

Assessment of Role Efficacy Among Women Employees of Selected Public Sector Banks in Patna City

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Abstract: This study examines the role efficacy among women employees working in public sector banks in Patna City, Bihar, India. Role efficacy refers to an individual's potential effectiveness in performing organizational roles and is crucial for career advancement and organizational success. A cross-sectional survey design was employed with a sample of 180 women employees from five major public sector banks. The study utilized Pareek's Role Efficacy Scale to measure ten dimensions of role efficacy. Results indicated moderate levels of overall role efficacy (Mean = 6.42, SD = 1.23) among women bank employees, with significant variations across different dimensions. Centrality and creativity showed the highest scores, while personal growth and confrontation showed lower scores. The findings suggest the need for targeted interventions to enhance specific dimensions of role efficacy, particularly in areas of personal growth, interpersonal relationships, and work-life integration for women in the banking sector.

Keywords: Role efficacy, women employees, public sector banks, organizational behavior, Patna, gender diversity.

INTRODUCTION

The banking sector in India has witnessed significant transformation over the past two decades, with increased emphasis on diversity and inclusion in the workforce (1). Women's participation in the banking sector has grown substantially, yet they continue to face unique challenges in their professional roles (2). Public sector banks, which dominate the Indian banking landscape, have made concerted efforts to recruit and retain women employees, particularly after various governmental initiatives promoting gender equality in the workplace (3).

Role efficacy, a concept developed by Pareek (1993), represents an individual's sense of confidence in their ability to perform organizational roles effectively (4). It encompasses multiple dimensions including self-role integration, proactivity, creativity, and interpersonal competence. Understanding role efficacy is particularly important for women employees who often navigate complex organizational dynamics while managing multiple life roles (5).

Patna, the capital city of Bihar, has emerged as a significant banking hub in eastern India, with numerous public sector banks establishing their regional offices and branches in the city (6). Despite the growing presence of women in these institutions, limited research has examined their role efficacy and its implications for career development and organizational effectiveness.

1.1 Research Objectives

The primary objectives of this study are:

1. To assess the overall role efficacy levels among women employees in selected public sector banks in Patna City
2. To examine variations in different dimensions of role efficacy
3. To identify factors influencing role efficacy among women bank employees
4. To provide recommendations for enhancing role efficacy in banking organizations

1.2 Significance of the Study

This research contributes to the growing body of literature on women in banking and organizational behavior in the Indian context (7). Understanding role efficacy among women employees can help organizations design better human resource policies, training programs, and support systems that enhance workplace effectiveness and employee satisfaction (8).

LITERATURE REVIEW

2.1 Concept of Role Efficacy

Role efficacy is defined as the potential effectiveness of an individual occupying a particular role in an organization (4). Pareek (1993) identified ten dimensions of role efficacy: self-role integration, proactivity, creativity, centrality, influence, personal growth, interpersonal competence, helping relationship, super-ordination, and confrontation. These dimensions collectively determine how effectively an individual can perform organizational roles (9).

Research by Singh and Pestonjee (1990) demonstrated that role efficacy significantly correlates with job satisfaction, organizational commitment, and career success (10).

Employees with high role efficacy demonstrate greater resilience, adaptability, and innovative behavior in organizational settings (11).

2.2 Women in Banking Sector

The Indian banking sector has undergone significant feminization, with women now constituting approximately 24% of the workforce in public sector banks (12). However, women continue to be underrepresented in senior management positions, suggesting potential barriers to career advancement (13).

Studies have shown that women in banking face multiple challenges including work-family conflict, gender stereotypes, and limited access to informal networks (14). Research by Kumari and Devi (2015) found that women bank employees experience higher role stress compared to their male counterparts, affecting their performance and

career progression (15).

