

ROLE EFFICACY: AN IMPORTANT DETERMINANT OF EFFECTIVE PERFORMANCE

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Abstract

Organizations wanted to maximize the productivity of their employees for achieving organizational goals whereas individuals wanted to have satisfaction from their work. If both can be achieved concurrently, there is a true win-win situation. Role efficacy is an important issue which is required to be paid full attention by the practitioner's as it enhances the personal effectiveness of the individuals. Present study analysis the important factors required for increasing the role efficacy. For this analysis primary data has been collected from 64 FMCG managers working at the middle level management. Using SPSS 20, factor analysis has been done for identifying the factors required for increasing role efficacy of the employees. Components like pro-activity, challenge, flexibility, creativity, growth, role loyalty, role power, problem solving, helping relations and dependence of role have been found as important determinants of role efficacy. These components can be added to the role of the employees in order to enrich their job roles. This study can guide the practitioners about incorporating the desired components in the job of the employees with the help of which their role efficacy can be enhanced and they can become more effective in their roles.

Keywords: Role efficacy, productivity, win-win situation, personal effectiveness

I. INTRODUCTION

In the present competitive world, strategists are required to be a step ahead from their competitors. It requires continuous and rigorous search of ways by which both the satisfaction and productivity of the employees can be increased. A person can perform well if he loves his role.

Swami Vivekananda in his book titled "Karma Yoga" (1896) discussed that the role which everyone is performing has a direct bearing on his character i.e., if a person is enjoying his role then happiness and satisfaction can be seen reflecting from his face and he would become more effective in his role. Roles, which the employees are required to perform sincerely, must be designed in such a manner which can provide satisfaction to the employees. The concept of role efficacy in the Indian context has been introduced by Pareek (1974, 1980, 1986 & 1993). Various researches have supported that a satisfied worker is more productive (Judge, Thoresen, Bono, & Patton, 2001) while with low job satisfaction there is a higher probability of quitting (Clark, Georgellis, & Sanfey, 1998), higher

absenteeism (Drago & Wooden, 1992) and lower productivity (Mangione & Quinn 1975). Satisfaction level of the employees can be increased by enhancing their role efficacy and bringing more role clarity in their jobs (Yadav. M & Rangnekar.S., 2014). Role efficacy brings job enrichment which further increases both the satisfaction as well as the productivity of the employees (William, Werblow, Jack 2012). Hence role efficacy must be adopted as a competitive strategy by the organizations for reaping the fruits of success.

Present study highlights the importance of role efficacy in increasing the performance of the employees. If the role of an employee is designed properly only then he can explore his potentials, moreover he can become a achiever with high success rate of performing the tasks involved in his job. This study explored the factors essential for increasing the role efficacy of an employee. These factors if involved in a job can make the job more interesting and meaningful to the employee.

II. MEANING AND CONCEPT OF ROLE EFFICACY

Role has been defined by Pareek as a set of functions that an individual performs in response to expectations of others about the role, as also his/her own expectations. According to Katz and Kahn (1996), an organization can be defined as a system of roles. Role efficacy can be defined as “the potential effectiveness of an individual occupying a particular role in an organization”, Pareek (1987). This effectiveness depicts optimum levels of efficiency and productivity of the concerned person. “Effectiveness is also considered as an attribute representing ones personality in its best form”. (Anand, 1981). Herzberg (1968) proposed the need for humanizing jobs and giving more dignity to them by redesigning work. His research suggested that at the time of redesigning the jobs, the job occupiers must be involved in work-related decisions. Role efficacy is the potential effectiveness of an individual occupying a particular role in an organization. People having potentially effective roles are likely to have less role stress. According to the findings of Norifumi Kawai and Alex Mohr 2015, perceived organizational support attenuates negative effects of role ambiguity on work adjustments.

III. RESEARCH METHODOLOGY AND DESIGN

Present research has been conducted on the employees working in different FMCG organizations with an aim to find out the most important factors affecting their role efficacy and hence their personal effectiveness. A sample of 64 middle level managers from different FMCG organizations has been taken. The research design of this study is descriptive. For collection of data through a survey, questionnaires have been used either through one to one meeting or through

emails. KMO and Bartlett's Test has been conducted to check the reliability of the sample. Cronbach's Alpha has also been checked to find out the reliability of different variables. In order to extract the important factors affecting role efficacy of an employee factor analysis has been conducted.

