

Role Efficacy on Nurses

By

Gunjan Nimawat

*Dissertation submitted for the partial fulfillment of the
MBA Human Resource Management in Health and Hospitals*

Academic year, 2015-2017



The IIHMR University, Jaipur

1, Prabhu Dayal Marg, Sanganer, Airport
Jaipur 302029, Rajasthan
Ph: 0141 3924700, Fax: 3924738
Website: www.iihmr.edu.in

Role Efficacy on Nurses

By

Gunjan Nimawat

*Dissertation submitted for the partial fulfillment of the
MBA Human Resource Management in Health and Hospitals*

Academic year, 2015-2017

Manipal Hospital, Jaipur



The IIHMR University, Jaipur

1, Prabhu Dayal Marg, Sanganer, Airport
Jaipur 302029, Rajasthan
Ph: 0141 3924700, Fax: 3924738
Website: www.iihmr.edu.in/

To whomsoever it may concern

This is to certify that Gunjan Nimawat student of MBA Human Resources Management in Health and Hospital management from The IIHMR University, Jaipur has undergone internship training at Manipal Hospital, Jaipur from 6th February 2017 to 5th April 2017.

The Candidate has successfully carried out the study designated to her during internship training and her approach to the study has been sincere, scientific and analytical.

The Internship is in fulfillment of the course requirements.

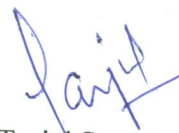
I wish her all success in all her future endeavors.



Dr. Ashok Kaushik

Dean, Academics and Student Affairs

The IIHMR University, Jaipur



Dr. Tanjul Saxena

Associate Professor

the IIHMR University, Jaipur



SMH/HR/2017/ECR00233

Date: 15th May 2017

TO WHOMSOEVER IT MAY CONCERN

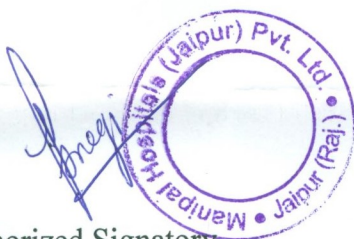
This is to certify that, Ms. Gunjan Nimawat, a student of IIHMR has undergone her internship project with us from 6th Feb 2017 to 5th May 2017.

During this period, he/she was involved in projects pertaining to "Role Efficacy on Nurses" At "Manipal Hospital (Jaipur) Pvt. Ltd.

Her performance on the projects assigned and her conduct was found to be good.

We wish her success in her future endeavors.

For Manipal Hospital (Jaipur) Pvt. Ltd.



Authorized Signatory

Manipal Hospitals (Jaipur) Private Limited

Sector-5, Vidhyadhar Nagar, Jaipur- 302 013 (Rajasthan)

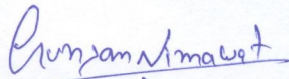
P +91 0141 5164 000, 2232 409 Email : customercare.smh@manipalhospitals.com www.manipalhospitals.com

Registered Office : # 70, 2nd & 3rd Floor, Grace Towers, Millers Road, Bangalore - 560052, Karnataka, India, CIN: U85110KA2014PTC073085

THE IIHMR UNIVERSITY, JAIPUR

CERTIFICATE BY SCHOLAR

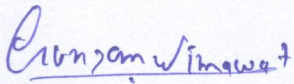
This is to certify that the dissertation titled **"Role Efficacy on nurses"** and submitted by **Gunjan Nimawat** Enrollment No **IIHMR-U/04/2015-17/0003** under the supervision of **Dr Tanjul Saxena** for award of **MBA in Human Resource Management** of the University carried out during the period from **February 06, 2017 to May 06, 2017** embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other institute or other similar institution of higher learning.


Signature

THE IIHMR UNIVERSITY, JAIPUR

CERTIFICATE BY SCHOLAR

This is to certify that all ethical issues have been considered while collecting data for my dissertation titled "**Role Efficacy on Nurses**"



Signature of student

Acknowledgement:

I express my great sense of gratitude to acknowledge the co-operation and support of **Manipal Hospital, Jaipur** for giving me this unique privilege of completing my project by visiting its premises for 60 days and providing me an opportunity to interact with its various personnel.

My institute – **Indian Institute of Health Management Research (IIHMR)**, Jaipur & its Education deserves the foremost appreciation for providing me the opportunity to understand my individual capabilities. I would like to thank Col. (Dr.) **Ashok Kaushik** (Dean Academics and student Affairs, IIHMR, jaipur) to provide such a great learning opportunity. Of course, entire faculty at IIHMR had facilitated the endeavor; I also acknowledge the contribution of my college guide **Tanjul Saxena** in completion of the project.

The collection and my learning would not have been possible without the kind support and help from **Mr. Naveen Malik (Head- Human Resource Department)**. I would like to extend my thanks for his support & guidance.

Table Of Content

S. No.	Topic	Page No.
1	Introduction	5-6
2	Objective	6
3	Review Of Literature	7-8
4	Research Methodology	8-9
5	Findings	9
5.1	Integration	11-12
5.2	Proactivity	12-13
5.3	Creativity	14-15
5.4	Confrontation	15-16
5.5	Centrality	17-18
5.6	Influence	18-19
5.7	Personal Growth	19-20
5.8	Inter- Role Linking	20-21
5.9	Helping Relationship	21-22
5.10	Superordination	22-23
6	Result	25
7	Recommendations	25-26
8	Limitations	27
	Conclusion	
	Reference	
	Annexure	

1) Introduction:

Role efficacy would mean potential effectiveness of an individual occupying a particular role in an organization. It is the integration of the two that ensures a person's self-effectiveness in the organization. The integration of a person and the role comes about when the role is able to fulfill the needs of the individual, and when the individual in turn is able to contribute to the evolution of the role. Nursing role efficacy is very essential in corporate hospitals to provide best services to the patients. The performance of a person working in an organization depends on his own potential effectiveness, technical competence, managerial experience as well as the design of the role that he performs in the organization. Individuals who reported higher role clarity also reported higher role efficacy and performed better than those with lower role clarity. Regarding organizational aspects, a participative climate, in which the employees get higher job satisfaction, contributes to role efficacy. It seems that a climate promoting concern for excellence, use of expertise, and concern for the large issues also contributes to role efficacy. On the other hand, a climate characterized by control and affiliation seems to lower employees' role efficacy.

Dr. Udai Pareek (1980) stated that there are some underlying factors that contribute towards the effectiveness of the role and developed three dimensions of role efficacy which cover the ten aspects as well. These are role making (self-role integration, creativity, pro-activity and confrontation), role centering (influence, centrality and personal growth) and role linking (inter role linking, superordination and helping relationship). It is known that the concept of role is much larger than the role specified or worked on because of which the entire journey of the role from design, implementation, redesign and evolution must be carefully done in order to ensure that it is in line with the organization strategy giving significant contribution small and long term goals.

The impact of role efficacy is seen in various organizations across industries. Manufacturing, Information Technology, Aviation, Hospital staff (especially nursing community) and even in the field of education, both positive and negative results are seen. Employees at various levels need to show a high level of potential effectiveness, which must be supported by high motivation. It is hence very important to analyze that, to what extent the role is contributing to

the performance and organization effectiveness, which majorly depends on how motivated the employee is with regard to the bandwidth and scope of his role in the organization.

Role perception and the various dimensions of role efficacy thus, show a positive effect in keeping the employee motivated. This becomes one of the prime tasks of human resource management to ensure internal as well as external customer satisfaction. Moreover, role efficacy of an employee in the organization can be ascribed to internal factors such as effort and the ability of an employee as well as external factors like task difficulty.

