The Impact of Role-Efficacy on Employee Performance: A study in Management discipline

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Abstract

Achieving organizational success depends significantly on understanding the factors that drive employee performance. One such critical factor is role-efficacy, which shapes how employees perceive their own capabilities in fulfilling their responsibilities. This review paper examines the relationship between role-efficacy and employee performance by reviewing prior research in management discipline. Findings suggest that employees with a strong sense of role-efficacy are more confident in their abilities, leading to improved job performance. Psychological aspects such as self-belief and confidence, along with behavioral factors like workplace discipline, play a key role in enhancing productivity. While confidence allows employees to recognize and maximize their potential, a structured and disciplined work environment helps channel their abilities toward meaningful outcomes. Organizations aiming for sustained high performance should invest in comprehensive training and development initiatives that not only build role-efficacy but also reinforce the importance of discipline in professional growth.

Keyword: Role-efficacy, Employee performance, Work environment, Training and development programs.

INTRODUCTION

Strong work discipline makes it easier for employees to adhere to their objectives, avoid distractions, and efficiently manage their time. Because they feel in control of their job, persons who practise work discipline are more motivated and experience less stress and worry. Role-efficacy and competence may grow because discipline provides a framework [1]. Employee engagement is a measure of a worker's emotional investment in their job and company. Devoted workers are passionate about what they do, devoted to the company's goal, and ready to pitch in at any time. Engagement fosters a pleasant and fulfilling work environment, which in turn ignites drive. When workers are engaged, they are more likely to take ownership of their work, look for possibilities for advancement, and feel appreciated for their efforts [2].

Higher levels of motivation result from their strong emotional commitment in the task they undertake. An organization's dynamic ecosystem is produced by the intricate interactions among employee engagement, competence, role-efficacy, and work discipline [3]. People will become more motivated when these elements are encouraged and supported since they will create strong synergy. Ignoring these aspects, however, may result in a decline in motivation, which affects not only individual performance but also the overall success of the company. It is common for an employee's self-confidence to grow before his skill does [2]. By aligning their performance beliefs, people may enhance their talents when organisations engage in training and chances for skill development.

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Because engaged workers are inherently driven to perform at their highest level, they are more likely to display excellent work discipline. On the other hand, a methodical approach to work may boost engagement by lowering stress and boosting a feeling of achievement [4].

Role-efficacy

Role-efficacy is the conviction that we are capable of meeting the obstacles that lie ahead and effectively completing a task. There are many different types of role-efficacy such as academic, parental, and athletic role-efficacy, but general role-efficacy is the idea that we can achieve in any endeavour. While our feeling of self-worth or value as human beings is linked to role-efficacy, there is at least one significant difference [5]. Although the notion of "role-efficacy" is well-known in psychology, it is not nearly as often used in popular culture as terms like self-esteem, confidence, self-worth, etc. The psychological notion of role-efficacy developed from Albert Bandura's work. He discovered a process that was very important to people's lives but had not yet been thoroughly described or methodically studied [6] . This mechanism was people's faith in their own power to shape their lived experiences. According to Bandura, a person's perceived role-efficacy determines what coping mechanisms they will use when faced with stress and difficulties, as well as how much work they will put in to achieve their objectives and how long they will be pursued. Role-efficacy, he said, is a self-sustaining quality; when an individual is motivated to solve their issues on their own terms, they experience good outcomes that further increase their role-efficacy [7], [8].

Role-efficacy on employee performance

Potential effectiveness, technical skill, management experience, and the design of one's function within an organisation are the factors that determine an employee's success on the job. A person's effectiveness in the organisation is ensured by integrating the two. One cannot be successful in a job unless they possess the necessary knowledge, technical ability, and abilities. The individual's efficiency is likely to be poor if the job does not enable him to use his skills and if he continuously feels irritated with it.

When a role meets the demands of its players and those players are able to shape the role's development, a person and their role become more integrated. Our chances of success in a position improve when we shift our focus from just accepting it to actively creating it. An individual's ability to succeed in his position, the role's potential for success, and the overall culture of the company all contribute to the individual's overall efficacy on the job.