2.3 Role Efficacy and Gender

Gender differences in role efficacy have been documented in various organizational contexts. Sharma (2016) found that women employees often score lower on dimensions such as proactivity and influence, potentially due to organizational culture and societal expectations (16). However, other studies have shown that women demonstrate higher scores in interpersonal competence and helping relationships (17).

The intersection of gender and role efficacy becomes particularly relevant in traditionally male-dominated sectors like banking, where organizational cultures may not fully support women's career development (18). Understanding these dynamics is crucial for developing inclusive workplace practices (19).

RESEARCH METHODOLOGY

3.1 Research Design

This study employed a cross-sectional survey design using quantitative methods to assess role efficacy among women employees in public sector banks in Patna City.

3.2 Sample and Sampling Technique

The study population consisted of women employees working in five major public sector banks in Patna City: State Bank of India, Punjab National Bank, Bank of Baroda, Canara Bank, and Union Bank of India. Using stratified random sampling, a total of 180 respondents were selected from various branches across the city.

Table 1: Sample Distribution Across Banks

Bank Name	Number of Branches	Sample Size	Percentage
State Bank of India	15	50	27.8%
Punjab National Bank	12	40	22.2%
Bank of Baroda	10	30	16.7%
Canara Bank	8	30	16.7%
Union Bank of India	8	30	16.7%
Total	53	180	100%

3.3 Data Collection Instrument

The study utilized Pareek's Role Efficacy Scale (1993), a standardized instrument consisting of 50 items measuring ten dimensions of role efficacy (4). Each dimension is assessed through five items on a 10-point Likert scale (0 = Never to 10 = Always). The scale has demonstrated high reliability (Cronbach's $\alpha = 0.87$) and validity in the Indian organizational context (20).

3.4 Data Collection Procedure

Data collection was conducted over three months (September - November 2025) through structured questionnaires. Permission was obtained from bank authorities, and informed consent was secured from all participants. Respondents were assured of confidentiality and anonymity.

3.5 Data Analysis

The data analysis was done in SPSS software including descriptive statistics, frequency distributions, exploratory factor analysis, correlation analysis, and comparative analyses were performed to examine role efficacy dimensions.

RESULTS AND ANALYSIS

4.1 Demographic Profile of Respondents

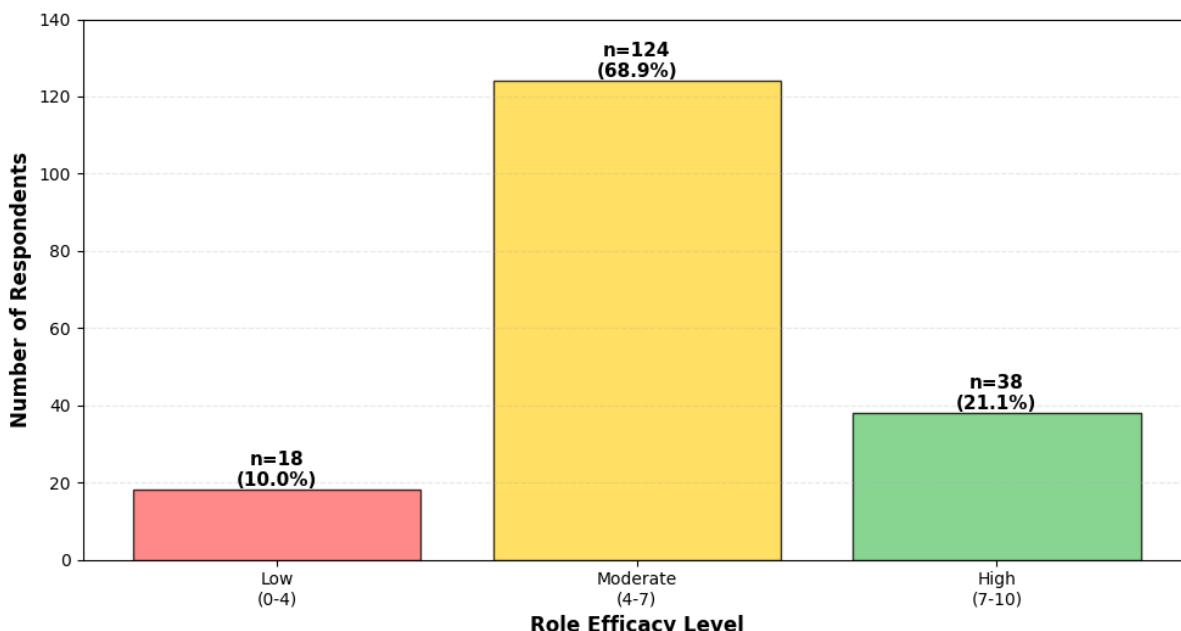
Table 2: Demographic Characteristics of Respondents (N=180)