The three dimensions of role efficacy- role making, role centering and role linking, impact role efficacy in an employee differently based on the job. However, the above discussion shows that increased role efficacy due to any of these dimensions leads to decreased role stress, increased performance and efficiency in the job role and increased motivation. This shows that if an employee feels connected to his job in term of his contribution and the value addition of the activity he has to perform he feel more empowered in his role.

An increased sense of belongingness to the job increases the effectiveness of an employee. This increased effectiveness leads to acknowledgement, appraisal and growth in the organization which in turn motivates nurses to put in more efforts in order to fulfill patient care needs. Organizations should thus focus on improving the role efficacy of employees, which not only improves the organizational efficiency, but also reduces the attrition rate of nurses and makes the working environment more conducive to individual, collective as well as organizational growth through increased satisfaction and motivation of employees.

The role of nurses does not only focus on the physical needs of a client, but also the emotional, psychological, and social needs and doctors also need an efficient nurse for the patient recovery and for curative action that's why clarity about a role or job among nurse is very important

2) Objective:

1. To study the perception of the nurses regarding their role in a Manipal hospital, Jaipur.
2. To assess the understanding of role efficacy and its aspects among nurses.
3. To develop an action plan for improving the role efficacy and give recommendations based on findings.

3) Review of literature:

Potential effectiveness of an employee in a given job role is an integration of two aspects. The employee should have certain competencies as well as technical and managerial knowledge for the job role. Also, every employee has certain expectations from a given role such that his potential will be utilized to the fullest. Thus, it becomes crucial for an organization to provide a defined role to each employee such that they have a clear role perception. This in turn affects the results achieved in a given job. Role clarity also helps in reducing the ambiguity associated with a job. This in turn reduces role stress and increases employee performance.

- According to **(Karve and Nair, 2010)** ,The motivation level of a person in a given job depends upon his perception of the role and responsibilities he has to undertake. If a job is able to meet an employee's expectation and the employee also contributes in the evolution of the job, there is a movement from mere role taking to role making. This concept clearly defines the potential and productivity of an employee which is also termed as role efficacy. This relation between role perception and role efficacy has been substantiated by researchers through a study on the impact of role efficacy on nurses who are working at different levels in a hospital.
- According to **(Kaur and Dr. Kazi, 2012)** Within the healthcare industry, an empirical study done shows that there is a high turnover rate of the nursing staff when it comes to the role efficacy amongst hospital nurses in relation to the organizational effectiveness and also considers the perception of their jobs. Nurses felt demotivated and frustrated when their professional conscience was not satisfied. This also affected the “can-do” and “will-do” aspects of motivation. Moreover, components of role efficacy, like helping relationship and creativity, played a significant role in impacting the overall effectiveness. HR intervention is thus, required to ensure that nurses are provided training, supervision and positive working conditions which is conducive to increased Motivation.
- The study done by**(Sandhu and Gurbaxani, 2013)** explained that employees with high role efficacy have better interpersonal relationship with other employees and show higher performance efficiency thereby, majorly contributing to organization strategy. With an improved sense of effectiveness in the job role, this also results in increased motivation of employees. The study concludes that role efficacy is a prominent determinant in the performance of employees which again contributes in increasing organizational success.

- According to (Dhale and Talathi, 2015) role efficacy of an employee in the organization can be ascribed to internal factors such as effort and the ability of an employee as well as external factors like task difficulty. Taking into consideration the healthcare industry, an employee attributes the success of his job more to his own effort as compared to human force or luck. This shows a positive correlation between role efficacy and internal attribution of success which in turn motivates the employees to put in more effort in their work.
- The researchers have also come to a conclusion that at every level of employees (top, middle and lower) the impact and importance of role efficacy will vary with respect to their motivation. For a fresher or a comparatively younger employee, the bandwidth and scope of the role offered is very important so as to keep him retained at the job, whereas for a senior employee, role efficacy would be a minor factor, as he himself would have contributed to the enhancement of his role in the organization and will look to other forms of motivation along with a high level of role efficacy. (Ruchika Malik, Tanavi Madappa, Dr. Ravinder Kaur, Dr. Jaya Chitranshi)
- A research on the high attrition rate in software industry shows that if the values of an employee are not in harmony with the values of the organization, he may either change his value system or quit the company. Role perception and the various dimensions of role efficacy thus, show a positive effect in keeping the employee motivated. This becomes one of the prime tasks of human resource management to ensure internal as well as external customer satisfaction. (Vij, 2013)
- Organizations should thus focus on improving the role efficacy of employees which not only improves the organizational efficiency but also reduces the attrition rate and makes the working environment more conducive to individual, collective as well as organizational growth through increased satisfaction and motivation of employees. (Ruchika Malik, Tanavi Madappa, Dr. Ravinder Kaur, Dr. Jaya Chitranshi)

4) Research Methodology:

The study:

For the present study both exploratory and conclusive research methods were used. The conclusive research method here is descriptive in nature and the research design is single cross-sectional. The following dimensions of role efficacy:

1) Integration

- 2) Proactivity
- 3) Creativity
- 4) Confrontation
- 5) Centrality
- 6) Influence
- 7) Personal Growth
- 8) Inter-role Linkage
- 9) Helping Relationship
- 10) Superordination

Sampling Design:

Target Population: In the present case the target population consists of the nurses working in Manipal Hospital, Jaipur.

Sample Size: 100 nurses have been covered in the study.

Duration of study: Three months

Data source: Primary data/ Secondary data

Data collection Procedure:

This questionnaire consisted of 3 and 2 statements each related to the ten dimensions of Nursing Role Efficacy.

- The respondent had to answer on a five point Likert scale in all the twenty seven statements.
- Data will be collected through questionnaires.

Tools used for data Analysis:

Collected data will be analyzed through Microsoft excel.

5) **Findings:**

The outcome of a number of respondents has been categorized in categories such as age, gender, marital status, experience.

Age:

Age is the first and a very important factor to analyze the perception of nurses regarding their role in Manipal Hospital. In this study the age of the respondent has been divided into three categories.

Table no. 1 indicates that the largest group of respondent belonged to under 25- 35 years.

Table 1 Frequency Distribution of Nurses In Terms of Age

		1 25<	2 25-35	3 35>		
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	25<	6	6.0	6.0	6.0	
	25-35	83	83.0	83.0	89.0	
	35>	11	11.0	11.0	100.0	
	Total	100	100.0	100.0		

Gender:

Gender is a very important factor that describes the diverse workforce in terms of gender distribution. In this study no. of females are 58 and 42 are males.

