Abstract

The purpose of the present study is to examine the “impact of role efficacy and interpersonal trust on organizational role stress and job satisfaction of employees”.

The chapter-I of the thesis incorporates the introduction of the dependent and independent variables i.e. organizational role stress, job satisfaction, role efficacy and interpersonal trust. Organizational role stress is an important factor for the organizations that is experienced by the employees. It can produce strain which is detrimental for the human resources in the organization. It has negative economic implications such as poor quality of work, low productivity, absenteeism, etc. when organizations tried to manage this stress then it will result in improved performance, work satisfaction, involvement and productivity.

The concept of role and the two role systems that is, role space and role set have a built-in potential for conflict and stress.

Role Space has three main variables:
1- Self;
2- The role under question, and
3- The other roles one occupy.
Any conflict among these is referred to as role space conflict. These conflicts may take several forms such as:
1) Self-role distance
2) Role stagnation
3) Inter-role distance
Role set is the role system within the organization of which roles are part and by which individual roles are defined. Role set conflicts take the forms of:

1. *Role Ambiguity*
2. *Role expectation conflict*
3. *Role overload*
4. *Role erosion*
5. *Resource inadequacy*
6. *Personal inadequacy*
7. *Role isolation*

The most used research definition of *job satisfaction* is given by Locke (1976). According to him job satisfaction is “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. In this definition he gives importance to both affect or feeling, and cognition or thinking. It means if we think about something then we have feelings for that. Conversely we can say if we have feelings then we think about what we feel. Hence cognition and affect are inter-linked with each other. Therefore when we evaluate the job then both thinking and feeling are involved.

The working environments such as friendly work group, supportive boss, accomplishing goals, etc. are good resources in enhancing job satisfaction. A job that provides satisfaction to the employee is a part of the ‘total compensation’ which an employee receives i.e. a worker with high job satisfaction is often willing to accept a lower wage payment.

In Indian context Uday Pareek (1974, 1980a, 1980b, 1987, and 1993) pioneered the concept of *role efficacy*. Role efficacy means the potential effectiveness of an
individual occupying a particular role in an organization. Role efficacy and other organizational correlates look at organizational roles in the total configuration of organizational processes. It explores the relationship between role efficacy as a central concept both at the individual level and at the macro level.

Role efficacy has several aspects. The more these aspects are present in a role, the higher the efficacy of that role is likely to be. These aspects can be classified into three groups, or dimensions.

1- Role making
2- Role centring
3- Role linking

Under role making four sub dimensions come:

(a)- Self-role integration
(b)- Proactivity
(c)- Creativity
(d)- Confrontation

Role centring covers three sub dimensions:

(e)- Centrality
(f)- Influence
(g)- Personal growth

In the last role linking is consisted the other three sub dimensions.

(h)- Inter-role Linkage
(i)- Helping Relationship
(j)- Superordination
In the organizations interpersonal relations between the employees are centred around interpersonal trust. Interpersonal trust is a kind of perception an individual has that other person will not do anything that harms his interest. Trust is emotional as well as logical act. Emotionally, it is where the individual expose his vulnerabilities to people, but believing they will not take advantage of his openness. Logically, it is where the individual has assessed the probabilities of gain and loss, calculating expected utility based on hard performance data, and concluded that the person in question will behave in a predictable manner. An interpersonal relationship is an association between two or more people. This association may be based on love, regular business interactions, or some other type of social commitment. Interpersonal relationships are formed in the context of social, cultural and other influences. Trust is a central ingredient in human relationships, and thus, in organizational dynamics.

According to Solomon (1960), “trust refers to expectations of benevolence, whereas suspicion refers to expectation of malevolence”. Interpersonal trust at work has two dimensions:

1. Faith in the trustworthy intentions of others, and

2. Confidence in the ability of others (Cook and Wall, 1980).

According to Argyris (1965), organizational trust is a behaviour that induces members to take risks and experiment, and distrust as a behaviour that restricts and inhibits members from taking risks and experimenting.

