

A DESCRIPTIVE ANALYSIS ON ROLE EFFICACY DIMENSIONS IN WORK-LIFE BALANCE OF WORKING WOMEN

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Role is the position one occupies in a social system and is defined by the functions one performs in response to the expectations of the significant members of a social system, and one's own expectations from that position. 'Role' and 'office' (or position), though two sides of the same coin, are nevertheless two separate concepts. According to Katz and Kahn (1966), 'Office is essentially a relational concept, defining each position in terms of its relationships to others and to the system as a whole.' While 'office' is a relational and power related concept, 'role' is an 'obligation' concept. An office is concerned with the hierarchical position and privileges while a role is concerned with the obligations of the position. Office is a point in social structure defining the office-holder's power; a role is the integrated set of behaviors expected from a person occupying that office.

Katz and Kahn (1966) have proposed the concept of a 'role episode' to explain the process of role taking. Role taking involves both role sending (by the 'significant' others) and role receiving (by the role occupant). The role occupant and the role senders constantly interact and the processes of role sending and role receiving together influence the role behaviour of the individual. The role senders have expectations on the basis of their perception of the role occupant's behaviour. The role occupant, in turn, acts on the basis of his or her perception of the role. However, a person's role behaviour also influences the expectations of the role senders. Thus a role episode has a feedback loop.

Role efficacy has several aspects. The more these aspects are present in a role, the higher the efficacy of that role is likely to be. These aspects can be classified into three groups or dimensions.

The enormous findings about the under representation of women in the top decision-making position may seem surprising given the existence of a women movement for over twenty years. The legislation aimed at providing equal opportunities for women in some countries. The experience of many women striving to hit the top levels in business is that they must work harder, often struggling with extraordinary demands on their personal lives, to earn the same recognition or success as men.

Impact of Role Efficacy on Work-life balance – Literature Review

Powell and Greenhaus (2010), examined whether variables selected from theories of psychology of gender as well identity, boundary and role theories explained effect on work to family conflict and "positive spillover". Women experienced higher positive spillover because they were higher in femininity. Women managers did not experience different levels of conflict than men, individuals who scored higher on measured family role salience, which was positively related to femininity, experienced lower conflict. Role segmentation not only reduced conflict but also had the unintended consequence of reducing positive spillover.

Hobler, Wayne & Lemmon (2009), examined the intervening roles of knowledge sharing and team efficacy in the relationship between empowering leadership and team performance. Team performance was measured through a time-lagged market-based source. Results revealed that empowering leadership was positively related to both knowledge sharing and team efficacy, which, in turn, were both positively related to performance

Mulki, Lassk and Jaramillo (2008), investigated the effect of work overload and self-efficacy on important work-life balance issues which includes capability rewards and pay satisfaction. An empirical study was presented that included 138 responses which provide evidence that role stress and work overload mediate the effect of self-efficacy on work-life balance issues.

The study reflected these views of HR Director for Shell Companies in India (2012), observes, "there is certainly positive change for women in India in the work place. There is a gap in the Indian talent market, with significantly more than talented people. Today, women are thought of as great managers, often pursued strongly by search firms. In fact, several firms have targets to achieve on women number" (www.shrmindia.org/perspectives-women)

Need and Significance of the Study : From the sociological and psychological perspective our aim is also to nurture “healthy” and productive employees. The variables Role Efficacy chosen in the study highlights the contribution for healthy, productive and effective employees.

SCOPE OF THE STUDY

The present research work has been conducted in the State of Andhra Pradesh covering three districts namely Hyderabad, Vishakhapatnam and Guntur. The study is focused measuring the determinant role efficacy of work- life balance of women employees.

Objectives of the study

- To study the concept of role efficacy from work life balance perspective
- To analyze and determine impact of demographic factors on role efficacy dimensions from work life balance aspects

Sources of Primary Data:

The primary data was collected from the women employees. Data required for the research was collected by distribution of questionnaires personally to the sample respondents in organizations. The questionnaires were designed and adapted with the following research question on Role played by women managers in providing work-life balance initiatives of these organizations.

Description of the Sample:

The sampling method used in the study was Quota and purposive sampling. This method is adapted when sample elements in all the selected strata are sample representative of sub-population and main population. The technique is used when a complete list of all members of the population does not exist and/ or is inappropriate.