Table no. 2 shows the largest no. of respondents:

Table 2 Frequency Distribution of Nurses In Terms of Gender

		Male 2	Female 1		
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid Female		58	58.0	58.0	58.0
Male		42	42.0	42.0	100.0
Total		100	100.0	100.0	

Marital Status:

Table no. 3 describes the largest no. of respondents belonged to married group:

Table 3 Frequency Distribution of Nurses In Terms of Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid M.	69	69.0	69.0	69.0
d U.M.	31	31.0	31.0	100.0
Total	100	100.0	100.0	

1. Role Making:

1) 5.1 Integration:

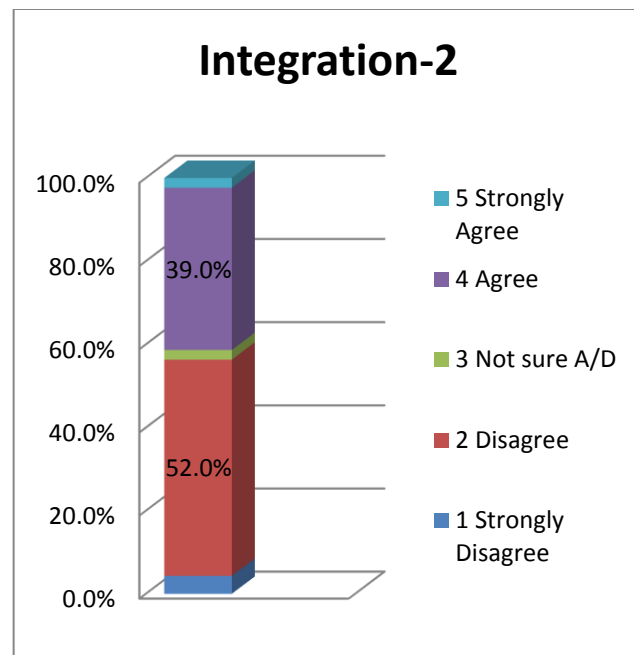
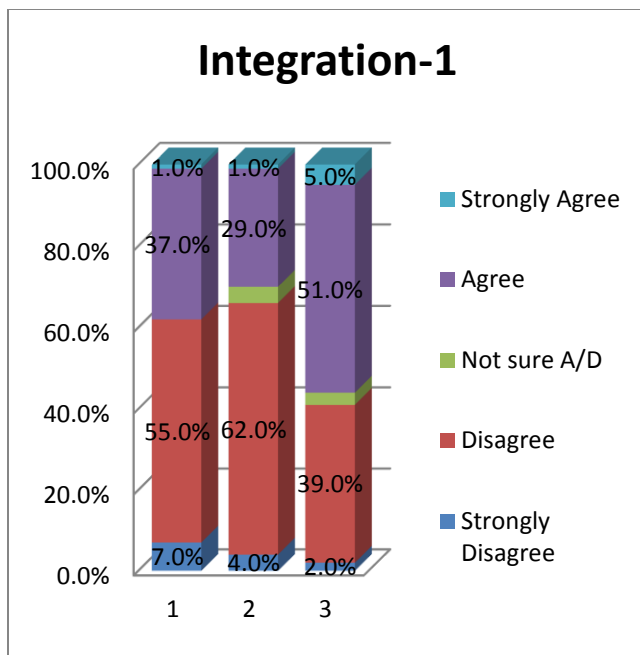
First dimensions of role making are integration, which is describing nursing role efficacy like their skills, strength, and their special competency for the particular responsibility. Every person has his strengths, experience, technical training, special skills, and some unique contribution that he 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.

In integration 3 questions describe the role efficacy of nurses, which is shown by the graph and following 3 questions are here:

1. I have enough opportunities to use my nursing skills here.

11. I am not satisfied with the opportunities available in the hospital to use my nursing competence.

20. I am able to use my special background and skills in my nursing role here.



- ❖ The first graph shows the percentage of all three question of integration and second graph shows the overall percentage of integration.
- This graph shows that 55% nurses disagree with the first statement, that means nurse are not getting the opportunity to use their nursing skill and their special strength in his/her role.
- 62% nurses disagree with the second statement, according to nurse opportunity that available in the hospital to use their nursing competency is there but not in term of their special skills.
- 51% nurses agree with the third statement that they are able to use their nursing skills.
- Second graph shows the overall percentage of integration, which is describe that 52% nurse are disagree with all three statement that show the low role efficacy among nurse because they are not able to use their special skills, and they not getting the greater opportunity for using their nursing competency that shows the distance between the self and the role like when role is redesigned and role is not according to their competency he/she soon discovered that in his new position he was not able to use his special skill of training, counseling although he/she worked very hard in the new role, his/her efficacy was not as high as it had been in the previous role.

2) 5.2 Proactivity:

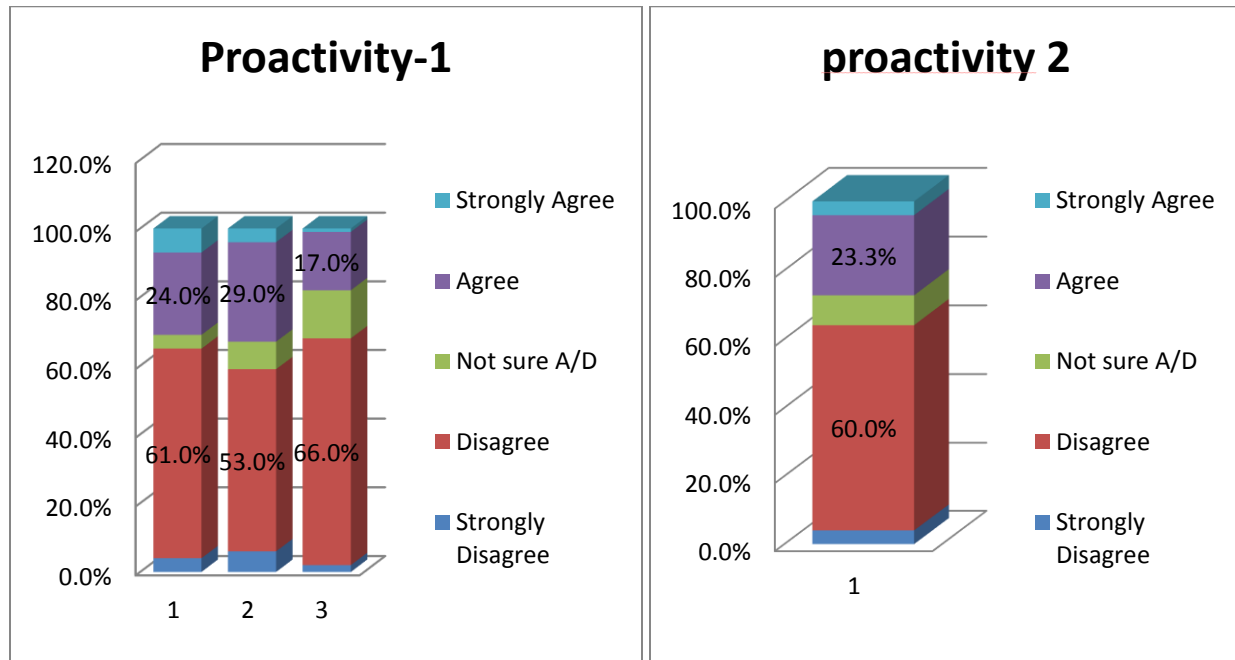
Second dimension of role making is Proactivity that means taking the initiative rather than only responding to others expectations. If he/she expected to take the initiative in starting some activity, the efficacy will be higher, if a person like to take initiative, but has no opportunity to do so in his present role, his efficacy will be low.

Three questions of Proactivity are following:

2. I do not get the opportunity to plan how to do my work.

12. I can take initiative and act on my own as a nurse; I do not have to wait for my supervisor' instructions.

21. As a nurse, I can hardly take any initiative in this place.



❖ The First graph describes the result of 3 statements:

- 61% nurses or disagreeing with the statement, which is describe they do not get the opportunity to how to plan my work.
- 53% nurse disagree with the second statement, which is describe they can take initiative and don't have to wait for their supervisor instruction. That means they need instructions from supervisor without this they are not able to take any decision.

- 66% nurses disagree with this statement that describe they hardly take any initiative in that hospital that means they are able to take initiative for some cases which is encountered in their role according to their nursing experience.

❖ Second graph shows the overall result of Proactivity:

60% people are disagree with all 3 statement which is describe that if people are not able to taking any initiative to start new activities in the organization his efficacy will be low. They are always depending on their supervisor instruction due to this nurses motivation level will decrease and also not able to satisfy others in the organization.

