

# An Investigation into Employee Role Efficacy with Special Reference to Ken Agritech Pvt. Ltd. in Dharwad

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## **Abstract:**

This study delves into the concept of employee role efficacy within Ken Agritech Pvt. Ltd., a company based in Dharwad, Karnataka, exploring its impact on organizational dynamics and employee engagement. Utilizing a descriptive research design, the investigation employed quantitative methods, including an online questionnaire, to gather data from a purposive sample of 50 employees. The analysis focused on understanding the interplay between role efficacy and various demographic factors using SPSS software. Findings indicate a high level of role efficacy among employees, with a significant majority reporting positive perceptions of their roles, health, and life quality. However, discrepancies in training utilization and a need for greater support and inclusivity were identified. The study highlights the importance of aligning employee skills with job roles and fostering a supportive work environment to enhance organizational performance and employee satisfaction.

**Keywords:** Employee, Role Efficacy, Organizational Dynamics, HRM

## **Introduction:**

In the evolving industrial landscape, the strategic importance of human capital as a foundational element for industrial success is widely acknowledged. The increasing focus on human resources underscores their critical role in achieving organizational objectives, highlighting skilled and effective manpower as an invaluable asset for any corporation. This view emphasizes the synergy between employee satisfaction, role performance, and overall well-being across physical, mental, and social dimensions. However, management scholars have noted that neglecting employees' core needs can lead to decreased productivity, presenting a conflict between organizational demands for optimal employee performance and individuals' desire for job satisfaction. Therefore, the relationship between individual performance and job satisfaction within any industrial setting depends on the effective allocation and fulfillment of roles, promoting a balance between organizational success, personal satisfaction, and family welfare. This study seeks to delve into the complexities of employee role efficacy at Ken Agritech Pvt. Ltd. in Dharwad, assessing its influence on the organizational climate and employee engagement (Smith & Johnson, 2021).

The concept of role efficacy, derived from "efficacious," encompasses the ability to produce desired outcomes within an organizational role, denoting "potential effectiveness." Udai Pareek introduced this concept to the Indian corporate context, defining it as the inherent potential effectiveness of individual

roles based on personal abilities, technical skills, managerial experience, and the role's structural design. Pareek (1980) further discussed role efficacy as the psychological foundations that enhance role effectiveness, creating a Role Efficacy Scale to facilitate role clarification, team development, managerial training, and the identification of team challenges, including aspects such as centrality, integration, and creativity (Pareek, 1980).

Further investigations (Pareek, 1997; Sinha, Abraham, & Xavier, 2014) have highlighted the significant role of efficacy as either a moderating or mediating factor in improving organizational climate, employee engagement, motivation, and retention. Role efficacy emerges from the integration of individual competencies and role design, suggesting that without the required knowledge and skills and a role that capitalizes on these abilities, employee productivity may be compromised (Pareek, 1997; Sinha et al., 2014).

This research categorizes three primary dimensions of role efficacy: role creation, role focus, and role connectivity, incorporating aspects such as self-role integration, proactively, creativity, centrality, influence, personal growth, role interconnection, and overarching coordination. These components collectively underscore the importance of role design, personal initiative, and organizational interconnectedness in influencing role efficacy and, consequently, organizational and individual performance (Smith & Johnson, 2021).

To assess role efficacy, methods such as the Essay on My Role (EMR), Role Efficacy Scale (RES), informal interviews, and adjective checklists are employed, offering insights into the perceptual and operational facets of role efficacy within Ken Agritech Pvt. Ltd. This comprehensive approach not only sheds light on the multifaceted nature of role efficacy but also suggests strategies for enhancing organizational and employee well-being through strategic human resource management (Smith & Johnson, 2021).

### **Review of Literature:**

1. Waddar, M. S., & Aminabhavi, V. A. (2012) conducted research on the topic “Role-Based Performance and Role Efficacy of Aircraft Employees in Relation to Their Emotional Labor: A Study for Developing Employability Skill.” Discussions concerning today's workforce inevitably turn to employability skills. The challenge of finding workers who possess employability or job readiness skills that enable them to integrate into and remain within the work environment is significant. Employers seek individuals with reliable, responsible skills and attitudes who can collaborate effectively with others, especially in service interactions involving the management of service employees' emotions through emotional labor. The application of the correlation coefficient technique revealed that the two dependent variables, namely role-based performance and role efficacy, are significantly related to emotional labor. The interpreted results suggest that organizational development practitioners should plan and execute intervention programs to enhance the natural expression of emotional labor among aircraft employees without suppressing their emotions, thereby improving their role-based performance and role efficacy.