IV. FINDINGS AND ANALYSIS

In this paper perception of employees about different aspects of role has been studied. KMO value measured is 0.524 which shows the reliability of the sample size, kindly refer table 1. According to Terre Blanche, Durrheim & Painter (2006), a rule of thumb of 0.75 is set as an acceptable level for the Cronbach alpha. Table 2 explains Reliability statistics of all the 15 variables. Cronbach alpha for all the 15 variables taken comes 0.751 which shows the reliability of all the variables. Table 4 shows the component matrix in all the components are analysed. After analysis 5 components have been extracted, please refer table 5 which shows factor loading and their reliability index.

V. DISCUSSION / RESULT

Components extracted are role enrichment, role impact, role prompt, interdependence of role and integration. These five factors are required to be included in the role of an employee for increasing their role efficacy. The more of these factors are there in a role, the higher is the efficacy of the role likely to be. Increased role efficacy ultimately increases the performance of the employees. These factors are as follows-

- A. **Role enrichment-** A job role can be enriched by increasing pro-activity, challenge, flexibility, autonomy, creativity and growth in the job design.
 - a. **Proactivity** - If a person likes to take initiative but has no opportunity to do so in his present role in the organization, his efficacy will be low. If such an employee gets a chance of taking initiatives then he can be more effective in his role. When people know all details of their position in the organization, they find it comfortable to take responsibility for their actions and become proactive. Mahfuz (2011).
 - b. **Challenge**- Nowadays employees also want challenging jobs through which they can prove their talents. If the role has challenges then it can become a source of inspiration to the employee.
 - c. **Flexibility**- Job roles must have some sort of flexibility for empowering the employees. Various researches supports that roles with flexibility enhances effectiveness of the employees.

- d. **Autonomy** –Freedom to perform duties and responsibilities is needed in a job for being effective in a particular role.
- e. **Creativity** - A role must also provide an opportunity to the employees for being creative and must give the freedom to try new and unconventional ways of solving problems. If the role does not allow any time or opportunity to be creative, efficacy of the employee is bound to be low.
- f. **Growth** –Growth is an important element of a job, if an employee understands that he is going to learn some new skills in his current role which are beneficial for his future advancement and growth then his role efficacy would be increased.

B. Role impact-

- a. **Helping relations**- This dimension measures feelings of an individual of helping others and also aspiring for taking help from others. It is a two way relationship of give and take. If helping relationship is high in the organization then it contributes to an increased role efficacy. Such mutuality should exist in all the relationships including the boss and the employees. Manshor, Fontaine and Chong Siong Choy (2003) in their study revealed the sources of occupational stress among Malaysian managers working in multi-national companies (MNCs).It was found that workloads, working conditions, and helping relationship at work were the main concern of the managers that lead to stress and low role efficacy at the work place. If the employees get helping relationship at the workplace then they develop a good perception about the organizational climate which increases their role efficacy thereby reducing their role stress (Deepti Pathak,2012)
- b. **Control** - In general, if people in an organization gain control over the tasks to be performed by them and can control or handle the working environment of the company then their efficacy are likely to be higher compared to situations where they either deny having such problems or refer them to their higher officers.
- c. **Role prompt/Problem solving**- This dimension measures the perception about the capacity of an individual for solving problems. Managers have now become more empathetic and have started providing their employees a better solution to their problems with greater time flexibility and other arrangements required for managing their life schedule. Quantitative studies showed that these new arrangements, together with employer high expectations and workers' job insecurity resulted in increased role

efficacy (Moen, Lam, Ammons, & Kelly, 2013; Perrons, 2003). A role occupant is required to be empathetic and must have high score on confrontation.