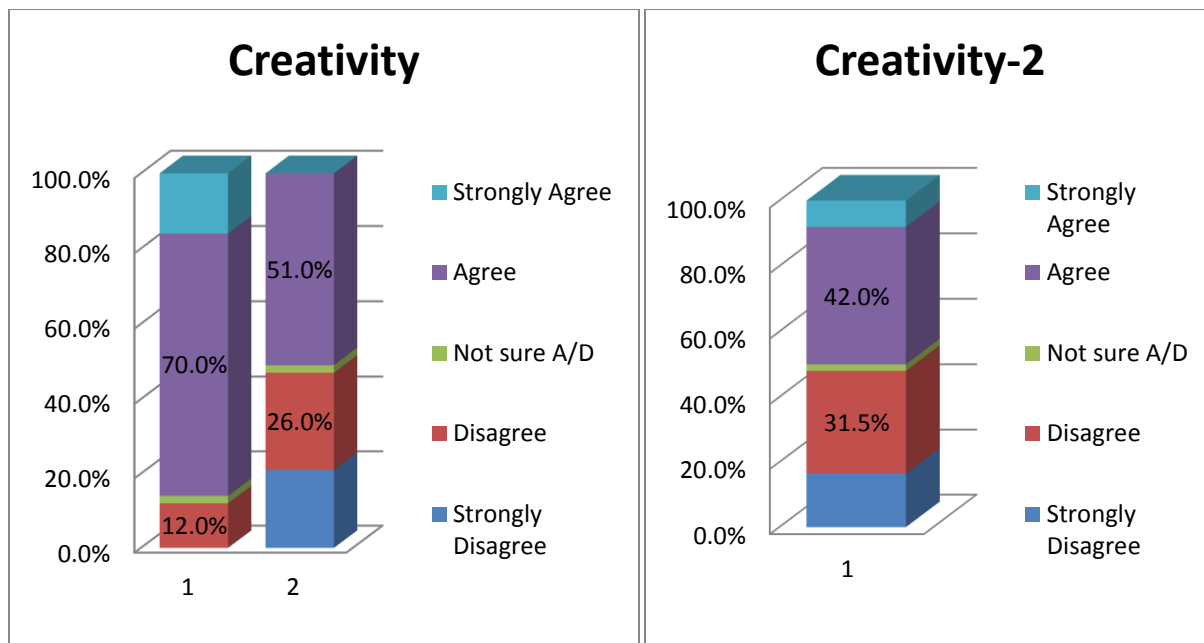
3) **5.3 Creativity:**

It is not only initiative that is important for efficacy, but the opportunity gave people to be creative and try out new ideas increase their role efficacy and their performance improved. If a person perceived that he has to perform only routine task, it became detrimental for high role efficacy. If they feel that their role does not allow being creative, efficacy will become low.

Following 2 statements of creativity is here:

3. I am able to try out new ways to solve problems that I encounter in my role.

13. I need training to be creative in solving problems here.



- ❖ The First graph shows the percentage of 2 statements:
 - 70% nurses are agree with first statement that they are able to solve problems in new ways and company also encourage the new ideas of them.
 - 51% nurses are agree with the second statement which is describe that they need training to be creative in solving problems so that they can contribute more in patient care.
- ❖ The Second graph shows the overall percentage of creativity:

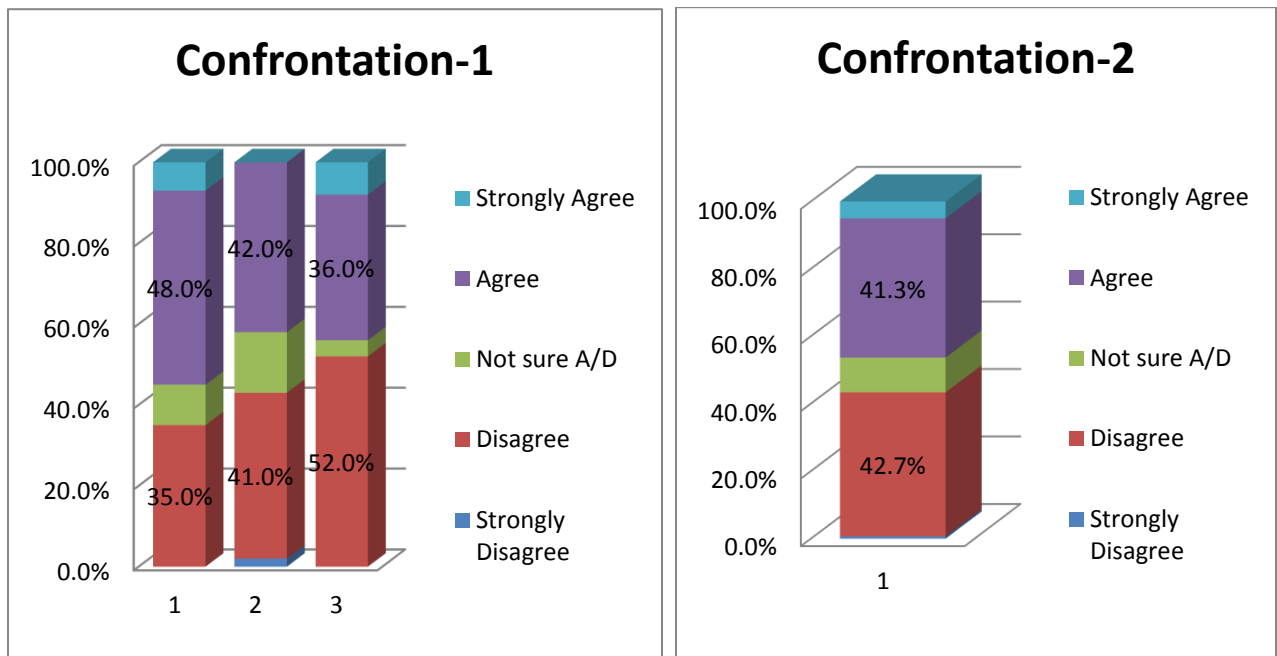
42% people agree with all 2 statement that creativity is important for solving problems. They want to learn new things so that they can contribute in hospital good image as well as patient care. They wanted to learn things like new ways of solving problems, current knowledge about drugs and new technologies, and also training is required in service excellence of nursing.

4) **5.4 Confrontation:**

The tendency to confront problems and find relevant solutions contribute efficacy. If a person avoid the problems and shift to the others their role efficacy will be low.

Following statement is here of confrontation:

- 4. I am often involved in solving problems when co-workers bring such problems to me
- 14. Problems that arise here bother me; and I hate to get involved in their solutions
- 22. I usually avoid problems, and refer them to my supervisors.



- ❖ First graph describe the percentage of all 3 Statement:
 - 48% agree with the first statement that they involve in the problem when their co- workes need some help to solve such problems, they are always willing to help each others.
 - 42% nurses agree with the second statement that they feel irritated in some problems and not willing to involve in their solution.
 - 52% nurse are disagree with 3 statement which describe that they usually avoid problems and refered to their supervisor. According to them, they try to solve the problems by self and if things are uncommon or unknown they discuss with each others and supervisor and than they take any decision.
- ❖ The second graph shows the overall percentage of confrontation:

Second graph shows the equal percentage of agree and disagree almost, that means nurses in Manipal hospital try to do solving problems and if problems are big than they try to solve in the group, that thing show good team work, but sometime they feel interpersonal problems like some nurses are shift their problems to others or supervisor rather than talk to each others and search out the solution that thing shows the low role efficacy.