Variable	Category	Frequency	Percentage
Age Group	25-30 years	45	25.0%
	31-35 years	58	32.2%
	36-40 years	42	23.3%
	Above 40 years	35	19.4%
Educational Qualification	Graduate	52	28.9%
	Post-Graduate	98	54.4%
	Professional Degree	30	16.7%
Designation	Clerical Staff	68	37.8%
	Officers (Scale I-II)	82	45.6%
	Senior Officers (Scale III+)	30	16.7%
Work Experience	Less than 5 years	48	26.7%
	5-10 years	72	40.0%
	More than 10 years	60	33.3%
Marital Status	Married	128	71.1%
	Unmarried	52	28.9%

4.2 Overall Role Efficacy Assessment

The overall role efficacy score among women employees was found to be moderate (Mean = 6.42, SD = 1.23), indicating room for improvement in organizational role performance.

Figure 1: Distribution of Overall Role Efficacy Among Women Bank Employees (N=180)



Dimension-wise Role Efficacy Analysis

Table 3: Mean Scores of Role Efficacy Dimensions

Dimension	Mean Score	SD	Rank
Centrality	7.24	1.45	1
Creativity	7.08	1.38	2
Self-Role Integration	6.85	1.52	3
Helping Relationship	6.72	1.41	4
Interpersonal Competence	6.58	1.48	5
Super-ordination	6.42	1.55	6
Influence	6.18	1.62	7
Proactivity	5.95	1.58	8
Confrontation	5.68	1.71	9
Personal Growth	5.52	1.68	10

The analysis reveals significant variations across different dimensions of role efficacy. Centrality ($M = 7.24$) and creativity ($M = 7.08$) emerged as the strongest dimensions, while personal growth ($M = 5.52$) and confrontation ($M = 5.68$) showed the lowest scores.

Figure 2: Dimension-wise Role Efficacy Scores Among Women Bank Employees (N=180)