- d. ***Interdependence of role***- Katz and Kahn (1978) an individual's effectiveness is shaped by other members of the system. Linking one's role with others' in the organization increases efficacy. If there is a joint effort to understand problems, find solutions, etc, efficacy of the various roles involved is likely to be high. Similarly, if a person is a member of a task group that set up for a specific purpose, his efficacy (other a person works without any linkage with other roles) reduces role efficacy. Kahn, Wolfe, Quinn, Snoek, and Rosenthal, (1964) and French and Caplan (1970) found that mistrust of coworkers is positively related to high role isolation and low job satisfaction.
- e. ***Integration***- When role provides an employee an opportunity for using his strength, experience, technical training and special skills then, his role efficacy is likely to be higher. This is called role integration. Such integration can provide a platform where employees can give their best performances. On the other hand, if there is a distance between the self and the role, role efficacy is likely to be low. Kahn and Quinn (1970) suggested that in the absence of role integration, role overload is likely to occur.

VI. CONCLUSION

As long as the person enjoys his work he can show true colors of his performance. Role of an employee plays a very important part in his personal effectiveness. Present research concludes that role efficacy of an employee can be increased by including various components like pro-activity, challenge, flexibility, creativity, growth, role loyalty, role power, problem solving, helping relations and dependence of role. People wanted to utilize their full potential which can be done with the help of an enriched role. According to Pareek (1993) the role systems of role space and role set are significant from an employee's point of view. Role Space is the dynamic inter relationship, both between the self and the various roles an individual occupies. Herzberg (1959) also emphasized in his two factor theory that role is one of the biggest motivator for an employee. Job descriptions are required to be revised if the companies wanted to increase the satisfaction, performance and the effectiveness of their employees (Smith, Kendall and Hulin, 1969).

VII. MANAGERIAL IMPLICATIONS-

This study can encourage the managers for increasing the role efficacy of their employees. Present paper explored the important factors needed to be included in the role of an employee. Various researches also support that if the role of employees is enriched only then they are satisfied and work with their full potential (Spring 2012).

Organ (1988) explained that practicing managers endorse thinking that satisfaction with role and job increases willingness to do 'little extras. Managers must realize this and must start working on redesigning the roles of their employees for increasing their role efficacy.

VIII. REFERENCES

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24. Does Good Job Enrichment Policy and Practices Impact Employee's Job Satisfaction?

APPENDIX

Table 1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.524
Approx. Chi-Square	465.289
Bartlett's Test of Sphericity Df	105
Sig.	.000

Table 2: Reliability Statistics

Cronbach's Alpha	N of Items
.751	15

Table 3 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.901	26.005	26.005	3.901	26.005	26.005
2	2.193	14.623	40.628	2.193	14.623	40.628
3	1.635	10.899	51.527	1.635	10.899	51.527
4	1.334	8.897	60.424	1.334	8.897	60.424
5	1.154	7.695	68.119	1.154	7.695	68.119
6	.885	5.899	74.018			
7	.846	5.637	79.655			
8	.805	5.365	85.019			
9	.636	4.241	89.260			
10	.516	3.442	92.702			
11	.434	2.896	95.598			
12	.290	1.933	97.531			
13	.251	1.672	99.203			
14	.097	.648	99.851			
15	.022	.149	100.000			

Extraction Method: Principal Component Analysis.

Table4: Component Matrix^a

	Component				
	1	2	3	4	5
PR	.864				
CH	.826				
FL	.772				
AT	.567				
CR	.542				
CN					
SO					
HR		.765			
CO		.668			
PW		-.562			
PS			.599		.506
GR	.516		-.591		
RL			-.587		
DR				.516	
IN					.536

Extraction Method: Principal Component Analysis.

a. 5 components extracted.

PR=pro-activity, CH=challenges, FL=flexibility, AT=Autonomy, CR=creativity, CN=communication, SO=super-ordination, HR=helping relations, CO=control, PW=power, GR=growth, RL=role loyalty, DR=dependence of role, IN=integration

Table 5: Factor loading and Reliability

Construct	Indicator	Factor Loading	Cronbach's Alpha
Role enrichment	Proactivity	.864	0.741
	Challenge	.826	
	Flexibility	.772	
	Autonomy	.567	
	Creativity	.542	
	Growth	.516	
Role impact	Helping relations	.765	
	Control	.668	
Role prompt	Problem solving	.599	
Interdependence of role	Dependence of role	.516	
Integration	Integration	.536	

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