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Role Overload, Self- Efficacy, Locus of Control and Job Performance among Employees of a Printing Company in Malaysia

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Abstract: Job performance becomes the most commonly discussed issue in the recent years even though many research have been conducted. As the employee is the most important asset for an organization, various factors influencing the employee performance need to be ascertained. For companies that offer services to customers, their employees' job performance could impact the loyalty of the customers and longevity of the business. However, constant dealing with high and various consumer demands, employees of printing company could easily be stressful hence requiring them to control their emotions. Therefore this study investigated the effects of role overload, self-efficacy, and locus of control towards employee job performance. A total of 67 employees of a small printing company located in Klang Valley, Malaysia had participated in the survey of this descriptive and correlational study. The results indicated that there was a strong positive relationship between self-efficacy and job performance, the meanwhile locus of control had a moderate positive relationship with job performance. This study contributes to the body of knowledge by validating the positive association of both self-efficacy and locus of control with employee job performance. The practitioners could also make reference to this study in order to properly manage the performance of their employees.

Keywords: *Role Overload, Self-Efficacy, Locus of control, Job Performance, Printing*

1. Introduction

Job performance is vital to every organization to ensure the effectiveness and productivity of both employer and employees. Therefore, it is very crucial for every organization to identify factors to improve the level of performance of employees in their daily job. According to Smith and Goddard (2002), they defined high job performance as being dependent upon the scrutinization of workloads, work time and cost-effectiveness. In addition, the literature on job performance focuses on two factors which are the importance of sustaining high job performance among employees and finding the best ways to maximize job performance (Yilmaz, 2014). This study is established when one of the authors had to undergo an internship program for about 4 months i.e. August to November 2015 at a local printing company in Klang Valley, Malaysia. During the internship program, it was known that the company wanted the employees to perform by providing incentives to the performers in their given job task. However, the company still has not been achieving the level of performance that has been targeted for. Based on the observation and preliminary informal conversation with some of the employees, it was discovered that some of the employees were feeling that they were doing too much work and some of them felt that they lack confident and high emotional exhaustion when it comes to dealing with ever demanding customers.

Therefore, this study aims to ascertain the relationship of three factors associated with employees' performance i.e. role overload, self- efficacy, and locus of control. The first factor of role overload arises when an individual has numerous social roles to carry out, at least one of which requires an excessive time commitment (Falkenberg & Monachello, 1989). The employee will feel depressed when they have to perform various job role with limited time and resources. The employees in the surveyed company having more than one role that needs to be handled at one time especially among marketing and customer service department. Sometimes the marketing department needs to back up customer service when there is a lot of urgent jobs that need to be accomplished within the due date given. According to Bakker, Schaufeli, Leiter, and Taris(2008), work overload lead to adverse employee psychological outcomes such as anxiety, depressive symptom and also ill health. Such employees show less embedded in their work and demonstrate poor job performance (Karatepe, 2013). For the second factor, according to Wood and Bandura (1989), self-efficacy was defined as "people's beliefs in their capabilities to mobilize the motivation, cognitive resources, and courses of action needed to exercise control over events in their lives". Usually, a person with high self-efficacy turns to set a high target and performs better than others. Other researchers show that self-

efficacious frontline employees in the hospitality industry perform their jobs at elevated levels (Karatepe & Uludag, 2007). Typically the employees in the surveyed company interact with their customers by face to face as they were dealing with the services and also products. The issues arise when employee sometimes do not alert with the instruction of their manager on how to execute the task given especially for printing department. When they do not accomplish the job required, the customer will be dissatisfied with many complaints. Individuals who possess low self-efficacy will decrease their efforts and fail to execute the works (Tims, Bakker, & Derk, 2014). Therefore, low self-efficacy will reduce the job performance of employees.

For the last factor in this study was the locus of control. The concept of perceived locus of control was developed by Rotter (1960), who concludes that individual who perceived an internal locus of control believed that the result that they received whether success or failure was the result of their own action. While a person who perceived external locus of control believed that the results that they got were because of other factors such as fate or chance.There is previous research by Kalbers and Fogarty (2005), who found that person who perceives external locus of control more likely experiences stress and is more likely to perceive a stressful situation. In addition, they also concluded that external locus of control brought an impact to job stress and tends to reduce individual achievement and job performance. From discussion with the manager in the surveyed company, this problem of locus of control occurs among customer service staffs of this company, when they cannot handle the situation related to solving the customers' problem and sometimes pass the problems to other staffs on duty. This issue had given the bad perception to the customers who subscribed for the printing services at the company.

