resources a person is ready to mobilize to solve emerging problems. It helps to increase the energy level, ensures its targeted use, and stimulates stability in achieving goals [9]. Some researchers [10-12] confirm that high self-efficacy is a key element of initiative and self-confidence necessary to achieve goals.

Thus, to successfully perform their duties and solve problems in the healthcare sector, managers must rely on accumulated experience, professional knowledge, and analytical skills. With an increase in the volume of knowledge and improvement of management skills, they become more prepared to develop effective and comprehensive solutions to improve the quality of medical services and increase the efficiency of medical institutions.

A high level of education and specialized training of healthcare managers contributes to developing their professional competencies and confidence in decision-making. Research conducted in Kazakhstan shows that a lack of proper training can significantly reduce the self-efficacy of medical psychologists, negatively affecting their ability to effectively perform professional duties. The ability of managers to cope with stress and maintain psychological stability in difficult situations directly affects their self-efficacy. According to research, low levels of self-efficacy in the emotional sphere are associated with depression, anxiety, and a sense of help-

lessness [13]. In human-to-human interaction (including health workers, psychologists, and teachers), it is impossible to completely avoid stressful situations [14].

*Comparative Analysis of Self-Efficacy Factors of Healthcare Managers: International Experience and Kazakhstan*

An analysis of factors influencing the self-efficacy of healthcare managers revealed both general trends and specific differences between international practice and the situation in Kazakhstan.

International experience (2015-2025) and the situation in Kazakhstan:

*Psychological confidence and leadership skills:* Managers with high self-efficacy confidently make decisions and motivate teams, which contributes to improving the quality of medical services. Cross-cultural studies show that psychological confidence and leadership skills depend on factors such as country of residence, age, and professional experience of health workers [15-17].

*Stress resistance and adaptation to change:* The ability to cope with stress and adapt to changes is critical in the dynamic development of healthcare. World practice emphasizes the importance of these skills for effective management in crises [18-19]. Given the specific working conditions in medical institutions, issues of stress resistance are relevant. However, these issues have not been fully studied and researched in Kazakhstan.

*Professional skills and experience:* Extensive experience and developed professional skills enable managers to effectively solve complex problems and implement innovations [20]. In Kazakhstan, they also tend to improve professional skills, which is reflected in the contents of secondary education [21].

*Training and development:* Continuous training and development of new management methods contribute to improving managers' self-efficacy. World practice confirms that systematic professional development is key to success in healthcare management [22]. Continuous training and implementation of new management methods contribute to improving managers' self-efficacy. However, additional research is required to assess the availability and quality of such programs in Kazakhstan.

*Organizational Culture and Support:* A strong organizational culture that supports innovation and collaboration helps to increase managers' confidence. In Kazakhstan, issues of preserving and developing cultural values also affect performance in various areas, including healthcare [23-26]. The implementation of employee support programs and the development of a positive organizational culture help to increase manager self-efficacy. However, the extent to which these initiatives are implemented in Kazakhstan remains understudied.

**Discussion:** Healthcare workers must have extensive knowledge and practical skills to perform their du-

ties effectively, as in other areas. In recent years, the education system for healthcare workers in Kazakhstan has undergone significant changes to meet international standards and best global practices. Key training areas include healthcare, strategic planning, medical law and ethics, and personnel and resource management. However, the study shows that educational programs in Kazakhstan still require further improvement to meet modern challenges, such as the digitalization of healthcare and the introduction of innovative technologies. Particular attention should be paid to developing management skills in crises, such as the COVID-19 pandemic, which requires updating educational approaches. The lack of regular updates in training and insufficient attention to the practical aspects of management continue to be important challenges for the Kazakhstan healthcare system.

**Conclusion:** Improving the performance of healthcare workers requires systematic improvement of personnel policy, implementation of continuous professional training programs, and active use of modern technologies in Kazakhstan. An important aspect is also maintaining specialists' emotional stability and stress resistance. Ultimately, increasing the level of self-efficacy of healthcare managers leads to improved quality of medical services, strengthening patient trust, and ensuring long-term sustainability and development of healthcare institutions.

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## АНДАТПА

# ДЕНСАУЛЫҚ САҚТАУ САЛАСЫНДАҒЫ МЕНЕДЖЕРЛЕР: ӘДЕБИЕТКЕ ШОЛУ

С.О. Осикбаева<sup>1,2</sup>

<sup>1</sup>«Қазақ онкология және радиология ғылыми-зерттеу институты» АҚ, Алматы қ., Қазақстан Республикасы;

<sup>2</sup>«Әл-Фараби атындағы Қазақ ұлттық университеті», Алматы, Қазақстан Республикасы

**Өзектілігі:** Бұл зерттеу денсаулық сақтау саласындағы менеджерлердің өз-өзіне сенімділік факторларын талдауға арналған әдебиеттердің шолуын ұсынады. Қазіргі медициналық практика мен денсаулық сақтау саласын басқаруда менеджерлерден медициналық ұйымдардың жұмысын ұйымдастыру, ресурстарды тиімді бөлу және пациенттерге сапалы қызмет көрсету сияқты күрделі міндеттерді шешу талап етіледі. Бұл міндеттерді сәтті жүзеге асырудағы маңызды фактор – өзін-өзі сенімділік деп аталатын психологиялық құбылыс. Менеджерлердің өз мүмкіндіктерін түсініп, оларды кәсіби мақсаттарға жету үшін пайдалану қабілеті олардың кәсіби қызметіндегі маңызды аспект болып табылады. Алайда, көптеген менеджерлер мақсаттар қоюға қабілетті болса да, оларды іске асыруда қиындықтарға тап болады. Сондықтан денсаулық сақтау саласындағы менеджерлердің өз-өзіне сенімділігіне әсер ететін факторларды зерттеу денсаулық сақтау жүйесінде басқаруды жетілдіру және оның тиімділігін арттыру үшін маңызды міндет болып табылады.

