

*A study on role efficacy and engendering trust on performance indicators***Saumendra Das^a and Prasant Kumar Padhy^b**^a Assistant Professor, Department of MBA, Aditya Institute of Technology and Management, (AITAM), Tekkali-532201, Srikakulam District, Andhra Pradesh (A.P.) India^b Professor & Chairman P.G Council, Berhampur University, Berhampur-760007, Odisha, India

ABSTRACT: Latent efficacy of a role in an organization will pull trust among all organizational managee which develop effectiveness on individuals. Several important aspects such as role making, role centering and role linking will determine role efficacy which help to make the higher efficiency, effectiveness and engender trust. Pitfalls in role expectations and end results in association with standard set determined by organization will also to be taken into consideration while evaluating the effectiveness of role, so are the modifications in HR policies every now and then influence either adroit or dexterous results connecting to the level of trust the role can engender. A study in an eminent educational institution on different roles assigned to the different designations stimulating their activity performances and factors influencing efficacious results, which today organizations are „up forward“ the bench marking business environment. This empirical paper articulates how this role efficacy leads to engender trust among the management and there by transformed to the manage which can ensure the development and create the advantage among competitors.

KEY WORDS: 1.Managee 2.Role making 3.Role centering, 4.Role linking, 5.Engendering trust and 6.Role Efficacy.

1. INTRODUCTION

When an individual entered in an organization, he/she is about to apprised of the duties which he/she has to perform further. At the same time, he/she projects own expectations from the role assigned. Therefore, the performance of an individual in any organization depends on the way the role which he/she performs is assigned. If the individual lacks the requisite knowledge, technical competence, and skill for the role, he/she cannot be effective to play the role. Similarly, if the role does not allow him/her to utilize the potential and technical skill, his/her effectiveness is likely to be stumpy. So integration between the person and the role is possible only when the role is able to fulfil the needs of that individual and the individual is able to fulfil the demand or meet the expectations of the role assigned. However it is important that the individual gives his/her personal meaning to the various sets of expectations from the organization and various sets of facilities/ difficulties, authorities / duties given by the organization in the context of personal potential, skill, competency, values, needs, and personal expectations. Therefore potential effectiveness of a role in an organization will leverage trust among every organizational managee which develop efficacy on individuals. Several important aspects such as role making, role centering and role linking will determine role efficacy which help to make the higher efficiency, effectiveness and engender trust. But pitfalls in role expectations and end results in association with standard set determined by organization will also to be taken into consideration while evaluating the effectiveness of role, so are the modifications in HR policies every now and then influence either adroit or dexterous results connecting to the level of trust the role can engender. This study conducted in an eminent educational institution on different roles assigned to the different designations stimulating their activity performances and factors influencing efficacious results, which today organizations are „up forward“ the bench marking business environment.

In today's work environment there is an increasing value of outsourcing which focuses on the job performance. 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 and Prusty, 2012). The main objective of these plans is to increase firm performance on the job. Although each have different approach, all of these initiatives are designed to encourage employees to change the way of work on increasing responsibility and to contribute their efforts to the accomplishment of organizational objectives.

It is important to understand that the performance of people working in an organization depends on their technical competence, managerial skills, and their potential effectiveness in the roles they perform. Integration between the person and the role is possible only when the role is able to fulfil the needs of the individual and the individual is able to fulfil the demand or meet the expectations of the role. Therefore role efficacy means the potential effectiveness of an individual occupying a particular position in an organization. People with high role efficacy seem to experience less role stress and work-related tension. They rely on their own strengths to cope with problems, use more focused behaviour, interact with people and the environment, persist in solving problems and show commitment to their work.