Sources of Secondary Data:

- Review of books on relevant areas for the research such as organizational behavior, strategic human resources management, human resources management instruments, corporate governance, quality of work-life, work-life balance/conflicts/integration, and women managers’ leadership qualities.
- Digital libraries, journals, online database on other web resources.

Tools used for the Data Collection

Role Efficacy Scale

Description of the tools used in the study:

- **Role Efficacy Scale (RES)** – The Role Efficacy Scale (RES) was developed by Udai Pareek (1997). It is a structured instrument consisting of twenty traits of statements, divided into ten dimensions. The ten dimensions of the RES are: Centrality, Self-role Integration, Pro-activity, Creativity, Inter-role Linkage, Helping Relationships, Super-ordination, Influence, Personal Growth and Confrontation. Role Efficacy Score has three alternatives which are pre-weighted. Each dimension of role efficacy and the scoring pattern followed is +2, +1 or -1.

The study was conducted with an objective of validating the instruments to be used in the study. Data was collected from 443 women employees.

Findings and Results of the study

Discussion on Demographic profile of women employees:

Data was collected on the personal and family related aspects from the sample. Aspects included details about age, educational qualifications, organizational background, designation, work experience, annual income, mode of transport, type of family and children related details.

Table 1 – Showing Age Profile of the sample

Characteristics	Frequency	percentage
21to25 years	114	25.73
26 to 30 years	95	21.44
31 to 35 years	46	10.38
36 to 40 years	46	10.38
41 to 45 years	65	14.67
46 to 60 years	76	17.16
Not specified	1	0.24
Total	443	100.00

The above table 1 shows age profile of the sample which is ranging from 23 years to 60 years with an average age of 40. Majority of respondents, 25.73% of the survey population are in the 21-25 years age group, followed by 26-30 years age group making up for 21.44% of the sample. 0.24% has not responded to this statement.

Table 2 – Showing Educational Qualifications of the sample

Characteristics	Frequency	percentage
Up to Graduation	4	0.90
Graduation	125	28.28
Post Graduation	198	44.65
M Phil / Phd	52	11.73
Technical Education	44	9.93
Professional Qualification	20	4.51
Total	443	100.00

The above table shows women employees' educational qualifications which are as follows: graduation 28.28%, post graduation 44.65%, higher education M.Phil/PhD-11.73%, technical education (B.Tech/ M.Tech) 9.93% and professional qualification 4.51%. It is also observed that 44.65% of the sample are post graduates and 28% of the sample are graduates showing their dominance in the study.

Table 3 – Showing Designation of the sample

Characteristics	Frequency	percentage
ASO/AAO, Jr. Executives	206	46.54
AO/ SO/ Sr. Exe/ Doctors/ Professors	163	36.76
Scientists	45	10.38
Software Professionals	21	4.51
Chemists, Nurses, Medical Transcriptionists	7	1.58
Not specified	1	0.23
Total	443	100.00

The above table 3 shows that 46.54% of the sample are at the junior level of management in the organizations, 36.76% are in the senior level of the organizations, 10.38 % are employed as Scientists in Research Institutes, 4.51% are working as software professionals, 1.58% are working in other areas such as chemists, nurses, medical transcriptions, etc. 0.23% of the sample have not responded to the statement. Nearly 80% of the sample surveyed are employed in the junior and senior executive levels.

Table 4 – Shows the Annual Income of the sample

Characteristics	Frequency	percentage
Up to 1 lakh	50	11.28
1 to 2 lakhs	84	18.96
2 to 3 lakhs	80	18.05
3 to 4 lakhs	67	15.12
4 to5 lakhs	46	10.35
Above 5 lakhs	66	14.96
Not specified	50	11.28
Total	443	100.00

The above table shows the distribution of annual income of the sample. It was observed that the sample were positioned in the junior and senior executive categories and nearly 37% of the sample were in the range of one to three lakhs per annum. 14.96% of the sample were drawing above five lakhs salary per annum.

Table 5 – Shows Work Experience of the sample

Characteristics (years)	Frequency	percentage
1 to5 years	199	44.97
6 to 10 years	59	13.31
11to15 years	39	8.80
16 to 20 years	51	11.51
Above 21 years	76	17.13
Not specified	19	4.28
Total	443	100.00

It is interesting to note that nearly 45% of the sample have less than five years of experience, 17.13% have experience above twenty years followed by 13.31% having six to ten years and 11.5% have between sixteen to twenty years of work experience. This also shows that our sample represents the junior and senior level category of management.