2. Role centering:

Second parameter of role efficacy of nurses is role centering this covers 3 dimension- centrality, personal growth and influence. All 3 dimensions show some statements.

Following 3 dimensions are here:

1. 5.5 Centrality:

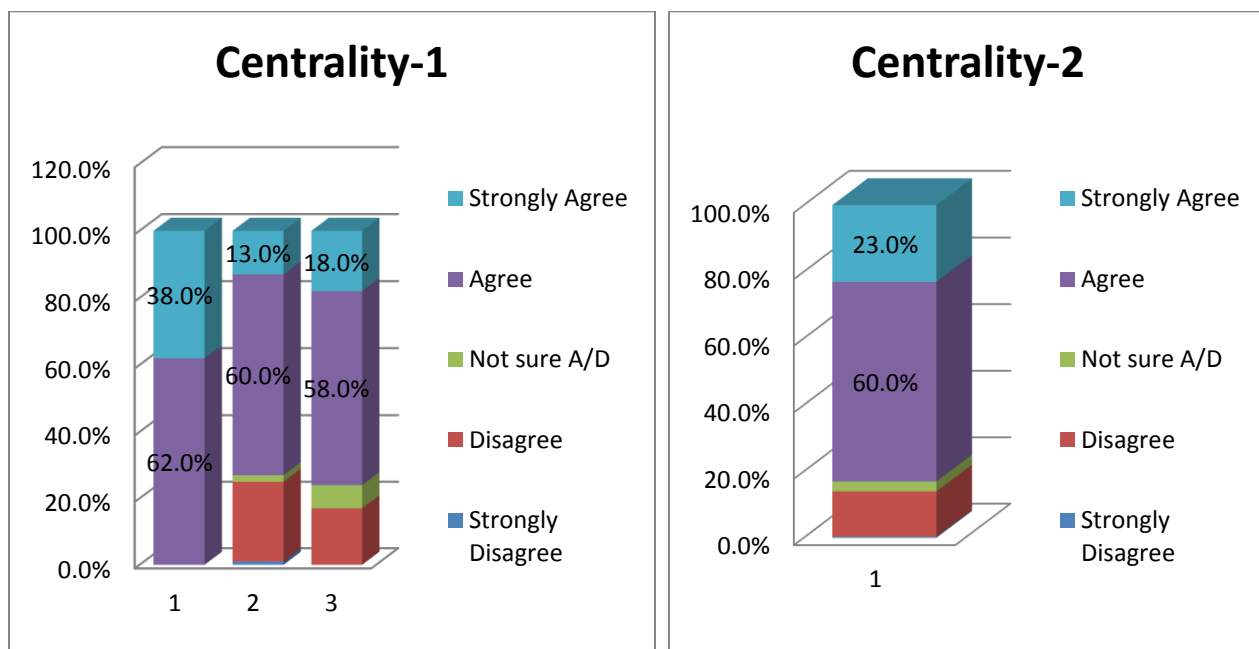
If a person occupying a particular role in the organization feels that the role he occupies is central in the organization; his role efficacy is likely to be high. Every employee would like to feel that his role is important to the organization. Perception of employee is very important to build the image of any organization. If the employee feels the central role in organization they talk about the organization working culture and environment to their friends, relatives and others.

Following the statement of centrality is here:

5. My nursing work is important for hospitals to be able to meet the needs of the patients

15. Physicians in my ward consider my role important for their work

23. I feel my role is given low priority here.



❖ First graph shows the percentage of 3 statement of centrality:

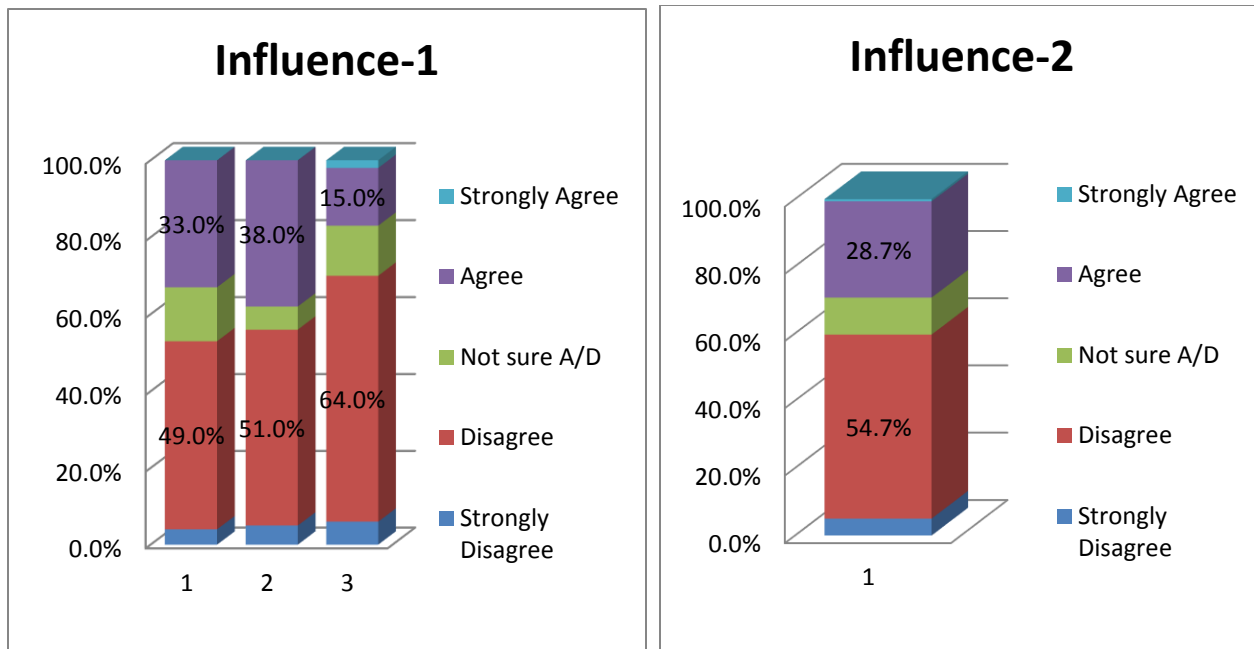
- 62% nurse are agree with first statement which describe that their nursing work is important for the hospital growth and also for the need of the patients.
- 60% nurses agree with the second statement that physician consider the importance of nurses for their work ,in a large hospitals lowest level employee like junior staff nurses need more motivation to work effectively if they felt their work is is not important at all then their motivation level will decrease.
- 58% nurses feel that their work given low priority in that organization and they feel demotivated, due to this nurses efficacy will reduce.
- ❖ The second graph shows the overall percentage of centrality:
60% nurses agree with the all 3 statement which describe that their work is important for the needs of the patients and for the organization growth. Physician consider the importance of nursing roles in their work. An investigation shows that within a few months of their joining the hospital, their perception about the importance of their role changed, they felt their work was not important and that thing reduce the efficacy of nurses.

2. **5.6 Influence:**

A concept of influence is- the more influence a person is able to exercise in his role, the higher its efficacy is likely to be. The level of influence is asses by when it will affect the larger section of the society.

Following questions of influence are here:

- 6. I don't have any opportunity to exercise my judgment in relation to my work
- 16. My supervisors generally accept my advice about patient care and other related matters.
- 24. I have no opportunity to influence decisions here; my supervisors make all the decisions.



