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## **Role Efficacy and its Dimensions: A Positive Approach towards Role Theory**

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**ABSTRACT:** Application and adaptation of Role efficacy in an organization enhance trust among all organizational employees that develop effectiveness of the individuals. Several important aspects such as role making, role centring and role linking are important components of role efficacy. All these three dimensions are taken into consideration while evaluating the effectiveness of role. Role efficacy also works as role facilitators or the modifier in HR policies. Organizational effectiveness is directly related to role efficacy and in long run enhances well being of the employees by reducing role stress.

**Key Words:** Role making, Role centring, Role linking .Role Efficacy and Organizational effectiveness.

### **INTRODUCTION**

In the phase of rapid organizational change and strong faith in work concept has enhanced the value and utility of role efficacy to attain comfort and pleasure for employees. In fact role efficacy is salient feature of modern organizational setting.

Role efficacy phenomenon has been a focal them of research in the area of organizational behaviour from last four decades following some excellent publication of Pandey (1993, 1995) ,Pareek (1980, 1993, 1997) Pastonjee (1992) Pethe & Chaudhari (2000) Sayeed,1985) Today it is extremely salient topic for researchers and practioners working in the field of organizational behaviour and industrial psychology. Under the basic definition of role efficacy, it is seen that person enjoy each and every step of work. Since, work gives so much pleasantness and satisfaction; the people do not bother about the result (Pandey, 1993)

The founder father of this concept Pareek (1980) has taken this concept from the model of motivation developed by Porter and Lawler (1968).But this concept is not new for India. Here work is taken as worship and efficiency in work is taken as efficacy (Yogah Karmashu Kaushalam).It has got its root in old classical epic “Bhagwat Geeta “ which preaches individual to feel pleasure in each and every process of work (Pandey,1993).

Contemporary research literature have reviled some other terms as the synonymous of role efficacy Graen (1976), Pandey (1992) use role making and Sayeed (1985) used the term role empowerment .Recent theoretical and research literature has given optimum attention on organizational role efficacy. Individual’s role in organization is decided not only on the basis of his qualification, skills, knowledge etc. but also on the basis of organizational needs. How aptly individual interact with his role is defined as role efficacy. According to Pareek (1980) role efficacy is potential effectiveness of the role.

A further requirement of role efficacy is psychological involvement. Psychological involvement is essential condition for role efficacy well as to define organizational citizenship behaviour that has received great deal of recent research attention (Organ, 1990). Individual’s subjective value system is equally responsible for his psychological involvement .Subjective value system is basic thing behind role perception and role clarity. When role perception will be positive, role ambiguity and conflict is low, and person will experience more job satisfaction and involvement with his organization.

These are essential condition for organizational effectiveness. To become an effective organization, work should be designed, proper work culture should be provide and employees should be chosen according to the demand of the job.(Pareek,1987). Role efficacy is also an important facilitator of role perception. Concept of role perception is essential to examine personal behaviour. Due to anxiety tension, stress negative role perception arise

and individual feels inadequacy both in organizational and personal resources for meeting the expectation of their roles and face number of problems .

Role perception and role clarity are two basic things behind the concept of role efficacy. Further, job involvement and commitment are enhanced by clear and positive job perception. Several investigators have suggested that role perception can be measured in term of centrality, integration, proactively, etc. (Pareek,1980; Pestonjee & Pandey,1996).

A further potentially important intervention for enhancing role efficacy is to restructuring the job. Redesigning and redefining, job enlargement and job enrichment are some important facilitators of role efficacy. These components are helpful to enhance role efficacy (Pareek, 1987).

Pareek (1980) introduced 10 step of role efficacy these are can be summarized under three components;

**I-Role making-** It is first dimension of role efficacy and combination of four measure components namely self role integration, proactivity, creativity and confrontation.

**1-Self role integration-** Individual in organization is expected to perform certain roles. If he is able to utilize his strengths and capabilities his role efficacy is likely to be high. Therefore self role integration is an essential step to enhance role efficacy.

**2- Proactivity-** A person who occupies specific role has the responsibility to act according to the expectations of supervisors as well as subordinates. Proactively (refers taking the initiatives rather than only response to others expectations) contribute much more to role efficacy. If a person is willing to take the initiative but didn't get opportunity to implement it he will express low level of role efficacy.

**3- Creativity-**An opportunity to be creative and trying new and unconventional ways of solving the problems 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.

**4-Confrontation** –The tendency to confront problems directly and find relevant and straight forward solution contributes to role efficacy. The role efficacy of people facing interpersonal problems is likely to be higher where they either refuse having such problems or refer them to their higher authorities.

**II-Role centring-** Under role centring three measure dimension are centrality, influence and personal growth.

**1- Centrality-**The person's role efficacy is likely to be low if people feel that their roles are peripheral not very important .Further their potential effectiveness of executing a role will be high if he feels that the role he occupies is central to the organization. This is true for all employees irrespective of their hierarchical level.

**2- Influence-**The role of a person is likely to be higher if he is able to exercise his role more or more powerfully.

**3- Personal growth-** It is a factor which contribute to role efficacy. It refers to an individual perception that provides him an adequate opportunity to growth or career enhancement. There several example that people quitting one role and becoming every effective in executing another .It happen because they get better opportunity for personal growth in second role.

**III-Role linking-**

It measure inter role linkage, helping relationship, and super ordination.

**1- Inter role linkage-** Communication is essential in any organization and it get only through linking. Inter role linkage, one's role with other in the organization. The efficacy of the various roles involve is likely to be high if joint approach is applied to solve the problems .The feeling of role isolation (that a person works with any link with others) reduce role efficacy.