Table 6– Shows Working Hours per day of the sample

Characteristics	Frequency	Percentage
6 to 7 hours	149	33.18
8 to9 hours	259	57.68
10 to 11 hours	23	5.12
Not specified	12	4.02
Total	443	100.00

Time spent in active participation of work-life is related to work-life balance. When data was collected from the sample with regard to the number of hours spent in the work place, it was observed that about 5% of the sample spend between ten to eleven hours, 57.68% of the sample spend eight to nine hours and 33.18% of the sample spend six to seven hours. It means that nearly 60% of the sample spends the required or more amount of time in the work place.

Table 7 – Shows Mode of Transport used by the sample

Characteristics	Frequency	percentage
Own vehicle	169	38.16
Staff bus	32	7.22
Public transport	230	51.91
Not specified	12	2.71
Total	443	100.00

The above table 7 shows that 51.91% of the sample depend on public transport in commuting to work place, while 38.16% use their own vehicles to reach the work place. and only 14.24% of the sample experience inconvenience due to lack of frequency of public transport and heavy traffic congestions.

Table 8– Showing Details of Personal/ Family life of the sample

Characteristics: Marital status	Frequency	percentage
Married	294	66.36
Unmarried	146	32.95
No response	3	0.69
Total	443	100.00

The above table 8 shows that, 66.36% of the sample respondents are married and 32.95% are unmarried and .69% did not respond to this statement. It shows that nearly 67% of the sample need to fulfill obligations in the family as well as in the work place and execute their roles effectively.

Table 9 – Showing Type of Family of the sample

Characteristics	Frequency	Percentage
Joint family	118	26.63
Nuclear family	253	57.12
Not specified	72	16.25
Total	443	100.00

The above table shows that 57.12% of the sample have nuclear families and 26.63% of the sample are living in joint families like extended families or with in-laws.

Table 10 Shows Spouse's Qualification of the sample

Characteristics (N=294)	Frequency	percentage
Graduation	87	29.59
Post Graduation	113	38.43
M.Phil/Ph.d	15	5.12

Technical	39	13.26
Professional	20	6.80
Not specified	20	6.80
Total N	294	100.00

The above table 10 shows spouse's qualification of the sample. Out of 294 married women employees, 38.43% of respondents spouse are post graduates and 29.59% are graduates and 13.26% have technical background. Nearly 7% of the sample also have spouse who are professionally qualified.

Table 11 Showing Details of Children of the sample

Characteristics	Frequency	percentage
Single child	73	16.47
Two children	120	27.08
Three children	4	0.90
Not applicable	220	49.69
No response	26	5.86
Total	443	100.00

From the married women employees sample it is observed that, 27% of them have two children and 16.47% have a single child.

Demographic profile indicates the details about age, qualifications, designation, work experience, number of children, working hours, and transportation. More than 50% of the sample are married and need to execute both familial and work related responsibilities. In this context what is required is work-family balance, where the objective is fulfilling the roles effectively and the outcomes aimed are achievement and satisfaction. In order to study this, two variables related to the above aspect: role efficacy are chosen as variables influencing work-family balance. Those two aspects and their relatedness are discussed in the next tables.

Role Efficacy

Role efficacy refers to potential effectiveness of an individual occupying a particular role in an organization. The dimensions studied under role efficacy are centrality, integration, pro-activity, creativity, inter-role linkage, helping relationships, super ordination, influence, growth and confrontation.

