

A STUDY OF ROLE EFFICACY PROFILES OF DOCTORS SERVING IN PRIVATE SECTOR HEALTH SERVICE ORGANIZATION OF UTTAR PRADESH (INDIA): AN ORGANIZATIONAL DEVELOPMENT INTERVENTION

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Abstract

The objective of the present study is predominantly diagnostic which focuses on the fact that role efficient doctors are the building blocks of the society. If one problem needs to be identified as the most critical one in Indian Health organization today, it can certainly be that of work commitment, trust and motivation. The paper makes an attempt to explore the role efficacy profiles of doctors serving in a private sector organization of Uttar Pradesh (India). The primary data was collected by means of structured questionnaire in the HRD workshop and on personal basis canvassed among the sample drawn for the purpose, which comprised of 166 respondents (doctors) in private sector, Indian organization of repute. Data has been statistically treated and complemented by descriptive analysis. Conclusion drawn from the study gives a picture of dominant, dormant and backup dimensions of role- efficacy of the respondents and existing state of organizational culture and practices prevailing in the organizational built-up .Finally, the paper concludes by looking at some possible measures to foster benchmarking success and commitment by enhancing and giving fillip to all the ten dimensions of role –efficacy.

Key Words: Role Efficacy Profiles, Managers, Private Sector Service Organization, Uttar Pradesh, India, Organizational Development.

1.0 The Conceptual Framework of Role -Efficacy

The concept of Role -Efficacy was originally initiated and developed by Pareek (1987). When an individual joins an organization s/he is apprised of the various duties s/he has to perform. Role efficacy would mean the potential effectiveness of an individual occupying a particular role in an organization, as s/he perceives it in the constellation of various significant roles appropriately called, role-set. Role efficacy can be seen as the psychological factor underlying role effectiveness. In short, role efficacy is potential effectiveness of a role.

2.0 Statement of the Problem

There is a general complaint that people in organizations do not put in their best, that they have low commitment to work, that the level of "discipline" is low and so on. Lack work commitment is reflected in symptoms like absenteeism, strikes, low productivity, inferior quality of products and services, a general feeling of alienation etc. The traditional approaches to solve this problem have been either to "discipline" employees through punishment, or to "motivate" them through incentives. Very little attention has been paid to the organizational roles which provide the possibility of integration of the jobs with the employees, or organizational and personal goals to attain corporate success.

3.0 Objectives of the Study

In view of statement of the problem, a need is felt to examine the role efficacy dimensions as perceived by various managers (respondents). The main objectives of the present study are:

1. To make an audit of Emerging Role Efficacy Requirements in select Indian Health Organizations of Uttar Pradesh.
2. To diagnose the Dominant, Backup and Dormant Dimensions of different aspects of Role Efficacy through various techniques of descriptive statics across the organizations under study.
3. To suggest measures for enhancing role efficacy of the select group of participants under study.

4.0 Review of Literature

The concept of role-efficacy in the Indian context has been pioneered by Prof. Pareek (1974, 1975, 1976, 1978, 1980a, 1980b, 1984, 1986, 1987, and 1993). A climate characterized by control and affiliation seems to lower employee's role efficacy (Sen, 1982; Pareek, 1982; Surti, 1983). Innovation fostering climate was also found to be a strong predictor of role efficacy dimensions (Deo, 1993.) Role efficacy has also been reported as a strong moderator variable, which accounted for systematic influence in predicting, or enhancing the effect on organizational climate and other organization related measures (Das, 1984; Sayeed, 1992.) .Researchers have contended that persons with high role efficacy seem to experience less role stress, anxiety, they rely on their own strengths to cope with problems (Sen 1982, Surti 1983); they use more purposeful behaviour (Das, 1984); they are active and interact with people as well as environment (Sen 1982, and Surti 1983); persist in solving problems mostly by themselves, and

sometimes by taking the 'help of other people (Shingala, 1985); show growth orientation, attitudinal commitment, positive and approach behaviour, and feel satisfied with their jobs and roles in the organizations (Pareek 1989), remain active and interact with people and the environment, show perseverance or higher level of emotional intelligence (Goleman, 1995) in solving problems .

