

INFLUENCE OF ROLE EFFICACY ON EMPLOYEE COMMITMENT

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ABSTRACT--Role efficacy is widely accepted as a motivational tool for predicting optimistic job-related behaviours, association between role efficacy and organisational commitment has not been tested empirically in detail. This research was aimed at examining the previously underexplored relationship between role effectiveness and organisational commitment within the context of the Indian pharmaceutical industry. The findings of the quantitative analysis methodology used showed that the position effectiveness could contribute successfully to the organisational engagement under review. The key points to note, though, are that it is important to accept the views of the role incumbent on role creation.

Keywords-- Role efficacy, employee commitment, affective, continuance and normative commitment

I. INTRODUCTION

Role is the position that one holds within a social structure which is characterized by the roles that one performs in response to the demands of the essential members of a social system and one's own demands from the job or position held.

The definition of position is essential to an individual's incorporation into an organisation. The organisation's philosophy and goals are their own. Likewise, the entity has his or her temperament and needs (motivations). All these aspects interact with each other, and are integrated into a role to some extent. Role is also a central concept in work motivation, since the individual and organisation are in constant interaction with each other only through this.

II. ROLE EFFICACY

An individual's performance at work hinge on his / her own latent effectiveness, technical competence, past experience, etc., as well as designing the role he / she performs within an organisation. The combination of both (the individual and the role) is what ensures the effectiveness of a program. Thus, the individual cannot be taken to be effective without one having the required and expected knowledge, skills and technical competence required to be effective in the role.

Equally critical is how he structures the role he plays in the company. If the role does not allow the person to use his / her competence and if he / she feels constantly frustrated in the role, his / her effectiveness will probably be low.

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III. PERSONAL EFFICACY

The personal effectiveness is a person's possible effectiveness in financial and interpersonal circumstances. Role effectiveness is the potential effectiveness of an individual in an organisation having a particular role. Role effectiveness can be seen as the psychological component that underlies the effectiveness of the position.

IV. NEED FOR THE STUDY

Role efficacy is widely accepted as a motivational tool for predicting optimistic job-related behaviours (Pareek, 2008; Bray and Brawley, 2002), the association between role efficacy and organisational commitment has not been tested empirically in detail. In addition, recent work on organisational commitment has also begun to consider the role of unique national and cultural contexts, including, for example, affective involvement, ongoing commitment and normative commitment. It is important to note that abstract information accounts can be transformed because of cultural and organisational differences when moving an idea or concept from one context to another. In this way, India provides a particularly important place for role efficacy research in relation to the organisational commitment.

V. REVIEW OF LITERATURE

In recent decades, the function effectiveness has emerged as a major topic in managerial and organisational behaviour (Bamel et al., 2016). In a given role, the degree to which one feels and is effective can be interpreted as effectiveness of the task (Pareek, 1987, 2008). Empirically, research has identified RE's connection with, and as a significant predictor of, many workplace-related constructs such as: managerial flexibility (Bamel et al., 2016), organisational citizenship behaviour (McAllister et al., 2007; Bolino et al., 2015; Kim et al., 2016), role conflict and creativity and organisational behaviour (Giustiniano et al., 2016).

The growing topic of role efficacy highlights the new term that appears to be providing scholarly study. Furthermore, taking into account the long-standing dialectic between productivity and efficacy, it is fair to conclude that RE is likely to be related to concepts such as organisational involvement. Researchers have defined the association between task effectiveness and organisational engagement in a number of ways, including, for example, positive work actions (Chai et al., 2016; Hamlin et al., 2016; Hamlin and Patel, 2016; Ruiz et al., 2014, 2016); productivity / output work (Austin et al., 1991); and skills and skills (Analoui et al., 2010).

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VI. OBJECTIVES OF THE STUDY

- To study the influence of role efficacy on employee commitment among HR Managers in pharmaceutical firms in Chennai

- To identify the factors of role efficacy which influence employee commitment in the chosen firms.
- To study the extent of correlation between role efficacy and types of employee commitment.

VII. METHODOLOGY

The study is descriptive in nature and the research tool used to carry out the study includes the role efficacy standardised instrument developed by Udai Pareek. The reliability of the instrument was tested and was found to be 0.833. The target respondents for this study included HR Managers employed with pharmaceutical units in and around Chennai. The sample size was limited to 150 and both senior and junior HR Managers were roped in as respondents for the study. The sampling technique was convenience sampling.

VIII. DATA ANALYSIS

Table 1 : t Test for significant difference between gender and factors of role efficacy influencing employee commitment among HR Managers

Factors of role efficacy	Gender				t value	P value
	Male		Female			
	Mean	SD	Mean	SD		
Integration	16.97	2.33	17.32	1.89	1.778	<0.001**
Proactive	23.90	3.64	24.77	3.33	2.625	<0.001**
Creativity	20.94	2.97	21.69	2.47	2.891	<0.001**
Confrontation	20.62	3.27	21.47	2.44	3.099	<0.001**
Centrality	20.00	3.00	21.04	2.79	3.787	<0.001**
Influence	16.15	2.36	16.76	2.09	2.904	<0.001**
Personal growth	20.12	3.17	20.73	2.75	2.166	<0.001**
Inter-role linkage	16.46	2.30	16.81	2.02	1.717	<0.001**
Helping relationship	18.78	3.45	19.39	3.27	1.919	<0.001**
Subordination	16.37	2.36	16.75	2.16	1.771	<0.001**
Overall role efficacy	34.97	5.28	36.54	5.12	3.184	.002**
Affective commitment	10.46	2.94	10.77	2.99	1.076	<0.001**
Continuance commitment	11.02	2.43	11.39	2.48	1.609	<0.001**
Normative commitment	16.37	2.36	16.75	2.16	1.771	<0.001**
Overall employee commitment	47.95	8.10	49.81	8.39	2.395	0.003**

Note: ** Denotes significant at 1% level

Since P value is less than 0.01, null hypothesis is rejected at 1% level with regard to all the factors of role efficacy influencing employee commitment among junior HR managers employed with various pharmaceutical firms in Chennai. Hence there is a significant difference between gender and the various factors of self-efficacy

influencing employee commitment among HR Managers. It can be further inferred that HR managers who are females have a higher level of agreement on the various factors of role-efficacy influencing employee commitment as compared to their male counterparts.

