

## PalArch's Journal of Archaeology of Egypt / Egyptology

### EMPLOYEES' PERCEPTIONS OF THEIR IN-ROLE AND EXTRA-ROLE JOB PERFORMANCE IN SAUDI ARABIA ORGANIZATIONS

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**Diana Basheer Al-Haddad. Employees' Perceptions of Their In-Role and Extra-Role Job Performance in Saudi Arabia Organizations-- Palarch's Journal Of Archaeology Of Egypt/Egyptology 18(14), 292-301. ISSN 1567-214x**

**Keywords: In-role job; extra- role job; career; performance; employees' attitude**

#### **ABSTRACT**

This work has analyzed the employees' perception of their in-role and extra role job in Saudi Arabia organizations. This study was done based on descriptive approach. Survey method was used for data collection. The sample of this work consisted of 102 employees of the companies located in Saudi Arabia. Sampling was done based on random sampling method. The results were analyzed in term of basic statistical analysis. The outcome of this work has shown that only 42.2% of the employees have agreed that they need to fulfill the formal performance requirements of a job and remaining 57.8 % of employees disagreed to this criterion. Furthermore, 59.8% of the employees had disagreed that they seek to engage in the activities that will directly affect job performance evaluation. In addition, 69.6% of the employees have stated that at times, they have failed to perform essential task. Besides that, 57.8% of the employees have agreed that attendance at work is above the normal level. Finally, only 44.1% of the employees are aware that the conserving and protecting the organizational property is one of the employee's main duties.

#### **INTRODUCTION**

Employees are the most significant resources for any associations or organization to be successful [1]. Without the good work performance of the employee, the objectives and target set by an organization may not be achieved. Thus, it is the sole responsibility of the employee to fulfill their role in an organization [2]. The achievement of the company depended on the employees' attitude towards the jobs assigned. The behaviors of the employees may lead to great success or failure of any organization. It is a very important element in maximizing profits of an organization [3].

The higher administration of an organization will assess the job performance of the employee in terms of the final output of their work [4]. The employees' responsibility in job organization and performance evaluation is deduced in terms of in-role or extra-role job performance [5]. In-role tasks referred to duties as well as tasks executed in an integral part of the assignments. It contributed directly to the technical part of the organization [5]. Extra-role on the other hand refers to organization's performance that promotes both social and psychological environment, leading into accomplishment of the in-role task in that organization [5].

On the other hand, the book by Gray [6] defined performance as all actions taken by employees in an organization. According to Gray [6], the outcomes of an organization are contributed by employees' performance but it is not the only determinant. Gray [6] has stated that other factors may influence performance of an organization which includes, bottlenecks in production, economic condition that reduces sales and changes in customer preferences. Boxall et al. [7] defined roles as tasks or duties that individual is expected to carry within a given period of time, where employees are expected to carry both in-role and extra-role within an organization to produce enhanced outcomes. Demerouti et al. [8] stated that in-role and extra-role jobs are applied to make sure that employees are appreciated, supported and treated in a right way by providing better working conditions and remuneration.

Previous works has been reported in analyzing the relationship of organization performance and in-role and extra-role job performance. Eldor et al. [9] explored employees' commitment and its association with extra-role execution practices, and found that representative commitment impacts the result for extra-role execution. Demerouti et al. [10] analyzed the association between work engagement and extra-role performance, and found that extra-role job execution had a positive aberrant association with work commitment. Story et al. [11] investigated employee task execution in terms of in-role and extra-role execution and found that performance of employees increased when employees have carried out their in-role and extra-role responsibility correctly. Casimir et al. [12] examined the in-role performance among employees and found that affective commitment of employees determines the outcome of in-role performance. Caillier et al. [13] evaluated the outcome of additional job execution in terms of self-adequacy among representatives and found that self-efficacy positively affected additional job execution of workers. Parayitam et al. [14] analyzed the outcome of company's performance in terms of in-job and additional job practices of workers and found that responsibility of employees in executing the job had significantly influenced organizational performances. Özçelik et al. [15] inspected the relationship between oppressive employer and in-job work execution of employee, and found that the patronizing leadership style of the employer has negatively affected the in-job work performance of the employee.