In his study Mahadevi and Vijaylaxmi (2012), found role efficacy to be connected 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 (Bandura, 1986); rely on their own strengths to cope with problems that come their way (Kofi and Josephine, 2012); persist in solving problems mostly by themselves and sometimes by taking the help of other people (Kofi and Josephine, 2012). It is important to know the role clarity which moderated the prospective relationship between role efficacy and role performance effectiveness in the predicted direction for offensive role functions (Mark et al, 2002). In this study it is highlighted the impact of role efficacy and endangering trust by the employees by placebo effect.

2. OBJECTIVES OF STUDY

The main objective of the study is to find out the significant relationship of role based performance and role efficacy of different employees of an educational institute.

3. LITERATURE REVIEW

Studies publicized that the prospective of role-perception can be considered as a framework for understanding the interactions of the individual with its role and the resultant outcomes has attracted trivial attention. But it has been ascertained to have an impact on role-behaviour. In a study of 366 managers from six units of an organization on six functions and four levels, role-perception as an independent variable had important impact on the reliant and persistent role-behaviour of managers (Das, 1984). Further it varies with the dependent variable of role efficacy. According to Pestonjee and Pandey (1996), in a study conducted in Ireland on 131 police officers, variables such as stations of posting and operational and administrative duties were found to have moderating impact on the dependent variable of role-efficacy. In his researches Udai Pareek (1987) cited number of examples where by auditing the process of role-perception and by developing correct strategies to bring about a change at the micro process level of various aspects of role perception through performance counselling and utility analysis, performance improvement, motivation, and morale development have been achieved. Bandura (1986) cited that most of the work behaviour on the jobs is learned by observing the actual performance of superiors (behaviour models). In addition, evidences indicate that the safety level of a worker is directly related to the job safety attitude of its supervisor (Roger, Wayne and Anita, 2004).

Recent empirical accounts of organizational initiatives in various service sector organizations have focused on the managerial attempts to mobilize the commitment of the service employee to the delivery of quality consumer service (Steven et al., 2004). Jobs that involve voice-to voice (for example, call centres) or face-to-face (for example, retail customer service) interactions often involve emotional labour (Roger et al, 2004). Recent accounts of organizational initiatives in various service sector organizations have focused on the managerial attempts to mobilize the commitment of service employee to the delivery of quality customer service (Das, 1984). Since customer's perception of the service quality is influenced by how the service employee expresses her/his sentiment in service interactions (Bandura, 1986), organizations expect the service employee to present emotions that are desired by their organizations apart from the high level of proficiency/capability in the job (Mark et al, 2002). However employability refers to a person's capability of gaining initial employment, maintaining employment, and obtaining new employment if required (Pestonjee and Pandey, 1996). In simple terms, employability is about being capable of getting and keeping fulfilling work.

Employability is a two-sided equation and many individuals need various forms of support to overcome the physical and mental barriers to learning and personal development. Employability is not just about vocational and academic skills. Employability is not just vocational and academic skill but also the skills of displaying appropriate emotion in the work place that in turn positively associated with the overall performance and potential effectiveness of an individual occupying a particular role in an organization, so as to achieve one's potential and contribute successfully to enterprise strategic directions (Steven et al., 2004). This paper explains the relationship of role based performance and role efficacy of individual employees with their emotion. There are substantial limitations to the research literature on role based performance and role efficacy of an eminent educational institute in relation to their emotion especially in the field of developing employability skill. Based on the understanding of the literature some dimensions of role efficacy have discussed here. The role efficacy of an educational institute may have several dimensions like role making, role centering and role linking.

Figure-1 cited the dimension of role efficacy where role making is absolutely centred at self-role integration. In this aspect every person has his strengths experience, technical training, special skills, and some unique contribution that he/she may be able to make. The more the role a person occupies provides an opportunity for the use of such special strengths, the higher the efficacy is likely to be. This is called self-role integration. The self or the person and the role get integrated through the possibility of a person's use of his special strengths in the role. Our special strengths are used in the role so that it may be possible for us to demonstrate how effective we can be. Integration contributes to high role efficacy. On the other hand if there is a distance between the self and the role, role efficacy is likely to be low.