**2- Helping relationship-** 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 organization at the time of need. On the other hand role efficacy will be low if feeling of helplessness arises among the employees.

**3-Super ordination-**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 both. His role efficacy enhance when he feels that large group of the organization is benefited by it.

### **Role efficacy and organizational effectiveness**

Earlier commentators tried to define role theory on the basis of negative side of role such as role stress (Kahn, Wolf, Quinn, Shock & Rosenthal, 1964) by adopting positive frame work of role theory (role efficacy). Pareek (1980) has tried to explain role theory differently. During the past four decades the positive approach of role theory (role efficacy) has been highlighted by practicers and researchers .In this context it has been found that perception of proper organizational climate have some relationship with role efficacy that ultimately enhance effectiveness in the

organization. It is true that judgement of effectiveness is ultimately subjective (Compbell, 1977). Effectiveness inevitably measured by subjective perception of individuals. Tsui (1990) reported that no behaviour is or of, the organization can occur in the absence of perception of proper organizational climate. Further Biswas (1993) reported that organizational climate is positively related to effectiveness to bank employees.

In another study it has been discussed that with employee's satisfaction and positive attitude towards organization, human resources management also work as moderator of organizational climate (Koys.2001).

Earlier role researchers ( Pareek ,1980 Sayeed, 1985) on transformational frame work ,regarding changes has been adopted by the level employees .In this model managerial role can be viewed as undergoing a change from passive role taking to active role making.( Rai & Sinha ,2000).

Redefinitions and redesigning of the role process is another step towards the enhancement of role efficacy (Pareek, 1993).Understanding of role attribute is essential for redefining the role .Theses attribute are used to motivate employees. Redefinitions of role process are very important to enhance individual and organizational effectiveness (Sayeed, 1985). By process of redefining managerial role in condition of role making can be created for not only managerial and non managerial but it can be helped in others role in vertical management (Graen, 1976).

Researchers also emphasis that redesigning of role or job is an important factor in determining the motivation, satisfaction and performance of the employees at work (Hackman& LawlerIII,1971).Redesigning has been found as a good predictor of effectiveness (Singh,1997).

Job enlargement and enrichment are also helpful to enhance role efficacy. Routine and non challenging jobs lead employees towards dissatisfaction (Argyris, 1964). Hackman et a.l (1971) proposed that enriched job (a) should allow the employee to feel personally responsible for his work,(b) provide meaning full and challenging outcome (c) provide adequate knowledge. of result. Job enrichment is also helpful to reduce role stress, Due to role stress condition of role conflict ambiguity and ineffectiveness arise that adversely affect organizational effectiveness. Further Agrawal (1993) suggested that role restructuring and responsibility can change work behaviour and culture that can facilitate role efficacy which in turn enhance organizational effectiveness.

A further step towards role efficacy is job involvement. In fact it is a advance step towards individual involvement with his job..Job involvement refers to the degree to which a person is defined psychologically with his job or the importance of work in total self image (Joshi, 1998). Similarly Mishra (1997) concludes that job involvement is desirable condition if an individual accept his member ship in the organization. Earlier Likert (1961) found that job involvement results from psychological climate in the organization, which facilitates the satisfaction of the individual's need for self esteem. To expand the economy now organizations have included total quality management, employee involvement, job enrichment, skill-based pay, autonomous work teams, and gain sharing plans (Toppo & Prusty, 2012).

### **Role efficacy and psychological health**

Organizational role theory not only affects person's job attitude and job behaviour but it also affect personal adjustment and psychological well being of the focal employees (Pareek, 1987). On the personal dimension internal locus of control approach mode of coping personality factors such as cylothemia, surgence and adventures together with job satisfaction, age, length of services and needs are positively related to role efficacy. On the other hand role stress avoidance mode of behaviour, dominance and alienation are reported to be negatively related to role efficacy. (Pareek, 1987). Role efficacy work as reducer of role stress.(Pestonjee,1992).It is also work as reducer of job anxiety and tension( Sharma &Sharma,1983) and role stress (Pandey, 1997).

Role efficacy was also reported to play role in preventing rail accident caused by motorman in central railways (Pandey, 1993). It 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 organization essential for well being of employees (Pandey ,1994) It has positive correlation with international locus of control(Pandey,1993). In addition, evidences indicate that the safety level of a worker is directly related to the job safety attitude of its supervisor (Roger, Wayne & Anita, 2004).

Karve & Nair (2010) on women executives found that if executives become aware of means to enhance the various facets of role efficacy, they will be able to cope with role stress and use role stress as eustress. Also according to Khetarpal & Kochar (2006), the key stressors which affected maximum number of women were poor peer relations, intrinsic impoverishment and under-participation. A study conducted to make the workplace friendlier and effective for women states that more flexible workplace rules for female executives to eliminate stress associated with work-family conflict as well as improved effectiveness of social support and person-organization fit based on individual bureaucratic orientation would help dealing with the problem of workplace stress (Conner & Douglas, 2005).

## COCLUSIONS

Role efficacy must be used in the organization to enhance organizational effectiveness of the employees. It is also suggested for the management to make strategy to enhance level of role efficacy when stressful situations are difficult to control by the employees and the effect is apparent in the quality of their work performance, declining efficiency, diminishing energy and lesser motivation. The organizations need to design training programs that make aware employees of their potential and capabilities. Some OD interventional programme should be also introduced for proper utilization of individual potential. Further interventions such as counselling, coaching, verbal persuasion, vicarious modelling and enactive mastery can be helpful in increasing employee's role efficacy.

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