- ❖ First graph is describe the percentage of 3 statement of influence:
 - 51% nurses are disagree with this statement that their supervisor accepts the advice related to patient care and other related matters. That means they are not able to contribute in influence the decision, that thing shows the low power of decision making which will affect the nurses perception towards supervisor and also towards the organization.
 - 64% nurses are disagree with this statement that their supervisor makes all the decisions they do not get the opportunity to influence decisions that thing shows no organization will run successfully without a culture of openness. Nursing staff feel comfortable to express their opinions.
- ❖ Second graph shows that 54% nurses are disagree with all 3 statements . That means nurses are able to give their suggestions, new ideas and discuss freely with their supervisor. Overall, they can contribute to, influence the decisions that take in their role related to patient care and other related things.This will show the positive culture of the organization.That will also increase the motivation level of nurses.

3. 5.7 Personal growth:

Another factor which contribute in role efficacy is the perception that the role provide the individual with an opportunity to grow and develop.If a person feel that he/she is stagnating in

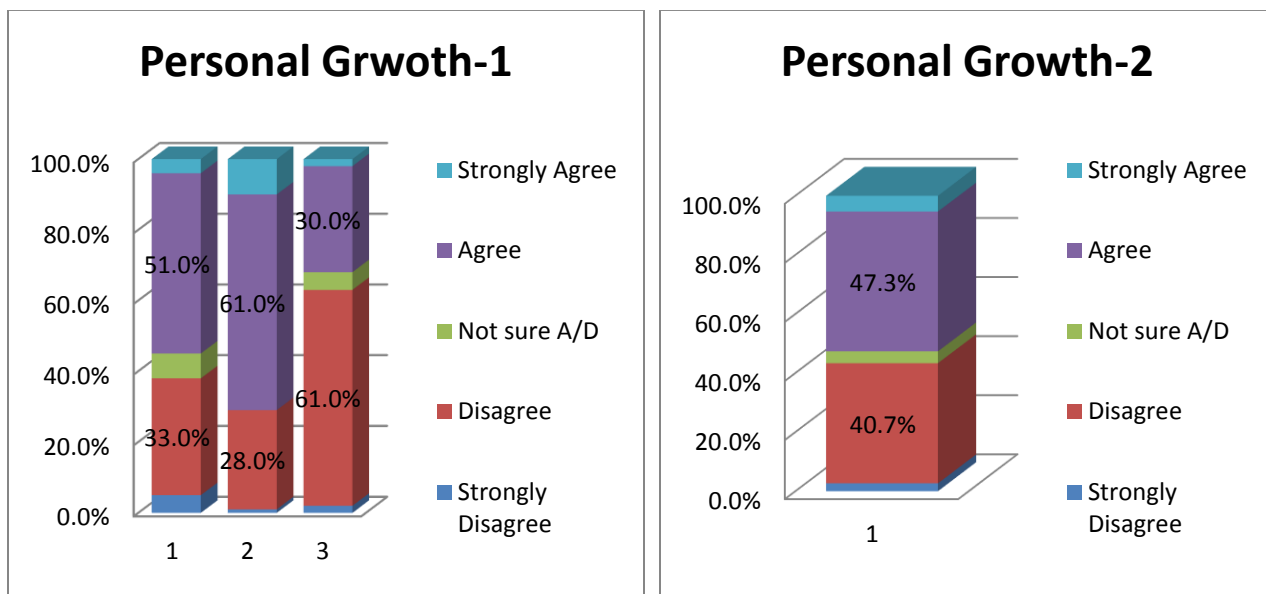
a role without any opportunity to grow, he is likely to have low role efficacy. Each organization has understood one thing that growth and learning, development opportunity can improve the persons efficacy and it will also contribute in organizational development and growth.

Following 3 statement of personal growth are here:

7. I have enough opportunities for professional growth in my role here.

17. I have opportunities to learn new things while working in my role.

25. My previous position has, less growth opportunity while new one gives the more learning and growth opportunity .



❖ First graph shows the perception of the nurse through the three statements:

- 51% nurses agree with the first statement that describe they have enough opportunity of growth in their role it will show the satisfaction level of nurses. When people feel growth in their role than their efficacy will be increased.
- 61% of nurses agree with the second statement that they get the opportunity to learn new things in their role like related to new technology, different way of handling equipments and related to patient care etc.
- 61% nurses disagree with 3 statement which is describe that their previous position gives the low growth opportunity while new one gives the more growth opportunity. most of the nurses

said that their previous position gives them chance of learning new things and also provide the enough opportunity of growth because they felt that they had not more to learn in the new position.

❖ The Second graph shows the overall contribution of personal growth:

47% nurses agree that they are getting the opportunity of growth and learning new things. It shows that they are willing to learn new ways of solving problems, technologies, and ready to take the training of the skill enhancement.

Role linking:

Third parameter of role efficacy is role linking, which is covering the three dimensions like inter-role- linking, helping relationship and superordination. These 3 dimensions having three statements, those dimensions are as followings:

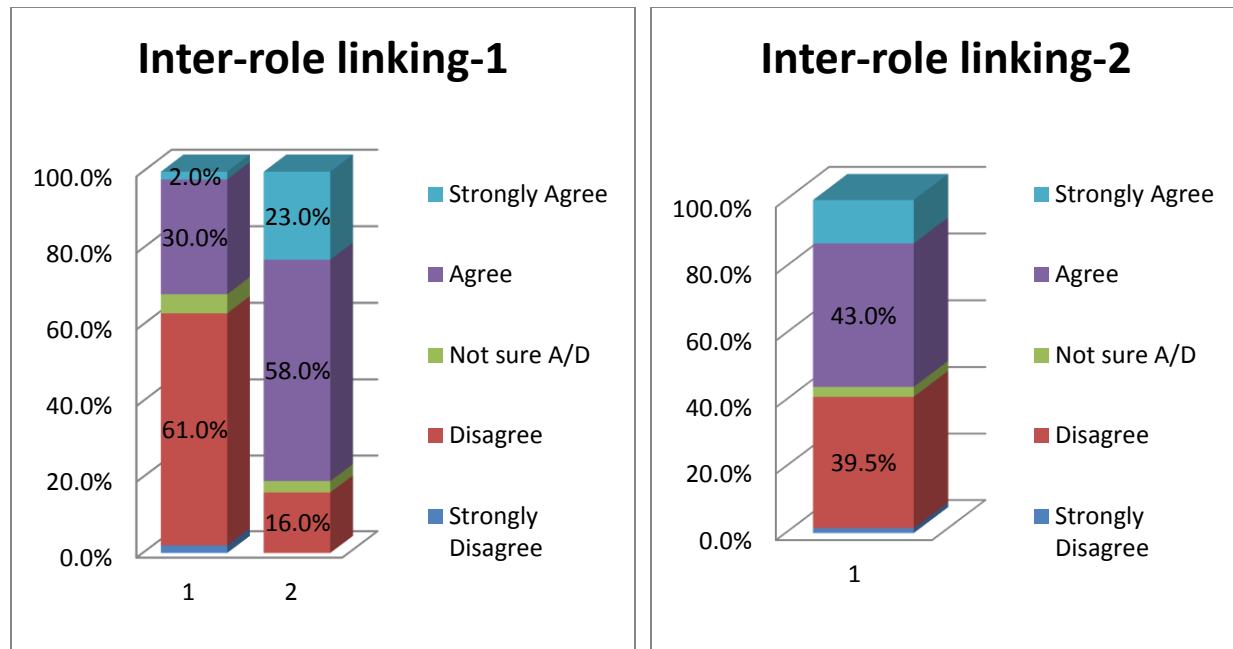
1. 5.8 Inter- role linking:

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.