In the same way proactivity determines a person who occupies a role, responds to the various expectations that people in the organization have from that role. While this certainly gives him satisfaction, it also satisfies others in the organization. However, if he is also expected to take initiative in starting some activity, the efficacy will be higher. Reactive behavior helps a person in being effective to some extent, but proactivity contributes much more to efficacy. If a person feels that he would like to take initiative but has no opportunity to do so in the role that he occupies in the organization, the efficacy will be low. In other aspect creativity is not only initiative which is important for efficacy. An opportunity to try new and unconventional ways of solving problems or an opportunity to be creative is equally important. If a person perceives that he has to perform only routine tasks, it is detrimental towards a high role efficacy. If he/she feels that the role does not allow any time or opportunity to be creative, the efficacy is bound to be low.

Again, confrontation proposes organizational problems, if people in an organization avoid problems or shifts the problems to the others; their role efficacy will be low. The tendency to confront problems and find relevant solutions contributes to efficacy. When people facing inter-personal problems sit down, talk about these problems, and search out solutions, their efficacy is likely to be higher when compared with situations in which they either deny such problems or refer them to their higher officers.

3.1 DIMENSIONS OF ROLE EFFICACY

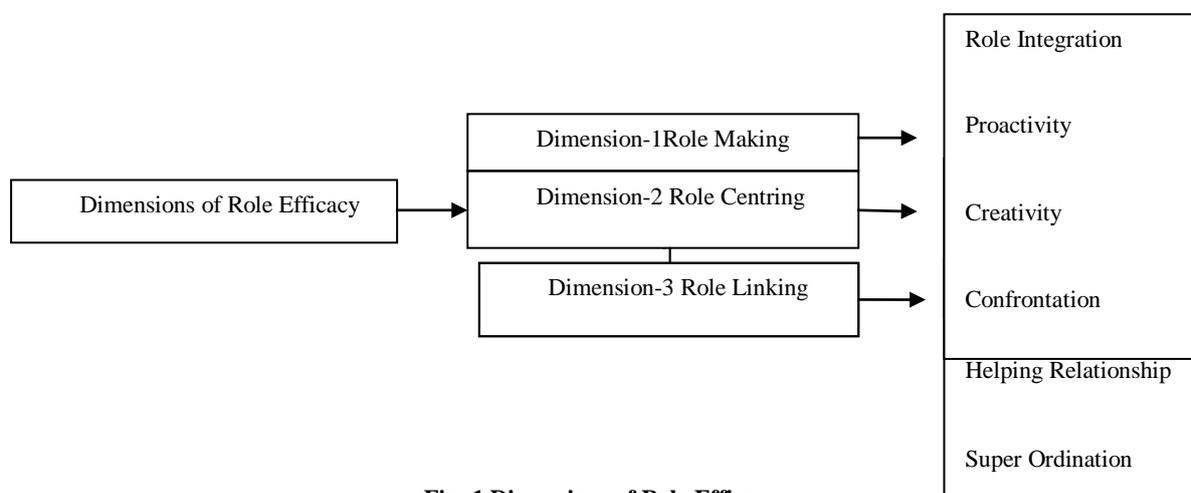


Fig: 1 Dimensions of Role Efficacy

Role centering is also depends on the centrality and personal growth of the individuals. In centrality, if a person occupying a particular role in organization feels that the role he/she occupies is central in the organization; his/her role efficacy is likely to be high. Every employee would like to feel that his role is important to the organization. If persons occupying various roles feels that their roles are peripheral i.e. not very important, their potential effectiveness will be low. Where as in personal Growth, if a person feels that he is stagnating in a role without any opportunity to grow he is likely to have a low role efficacy. In many institutes of higher learning, the roles of the staff pose problems of low efficacy. The main factor behind this is the lack of opportunity for them to grow systematically in their roles. Institutes which are able to plan the growth of such people in the roles will have higher efficacy and obtain a great deal of contribution from them.