2. Literature Review

Job Performance: Job performance was very crucial to every organization especially towards the private company to maintain their reputation and also increase the profit. So, the employer or manager must give some motivation to their employee to increase the level of job performance in their job task. Viswesvaran and Ones (2000), defined job performance as actions, behavior and outcomes that employees facing which relate to the objective of the company. Job performance was found to be positively related with job satisfaction, whereas effort is assumed to be a disutility in the theory (Pugno & Depedri, 2010). Self-esteem would affect an individual personal performance. A person who believes in herself or himself can stay in harmony even though he or she has strong or weak characteristics in personality (Karatepe & Demir, 2014). According to Akgunduz (2015), he describes that a person matches with the standards, desires and the level of performance will be positively influenced by the employee's self-esteem. Therefore, if employees' work standard matches with their attitudes or behaviors, they automatically developed self-esteem.

Role Overload: According to Reilly (1982), as cited by Ebrahimi, Wei and Rad (2015), role overload is the degree to which a person facing him or herself to be under time pressure caused by the huge number of commitments and responsibilities in their lives. Other than that, role overload is one of the three major elements of role stress which includes role ambiguity and role conflict (Akgunduz, 2015). Moreover, at work, the amount of time required to perform a job is directly related to its level of responsibility. Individual in organization possess two important work roles which are the job-holder role and the organizational-member role. Other than that, fulfilling the organizational-member role (while also filling the job-holder role) is likely to require additional resources on the part of employees, particularly in terms of their time and energy. In case of that, employees may thus find it rather overwhelming to fulfil their organization-member role by demonstrating individual initiatives such as bringing things home to work on, staying at work after normal hours, working on their off days and others (Bolino, Valces, & Harvey, 2010).

Self-efficacy: Self-efficacy is dynamic in that it changes over time as the individual acquires new information and experience (Gist & Mitchell, 1992). According to Slåtten (2014), in recent years, there has been a sharp increase in the interest of the concept of creative self-efficacy and its role in explaining differences in employees' participation in innovation-related activities. Moreover, he also stated that even creative self-efficacy is a relatively new concept, it has become popular and in the literature, it is often emphasized as having an important role explaining individual differences in activities related to innovation. Therefore, an organization should have more creative employees to create organizational innovation. Next, from the other research study, Cohen and Abedallah (2015) explained that another personal variable that suggests itself as

potentially related to Organizational Citizenship Behavior (OCB) is self-efficacy. Besides, self-efficacy reflects one's ability to confront with a situation and a willingness to expand effort (Jawahar, Meurs, Ferris & Hochwarter, 2008).

Locus of Control: Jeloudar and Goodarzi (2012) define the locus of control as people's premise on controlling their lives. Previously there have been several research conducted on type of the locus of control and its impact on job aspects such as stress, satisfaction and organizational commitment (Martin, Thomas, Charles, Epitropaki, & McNamara, 2005). Besides, a study by Rahim (1996), also had identified the correlation between locus of control and job stress and concluded that a person with high internal locus of control believes that they can manage the stress that they faced with more effectively rather than an individual who perceived high external locus of control. Normally, an individual's type of personality may influences the level of stress occurred. Other than that, according to Judge, Erez, Bono, and Thoresen (2003), the locus of control is important element towards job satisfaction and job performance. On top of that, as one might expect, a person who perceived high internal locus of control reports a higher level of job satisfaction (Martin et al., 2005).

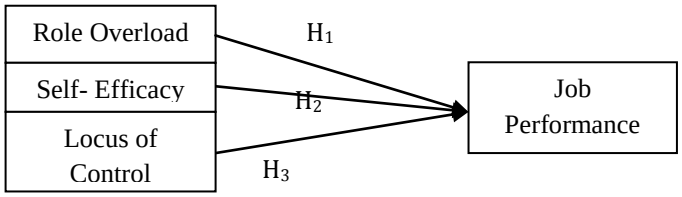
Role Overload, Self- Efficacy, Locus of Control and Job Performance: Role overload increases when there were too many roles in one situation and impossible for that individual to handle due to lack of time, energy or resources (Akgunduz, 2015). Besides, employees face constraints in performing their duties that caused by limited resources, such as in term of time and energy, and also the discrepancies that they experience between different roles, such as organizational and family roles (Beehr & Glazer, 2005). In fact, Widmer (1993) as cited by Akgunduz (2015), mentioned that role overload may cause the confident level in the organization reduces, bad interpersonal relations, low productivity, low performance level, low achievement and fewer interpersonal relationships with others. Therefore, role overload shows significant variable that gives impact to organization function and employee job performance.
Hypothesis 1 (H_1): There is a relationship between role overloads and job performance.