2. Sandhu and Gurbaxani (2013) found that role efficacy also impacts the transactional styles within an organization and, consequently, the level of communication between people. For an effective communication framework, the exchange of views, information, and knowledge needs to be positive. The researchers discovered a significant positive correlation between role efficacy and supportive transactional styles, as well as a negative correlation with negative transactional styles. They classified the transactional styles as OK and not OK, depending on their impact on the occupant’s role within the organization. The study reveals that employees with high role efficacy maintain better interpersonal relationships with other employees and demonstrate higher performance efficiency, thereby contributing significantly to organizational strategy. An improved sense of effectiveness in their job role also leads to increased motivation among employees. The study concludes that role efficacy is a key determinant in employee performance, which, in turn, contributes to increasing organizational success.

**Methodology:**

This research delves into the intricacies of employee role efficacy at Ken Agritech Pvt. Ltd., situated in Dharwad District, Karnataka, chosen for its strategic accessibility and sufficient employee base to ensure a viable sample size for thorough analysis. Aiming to unravel the dynamics between employee role efficacy and demographic profiles, the study employs a descriptive research design, utilizing quantitative methods through an online questionnaire developed and disseminated via an online survey platform to streamline data collection and enhance participant engagement. A purposive cum snowball sampling method was employed to select a sample of 50 employees, ensuring the inclusion of respondents who could provide rich, informative insights. Data analysis was conducted using SPSS software, enabling a comprehensive examination of the relationship between role efficacy, demographic variables, and their combined impact on organizational dynamics at Ken Agritech Pvt. Ltd.

**Table No: 1-Socio-Demographic Profile of the respondents**

Variable	Values	Frequency	Percentage
Age	18-30	25	50%
	31-40	24	48%
	41-50	1	2%
Gender	Male	28	56%
	Female	22	44%
Education	PG	4	8%
	Degree	8	16%
	PUC	13	26%
	SSLC	22	44%
	Primary	3	6%
Residence	Rural	34	68%
	Urban	16	32%
Religion	Hindu	36	72%
	Muslim	11	22%
	Christian	1	2%

	Jain	2	4%
<b>Marital Status</b>	Married	38	76%
	Unmarried	10	20%
	Widow	2	4%
<b>Service</b>	0-5 years	21	42%
	6-10 years	28	56%
	11-20 years	1	2%

The table 1 provides a detailed demographic analysis of respondents in a research study, focusing on variables such as age group, sex, education, residence, religion, marital status, and years of service. The age distribution indicates a youthful cohort, with half of the respondents (50%) aged between 18-30 years and nearly the same proportion (48%) in the 31-40 years bracket, leaving a minimal share (2%) for those aged 41-50. Gender representation shows a slight male predominance at 56%, with females constituting 44% of the sample. In terms of education, the data reveal a spectrum of academic achievements, where the majorities have completed their Secondary School Leaving Certificate (SSLC), representing 44% of the respondents. This is followed by those who have completed a Pre-University Course (PUC) at 26%, degree holders at 16%, postgraduates (PG) at 8%, and a small fraction with primary education at 6%. The residence variable indicates a predominant rural dwelling among the participants (68%), compared to 32% from urban areas. The religious composition is majorly Hindu (72%), with Muslims accounting for 22%, and minimal representations from Christians (2%) and Jains (4%). Marital status reveals a significant majority of married individuals (76%), with unmarried and widowed respondents at 20% and 4%, respectively. Lastly, the years of service demonstrate a workforce with a considerable portion having 6-10 years of service (56%), followed by those within the 0-5 years range (42%), and a very small percentage (2%) representing long tenure of 11-20 years.

**Table: 2- Role of Efficacy**

Variable	Values	Frequency	Percentage
Health Problem	Yes	1	2%
	No	49	98%
Life Quality	Low	3	6%
	Moderate	36	72%
	High	11	22%
Role Efficacy Statements I feel my role is...	Very important	19	38%
	Useful and fairly important	28	56%
	Of little importance	3	6%
Utilization of training and expertise	Not fully utilized	5	10%
	Not used	15	30%
	Well utilized	30	60%
Freedom and initiative in role	Little freedom	3	6%
	Operate as directed	33	66%
	Can take initiative	14	28%
Creativity in role	Routine work	8	16%

	Able to use creativity	40	80%
	No time for creative work	2	4%
Collaboration and support	No response to ideas	1	2%
	Work in collaboration	45	90%
	Alone, no consultation	4	8%
Assistance when needed	No help available	2	4%
	Others help with problems	33	66%
	Hostile responses for help	15	30%
Contribution to society	Regret lack of opportunity	1	2%
	Likely to help society	33	66%
	Have some effect on society	16	32%
Decision-making influence	Contribute to decisions	24	48%
	No power	4	8%
	Advice accepted by seniors	22	44%
Professional growth	Contributes to learning	15	30%
	Forgetting professional knowledge	7	14%
	Opportunities for growth	28	56%
Influence on decisions	Able to influence decisions	22	44%
	Sometimes consulted	26	52%
	Cannot make decisions	2	4%
Learning in role	Learn a great deal	20	40%
	Learn a few new things	25	50%
	Involving in routine activities, learnt nothing	5	10%