Thus, to the best knowledge of the author, minimal work has been done in analyzing the employee perception on in-role and extra-role job performance in the context of Saudi Arabia. Hence, this work was done to analyze employee's perception of their in-role and extra-role job performance in Saudi Arabia.

## **METHODOLOGY**

### ***Research Design***

The research design used for this study was descriptive research design. Survey method was used for data collection. This type of research design was used to document the prevalence of particular characteristics in a population. This present study has been done to understand the employee role definition and employee perception on extra-role and in-role behavior was analyzed.

### ***Population of Study***

The study was conducted in organizations that are based in Saudi Arabia. The populations of the study were employees in the companies and organization within the Saudi Arabia state. The effective sample was obtained from these organizations through sampling methods.

### ***Sample Size and Sampling Procedure***

This work comprised of 102 employees of the companies located in Saudi Arabia. The employees were sampled using random sampling to reduce the bias. The participation of the respondents was purely based on voluntarily basis.

### ***Instrumentation***

The instrument used for the study was a questionnaire containing close ended questions. The questionnaires were administered using the mobile devices. These questionnaires are list of questions that were imported into the mobile devices and the sent to the employees for responses. The questions in the questionnaires were related to organization, work performance and employee perception of in-role and extra-role performance.

### ***Data Analysis***

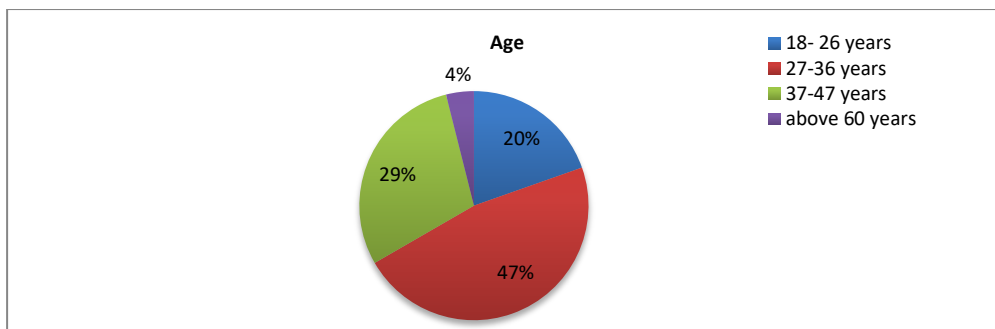
Data collected was systematically organized through coding to facilitate analysis. Data was collected using the mobile survey method and it was then saved in excel file. The collected data was analyzed in excel based on graphical presentation and frequency tables.

## **RESULT AND DISCUSSION**

### ***Demographic analysis***

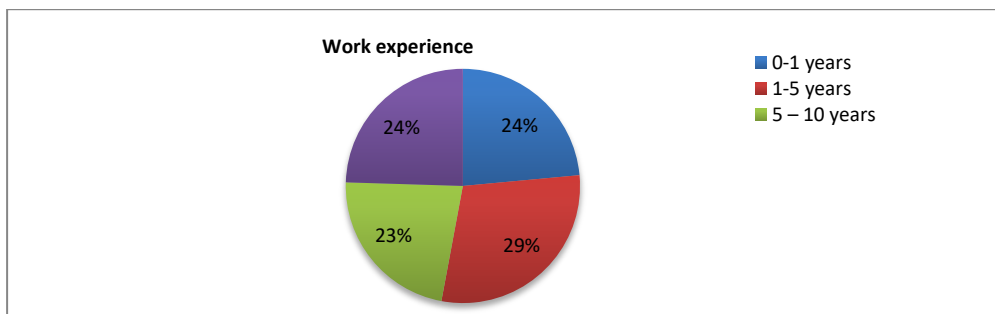
For this work, the proportional of respondents were female was 56.86% of total respondents. The proportional of respondents who were male was 43.14% of the total respondents. Based on Figure 1, it was observed that the proportion of respondents who were between the ages of 18- 26 years was 19.61% of the total participants. The proportion of the respondents who were

within the age 27-36 years was 47.06% of participants. The proportion of the respondents who were within the age 37-47 years was 29.41% of the total participants. The proportion of the participants who were above 60 years was 3.92% of the respondents.