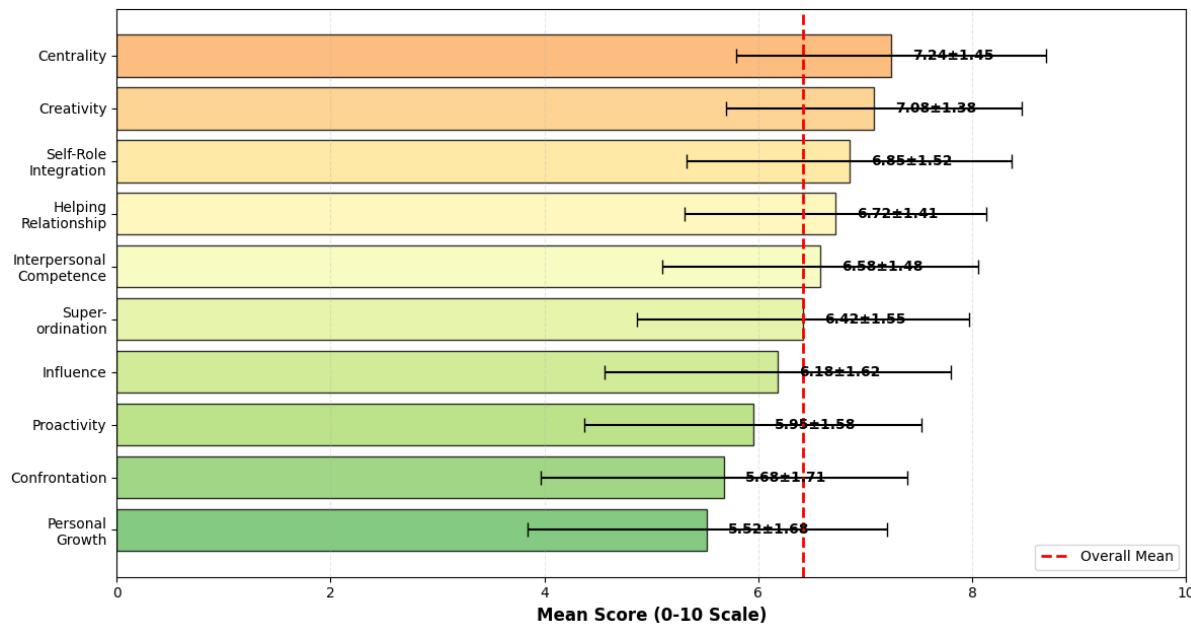


Figure 2: Dimension-wise Role Efficacy Scores Among Women Bank Employees (N=180)

4.4 Role Efficacy by Demographic Variables

Table 4: Role Efficacy by Age Group

Age Group	Mean Score	SD	N
25-30 years	6.15	1.28	45
31-35 years	6.52	1.18	58

36-40 years	6.68	1.15	42
Above 40 years	6.38	1.32	35

Figure 3: Role Efficacy Across Demographic Variables (N=180)