Following 2 statements are here:

8. I work closely with other nurses.

26. I have enough interactions with the administrative staff of the hospital.



- ❖ The first graph is described the two statements:
 - 61% nurse are disagreeing with first statement which is describe that they work closely with other nurses. That means they are not like to work in the group due to their interpersonal conflict.
 - 58% nurse agrees with the second statement that they have enough interactions with the administration staff of the hospital whenever they feel any problem they can easily discuss with the admin staff ,this will shows the good relationship as well as good communication among nurses and administration staff.
- ❖ The second graph shows that 43% of nurse agree that they get the enough support from administration department. They can discuss their problems with them, they said admin department understand their problems and always try to solve the issues. On the other hand, they feel other nurses are not trying to solve the problems with joint effort.

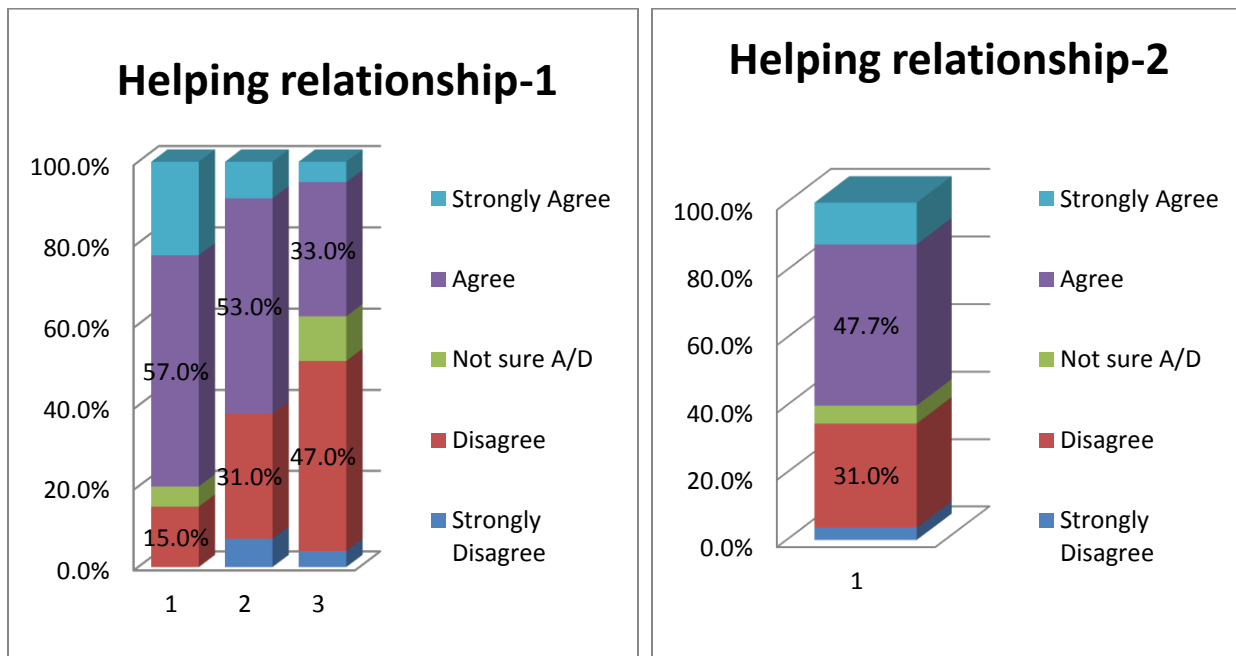
2. 5.9 Helping relationship:

Provide opportunity to give and receive help. 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. These covers 3 statements:

9. Whenever I have a problem, my physician gives me guidance and help

18. The nursing personnel here do not help one another when things are rushed

27. The administrative staff of the hospital provides me with the needed help



❖ The first graph shows the perception of nurses about helping relationship:

- 53% nurses agree with that statement that nursing personnel are not helping one another when things are rushed because they are busy in their work and not able to help others due to their workload.
- 47% nurse disagrees with statement, which is describe administration staff provides needed help to nursing staff. They feel communication gap and lack of interest in solving problems of them that will affect the feeling of nurses and it will contribute dissatisfaction among nurses.

❖ The second statement shows the overall perception of nurses:

47% nurses agree that will describe that helping relationship that contribute the efficacy of nurses is low, in term of communication barriers, interpersonal conflict and lackness of joint effort to solving problems etc. That will reduce the efficacy of nurses.

3. 5.10 Superordination:

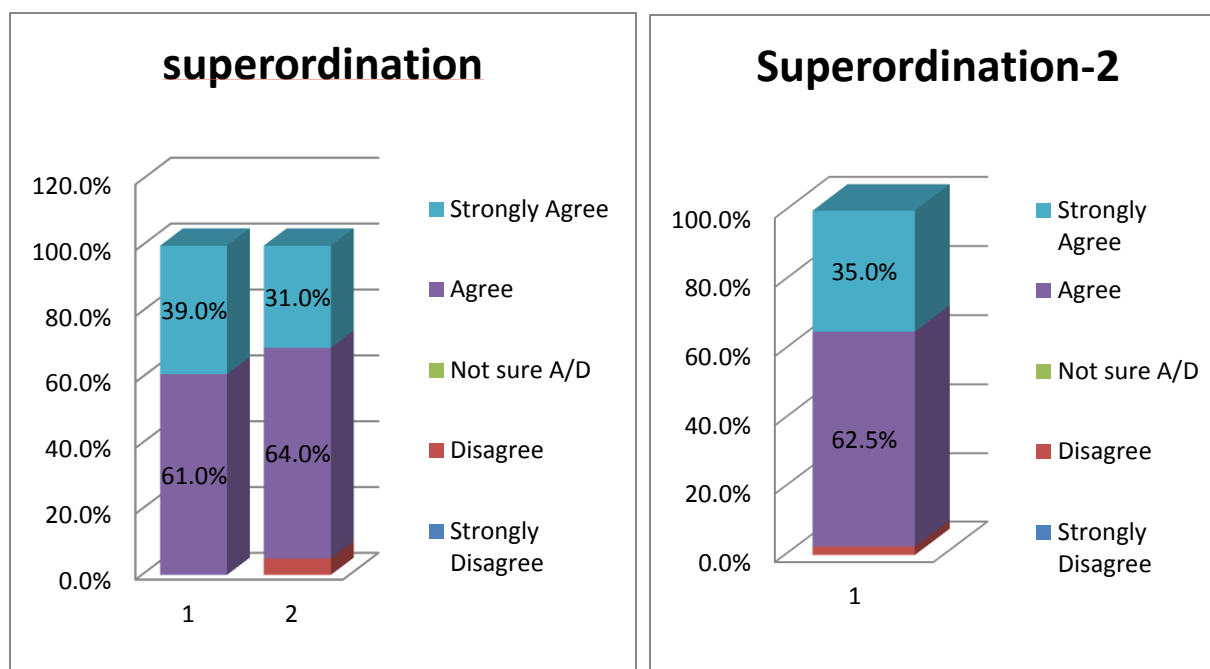
Role connects with the larger community outside the organization. Roles in which people feel that what they are doing is helpful to the organization, in which they work, result in role

efficacy. Superordination goals are those that serves large group, and those which cannot be achieved without some collaborative efforts.

This dimension having two statements:

10. What I am doing in my role enhances the dignity of patients in the hospital.

19. My work as a nurse helpful for the organization as well as patients.



- ❖ The first graph describes the perception of nurses with the help of these 2 statements:
- 61% nurses agree with the first statement that what they doing in their role enhances the dignity of patients. That thing shows the high efficacy of nursing staff and also gives the contribution in social goals for the society.
- 64% nurses agree with the second statement that their work is helpful for the organization as well as patients.
- The second graph describes that 62% people agree their work is contributing in growth of the organization as well as their work is helpful for the patients so that they can contribute to society in social work with the collaborative efforts. When a person performing a particular role feels that what he/she does is likely to be of value to the larger group, their efficacy is likely to be higher.