Table 12 Showing Mean & Standard Deviation of Role efficacy

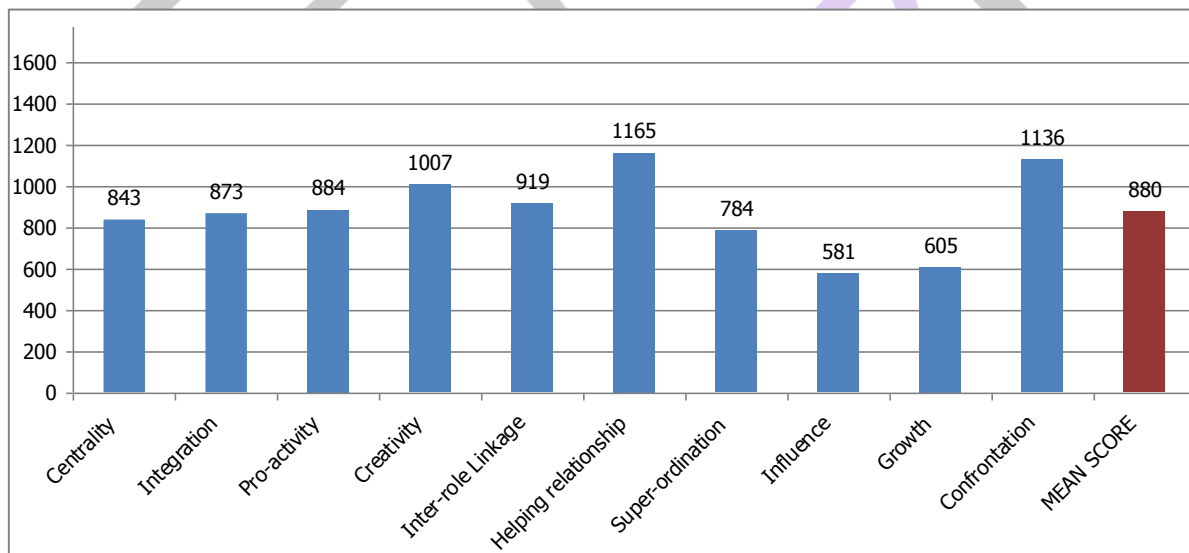
Dimensions	Parameters	Mean	SD	Remarks
Centrality	1. Role importance in organization.	1.05	0.659	Role importance > self importance
	11. Self importance in organization.	0.91	0.791	
Integration	2. Knowledge skills implementation in role	1.19	1.173	Skills implementation > enjoying role autonomy
	12. Enjoying role autonomy	0.76	1.326	
Pro-activity	3. Role freedom	1.07	0.996	Role freedom > self freedom
	13. Self freedom	0.97	0.791	
Creativity	4. Creative at work	1.16	1.084	Almost role creativeness = self innovative at work
	14. Self innovative	1.25	0.976	

Inter-role linkage	5. Role significance at work	1.54	0.961	Role Significance > self significance
	15. Self significance at work	0.64	1.304	
Helping relationship	6. Role assistance	1.34	1.149	Self assistance > role assistance
	16. Self assistance	1.38	1.105	
Super ordination	7. Role contribution	1.12	1.088	Role contribution > self contribution.
	17. Self contribution	0.74	1.220	
Influence	8. Decision making in role	0.86	1.154	Decision making in role > relevant decisions.
	18. Relevant decisions	0.50	1.255	
Growth	9. Personal growth in role	0.92	1.113	Personal growth > personal development
	19. Personal development in role	0.51	1.221	
Confrontation	10. Dealing with role issues	1.46	0.998	Role issues = personal issues.
	20. Dealing issues personally	1.17	0.839	

From the above table twenty role efficacy factors segregate in ten relevant segments that resembled in the following ten role dimensions of work life balance.

Table13 Showing

Table 12 and 13 show the dimensions of role efficacy:



Centrality: Table 13 indicates that women employees perceive higher role importance (M=1.05; SD=0.659) than the self importance (M=0.91; SD=0.791) given to their roles. Table IIB shows that 443 respondents centrality score is almost equal to mean score (880).

The objectives of an organization determine its structure and the structure determines the role relationships. Every role has got the expected and enacted aspect. The personality of an individual gets integrated with the goals of the organization and the enacted role emerges. The significance of the role in terms of relationships and relatedness with other positions results in the perception of the individual about the importance of his or her role. If a person feels that he is enacting a significant role, his or her efficacy increases.

Hence it may be said that perceived importance of the role influences role efficacy and in the present study the sample were found to score high in this dimension indicating high role efficacy.

Integration: Table IIa shows the mean scores for the dimension of self role integration. ($M=1.19$; $SD=1.173$) ($M=0.76$; $SD=1.326$). Here the term self is interpreted as including the strengths and special skills of the individual. When the organization provides for an opportunity to utilize his or her special skills on the job better self role integration takes place resulting in role efficacy. In the present study the sample were found to be moderately high in this dimension.

