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Research Article

Role Efficacy and Employee Job Performance– An Overview

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Abstract

The objective of this paper is to understand Role efficacy and Employee Job performance and its relationship between these two variables. The term Role efficacy was coined by U. Pareek. According to Pareek role efficacy refers to potential effective of the role. Job performance is an construct which has been researched in the field of Organisational Behaviour. Campbell has defined job performance as a multidimensional concept. Borman & Motowidlo proposed a model of job performance with two general factors labelled as task performance and contextual performance. Role efficacy is found to bring about positive change in performance, interpersonal relations and overall job behaviour of supervisors that make sound and healthy environment in the organisation essential for well being of employees.

Keywords: Role Efficacy, Job Performance, Organisational Behaviour, Task Performance and Contextual Performance and Well Being of Employees

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Introduction

The Bhagwat Geeta says "Yogah Karmashu Kaushalam" which means the individual feel pleasure in each and every process of work (Pandey,1993) and in Indian culture believes in "work is worship. "The term role efficacy was coined by Udai Pareek in 1980. The word role for the first time is recorded in English in 1606. It came from French word meaning a part one has to play. Role can be defined as a character played by a performer. It is a function or position held by an individual in different situations.

Role Efficacy

Role is defined as the position a person's occupied from the expectation from significant persons, including the person himself. According to Pareek

(1993) the role refers to a set of functions that an individual performs in response to expectation of others about the role , as also his/her own expectation. According to dictionary efficacy refers to ability to produce desired result. It deals how we perceive our performance. To make organisation develop in an effective way all the employee has to perform their role effectively. The reviews state that this concept has been taken from the model of motivation developed by Porter and Lawler (1968). The performance of a person working in an organisation depends on his one potential effective, technical competence, managerial experience as well as the design of the role that he or she performs in the organisation. According to Pareek (1980) role efficacy refers to potential effectiveness of the role and

it can be summarized under three components namely Role Making, Role Centering and Role Linking.

Role making is a combination of four measures namely Self role integration, Proactivity, creativity and confrontation. Self role integration is an essential step to enhance role efficacy. In certain roles if an individual is able to utilize the strength and capabilities then his role efficacy can be high. Proactivity refers to taking the initiatives rather than only response to other expectation. If a person is willing to take the initiative but didn't get opportunity to implement then he will express low level of role efficacy. Creativity is an important aspect of role making. An opportunity to be creative and trying new and unconventional ways of solving the problem is also important to enhance role efficacy. If an individual feel that role does not allow him opportunity to be creative his role efficacy will be low. Confronting the problems directly and finding relevant and straight forward solution contributes to high role efficacy.

Role centering is a combination of three measures namely centrality, influence and personal growth. Centrality refers to how an individual feel that their role he occupies is central to the organisation. This is true for all employees irrespective of their hierarchical level. If an individual feel that their role is not very important then the role efficacy will be low. Influence refers to the feel when he is able to exercise his role more and more powerfully. Personal growth is an important factor. It refers to an individual perception that his role provides him an adequate opportunity to growth or career enhancement.

Role linking is a combination of measures inter-role linkage, helping relationship and super ordination. Communication is essential in any organisation and it gets only through linking and inter linkage role refers to one role linked with other role. The feeling of role isolation reduces the role efficacy. The role efficacy of a person performing particular role is likely to be high if he feels that he can get help from different sources in organisation at the time of need. In the time of helplessness the role efficacy will be very low. The role efficacy of a person performing particular role is likely to be high when he feels that what he does is likely to be very important for the organization and the society. The role efficacy will be enhanced when he feels that large group of the organisation is benefited by it (Pareek, 1980).

Measurement of Role Efficacy

The role efficacy scale consists of 10 dimensions namely Centrality, Self-role integration, Proactively, Creativity, Inter-role linkage, helping relationship, super ordination, influence, Personal growth and Coordination. The reliability is 0.68 and validity coefficient is 0.51.

Employee Job Performance

Job performance is an important construct in organisational psychology (Austin and Villanova 1995; Campbell 1990; Murphy and Cleveland 1995; Schmidt and Hunter 1992). According to the online dictionary the term Job refers to a paid position of regular employment Performance concept describes behavior which is goal-oriented, i.e. behavior which the organization hires the employee to do well as performance (Campbell et al., 1993). Job performance represents the process that can be expressed in association of actions and manners that could be observed or unobserved. All the sub segments and sub elements of Job performance can be easily evaluated and automated (Viswesvaran & Schmidt, 1996). Job Performance refers to scalable actions, behaviour and outcomes that employee engage in or bring about that are linked with and contribute to organisational goals. Adeyemo (2000) explain that job performance is very important that it cannot be ignored in any setting. It is the behaviour and action that actually brings out the desired results of the organisations, which are higher productivity and profitability. Low job performance is much likely to lead to low productivity of any organization.