Finally figure-1 cited role linking where inter role linkage, helping relationship and super ordination has been considered as a part of role efficacy. In inter-role linkage the linkages of one's role with other roles in the organization increases efficacy. If there is a joint effort in understanding problems, finding solutions, the efficacy of the various roles involved is likely to be high. The feeling of isolation of a role reduces role efficacy. The helping relationship believed that if persons performing a particular role feel that they can get help from some source in the organization whenever the need arises, they are likely to have higher role efficacy. On the other hand, if there is a feeling that no help is forthcoming when asked for, or that the respondents are hostile, role efficacy will be low. So it requires super ordination in which when a person performing a particular role feel that what he/she does is likely to be of value to a larger group, his efficacy is likely to be high. Roles in which people feel that what they are doing is helpful to the organization, in which they work, result in role efficacy. But if a person feels that he does not get an opportunity to be of help to a larger group, the role efficacy is likely to be low.

4. DATA ANALYSIS

In order to find out the relevancy on different variables of role efficacy leads to the performance indicators of an educational institute's employees of around 480, chi-square test have been applied. In this test the resultant outputs have been comparing with the observed value and the expected value of the performance. The value of the test-statistic was calculated as where

χ^2 = Pearson's cumulative test statistic, which asymptotically approaches a χ^2 distribution.

O_i = an observed frequency;

E_i = an expected (theoretical) frequency, asserted by the null hypothesis;

n = the number of cells in the table.

$$\chi^2 = \sum_{i=1}^n \frac{(O_i - E_i)^2}{E_i}$$

Again to find out the relationship between the dependent (performance of individuals) and independent variable (role efficacy) correlation coefficients were worked out for the total sample to determine the relationship between role efficacy and organizational effectiveness.

4.1 HYPOTHESIS FORMULATION

H1. Role efficacy is having significant impact on enrichment of performance of individuals.

H2. Role efficacy has positive relation with organizational effectiveness.

4.2 TESTING OF HYPOTHESIS

H₀₋₁ Role efficacy is not having significant impact on enhancement of performance of individuals.

H_{a-1} Role efficacy is having significant impact on enhancement of performance of individuals.

Table 1 Performance of Individual Employees

S. No.	Performance of individual employees	Chi Square observed value	P value	S/NS
1	Overall performance	8.043*	0.018	S
2	Centrality (C)	7.203*	0.027	S
3	Integration (I)	7.779*	0.02	S
4	Proactivity (PR)	17.085**	0	S
5	Inter Role Linkage (IRL)	6.274*	0.043	S
6	Helping Relationships (HR)	0.247	0.884	NS
7	Super ordination (SU)	18.918**	0	S
8	Influence (INF)	6.303*	0.043	S
9	Growth (GH)	6.082*	0.048	S
10	Confrontation (CONF)	7.866*	0.02	S
11	Creativity (CR)	9.432**	0.009	S

*P<.05, **P<.01 S-Significant NS-Not Significant

The result obtained in this table shows that, role efficacy is closely associated with the performance of individuals working in reputed educational institute. Except helping relationship (HR), other factors are positively associated with role efficacy endangering trust among the peers and colleagues. These results indicate that there is statistically significant association existing between role efficacy and performance of individuals. Hence the null hypothesis was rejected and alternate one accepted.