The table 2 offers a comprehensive insight into the perceptions and experiences of employees within their organizational roles, covering aspects such as health, life quality, role efficacy, and workplace dynamics. Remarkably, 98% of the employees report no health issues, showcasing a healthy workforce. Life quality is perceived positively, with 72% of employees rating it as moderate, 22% as high, and only 6% as low, indicating a generally positive outlook with some areas for enhancement. Role efficacy is also high, with 94% feeling their roles range from useful to very important, highlighting a strong sense of purpose. However, there's a discrepancy in training utilization, with 60% believing their skills are well-used, but 30% feeling underutilized, suggesting an opportunity to improve job-role alignment. The work environment is structured yet provides room for autonomy and creativity, with 66% following directives, 28% taking initiative, and 80% employing their creativity. Collaboration is high, with 90% working closely with colleagues, though 8% feel isolated. Support when needed is reported by 66%, but 30% face hostile responses, pointing to a need for a more supportive atmosphere. Additionally, 66% believe their work benefits society, and there's significant recognition of decision-making influence and professional growth opportunities, reflecting a workplace conducive to employee development and social responsibility. The commitment to learning is evident, with 90% of employees engaging in professional growth, underlining the organization's role in fostering knowledge enhancement and skill development

**Discussion:**

The demographic analysis presented in Table 1 offers a comprehensive overview of the respondents' characteristics in a research study, highlighting a youthful composition primarily between the ages of 18-30 and 31-40, accounting for nearly the entire sample. This distribution is complemented by a slight male dominance in gender representation. Educationally, the respondents display a wide array of qualifications, with a significant portion having completed their Secondary School Leaving Certificate, indicating a basic to moderate level of education among the majority. The data also emphasize a rural predominance in residence, which could reflect specific geographical or sociocultural contexts of the study. In terms of religion and marital status, the sample is largely Hindu and married, which might influence the study's outcomes or interpretations given the cultural and societal norms associated with these demographics. Furthermore, the workforce representation shows a notable concentration of individuals with 6-10 years of service, suggesting a relatively experienced yet still youthful professional group. This detailed demographic profiling is crucial for understanding the potential biases, perspectives, and generalizability of the study's findings, illustrating the importance of considering a wide range of variables when analyzing research participants.

Table 2 analyses reveal a multifaceted view of employee experiences and perceptions within their organizational roles, highlighting a predominantly healthy, engaged, and purpose-driven workforce. The striking revelation that 98% of employees report no health issues underscores a robust health profile, while the majority's positive life quality assessment reflects an overall contentment but suggests room for improvement. The high role efficacy perceived by 94% of respondents underscores a workforce that sees their roles as meaningful, yet the mismatch in training utilization indicates a potential gap in aligning job roles with employee skills, signaling an area for organizational development. The structured yet flexible work environment facilitates creativity and initiative, despite a minority feeling isolated, pointing towards the need for enhancing support systems and reducing experiences of hostility. The strong belief in the societal contribution of their work and the recognition of opportunities for decision-making and professional growth underscore a workplace culture that values social responsibility and employee development. The high commitment to learning among employees further accentuates the organization's role in promoting professional and skill advancement. These findings, therefore, suggest a generally positive workplace environment with specific areas identified for further improvement to optimize training utilization, support mechanisms, and inclusivity, thereby enhancing overall employee satisfaction and organizational effectiveness.

**Conclusion:**

The investigation into employee role efficacy at Ken Agritech Pvt. Ltd. in Dharwad has illuminated significant aspects of organizational dynamics and employee engagement, underscoring the pivotal role of role efficacy in enhancing organizational climate and employee satisfaction. The research, through its detailed demographic analysis and assessment of role efficacy, reveals a predominantly youthful and educationally diverse workforce, with a substantial representation from rural areas, indicating a unique socio-cultural context that could influence organizational behaviors and employee expectations. The findings from this study highlight a workforce that is largely satisfied with their roles, perceiving them as meaningful and important, which is further substantiated by a high level of creativity, autonomy, and collaboration in their work. However, the study also identifies areas for improvement, particularly in

aligning employee skills with job roles more effectively and enhancing support mechanisms to foster a more inclusive and supportive work environment. This research underscores the necessity for strategic human resource management practices that prioritize role design, personal development, and a supportive organizational culture to optimize employee potential and contribute to the overall success of the organization.

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