Campbell (1990) identified three major determinants of job performance components as: declarative knowledge; procedural knowledge and skill; and motivation. Declarative knowledge refers to knowledge about fact, principles, objects, etc. The second is procedural knowledge and skill which includes cognitive skills, perpetual skills etc while the third, motivation, refers to the combined three choice behaviours – choice to expend effort, choice of level of effort to expend, and choice to persist in the expenditure of the level of effort. He defined job performance as a multidimensional concept and suggested that job performance is composed of eight factors common to all jobs but with different relevance for each one. The factors are : (1)Job specific task proficiency; (2) non job specific task proficiency; (3) written and oral communication task proficiency; (4) demonstration of effort; (5) maintenance of personal discipline; (6) facilitation of peer and team performance; (7) supervision/ leadership; and 8) management/ administration (Campbell, 1993).

Borman & Motowidlo (1997) proposed a model of job performance with two general factors labelled as task performance and contextual performance. Task performance consists of the activities that transform raw materials into goods and services that are the organisations product. Contextual performance consist of activities that service and maintain the technical core by replenishing its supply of raw materials, distributing its finished products, or providing important planning, supervision or staff functions that enable it to function effectively and efficiently (Motowidlo et.al, 1997). Scotter and Motowidlo (1996) studied by investigating two separate facets of contextual performance namely interpersonal facilitation and Job dedication. Interpersonal facilitation refers to interpersonally

oriented behaviours that contribute to organizational goal accomplishment. Job dedication centers on self disciplined behaviours. However, these behaviours are important because they shape the organizational, social and psychological context serving as the critical catalyst for task activities and processes (Werner, 2000). Borman and Motowidlo (1993) enumerate five categories of contextual performance namely volunteering for activities beyond a person's formal job requirements, persistence and enthusiasm and application when needed to complete important task requirements, assistance to others, following rules and prescribed procedures even when it is inconvenient and openly defending organisation objectives. Campbell et al (1993) taxonomy of work performance did not initially include adaptive performance. Due to changing and dynamic work environments the need for adaptive employees has become increasingly important (Pulakos et al., 2000). According to Pulakos et al (2000) the eight dimensional taxonomy of adaptive performance are handling emergencies in crisis situation, handling work stress, solving problem creatively, dealing with uncertain and unpredictable work situations, earning work tasks, technologies and procedures, demonstrating interpersonal adaptability, demonstrating cultural adaptability and demonstrating physically oriented adaptability. Behaviour that have negative value for organizational effectiveness have also been proposed as constituting distinct dimensions of job performance which is termed as counterproductive behaviour. Organ (1988) proposed organisational citizenship behaviour (OCB) as a major component of performance and defined it as discretionary behaviour, not necessarily part of a job description, that promotes the effective functioning of the organisation via being cooperative, helping other people, tolerating less than ideal working conditions, going well beyond minimal requirements, identifying with the organisational goals and participating voluntarily in organisational governance and administration. Job performance has been defined as expected value to the organisation of the discrete behavioural episodes that an individual carried out over a period of time (Motowidlo, Borman, Ilgen & Kiliowski, 2003). OCB consist of five components namely, altruism (helping others), conscientiousness, civic virtue, courtesy and sportsmanship (LePine et al, 2002; Organ, 1988). David J. Klein further defined job performance under the heading as in role performance and extra role job performance. In role performance refers to officially required outcomes and behaviors that directly serve the goals of organisation (Motowidlo and Van Scotter, 1994). Extra role job performance refers to the behaviours that are implicitly expected by management as a public show of commitment to the organisation but are not officially required (Pearce and Gregersen, 1991). Extra role behaviour strengthens the units among employees and this indirectly advances the organization goals (McKenzie, et al., 1991).

Reviews on Role Efficacy and Job Performance

People having potentially effective roles are likely to have less role stress. Role which the employees are

required to perform must be designed in a manner which can provide satisfaction to the employees. 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). Singh (2006) found role efficacy to be associated positively with emotional intelligence and internal locus of control, but negatively with external locus of control. It has been found that people with high role efficacy seem to experience less role stress, anxiety and work related tension (Sen, 1982); rely on their own strengths to cope with problems that come their way (Sen, 1982; Surti, 1983); persist in solving problems mostly by themselves and sometimes by taking the help of other people (Sen, 1982; Surti, 1983; Shingala; 1985). Individuals with higher role efficacy remain active and inner act with people and the environment, showed perseverance or higher level of emotional intelligence (Goleman, 1995) in solving problems. These individuals with higher role efficacy showed growth orientation, attitudinal commitment, positive and approach behaviour (Sen, 1982; Deo, 1993). They tend to feel more satisfied with life, with their jobs and organisational role in general (Sen, 1982; Surti, 1983). According to Pandey (1994) role efficacy is found to bring about positive change in performance, interpersonal relations and overall job behaviour of supervisors that make sound and healthy environment in the organisation essential for well being of employees. The role efficacy is a prominent determinant in the performance of employees and it contributes in increasing organizational success (Sandhu and Gurbaxani, 2013)

Conclusion

To conclude job performance and role efficacy is very important that it cannot be ignored in any setting. It is the belief, behaviour and action that actually bring out the desired results of the organisations, which are higher productivity and profitability. Research studies have found that there is a positive relationship between role efficacy and Job performance. High role efficacy leads to high level of Job performance.

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