Self-role integration, initiative, imagination, and conflict are the four pillars around which role making is built. Improving one's role efficacy requires first integrating one's own role. An individual's role efficacy might be high in specific positions if they are able to use their strengths and talents. Rather of waiting for other people to do something, a proactive person takes the initiative themselves. A person will show a low degree of role efficacy if he is eager to take the initiative but never has the chance to put it into action. Making up one's own roles requires one's imagination. A chance to think outside the box and explore other approaches is also crucial for improving role efficacy. A person's sense of role efficacy will be poor if he believes that role does not provide him with enough room to express his creativity. One way to achieve high role efficacy is to tackle issues head-on and come up with relevant, easy-to-understand solutions.

Centrality, impact, and personal development are the three metrics that make up role centring. The term "centrality" describes an employee's sense that his position is important to the success of the company. This is applicable to all workers, regardless of their position in the hierarchy. A person's level of role efficacy will be low if they believe their function is unimportant. Feeling more and more powerful in his job is what we mean when we talk about influence. Development on a personal level is crucial. What this means for a person is that he or she believes their current position gives them enough room to advance professionally.

Inter-role linkage, helpful relationships, and superordination are all measured by role linking. In any company, communication is key, and the only way to achieve it is via connecting, where a position is defined as one that is interdependent on another. Reduced role efficacy is associated with a sense of role isolation. A person's perception of his ability to access various organisational resources in times of need is a strong predictor of his role efficacy. Role efficacy is going to be poor while you're feeling powerless. When an individual's work has the potential to have a significant impact on both the organisation and society at large, his job efficacy is likely to be high. Assuming a significant portion of the organisation stands to gain from his work will boost his sense of role efficacy.

LITERATURE REVIEW

(Utami et al., 2025) [12] Using employee engagement as a mediating variable, examine how role-efficacy and work discipline affect employee performance in the Banyumas Regency Education Office. With the exception of structural and operational staff, who are not included in this study, 111 respondents participated in this quantitative investigation using a saturation sampling technique. The findings demonstrated that, both directly and via the mediation of employer engagement, role-efficacy and work-related discipline significantly improve employee performance. This study demonstrates how crucial it is for organisations to increase employee trust, work discipline consistency, and participation in organisational activities.

(Dheviests & Riyanto, 2020) [6] PT Gajah Tunggal Tbk's Building Plant D Department's employee performance was evaluated in relation to work environment, role-efficacy, and work discipline. Three (3) factors, 'X'—work discipline, role-efficacy, and work environment—were shown to have a substantial impact on employee performance at PT Gajah Tunggal Tbk. The management of PT Gajah Tunggal Tbk must, however, enhance two (2) factors 'X', particularly in the Building Plant D Department: the role-efficacy variable and the work discipline variable. In order to boost employee performance and fulfil the organization's vision, purpose, and objectives, it is intended that management would take these factors into consideration.

(Tentama et al., 2020) [13] Analyse how organisational autonomy and work discipline affect employee performance. The findings demonstrated that 1) work discipline and autonomy had a simultaneous effect on performance (p =.007; p <.01); 2) work discipline and performance had a highly significant positive relationship (p =.003; p <.01); and 3) autonomy and performance had a highly significant positive relationship (p =.006; p>.01). Autonomy and work discipline both simultaneously accounted for 19.3% of employee performance. Employee performance was more strongly influenced by work discipline (10.8%) than by autonomy (8.5%). The findings indicate that organisational autonomy and work discipline might be used to forecast employee success.