The performance of people working in an organization depends on their own potential effectiveness which close to role taking (responding to the expectations of various other people) and then moves to role making (taking the initiative in designing the role creatively so that the expectations of others as well as of the role occupant are integrated), higher the role is likely to be more effective (Pareek, 1980). This potential effectiveness is known as efficacy. One of the scales was designed by Udai Pareek to determine how much role efficacy a person has, the strengths of the ten aspects of role efficacy. It is a structured instrument consisting of twenty triads of statements. These three alternatives are pre-weighted. There are two statements for each dimension of role efficacy and the scoring pattern (+2, +1, or -1) is followed. The ten dimensions of Role efficacy are Centrality (C), Integration (I), Proactivity (PR), Creativity (CR), Inter Role Linkage (IRL), Helping Relationships(HR), Super ordination (SU), Influence(INF), Growth (GH) and Confrontation (CONF). The more individual's role efficacy, the more likely that the role and the individual are effectively integrated. The association between role efficacy and performance of individuals are analyzed by using Chi-square test. The table explains the factors influencing the performance of employees in educational institute with reputed, chi-square value, p value and the level of significance.

H₀₋₂ Role Efficacy has no positive relation with Organizational effectiveness.

H_{a-2} Role Efficacy has positive relation with Organizational effectiveness.

To find the relationship between role efficacy and organizational effectiveness, correlation test was applied to gain trust among employee became important. The table given below explains the relationship between integration of self goals with organizational goals, communication processes, encourage job rotation and job enrichment and enlargement, encourage interpersonal feedback, employee counseling, develop self effectiveness training and encourage manager and managee relationship with the organizational effectiveness.

Table 2 Relation between Performance Indicators & Role Efficacy

Performance Indicators	Role Efficacy	
Integration of Self goals with Organizational Goals	Pearson Correlation	-0.106(*)
	Significance	0.021
	N	480
Communication Processes	Pearson Correlation	-0.116(*)
	Significance	0.011
	N	480
Encourage Job Rotation and Job Enrichment and Enlargement	Pearson Correlation	-0.053
	Significance	0.245
	N	480
Encourage Interpersonal Feedback	Pearson Correlation	0.126(**)
	Significance	0.006
	N	480
Employee Counseling	Pearson Correlation	-0.066
	Significance	0.151
	N	480
Develop Self Effectiveness Training	Pearson Correlation	0.01
	Significance	0.828
	N	480
Encourage Manager and Manage Relationship	Pearson Correlation	-0.149(**)
	Significance	0.001
	N	480

** Significant at 1 percent * Significant at 5 percent

The result obtained in table shows that, the relationship exists between role efficacy and organizational effectiveness. The factors like integration of self goals with organisational goals, communication processes, encourage interpersonal feedback and encourage manager and managee relationship are negatively significant at one and five percent level of significance with the organizational effectiveness while encourage job rotation and job enrichment and enlargement, employee counseling and develop self effectiveness training are not significant basing on the placebo effect of the organization.

5. CONCLUSION

The present study examined the relationship between role efficacy and performance indicators in a reputed educational institute. The results embodied with the testing of hypotheses where role efficacy was positively associated with four of the seven measures of role performance. The results also showed that there is a unique variance in role performance. So the ten dimensions of role efficacy like centrality (C), integration (D), proactivity (PR), creativity (CR), inter role linkage (IRL), helping relationships(HR), super ordination (SU), influence(INF), growth (GH) and confrontation (CONF) are overall performed in observed value (8.043) and expected value (0.018) which signified the relationship between the performance of employee and their assigned role. The relationship between performance indicators and role efficacy with respect to the integration of self goals with organizational goals (-0.106), communication processes (-0.116), encourage interpersonal feedback (0.126) and encourage manager and managee relationship (-0.149) which negatively or positively related to role efficacy. From the resultant output it can be observed that the role efficacy is endangering the trust among the working employees with respect to their assigned job. It seems that relevancy arises due to integration, linking and creativity of management thought.

The aforesaid findings of the study have several implications for the organization interested in enhancing their effectiveness. The results clearly indicated that employees are experiencing various level of performance produced by different role and endangering the trust among the management. This article focused on explanations of the role efficacy on performance of an educational institute. The results embodied that the relationship exist between the centrality, integration, role linking, relationship, confrontation with the performance of an organization which endeavor prospective challenge in this competitive edge.

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