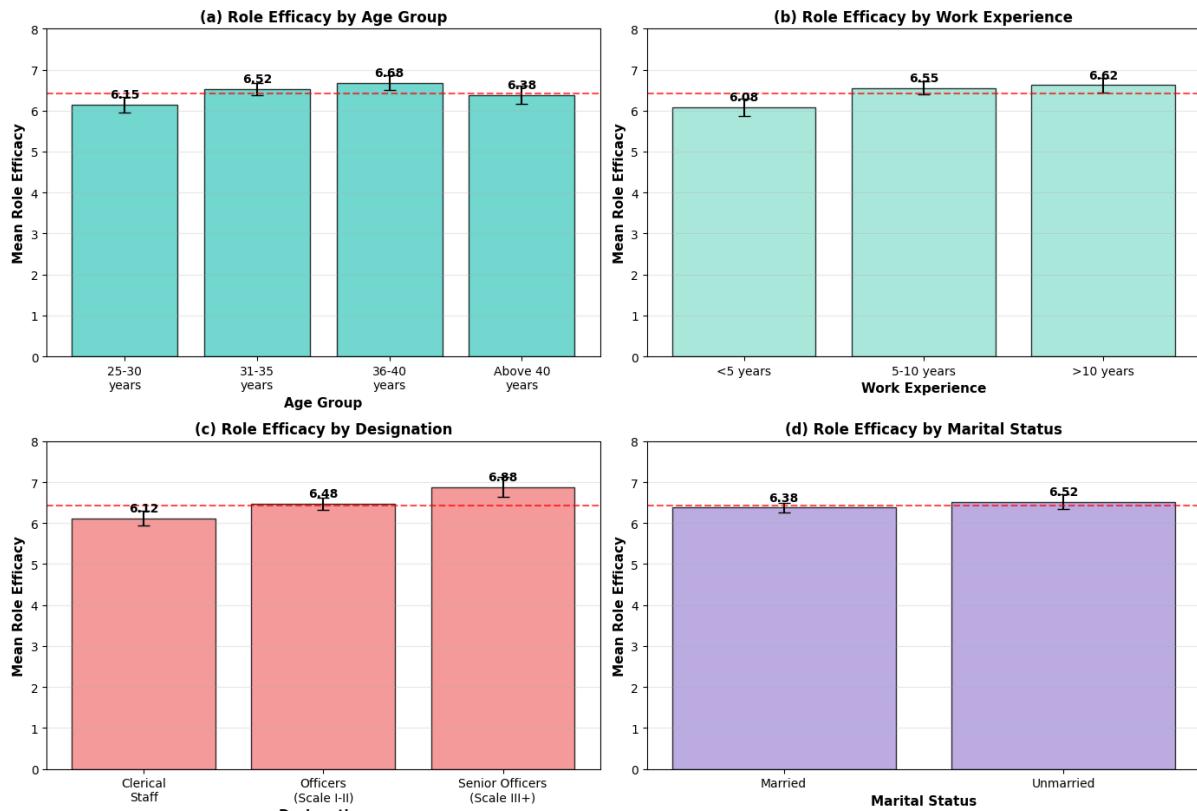


Figure 3: Role Efficacy Across Demographic Variables (N=180)

4.5 Correlation Analysis

Table 5: Correlation Matrix of Key Variables

Variables	1	2	3	4
1. Work Experience	1.00			
2. Role Efficacy	0.42**	1.00		
3. Hierarchical Level	0.58**	0.38**	1.00	
4. Age	0.76**	0.35**	0.52**	1.00

Note: ** p < 0.01

The correlation analysis revealed significant positive relationships between work experience and role efficacy ($r = 0.42$, $p < 0.01$), suggesting that longer tenure in banking enhances role effectiveness.

DISCUSSION

5.1 Overall Role Efficacy

The moderate level of overall role efficacy (Mean = 6.42) among women bank employees in Patna indicates that while they possess reasonable confidence in their organizational roles, there is substantial scope for improvement. This finding aligns with research by Kumar and Jain (2014), who reported similar patterns among women employees in service sectors (21).

The concentration of respondents in the moderate category (68.9%) suggests a relatively homogeneous experience among women employees, possibly reflecting standardized organizational practices across public sector banks. However, the fact that only 21.1% demonstrated high role efficacy is concerning and warrants organizational intervention.

5.2 Dimension-wise Analysis

Strengths: The high scores in centrality and creativity are encouraging findings. High centrality scores indicate that women employees feel their roles are integral to organizational functioning, which is essential for job satisfaction and commitment (22). The strong creativity dimension suggests that women bank employees are comfortable bringing innovative solutions to their work, contradicting stereotypes about rigidity in public sector organizations (23).

Areas of Concern: The lower scores in personal growth and confrontation dimensions reveal critical gaps. Personal growth reflects opportunities for learning and development, and low scores here suggest that women may feel constrained in their career progression (24). This finding resonates with previous research indicating glass ceiling effects in banking organizations (25).

The low confrontation scores indicate that women employees may hesitate to challenge problematic situations or advocate assertively for their perspectives. This could stem from organizational cultures that discourage dissent or gender socialization patterns that emphasize harmony over conflict (26).

5.3 Demographic Influences

The positive relationship between work experience and role efficacy suggests that familiarity with organizational processes enhances confidence and effectiveness. However, the slight decline in efficacy among employees with more than 10 years of experience (compared to 5-10 years group) may indicate mid-career challenges or plateauing concerns (27).

The higher role efficacy among senior officers compared to clerical staff reflects the empowerment that comes with hierarchical advancement. However, this disparity also highlights potential inequities in how different categories of employees experience organizational support (28).

Interestingly, unmarried women showed marginally higher role efficacy than married women, though the difference was not substantial. This may reflect work-family conflict challenges faced by married women, particularly in contexts where household responsibilities remain gender-asymmetric (29).