**Figure 1.** The distribution of participants based on age

Based on Figure 2, it was observed that the proportion of respondents who had work experience of 0-1 years was 23.53%, the proportion of the respondents who had work experience between 1-5 years was 29.41%. The proportion of the respondents who had work experience between 5 – 10 years was 22.55% of the total respondents and finally the proportion of the respondents who had more than 10 years of work experience was 24.51% of the total participants.



**Figure 2.** The distribution of the respondents based on work experience

**Questionnaire analysis**

Based on Table 1, it is observed that 57.8% (59) of the respondents disagree that the employee the always seeks to meet the formal performance requirements of the job given. On the other hand, 42.2% (43) of the respondents agreed that the employees always seek to meet the formal performance requirements of the job given.

**Table 1.** Perception of the employees that they always seek to meet the formal performance requirements of the job

Question	Outcome	Frequency	Percentage (%)
Do you as an employee always	Strongly disagree	34	33.3

seek to meet the formal performance requirements of the job?	Disagree	25	24.5
	Somehow agree	24	23.5
	Agree	14	13.7
	Strongly agree	5	4.9
	Total	102	100

Based on Table 2, it was observed that 59.8% (61) of the respondents disagree that they seek to engage in the activities that will directly affect performance evaluation. Also, 40.2% (41) agreed that they seek to engage in the activities that will directly affect performance evaluation.

**Table 2.** Perception of the employees that they seek to engage in the activities that will directly affect performance evaluation.

Question	Outcome	Frequency	Percentage (%)
Do you as an employee seek to engage in the activities that will directly affect performance evaluation?	Strongly disagree	32	31.4
	Disagree	29	28.4
	Somehow agree	21	20.6
	Agree	11	10.8
	Strongly agree	9	8.8
	Total	102	100

Based on Table 3, it was observed that 69.6% (71) of the respondents agreed that they sometimes fail to perform essential duties. Furthermore, the results showed that 30.4% (31) of the respondents disagree that the sometimes fail to perform essential duties.

**Table 3.** Perception of the employees that they sometimes fail to perform essential duties.

Question	Outcome	Frequency	Percentage (%)
Do you as an employee sometimes fail to perform essential duties?	Strongly disagree	12	11.8
	Disagree	19	18.6
	Somehow agree	35	34.3
	Agree	22	21.6
	Strongly agree	14	13.7
	Total	102	100

Based on Table 4, it was observed that 50.9% (52) of the respondents agreed that they always help others who have heavy workloads. On the other hand, the results have shown that 49.1% (50) of the respondents disagree that the always help others who have heavy workloads.

**Table 4.** Perception of the employees that they always help others who have heavy workloads.

Question	Outcome	Frequency	Percentage (%)
Do you as an employee sometimes always help others who have heavy workloads?	Strongly disagree	27	26.5
	Disagree	23	22.5
	Somehow agree	34	33.3
	Agree	13	12.7
	Strongly agree	5	4.9
	Total	102	100

Based on Table 5, 57.8% (59) of the respondents agreed that attendance at work is above the norm. On the other hand, the results have shown that 42.2% (43) of the respondents disagree that attendance at work is above the norm.

**Table 5.** Perception of the employees that attendance at work is above the norm.

Question	Outcome	Frequency	Percentage (%)
Do you as an employee see that attendance at work is above the norm?	Strongly disagree	15	14.7
	Disagree	28	27.5
	Somehow agree	35	34.3
	Agree	16	15.7
	Strongly agree	8	7.8
	Total	102	100

Based on Table 6, it was observed that 59.8% (61) of the respondents agreed that they never take undeserved work breaks. In addition, the results showed 40.2% (41) of the respondents disagree that the never take undeserved work breaks.