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5.0 Research Methodology

Research is a process in which the researcher wishes to find out the end result for a given problem and thus the solution helps in future course of action.

5.1 Sample

The study was conducted in a private sector Indian health organization of Uttar Pradesh (India). For this purpose, 166 doctors were contacted personally and through HRD workshops also. They were requested to fill up a questionnaire comprising measure of Role Efficacy (comprised of 10 dimensions) at Workplace. Convenience sampling

technique has been used to collect the data. The organizations here, have been named here as 1-16.

5.2 Research Design & Data Collection

The data for the study has been collected through structured questionnaires in HRD workshop of 3 days duration. The primary data was obtained through conducting sessions for the respondents using questionnaire, observational analysis, formal & informal/personal counseling interviews, focus groups, learning by experiencing in HRD intervention. Secondary data has been collected from books, magazines, manuals,

Socio-Demographic Profile		Orgs1-16
Gender	Male	105
	Female	61
Age Group	18 -30	83
	31 - 40	46
	41 & above	37
Education Qualification	Graduate	29
	Post Graduate(PG)	76
	Professional PG &<	61
Experience in years	> 5-10	83
	11-20	46
	20 & more	37
Income	>10-30	83
Groups(Rs.in thousand)	31-50	46
	51 & more	37

journals and internet etc.

Table: 5.3 Showing Socio-Demographic Profiles of Respondents

5.3 Organization 1-16

In 16 organizations, 200 questionnaires were distributed among the doctors, 170 questionnaires were returned and 166 questionnaires were found suitable for data analysis (response rate 83%). Among the respondents 105 were males and 61 were females; 83 in the age group of 18 – 30, 46 in the age group of 31 – 40 & 37 in the age group of 40 & above; 29 were graduates, 76 post graduate & 61 were professional post graduate and above; 83 were having experience of > 5-10 years, 46 of 11 – 20 years & 37 of 20 years & above; 23 were in the income group(Rs in thousands) of >10-30, 46 in 30 -50 & 37 in 51 and above per month.

5.4 Instrument

For the purpose of data collection and for diagnosing the perception of the role by each subject an extensive structured questionnaire of Role Efficacy, developed by Prof. Udai Pareek was used to diagnose the role-efficacy of the managers.

Role Efficacy Scale

Role –Efficacy Scale (RES) has 10 dimensions namely,

1. Centrality
2. Integration
3. Pro-activity
4. Creativity
5. Inter -Role Linkage
6. Helping Relations
7. Super-ordinations
8. Growth
9. Influence
10. Confrontation

A. The Instrument and its Administration

The role efficacy scale (RES) is a structured instrument consisting of twenty triads of statements. A respondent marks the one statement in each triad that describes his role most accurately. A role occupant for his role must complete the regular scale. The three alternatives are pre-weighted There are two statements for each dimension of role efficacy and the scoring pattern followed is +2, +1 or-1.

B. Scoring

The scoring key is used for scoring responses as shown in appendix. Role efficacy index (REI) Ranges from 0 to 100.

B. Reliability

Sen (1982) reported a retest reliability of .68 significant at .001 levels. This shows the high stability of the scale. Sen has also reported high internal consistency, indicated by significant correlation values among the items.

D. Validity

Sayed (1985) reported item- total correlation for twenty RES items for a total sample of 658 managers, for eleven organizations separately. For the total sample the lowest correlation was 0.16 (for item 20) and the highest 0.51. The mean corrected item-total correlation for the entire sample was- 0.36, with an alpha coefficient of 0.80. The alpha coefficients for the mean corrected item-total correlations of the eleven organizations ranged from 0.70 to 0.85. These results show internal homogeneity of the scale.

