Role Perception

- Role Identity
- Role Expectation
- Role Conflict
- Role Ambiguity
“We don’t’ see things as they are :: We tend to see things as the way we want to see”
Role and Group Dynamics in an Organisation

- Role is an important term in the context of organizations. A role is a set of connected behavior, rights, obligations, beliefs and norms as conceptualized by actors in a social situation.
- Every position of the Public Servants has some ascribed or desired roles which are considered necessary by its counter position or clients or self.
- Role expectations, role perceptions and role performance are the components of role analysis, which further have various dimensions.
- A person having high perception would perform high and vice versa.
- In same fashion expectations leads to perceptions and perceptions lead to expectations.
- For improving the role performance organizations has to concentrate on the elements of role, where as high role performance will lead to high perception and expectation too.
TEAMING OF PERSONNEL

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Interpersonal Relationship plays a crucial role in organizational performance and behaviour.

The success of group member resources depends on the framework of the group structure.

The interpersonal relationship influences interaction, expectation and the performance of the group.

A particular structure helps or inhibits the interaction of members.

Reinforcement of relationships helps in moulding proper behaviour and achieving better performances.

Expectation is shaped and moulded with interpersonal relationships.

Group structure develops a particular pattern of behaviour and interaction of group members.

Status, norms and roles are designed as per the forms of group structure.
All the employees and group members play their respective roles as per their positions.

They not only behave in a particular manner, but expect specific behaviour from others.

Individuals in the group are assigned certain jobs, positions and titles.

They are expected to perform certain roles.

The perceived role is the role expected in practice by the individual himself. A perceived role may be inaccurate.

An enacted role is the way he actually behaves. The expected role is usually not the perceived role because of role ambiguity, lack of clarity and uncertainty.

Role conflict differentiates created roles from perceived roles. Job duties, authority and responsibility are role-factors which influence behaviour.

Distorted role-behaviour is observed when the expected role, perceived role and enacted role are differently understood in reality, although theoretically they are the same.
The expected role is not properly perceived due to a lack of clarity regarding job duties, authority and responsibility.

Role ambiguity is also caused by different factors. It is caused by the lack of clear job description.

An individual or employer may swim or sink when his enacted role is different from the expected role.

Role behaviour at every level of management should be well defined and described in terms of occupational levels, individual characteristics and functional features so as not to create role ambiguity.

Employees may be required sometimes to perform more diverse roles than expected. Many organizations have multiple role performing jobs.

To understand role behaviour it is essential to note role identity, role perception, role expectation, role enactment, role ambiguity and role conflict.
The behaviour and attitude attached to the role together form what is known as role identity. People’s behaviour is predicted as per their roles.

A situation that demands a particular type of behaviour is related to the role identity. Each position has its own type of role behaviour.

For example, an employee if promoted to managerial cadre will have a pro-organization attitude, whereas he may have been pro-union when he was an employee. Role identity is dependent on the socio-economic conditions prevailing in and outside the organization.
Role perception is a set of activities or behaviour that an individual is supposed to perform. It is a supposed role to be performed in a given situation.

The perception of an employee toward his job is influenced by different factors such as atmosphere, environment, socio-cultural situations and other stimuli.

Since people have different stimuli, perceptions differ from person to person. Role perception is therefore an individual’s view of how he expects to perform the job in the given situation. It is more a psychological than a real phenomenon.
Perception is an influential phenomenon as people usually act upon their perceptions.

Perception eventually transforms into reality.

The absence of a distinctly defined role of employees and an amorphous perception of their roles and responsibilities in the organization may have a downturn effect on the employees' morale and self-esteem.

Role Perception of the employees acts as one of the most critical components in the workplaces today.

It also plays a key role in an individual's performance.

A misty perception of the role may also lead to underperformance by and underutilization of the potential of the individual.

Consequently, the organization may lose not only some vital man-hours but also some of the most competent employees, in the long run.

It is, therefore, in the organization's interest to provide a clearly-defined role to every employee as a step towards combating the ever-increasing competition in the global milieu.
Role expectation is the behaviour expected by others from the employee. How others believe an employee should perform the job in a given situation is role expectation.