The positive relationship between self-efficacy and performance has been supported by many studies. Bandura and Locke (2003) convincingly demonstrated that self-efficacy has crucial value for motivation and performance of an individual. Other than that, self-efficacy may enhance performance because a person who believes him or herself as highly efficacious will show their efforts to handle the job given with longer time as compared to others (Tims, Bakker, & Derks, 2014). Therefore, a person who has high self-efficacy will execute the job in longer time to resolve the task given.
Hypothesis 2 (H_2): There is a relationship between self-efficacy and job performance.

There have been suggested by other researchers that emphasize locus of control perceived as an important component for job performance (Judge et al., 2003). According to a study by Patten (2005), he explains that understanding the internal auditors' role structure to the personality variable of locus-of-control might be important towards their performances and satisfaction could yield valuable insights in regards to the audit reengineering efforts. In addition, Hyatt and Prawitt (2001) also reported that internal locus of control was important towards the experience levels at the more unstructured firms but not at the more structured companies. Their research suggested that if internal audit environment closely related to unstructured audit firm environments, a similar performance relation will occur in internal audit area.
Hypothesis 3 (H_3): There is a relationship between locus of control and job performance.

Research Framework: Based on the literature review and all hypothesized relationship as described earlier, the research framework shows the conceptual foundation to explore and examine the relationship between all independent variables and the dependent variable. The independent variables were role overload, self- efficacy, and locus of control and the dependent variable was job performance. The researcher adopted and adapted the original research framework from previous studies by Akgunduz (2015), Cohen and Abedallah (2015), and Jeloudar and Goodarzi, (2012).

Figure 1: Research framework of the impacts of role overload, self-efficacy, and locus of control towards job performance



3. Methodology

The descriptive and correlational opted as the research design for this study. The sampling technique of this study wasnon-probability sampling specifically purposive sampling. This research study, therefore, utilised quota sampling to ensure that certain groups are adequately represented in the study through the assignment of a quota. A total of all 75 employees of a local printing company in Klang Valey, Malaysia were surveyed in this study. For data collection procedures, the instruments were adapted from prominent scholars as follows:-

Table 1: Adopted Measurements for This Study

Variables	No. of Items	Sources	Scale
Role Overload	4	(Karatepe,2013)	5 Points of Likert Scale (which indicates 1- Strongly Disagree, 2- Disagree, 3-Neutral, 4-Agree, 5- Strongly Agree.)
Self- Efficacy	8	(Jones, 1986)	
Locus of Control	12	(Spector, 1988)	
Job Performance	10	(Tsai, Cheng & Chang, 2011)	

4. Results

Table 2: Demographic Background of Respondents

Variables	Frequency	Percentage (%)
Age		
25 years old and below	57	85.1
26-30 years old	8	11.9
31-35 years old	2	3.0
36-40 years old	-	-
41 years old and above	-	-
Gender		
Male	37	55.2
Female	30	44.8
Race		
Malay	60	89.6
Chinese	-	-
Indian	-	-
Others	7	10.4
Job Status		
Permanent	64	95.5
Part-time	3	4.5
Contract	-	-
Department		
Administration	5	7.5
Customer Service	30	44.8
Graphic Design	9	13.4

Marketing	8	11.9
Printing	10	14.9
General Worker	5	7.5
Years of working experience		
Below 6 months	16	23.9
Below 1 year	18	26.9
1-4 years	29	43.3
5-10 years	3	4.5
Above 10 years	1	1.5

Frequency Analysis: In this study, there were 67 responses that were fully usable out of 75 surveyed employees (i.e. response rate of 89.3%). Based on Table 2, the respondents' age group was divided into five group, but from the gathered data only three groups of age were obtained which were between age of 25 years old and below with frequency of 57 (85.1%) followed by age between 26 to 30 years old with the frequency of 8 (11.9%), meanwhile for age between 31 to 35 years old, the frequency was only 2 that indicated 3.0%. From the 67 respondents in this survey, the respondents comprised mainly of the male which was 37 respondents (55.2%) and 30 females (44.8%). Other than that, the race of the respondents was mostly Malay which was comprised of 60 respondents (89.6%). Then followed by other races with the frequency of 7 (10.4%). Table 2 also shows the job status of the respondents. Based on the analysis, the majority of the respondents were permanent workers with 64 in frequency (95.5%) and only 3 (4.5%) respondents were a part-time worker. The result also indicates the departments of the respondents in that company.