6) **Result:**

This report have also came to a conclusion that an organization needs to do work upon these areas- integration, inter- role linking, helping relationship and confrontation.

1. Integration level is important for the nursing skills enhancement, which was found to be low in this report, nurses feel that they are not getting the opportunity to use their special nursing technique and competency.

2. Second the level of inter- role linking is also found to be low, joint effort is required for the improvement of efficacy level.

3.Third is helping relationship is required for solving problems that thing also shows the interpersonal relation with others.

4. Confrontation also contributes low in the efficacy of nurses because they are avoiding the problems or refer them to their higher authority without trying to solve the issues.

7) **Recommendations:**

Retain good talent:

Keep retains the talented people, which always contribute in organization growth and development. In healthcare industry attrition rate is very high among nurses so the organization need to understand their needs about their role and job.

Quality Circle groups:

Organize the weekly or monthly meetings of employees with their supervisor so that they can express their view points, and discuss about problems and then all will discuss the solution of that problems. This thing gives the equal platform to every employee to express their opinions, ideas and their perception. It will helpful to develop the culture of openness in the organization.

Nursing service excellence training:

Nursing training is must for enhancement of their skills. Training sessions will conduct two days in week.

Career Development and Education: Teaching and learning session should be organized in the institution to improve the staff's understanding of the patient conditions and to promote continuing professional development (CPD).

Rewards and Career Progression: Hard working and committed employees should be benefitted from financial rewards, holidays or career progression to keep their morale high.

Supervision and Mentoring: Healthcare organizations should organize supervision and mentoring for the staff to regularly assess and manage workplace stress. Supervisors should be trained to assess, among the staff and to provide relevant advice for the staff.

8) **Limitations:**

The present study has suffered from the following limitations:

1. The questionnaires are comparative lengthy and nurses normally busy. There are chances that information obtained in some case might have deviated from actual.
2. The personal biases of the respondent might have affected the result.

Conclusion:

The study on the role efficacy on nurses was done on the basis of the effect of role stress, role clarity and an employee's perception of his job. The report has concluded that role efficacy has a positive impact on the motivation of employees. It means that, higher an employee's role efficacy, higher will be his motivation to put in more effort in the workplace. This would result in greater potential and organizational efficiency. Overall, we can say that role efficacy is very important for every organization for their growth and development. At every level of employee (top, middle and lower) the importance of role efficacy and the employee's perception about their role, working place, and organization culture enhance the brand value in the market.

Reference:

1. Björkström, M., Johansson, I., & Athlin, E. (2006), "Is the humanistic view of the nurse role still alive--in spite of an academic education?" *Journal of Advanced Nursing*, Vol. 54 (4), 502-510.
2. Evans, K. (2001), "Expectations of newly qualified nurses." *Nursing Standard*, Vol. 15(41), 33-38.
4. Pareek, U. (1997), "Training Instruments For Human Resource Development." Tata Mcgraw-Hill Publishing Company Limited, 586-590.
5. Ware, S. (2008), "Developing a self-concept of nurse in baccalaureate nursing students." *International Journal of Nursing Education*, Vol. 5 (1), 1-17.
6. Pandey, Anirudh, "*Role Efficacy and Role Stress Relationship: Some Experience with Workers*", *Indian Journal of Industrial Relations* & 2000
7. Pestonjee, D.M. & Pandey, Anirudh, "*Enhancing Role Efficacy-An OD Intervention*", IIMA Institutional Repository, Vikalpa & 2000.
8. Pethe, Sanjyot & Chaudhari Sushama, "*Role Efficacy Dimensions as Correlates of Occupational Self Efficacy and Learned Helplessness*", *Indian Journal of Industrial Relations* & 2000
9. Salanova, Marisa, Lorente, Laura, Chambel, Maria and & Martinez, Izambel, "*Linking transformational leadership to nurses' extra-role performance: the mediating role of self-efficacy and work engagement*", *Journal of Advanced Nursing* & 2011
10. Shoemaker, Mary, "*Leadership Practices in Sales Managers Associated with the Self-Efficacy, Role Clarity, and Job Satisfaction of Individual Industrial Salespeople*", *The Journal of Personal Selling and Sales Management* & 2000
11. Shweth, KA, "*The concept of role efficacy*", *The Hindu Business Line* & 2010.
12. Sidhu, Navpreet Singh, "*Perception of nurses regarding their role in a hospital*", *Asian* 13.
13. *Journal of Multidimensional Research* & 2013 Carpenter, D. 2000 "Help Wanted: Retiring, disillusioned, or lured away by better pay, nurses and other staff bid hospitals farewell" *Trustee* vol. 53, no. 8, pp. 17- 20.
14. Matveev, A. —The Advantage of Employing Quantitative and Qualitative Method in Intercultural Research: Practical Implications from the Study of the Perceptions of Intercultural Communication Competence by American and Russian Managers. *Bulletin of Russian Communication* 1 (2002): 59-67.

Annexure:

Questionnaire

Nursing Role Efficacy Scale

Please Read each statement given below. Based on your experience in the hospital, rate each on a 5- point scale, indicate how much you agree with it. Use the following key and write the relevant number on the right of each statement number given below.

Write 1 if you strongly disagree with it.

Write 2 if you disagree with it.

Write 3 if you are not sure if you are agree or disagree.

Write 4 if you agree with it.

Write 5 if you strongly agree with it.

Name (Optional):-

Designation/ Role:-

Age:-

Gender:-

Education Background:-

Marital Status:-

Department:-

Length of Service:

a) 0-1 Year

b) 1 yrs - 3 yrs

c) 3 yrs -5 yrs

d) 5 yrs & above

1. I have enough opportunities to use my nursing skills here. _____
2. I do not get the opportunity to plan how to do my work. _____
3. I am able to try out new ways to solve problems that I encounter in my role. _____
4. I am often involved in solving problems when co-workers bring such problems to me. _____
5. My nursing work is important for hospitals to be able to meet the needs of the patients. _____
6. I don't have any opportunity to exercise my judgment in relation to my work. _____
7. I have enough opportunities for professional growth in my role here. _____

8. I work closely with other nurses. _____
9. Whenever I have a problem, my physician gives me guidance and help. _____
10. What I am doing in my role enhances the dignity of patients in the hospital. _____
11. I am not satisfied with the opportunities available in the hospital to use my nursing competence. _____
12. I can take initiative and act on my own as a nurse; I do not have to wait for my supervisor' instructions. _____
13. I need training to be creative in solving problems here. _____
14. Problems that arise here bother me; and I hate to get involved in their solutions. _____
15. Physicians in my ward consider my role important for their work. _____
16. My supervisors generally accept my advice about patient care and other related matters. _____
17. I have opportunities to learn new things while working in my role. _____
18. The nursing personnel here do not help one another when things are rushed. _____
19. My work as a nurse helpful for the organization as well as patients. _____
20. I am able to use my special background and skills in my nursing role here. _____
21. As a nurse, I can hardly take any initiative in this place. _____
22. I usually avoid problems, and refer them to my supervisors. _____
23. I feel my role is given very low priority here. _____
24. I have no opportunity to influence decisions here; my supervisors make all the decisions. _____
25. My previous position has less growth opportunity while new one gives the more learning and growth opportunity. _____
26. I have enough interactions with the administrative staff of the hospital. _____
27. The administrative staff of the hospital provides me with the needed help. _____