E.Role Efficacy Index (REI)

Role efficacy Index represents the percentages of the role effectiveness of a respondent in his/her organisation. It ranges from 0 to 100. A high REI (Role Efficacy Index) indicates that the respondent perceives that he has a great deal of opportunity in his role to be .

$$\text{REI for Role Efficacy Scale : } \frac{\text{Total Score} + 20}{60} \times 100$$

5.5 Tools/Techniques for Data Analysis

Item to total correlation has been applied to check the consistency of various items used in the questionnaire. Reliability method (Cronbach Alpha) has been applied to the items. Underlined factors were found out through Factor Analysis.

5.6 Consistency Measure

Item to total correlation has been applied to check the consistency of various items used in the questionnaire.

5.7 Reliability Measure

- Reliability test was carried out by using SPSS software and the reliability value through Cronbach's Alpha method for 20 items measuring 10 dimensions of Role Efficacy is .827 which signifies that measure of reliability is significant.
- As the reliability value is good so questionnaire was considered as reliable for further studies on the particular sample under consideration.

6.1 Data Analysis

The data collected through various tools and techniques was analyzed in reference to the objectives of the study. Suitable statistical techniques were used for results and treatment of the data on need basis.

Descriptive Statics and Analysis.

- High mean score suggests maximum number of responses of the subjects with regard to the respective dimension and vice-versa for low mean scores; accordingly ranks are assigned to the various dimensions under study.
- High standard deviation value is indicative of the fact that there is a greater variation in the feelings and responses of the respondents with regard to the respective dimension. This suggests that some of the subjects might be having high scores while others might be having low scores on the concerned dimension. Low standard deviation thereby indicates similarity in the opinion of the participants with regard to the dimension
- N is total number of respondents
- Maximum and minimum scores indicate the values given to the dimension by the respondents as per the scoring keys.
- From the descriptive statistics based on Means (Rank Orders) and Standard Deviation in regard to 10 dimensions of Role Efficacy of managers (top, middle and lower levels) serving in public sector organization, analysis and interpretation of the data has been carried out in the following ways :
- Overall Descriptive Statics and Analysis of Role Efficacy (in terms of Means & Standard Deviations) Profile of Doctor of Organization No. 1-16 (Table: 6.1)

6.1 Descriptive Statics and Analysis of Organizations No. 1-16 (A Service Category Private Sector Health Organizations)

Table: 6.1 Showing Overall Descriptive Statics and Analysis of Role Efficacy Profile of Doctors of Organization No. A (Total N=166)

S.No.	DIMENSIONS	MEAN	RANK	SD	RANK
1.	Centrality	2.58	7nth	0.98	8rth
2.	Integration	3.10	4rth	1.19	5th
3.	Pro-activity	1.70	10nth	1.40	2nd
4.	Creativity	2.78	6th	1.21	4rth
5.	Inter-role linkage	3.28	3rd	1.13	7nth
6.	Helping relationship	3.50	1st	0.96	9nth
7.	Super-ordination	1.95	9nth	1.55	1st
8.	Influence	2.48	8rth	1.28	3rd
9.	Growth	2.85	5th	0.92	10nth
10.	Confrontation	3.35	2nd	1.14	6th
11.	Role-Efficacy Total	27.60		5.99	
12.	Role-Efficacy Index	79.30		10.00	

Mean Analysis

Table 6.1 presents an overall picture of the feelings of 40 senior managers on various dimensions of Role-Efficacy as shown by the observed rank orders, by the respondents. It would be seen that this group had accorded highest rank to the Helping relationship (Mean= 3.50), the II highest rank to the component of Confrontation (Mean= 3.35), III highest rank to the dimension of Inter-role linkage (Mean=3.28), and IV highest rank to Integration (Mean=3.10). Lowest rank (X) was accorded by this group to Pro-activity (Mean=1.70), IX (II lowest) rank was assigned by this group to Super ordination (Mean=1.95), and VIII (III lowest) rank was accorded to Influence (Mean = 2.48). V rank was accorded to Growth (Mean=2.85). The components of Creativity (Mean=2.78) and Centrality (Mean=2.58) were placed at VI and VII ranks respectively. The Mean values

for Role-efficacy Total and Role-Efficacy Index were 27.60 and 79.30 respectively. Hence,

The Dominant dimensions for the select group of participants were- Helping relationship, Confrontation, Inter-role linkage and Integration.