There were six types of a department where 30 (44.8%) of the respondents were from customer service department in the company, followed by printing department with 10 (14.9%) of the respondents. Then, 9 (13.4%) of respondents were from graphic design. For marketing department indicated 8 (11.9%) of the respondents, meanwhile for administration and general worker both of the departments showed the same frequency of 5 (7.5%) of the respondents. Next part in the demographic background is years of working experience in the company. The highest portion of the respondents found in this survey was 1 to 4 years with 29 in frequency or 43.3%. Then, followed by the respondents that were working below 1 year with frequency of 18 or 26.9%, continued by 16 (23.9%) of respondents that worked below 6 months, 3 (4.5%) of respondents who had working experiences between 5 to 10 years, and lastly only one of the respondents (1.5%) who had worked for more than 10 years.

Reliability Analysis: Based on Table 3, the Cronbach's alpha for self-efficacy was the highest where .845 which it was measured by 8 items and was considered as very high. The Cronbach's alpha for the locus of control that measured by 12 items was .654 where it was considered as moderate in reliability. Other than that, for role overload, the Cronbach's alpha was .693 for all measured 4 items and it also considered as moderate in reliability. Lastly, the Cronbach's alpha for job performance was .702 which it measured 10 items and it was considered as reliable. According to Sekaran and Bougie (2013), the value of Cronbach's alpha that is below 0.6 is considered poor and more than 0.6 is considered as reliable.

Table 3: Reliability Analysis

Variables	Number of items	Items dropped	Cronbach's Alpha
Role overload	4	-	.693
Self- efficacy	8	-	.845
Locus of control	12	-	.654
Job performance	10	-	.702

Descriptive Analysis: Based on Table 4, the mean for all independent variables were within 2.63 to 3.73 which in a range of medium and high. The highest mean obtained from the locus of control with (Mean=3.73, SD=.107), which means respondents emphasized more on the locus of control. Then, it followed by medium level (Mean=3.38, SD=.175) which was self-efficacy, and role overload also in the medium score which at (Mean=2.63, SD=.196). Meanwhile, for dependent variable of job performance was at a high level (Mean=3.60, SD=.116).

Table 4: Descriptive Analysis

Variables	Mean	Standard Deviation
Role Overload	2.63	.196
Self- Efficacy	3.38	.175
Locus of Control	3.73	.107
Job Performance	3.60	.116

Correlation Analysis: Based on the findings of the correlation analysis, according to Salkind (2000), the value of .500 is considered acceptable correlation. The highest correlation was obtained between self-efficacy and job performance with the value of .646. This value shows that there was a strong relationship between self-efficacy and job performance. Other than that, this variable had a significant positive correlation between self-efficacy and job performance with p=.000.

Table 5: Correlation Analysis

	Role Overload	Self- efficacy	Locus of control	Job Performance
Role Overload	1.00			
Self- Efficacy	.165	1.00		
Locus of Control	.171	.370**	1.00	
Job Performance	.078	.646**	.431**	1.00

Note: ** Correlation is significant at the 0.01 level

Then, followed by the locus of control where its value of correlation ($r = .431$, $n = 67$, $p < .01$) where it indicated the moderate relationship between locus of control and job performance. It also showed the significant positive correlation between locus of control and job performance with p= .000. Role overload showed no relationship with job performance which the value of correlation was too weak of $r = .078$ and p-value was not significant. This variable demonstrated no association between role overload and job performance with p =.264.