Table 2 : Chi-square test for association between level of role efficacy and level of affective commitment

Level of role efficacy	Level of affective commitment			Total	Chi-square value	P value
	Low	Moderate	High			
Low	13 (33.1%) [34.5%]	23 (56.2%) [30.9%]	4 (10.7%) [11.4%]	40	12.003	<0.001**
Moderate	17 (25.0%) [44.0%]	37 (54.9%) [50.9%]	14 (20.1%) [36.0%]	68		
High	8 (20.0%) [21.6%]	14 (32.0%) [18.2%]	20 (48.0%) [52.6%]	42		
Total	38	74	38	150		

Note: ** Denotes significant at 1% level

P value being less than 0.01, the null hypothesis is rejected. Hence there is association between role efficacy and affective commitment among HR Managers. Role efficacy and affective commitment are found to be high among 48.0% of HR Managers and both are less for 33.1% of them and both are felt to be moderate by 54.9% of the HR Managers. Thus, it can be concluded that there is moderate level of association between role efficacy and affective commitment.

Table 3 : Chi-square test for association between level of role efficacy and level of continuance commitment

Level of role efficacy	Level of continuance commitment			Total	Chi-square value	P value
	Low	Moderate	High			
Low	18 (45.5%) [46.2%]	16 (40.5%) [23.3%]	6 (14.0%) [14.0%]	40	3.001	<0.001**
Moderate	12 (18.1%) [31.1%]	40 (58.3%) [56.7%]	16 (23.5%) [39.7%]	68		
High	10 (21.6%) [22.7%]	14 (33.6%) [20.0%]	18 (44.8%) [46.3%]	42		

Total	40	70	40	150		
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Note: ** Denotes significant at 1% level

P value being less than 0.01, the null hypothesis is rejected. Hence there is association between role efficacy and continuance commitment among HR Managers. Role efficacy and continuance commitment are found to be high among 44.8% of HR Managers and both are less for 45.5% of them and both are felt to be moderate by 58.3% of the HR Managers. Thus, it can be concluded that there is moderate level of association between role efficacy and continuance commitment.

Table 4 : Chi-square test for association between level of role efficacy and level of normative commitment

Level of role efficacy	Level of normative commitment			Total	Chi-square value	P value
	Low	Moderate	High			
Low	22 (54.5%) [55.5%]	15 (38.0%) [21.4%]	3 (7.4%) [7.8%]	40	3.002	<0.001**
Moderate	13 (19.1%) [32.8%]	42 (62.3%) [59.1%]	13 (18.6%) [32.8%]	68		
High	5 (11.2%) [11.8%]	14 (33.6%) [19.5%]	23 (55.2%) [59.5%]	42		
Total	40	71	39	150		

Note: ** Denotes significant at 1% level

P value being less than 0.01, the null hypothesis is rejected. Hence there is association between role efficacy and normative commitment among HR Managers. Role efficacy and normative commitment are found to be high among 55.2% of HR Managers and both are less for 54.5% of them and both are felt to be moderate by 62.3% of the HR Managers. Thus, it can be concluded that there is moderate level of association between role efficacy and normative commitment.

Table 5 : Pearson Correlation Coefficient between the factors of role efficacy and types of organisational commitment

Factors of role efficacy	Types of organisational commitment		
	Affective commitment	Continuance commitment	Normative commitment
Integration	0.572**	0.417**	0.512**
Proactive	0.528**	0.371**	0.429**
Creativity	0.636**	0.484**	0.459**

Confrontation	0.601**	0.465**	0.467**
Centrality	0.554**	0.453**	0.528**
Influence	0.601**	0.569**	0.576**
Personal growth	0.557**	0.595**	0.599**
Inter-role linkage	0.595**	0.512**	0.546**
Helping relationship	0.689**	0.599**	0.619**
Subordination	0.683**	0.624**	0.631**

Note: ** Denotes significant at 1% level

The correlation coefficient between all the factors of role efficacy and affective commitment is seen to be higher than s found to be highest in case of affective commitment followed by the correlation coefficient between all the factors of role efficacy and normative commitment being the second highest. It is seen to be the lowest with respect to all the factors when it comes to continuance commitment.

IX. DISCUSSIONS AND CONCLUSION

This research was aimed at examining the previously underexplored relationship between role effectiveness and organisational commitment within the context of the Indian pharmaceutical industry. The findings of the quantitative analysis methodology used showed that the position effectiveness could contribute successfully to the organisational engagement under review. The key points to note, though, are that it is important to accept the views of the role incumbent on role creation.

Experience and information should be thoroughly incorporated in addition to this. The ability to work independently; the use of creative job assignments; the creation within the incumbent of a problem-solving mentality; the acquisition of a sense of accomplishment in the assigned tasks. Innovation incentives can also be provided; and, assisting others, both play a part in improving the efficacy of the position incumbent.

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