The Dormant dimensions for the select group of participants were- Pro-activity, Super-ordination and Influence.

The Backup dimensions for the select group of participants were- Growth, Creativity and Centrality.

Standard Deviation Analysis

As per Table number 6.1, It is interesting to note that highest rank order has been observed for the component of Super-ordination (SD= 1.55). The II highest rank has been assigned to the component of Pro-activity (SD= 1.40) by the respondents. The III highest rank was found for Influence (SD= 1.28) and IV highest rank was for Creativity (SD=1.21). Lowest rank was accorded by this group to Growth (SD=0.92), IX (II lowest) rank was observed for Helping relationship (SD=0.96), and VIII (III lowest) rank was accorded to Centrality (SD = 0.98). VII rank, VI rank and V rank were accorded by this group to Inter-role linkage (SD=1.31), Confrontation (SD= 1.14) and Integration (SD=1.19) respectively. The SDs for Role-Efficacy Total and Role-Efficacy Index were found 5.99 and 10.00 respectively.

Hence,

The highest variability dimensions for the select group of participants were- Superordination, Proactivity, Influence and Creativity.

The lowest variability dimensions for the select group of participants were- Growth, Helping relationship and Centrality.

The moderate variability dimensions for the select group of participants were- Integration, Confrontation and Inter-role linkage.

7.0 Conclusion

It needs specific mention here that an integrated approach for enhancing organizational effectiveness may increase the role effectiveness of persons, and this might turn out to be a significant antecedent to corporate- trust image, core –competence, benchmark and ultimately success. This implies availability of top management support, ensuring risk taking and appropriate decision making at all levels.

The thematic analysis carried out in this line of research elucidates a point of view that

the role occupants seemingly experience personal as well as certain organizational conditions when they try to enact their roles. The intent of this research was to study functional profiles of managers at all the levels by means of the roles they have to perform, affecting the corporate effectiveness and success.

8.0 Suggestions

Role efficacy can be increased by increasing each of its ten aspects. Therefore, respondents should get a chance to strengthen their roles with enough opportunities created by the management and society in terms of loosening the organizational structure, giving operational autonomy and extending support for leadership at the primary /micro level to function more effectively. Since the overall pattern of organizational growth and development depends much on the nucleated processes taking place at the role level, there is a need to pay greater attention to this aspect in the OD and HRD strategies.

9.0 Limitations

An analysis of the research gives an impression that only a small area has been covered by role efficacy studies, a lot of explorations are to be made in various organizations in their unique setting of organizational culture, policies and systems. Since this is a pioneering study to integrate the effects of role efficacy at workplace in relationship with corporate success in Indian context, the present findings are indicative rather than conclusive. However, some promising research directions are suggested by this study. The samples used for analysis were drawn from India only. Future research, therefore, can expand on the present study by gathering data from other countries so as to track the generalization of the research study. Findings are unique to this sample and study. The research has been validated by using different measurement techniques, though there are some limitations is inherent in the different techniques of measurement.

The theory of role efficacy needs to be tested in a controlled environment like a laboratory setting or in a naturally occurring situation with built-in emphasis on role performance of subjects. These aspects, covered in future researches, may provide additional evidence on the theory's usefulness in an empirical sense as well as establishing its practical utility for using it as a survey feedback instrument. Apart from the linkages of role efficacy with different dimensions of efficacy and organizational processes covered by the study, the construct definition of role making; role centering and role linking need to be further explored covering other organizational variables. Scarcity of resources limits the horizon of any study, as researches have to restrict the size of the sample due to practical limitations. As role efficacy is multidimensional and each dimension of these variables are full unit in itself. Future studies dealing with the single dimensions are desirous in more diversified organizations within and outside the national boundaries. Other most obvious limitation of the research is that, the results will depend on how truly subjects respond to the questionnaires.

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