Regression Analysis: Based on Table 6, the R^2 was .46, and the adjusted R^2 was .44. The independent variables which are role overload, self-efficacy, and locus of control explained 46 percent of the variance in employee job performance. Self-efficacy and locus of control were positively and significantly affecting the dependent variable of employee job performance with the result of the unstandardized regression coefficient of $r= .381$, $p < .01$ and $r = .251$, $p < .05$ respectively. Based on the results of standardized beta coefficients, the strongest predictor of employee job performance was self-efficacy ($r = .570$). The second highest contributor to employee job performance was the locus of control ($r = .229$). However, the result of regression coefficient for role overload was insignificant.

Table 6: Regression Analysis

	Dependent variable: Job Performance	
Independent variables:	Unstandardized Coefficient	Standardized Coefficient
(constant)	1.461	
Role Overload	-0.033	-.055
Self-Efficacy	0.381**	.570
Locus of Control	0.251*	.229
F value	18.10**	
R^2	0.46	
Adjusted R^2	0.44	

Note: *p<0.05, **p<0.01

Discussion: For the first research objective in this study to investigate whether there is a relationship between role overload and job performance. Based on the results, the value of regression coefficient for role overload (r = -.033, p =.564). It indicates that no relationship between role overload and job performance as this factor did not show any significant relationship with the employee job performance in this company. In this research study, it has not been supported by other studies because the results show no relationship between role overload and job performance. Therefore, after conducted hypothesis testing, the hypothesis 1(H_1) in this study had been rejected and H_0has been accepted. Next objective to identify whether there is a relationship between self-efficacy and job performance. From the gathered data, the results show that self-efficacy have a significant positive relationship and strong association with the job performance among workers at this printing company with the regression coefficient value of r= .381, p=.000 and correlation value of r= .646, p= .000. Therefore, it shows that self-efficacy had a positive effect towards employee job performance. For the hypothesis in this study, the H_2 will be accepted and H_0 rejected. This finding is supported by another study e.g. Yavas, Karatepe, and Babakus (2010) stated that a person with high self-efficacy sets a higher target to perform better than others. The result of this study also constant with other previous research by Tims, Bakker, and Derks (2014) who suggested that the higher levels of self-efficacy on given working day will also increase the level of performance on that day. The third research objective of this study is to study whether there is a relationship between locus of control and job performance. The finding clearly shows that locus of control has positive relationship with job performance. From the regression and correlation analysis data, it indicates that locus of control was positively and significant related to employee job performance as result of the regression coefficient of r=.0251, p=.025 as well in a moderate level of association with job performance as per correlation result of r =.431, p =.000). Therefore, for the third hypothesis, the H_3 had been accepted and rejected the H_0. This is supported by another study e.g. Garson and Stanwyck (1997) stated that locus of control has been found to be positively associated with low-perceived stress and increased job performance. Thus, this means that employees of the studied printing company have agreed that individual locus of control had significantly and positively affected their job performance.

5. Recommendations and Conclusion

As a recommendation from the result of this study, the most influencer of job performance is self-efficacy. In order to enhance the ability and the capabilities towards the task given, the company can send their workers to the training, so that this will improve their self-efficacy and later increase their job performance. Next recommendation is in terms of the workers' locus of control, where the manager can make some discussion or meeting with each of the department to discuss the strong and weaknesses of each individual in their performance appraisal. When there is a good relationship between manager and employee, this will encourage them to be more motivated and improve their locus of control, thus increase their productivity as well. The other recommendation that can be taken by the organization to increase the job performance of employees, the company should give some incentive or rewards to those who had performed excellently in their job. Even the workers have work overloads, but when the company gives recognition to them they will feel appreciated and happy to work at that organization. Furthermore, as proven in this study, the role overload is not significantly associated with job performance. Indirectly this means that although the workers could be having role overload, their self-efficacy and locus of control were much more important that could affect the job performance.

For recommendation of future research, other researchers can conduct the same research study in other similar companies to identify factors that associated with job performance to enable the results of this study to be generalized in the specific industry. It is also recommended that future research about the factors influencing job performance should include more variables to get more accurate results of findings. The more variables will enhance the contribution towards the topic. The future researcher may also use another method to collect data instead of relying fully on the questionnaire. As the conclusion, this study found that there was a positive and significant relationships between self- efficacy, the locus of control and job performance, meanwhile no relationship exist between role overload and job performance. Other than that, self-efficacy shows the strongest predictor of an employee job performance and locus of control demonstrates a moderate level of association with the job performance.To summarize, the higher an employee's self-efficacy or locus of control, the higher his or her job performance will be in an organization.

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