On the contrary, role perception is the behaviour presumed by the employee himself. Perception therefore is attached to an employee’s own suppositions and understanding. It is his own belief regarding the role behaviour.

Expectation is how others believe that the employee would perform. Role perception and role expectation may be the same when others’ beliefs are the same as the employees’ beliefs. This is role phenomena.

In practice there are differences between role perception and role expectation, because of the different attitudes of employees and the attitudes of other people towards employee behaviour.

What the management expects from employees and what employees expect from management are role expectations.

Similarly, what the management expects from itself and what employees expect from themselves are role perceptions.
ROLE ENACTED

- The role enacted is the actual behaviour of individuals and group members. The enacted role depends on the perceived and expected role.
- These roles tend to be equated. If there is no difference between the expected role, perceived role and enacted role, the organization will be free from role ambiguity and role conflict.
- There will not be any problems regarding duties, responsibilities, uncertainty and dissatisfaction.
- There will not be any deviation, stress, tension and anxiety. There are rare possibilities of equating these roles. An organization desires to have equality of these roles for a better performance.
The differences between the expected role and the perceived role create role ambiguity. Employees do not perceive what others expect from them.

Role ambiguity occurs due to a lack of clarity regarding job duties, job descriptions and job designs.

An individual has to perform his duties as expected, discharge his expected responsibilities and use his authority as required by the organization.
ROLE CONFLICT

➢ The differences between the perceived role and the enacted role create role conflict. When an individual’s perception is influenced by multiple demands and directions from one or more supervisor, employees face uncertainty.

➢ Unity of command and direction avoids role conflicts, but this is a rare phenomenon, as in practice employees receive multiple directions. Role conflicts may be intra role conflicts and/or inter role conflicts.

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➢ Intra role is the first level conflict, whereas the inter role conflict is the second level conflict. An intra role conflict is caused by production level multiple supervision, demand for different qualities by the sales manager, repair problems, working conditions and payment systems.

➢ Inter role conflict is caused by the position occupied by individuals. Multiple supervisors lead to multiple role expectations.

➢ One supervisor expects quality, another prefers quantity and yet another desires smooth performance. Diverse expected roles cause multiple conflicting positions and it becomes difficult to reduce such conflicts.

➢ Role behaviour depends on the role ambiguity and role conflict. Less role ambiguity and role conflict lead to higher degrees of performance.

➢ Similarly, a higher amount of role ambiguity and role conflict lessen the performance. Employees may at times succumb to the stresses and strains of role ambiguity and role conflict.
BELBIN’S ROLE SETS

Thinking  Action  Social
BELBIN’S 9 ROLES

- Plant
- Monitor / Evaluator
- Specialist
- Shaper
- Implementer
- Completer / Finisher
- Coordinator
- Resource Investigator
- Team Worker

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WAYS TO IMPROVE PERCEPTION

➢ Authentic Communication
➢ Positive Attitude
➢ Empathy
➢ Cultural Influences
➢ Reward System
➢ Role Clarity
➢ Defined Goals
➢ Flexible Procedures
➢ Interpersonal Relations
KEY ELEMENTS FOR ROLE EXPECTATIONS/PERCEPTION / PERFORMANCE

1. Communication
2. Teamwork and Motivation
3. Liaison and Networking
4. Innovation & Creativity
5. Decision Making Processes and Outcomes
6. Planning and Organising Resources
7. Initiative and Problem Solving
8. Work Environment
9. Care and Welfare
10. Team Development
11. Teaching and Learning Support
12. Knowledge and Experience
IMPORTANCE OF ROLE PERCEPTION IN ORGANISATIONS

- Role perception has become critical
- Work culture is affected by its people and their roles
- Contribution is ascertained with the help of the evidences of their role perception and interpretation.
- Their decision making is totally dependent on the fact that whatever they perceive, they interpret the same and derive the same conclusion.
- Emergence of the organizational criticalities has also impacted the parameters of the decision making capacities of a particular organization
- Understanding the tasks to be performed.
- Understanding associated importance of tasks allotted.
- Understanding preferred behaviour to complete respective tasks.
- And the Tasks to be accomplished as a Group / Team
ALL THE BEST