5.4 Contextual Considerations

The findings must be interpreted within the specific context of public sector banks in Patna. These organizations operate under regulatory frameworks that mandate certain HR policies, including maternity benefits, anti-discrimination measures, and reservation policies (30). However, the moderate role efficacy scores suggest that policy implementation may not fully translate into empowering work experiences.

Regional factors specific to Bihar, including traditional gender norms and limited urban infrastructure supporting working women, may also influence role efficacy (31). The banking sector in smaller metropolitan cities like Patna may offer fewer networking opportunities and professional

development resources compared to major metropolitan centers.

6. Recommendations

Based on the findings, the following recommendations are proposed:

6.1 Organizational Interventions

1. **Targeted Training Programs:** Develop focused training modules addressing dimensions with lower scores, particularly personal growth, confrontation, and proactivity. These programs should include assertiveness training, negotiation skills, and career planning workshops (32).
2. **Mentorship Initiatives:** Establish formal mentorship programs pairing junior women employees with senior leaders to enhance learning opportunities and career guidance (33).
3. **Leadership Development:** Create specialized leadership development tracks for women employees, emphasizing strategic thinking, influence, and organizational navigation (34).

6.2 Policy Reforms

1. **Career Progression Pathways:** Implement transparent career advancement frameworks with clear milestones and competency requirements, reducing ambiguity in promotion processes (35).
2. **Work-Life Integration Support:** Enhance policies supporting work-life balance, including flexible working arrangements, childcare facilities, and family-friendly leave policies (36).
3. **Performance Evaluation:** Review performance appraisal systems to ensure gender-neutral assessment criteria and mitigate unconscious bias (37).

6.3 Cultural Transformation

1. **Inclusive Culture Building:** Foster organizational cultures that value diverse perspectives, encourage healthy debate, and support women's voices in decision-making forums (38).
2. **Gender Sensitization:** Conduct regular gender sensitization workshops for all employees, particularly managers, to address unconscious biases and stereotypes (39).
3. **Success Showcasing:** Regularly highlight achievements of women employees through internal communications, creating visible role models (40).

7. Limitations and Future Research

This study has several limitations that should be acknowledged. First, the cross-sectional design limits causal inferences about role efficacy development. Longitudinal studies tracking women's role efficacy over their career trajectories would provide richer insights (41). Second, the study focused exclusively on public sector banks in one city, limiting generalizability to private sector banks or other geographic contexts. Comparative studies across different organizational types and regions would be

valuable (42).

Third, the study relied on self-reported measures, which may introduce response bias. Future research could incorporate 360-degree assessments or objective performance indicators to validate self-perceptions (43). Future research directions include:

- Examining the relationship between role efficacy and specific career outcomes (promotions, salary progression)
- Investigating organizational practices that successfully enhance role efficacy
- Exploring the intersectionality of gender with other identities (caste, religion, rural/urban background) in shaping role experiences
- Conducting qualitative studies to understand lived experiences behind quantitative patterns

CONCLUSION

This study provides important insights into role efficacy among women employees in public sector banks in Patna City. The moderate overall role efficacy, with significant variations across dimensions, indicates both strengths to build upon and gaps to address. Women employees demonstrate strong centrality and creativity but require support in personal growth, confrontation, and proactivity. The findings underscore the need for multi-pronged interventions combining individual skill development, organizational policy reforms, and cultural transformation. As public sector banks continue their diversity and inclusion journey, enhancing role efficacy among women employees is not merely an equity imperative but a strategic necessity for organizational effectiveness.

The banking sector's competitiveness increasingly depends on its ability to leverage the full potential of its workforce. By systematically addressing the dimensions where women's role efficacy lags, organizations can create more empowering environments that benefit both employees and organizational performance.

Finally, this research contributes to the broader discourse on gender and work in India, highlighting that formal workforce participation must be complemented by enabling organizational conditions that allow women to thrive in their professional roles. As India aspires toward greater gender equity in economic participation, understanding and enhancing role efficacy represents a crucial pathway forward.

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