(Irawan et al., 2024) [14] Examine how work discipline affects the performance of employees in Lhokseumawe City's Youth, Sports, and Tourism Department. Everyone who works in this department is the subject of the study. Based on the results, better management techniques may be created to improve employee performance and work discipline. The fact that these results may be used as a basis for better management techniques to enhance employee performance and work discipline is also important to remember. This suggests that employee performance may be considerably raised by using efficient work discipline improvement strategies. Organisations that prioritise good work discipline may increase staff productivity and efficiency. Consequently, "the Youth, Sports, and Tourism Department of Lhokseumawe City" is advised to adopt measures to enhance work discipline. Employee performance should improve as a result of these initiatives, which should also help the organisation reach its objectives.

(Lestari et al., 2024) [8] examines how employee performance at Panti Sasana Tresna Werdha RIA Pembangunan is impacted by role-efficacy and work discipline. A significant positive link between employee performance, work discipline, and role-efficacy was shown by the multiple correlation analysis (correlation coefficient 0.844). Two of these characteristics account for 71.3% of the variation in employee performance, according to the coefficient of determination (R2) of 0.713. Other factors not included in this research, such as leadership, work environment, motivation, and remuneration, account for the remaining 28.7%. According to these studies, improving employee performance requires strengthening work discipline and increasing role-efficacy. To foster these traits and sustain high performance levels among their employees, organisations should fund extensive training and development initiatives.

(Khalique & Singh, 2019) [7] One's role-efficacy is their confidence in their talents. Thinking and feeling about oneself depends on role-efficacy. Any sort of role-efficacy affects our ideas, emotions, behaviours, and motivation. It influences life perception via cognitive and emotional mechanisms. Workplace performance, burnout, stress, and position changes are linked to role-efficacy. Given its impact on performance, workers must grasp role-efficacy in the workplace. Employee role-efficacy affects how they handle workplace issues. To perform successfully and handle professional obstacles, employees need role-efficacy.

(Alhempi et al., 2023) [15] Utilising motivation as a mediating variable, examine the effects of leadership and work discipline on employee performance at PT Indofood CBP Sukses Makmur Tbk Cabang Pekanbaru. The outcome demonstrated the direct, beneficial, and considerable impact that changeable leadership and motivation have on worker performance. Employee performance was positively impacted by the leadership, although somewhat. The

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performance of employees is positively and significantly impacted by motivation. At PT Indofood CBP Sukses Makmur Tbk Cabang Pekanbaru, work discipline as an intervening variable sometimes has a favourable indirect impact on employee performance, but it is negligible.

(Kurniawan & Heryanto, 2019) [16] There were 65 Padang Pariaman District Tourism, Youth, and Sports Agency personnel selected by purposive sampling. Initial hypothesis testing demonstrates that work discipline doesn't influence employee motivation. According to the second theory, work environment affects employee motivation. Work discipline doesn't influence employee performance, according to hypothesis 3. Fourth postulate is that work environment affects employee performance. Fifth hypothesis: job motivation affects employee performance. Sixth hypothesis is work discipline indirectly affects employee performance via motivation. Last, job motivation indirectly affects staff performance in the Tourism and Youth Tourism Office of Padang Pariaman Regency.

CONCLUSION

This review highlights the crucial role of role-efficacy in enhancing employee performance. Employees who believe in their abilities tend to approach tasks with greater confidence, efficiency, and adaptability, which enables them to navigate workplace challenges effectively. A strong sense of role-efficacy not only improves individual performance but also contributes to a positive and productive work environment. When employees feel capable and valued in their roles, they are more likely to take initiative, collaborate effectively, and stay motivated to achieve organizational goals. To maximize employee potential, organizations must actively invest in strategies that strengthen role-efficacy. Well-structured training and development programs play a vital role in building employees' confidence by enhancing their skills and knowledge. Additionally, fostering a supportive work culture where employees receive constructive feedback and recognition can further reinforce their belief in their capabilities. Encouraging mentorship and peer learning opportunities can also help employees develop a stronger sense of competence and professional growth. By prioritizing role-efficacy at both the individual and team levels, businesses can cultivate a workforce that is not only high-performing but also resilient and committed. A confident and skilled workforce is better equipped to handle evolving job demands, drive innovation, and contribute to long-term organizational success.

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