**Table 6.** Perception of the employees that they never take undeserved work breaks.

Question	Outcome	Frequency	Percentage (%)
Do you as an employee stated that you have never taken undeserved work breaks?	Strongly disagree	12	11.8
	Disagree	29	28.4
	Somehow agree	33	32.4
	Agree	21	20.6
	Strongly agree	7	6.9
	Total	102	100

Based on Table 7, it was observed that 44.1% (45) of the respondents agreed that the conserving and protecting the organizational property is one of the

employee's main duties. Besides that, the result has shown that 55.9% (57) of the respondents disagree that the conserving and protecting the organizational property is one of the employees' main duties.

**Table 7.** Perception of the employees that conserving and protecting the organizational property is one of employee's main duties.

Question	Outcome	Frequency	Percentage (%)
Do you as an employee know that conserving and protecting the organizational property is one of the employee's main duties?	Strongly disagree	37	36.3
	Disagree	20	19.6
	Somehow agree	28	27.5
	Agree	12	11.8
	Strongly agree	5	4.9
	Total	102	100

### *Overall discussion*

Based on the questionnaire analysis, several outcomes have been observed. Firstly, in terms of meeting formal performance requirements of the job given, only 42.2% of the respondent agree that they seek to meet the formal performance requirements of my job. These employees believe that it is their responsibility to fulfill all the requirement of their job, which will enable to enhance the performance of their organization. Work done by Groen et al. [16] has demonstrated that employees are expected by organization to fulfill their job requirement, as it is part of their work responsibility and the overall performance of the employee will be evaluated based on job fulfillment criteria.

Secondly, majority of the respondents have disagreed that they will engage in the activities that will directly affect performance evaluation. Thus, based on this, it is understood that the employees are aware of the importance of performance evaluation, and will refrain from performing acts, which will degrade their evaluation. The outcome of this work is in line with the work of Mone et al. [17] where it was reported that employees tend to engage themselves in activities which will enhance job performance.

On the other hand, majority of the respondent have agreed that at times, they have failed perform essential duties. The outcome of this work is in line with the report of Buckley [18] where it was reported that under certain circumstance, such as family issues or stress issues, employees tend to fail in executing important task given by the organization.

In addition, the outcome of this work has shown that majority of the employees agreed that they always tend to help others who have heavy workloads. By doing so, the employee believe that the workload can be cleared within the deadline set by the organization and it also can assist in avoiding burnout among employees. In addition, this will also enhance the overall performance of the organization. The outcome of this work is in line

with the report of Atefi et al. [19] where it was stated supportive co-employee would enhance the overall work output.

Furthermore, the outcome of this work has shown that majority of the employees agreed that the attendance at work is above the norm. Hence, this has indicated that the employees are dedicated in their work and they understand the importance of work attendance on job performances. This outcome is agreed by the work of Thun et al. [20] where it was stated that good work attendance practice among employee would enhance the overall output of an organization.

Besides that, the outcome of this work has shown that majority of the employees have agreed that they never take undeserved work breaks. This has indicated that the employees are aware that unnecessary work break will reduce the overall work performance as it will lead to work procrastination. The outcome of this work is in line with the work of Fong et al. [21] where it was stated that most employees do not take unnecessary work break to avoid work accumulation.

Furthermore, the outcome of this work has shown that 44.1% of the respondents have agreed that the conserving and protecting the organizational property is one of the employee's main duties. However, the remaining respondents did not agree with this. Ahmad et al. [22] has stated that every employee has the responsibility to protect the intellectual properties of an organization.

## CONCLUSION

The main goal of this study has been fulfilled where the employee's perception of their in-role and extra-role job performance in Saudi Arabia has been identified. The outcome of this work has shown the most of the employees are aware of their in-role and extra-role job performance. The employees have demonstrated that they need to fulfill formal job performances. In addition, the employees have stated that they will never engage in activities that will jeopardize their work performance evaluation. Furthermore, the employee has agreed that attendance to work, assisting co-employee with their work load, and conserving intellectual properties of organization is part of their work responsibility that will determine their overall job performance.

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