**Зерттеу мақсаты** – денсаулық сақтау мекемелеріндегі менеджменттің өнімділігі мен сапасына әсер ететін негізгі аспектілерді анықтау үшін денсаулық сақтау саласындағы менеджерлердің өзіндік тиімділік факторлары туралы жарияланымдарға жүйелі шолу жасау болып табылады.

**Әдістері:** Зерттеу барысында денсаулық сақтау саласындағы менеджерлердің өз-өзіне сенімділігіне әсер ететін факторларды зерттеуге арналған ғылыми жұмыстардың талдауы жүргізілді.

**Нәтижелері:** Талдау барысында кәсіби сенімділік, көшбасшылық қасиеттер мен стресске төзімділікті бағалау әдістеріне, сондай-ақ олардың денсаулық сақтау саласында нақты жағдайда тиімді басқарушылық шешімдер қабылдау қабілетіне әсер ететін факторларға ерекше назар аударылды. Деректерді талдау әртүрлі нәтижелілік көрсеткіштерін, негізгі қорытындыларды және ұсыныстарды айқындады.

**Қорытынды:** Шетел психологиясында белсенді зерттеліп келе жатқан медициналық қызметкерлердің мансаптық өсуі мен тұлғалық даму мәселелері Қазақстандық мамандар үшін денсаулық сақтау саласындағы талаптар мен сын-қатерлердің өзгеруі жағдайында барған сайын өзекті болуда. Өз мансабында табысқа жеткен тұлғалардың өзін-өзі сезінуі мен өзін-өзі таңуы мәселесін зерттеу теориялық және практикалық тұрғыдан маңызды, себебі бұл кәсіби дағдыларды ғана емес, сондай-ақ өзгермелі денсаулық сақтау жүйесінде медициналық көмек көрсетуге деген жалпы көзқарасты жақсартуға ықпал етеді.

**Түйінді сөздер:** өзіндік тиімділік, менеджер, денсаулық сақтау, психология.

## АННОТАЦИЯ

# ФАКТОРЫ САМОЭФФЕКТИВНОСТИ МЕНЕДЖЕРОВ В ЗДРАВООХРАНЕНИИ: ОБЗОР ЛИТЕРАТУРЫ

С.О. Ossikbayeva<sup>1,2</sup>

<sup>1</sup>АО «Казакский научно-исследовательский институт онкологии и радиологии», Алматы, Республика Казахстан;

<sup>2</sup>Казакский Национальный Университет имени Аль-Фараби, Алматы, Республика Казахстан

**Актуальность:** Данный обзор представляет собой анализ литературных данных о факторах самозффективности менеджеров в здравоохранении. В условиях современной медицинской практики и управления в здравоохранении к менеджерам предъявляются высокие требования по решению сложных задач, связанных с организацией работы медицинских учреждений, эффективным распределением ресурсов и обеспечением качественного обслуживания пациентов. Важнейшим фактором успешного выполнения этих задач является психологическое явление, известное как самозффективность. Это способность менеджеров осознавать свои возможности и применять их для достижения целей в профессиональной деятельности. Несмотря на то что многие менеджеры способны ставить перед собой цели и стремиться к их реализации, значительная часть сталкивается с трудностями при их достижении. Поэтому изучение факторов, влияющих на самозффективность менеджеров в здравоохранении, представляет собой актуальную задачу для улучшения управления в системе здравоохранения и повышения ее эффективности.

**Цель исследования** – провести систематический обзор публикаций о факторах самооффективности менеджеров в здравоохранении для выявления ключевых аспектов, влияющих на производительность и качество управления в медицинских учреждениях.

**Методы:** в рамках исследования был проведен обзор существующих научных работ, направленных на изучение факторов самооффективности менеджеров в здравоохранении.

**Результаты:** В процессе анализа особое внимание было уделено методам оценки профессиональной уверенности, лидерских качеств и стрессоустойчивости менеджеров, а также выявлению факторов, влияющих на их способность принимать эффективные управленческие решения в условиях реальной практики здравоохранения. Извлечение данных показало различные показатели результативности, ключевые выводы и рекомендации.

**Заключение:** проблемы карьерного роста и становления личности медицинских работников, активно исследуемые в зарубежной психологии, становятся все более актуальными и для Казахских специалистов в условиях изменений требований и вызовов в здравоохранении. Изучение самоощущения и самосознания людей, которые достигли успеха в своей медицинской карьере, имеет важное значение как с теоретической, так и с практической точек зрения, позволяя улучшить не только профессиональные навыки, но и общий подход к оказанию медицинской помощи в условиях динамично меняющейся системы здравоохранения.

**Ключевые слова:** самооффективность, менеджер, здравоохранение, психология.

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**Authors' data:**

**S.O. Ossikbayeva (corresponding author)** – PhD, Expert at the Center for Molecular Genetic Research, Kazakh Institute of Oncology and Radiology, Almaty, Kazakhstan, tel. +77023367405, e-mail: omirhanovna86@gmail.com, ORCID: 0000-0003-1420-7486.

**Address for correspondence:** S.O. Ossikbayeva, Kazakh Institute of Oncology and Radiology, Abay Ave. 91, Almaty, 050000, the Republic of Kazakhstan.