Pro-activity: The mean scores for the dimension of pro-activity were found to be $M=1.070$; $SD=0.996$, $M=0.97$; $SD=0.791$ indicating a moderately high score. When a role occupant takes initiative he or she is demonstrating pro-active behaviour. Taking initiative, showing enthusiasm for handling responsible tasks is essential in the linking of roles with each other. It also signifies the ability for co-ordination and leadership qualities. The sample in the present study demonstrated the above qualities and it is also important to note that organizations also need to provide opportunities for the employees to exhibit the same.

Creativity: The mean scores for the creativity dimension were found to be $M=1.16$; $SD=1.084$, $M=1.25$; $SD=0.976$ and the sample were found to score high on this dimension. Creativity is a function of three major components: expertise, creative thinking skills and motivation. How imaginatively and flexibly people can visualize their issues and problems will result in effectiveness. In the present study the sample has expertise in imaginative power and are intuitive in decision making and hence the high scores on creativity.

Inter-role linkage: The mean scores for the inter-role linkage dimension were found to be $M=1.54$; $SD=0.961$, $M=0.64$; $SD=1.304$ and the sample were found to score high in this dimension. Inter-role linkage signifies that there is task inter-dependency and individuals put in a concerted effort to understand problems and find solutions. Linking of one's role with others increases role efficacy and in our study it was found that the design of the jobs for the sample was facilitated this process.

Helping relationships: The mean scores for the helping relationships dimension were found to be $M=1.34$; $SD=0.961$, $M=1.38$; $SD=1.105$ and the sample were found to score high on this dimension. This dimension is related to the organizational climate. Here, the culture fosters for a free discussion and articulating the issues and seeking support from one another. This is also linked to the inter-role linkage and super ordination dimensions.

Super ordination: The mean scores for the super ordination dimension were found to be $M=1.12$; $SD=1.088$, $M=0.74$; $SD=1.220$ which is less than the average mean score. To be effective in the role, one needs clarity as well as focus on the goal to be achieved. In an organization the meaning that an individual derives as to how his implementation of the tasks is linked to the overall objectives is what explains this dimension. From the results it may be said that probably the management need to clarify certain processes or steps to the employees which might contribute for increase in the role efficacy.

Influence: The mean scores for the influence dimension were found to be $M=0.86$; $SD=1.154$, $M=0.50$; $SD=1.255$ which are less than the average mean score. The concept of influence is closely related to the concept of power. The amount of authority that an individual has will be responsible in influencing the other members. Our sample in the study consists of employees from junior and middle levels, where the amount of authority is restricted or limited. This explains the lower score of the sample in this dimension.

Growth: The mean scores for the influence dimension were found to be $M=0.92$; $SD=1.113$, $M=0.51$; $SD=1.221$ and the sample were found to score very low on this dimension. Employees perceive their roles in the organization as a stepping stone for their career growth. When certain opportunities are not provided by the organization in terms of personal growth, employees tend to change their perceptions or leave organizations. A challenging growth related opportunity is what is expected by the employees.

Confrontation: The mean scores for the influence dimension were found to be $M=1.46$; $SD=0.998$, $M=1.17$; $SD=0.839$ which is higher than the average mean score. Here, the term confrontation is interpreted as attempting to resolve issues by facing the challenges and discussing the solutions in an open manner. It also indicates a free and trustworthy atmosphere. This again contributes to role efficacy as people feel free to ventilate their issues. Hence, a higher score in this dimension is related to role efficacy.

Conclusion

The married working women have roles both in and out of the family. Within the family they play the roles of a spouse, a daughter-in-law, sister-in-law, an employee, an owner and other roles. Together with these primary roles, they also play the roles of a guide, friend, supervisor, advisor, counselor and so on, in times of need, with their family members. During these roles the study concludes that women are given more importance to their roles than self aspects. Working women showed continuously focused on Skill implementation rather than enjoying role autonomy. Similarly, they expect higher freedom in responsibilities thereby would like to show creativity in their roles with fair self innovativeness. Moreover, working women are empowered with role enhancement and involved in decision making to find all times solutions in work –life balancing roles.

Future Implications of the study

The present study was analyzed impact of role efficacy in work life balance on descriptive basis. Hence the study proposes its future implications to measure the strength of relationship (at significant level) with respect to demographic factors and role efficacy factors.

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