In the II chapter review of literature related with variables was discussed. All the relevant studies associated with organizational role stress, job satisfaction, role efficacy and interpersonal trust are incorporated.
Chapter-III of the thesis discusses the methodology adopted. The study was carrying out on a sample of 400 employees. 200 employees were from the government insurance company (LIC) while the other 200 were from the private insurance companies. The sample was further divided hierarchy wise. There were four hierarchies and each hierarchy consisted of 50-50 employees from both government and private insurance sectors, that is, 50/50 branch managers, 50/50 administrative officers / sales managers, 50/50 assistants / operational staff, and 50/50 clerical staff / agents. Employees were drawn from the various government and private insurance companies in Aligarh city and near by cities of Aligarh district.

Four scales were used to collect the required information:

1- Role efficacy scale (RE Scale) by Uday Pareek
2- Interpersonal trust scale (IPT Scale) by S.C.Gupta and Vinita Mathur
3- Organizational Role Stress Scale (ORS Scale) by Udai Pareek
4- Job Satisfaction Questionnaire (JSQ) by Shailendra Singh

The data was collected from 400 employees working in insurance companies. 200 employees were working in government sector whereas the remaining 200 were working in private sector. During the process of data collection the above mentioned scales were distributed among 470 employees, out of them 430 employees returned the questionnaires that were completed in every respect, 40 questionnaires were incomplete so these were rejected. Thus remaining 400 employees constituted as the sample of the present study. Proper instructions were given to the employees to obtain adequate responses. The researcher assured all the respondents that complete confidentiality of their responses be maintained and it will be used for research purpose only. The respondents were requested
to read each statement carefully and give response on each and every item. It was also mentioned that there is no right or wrong answer.

In the IV chapter of the thesis data was analyzed in three phases. In the first phase t-test was used to determine the difference between four groups of employees of both government and private insurance companies.

The main findings of t-test were:

1- ‘Role overload’ was the dimension on which the branch managers of both the sectors were differing significantly (table-4.1). The branch managers of government and private insurance companies found to differ significantly in terms of their overall organizational role stress. The higher mean score of branch managers of private sector shows their high level of stress as compared to branch managers of government sector.

2- The administrative officers of government insurance company and sales managers of private insurance companies differ significantly on ‘role overload’, ‘role ambiguity and ‘resource inadequacy’ (table-4.2). Both the groups found to differ significantly in terms of their overall organizational role stress. Sales managers scored high mean value on overall organizational role stress because they experience high level of stress.

3- Table 4.3 is showing that ‘role overload’ and ‘self-role distance’ were the two dimensions on which the assistants of government insurance company and operational staff of private insurance companies differ significantly. Significant difference is found between both the groups in terms of their overall
organizational role stress. The operational staff scored high mean value on overall organizational role stress.

4- It is evident from table-4.4 that the clerical staff of government insurance company and agents of private insurance companies differ significantly on ‘role overload’, ‘role isolation’ and ‘role ambiguity’. A significant difference between two groups in terms of their overall organizational role stress was found. The organizational role stress found high among the agents of private sector.

5- The facets of job satisfaction on which the branch managers of government and private insurance companies differ significantly were, ‘physical work conditions’, ‘your immediate boss’, ‘amount of responsibility you are given’, ‘your rate of pay’, ‘your hours of work’, ‘the amount of variety in your job’, ‘power and prestige in the job’, and ‘opportunity to make decisions’ (table-4.5). Both the groups found to differ significantly in terms of their overall job satisfaction. The branch managers of government sector found highly satisfied from their jobs.

6- The administrative officers of government insurance company and sales managers of private insurance companies differ significantly on ‘physical work conditions’, ‘your fellow workers’, and ‘your job security’ (table-4.6). A significant difference was found between the two groups in terms of their overall job satisfaction. The administrative officers scored high mean value on the variable job satisfaction.

7- From the 20 facets of job satisfaction the assistants of government insurance company and operational staff of private insurance companies differ significantly on 9 facets i.e. ‘physical work conditions’, ‘the freedom to choose your own method of working’, ‘your immediate boss’, ‘your rate of pay’, ‘your chance of
promotion’, ‘the way your firm is managed’, ‘your job security’, ‘opportunity to make decisions’, and ‘opportunity to achieve something worthwhile’ (table-4.7). A significant difference was found between the two groups in terms of their overall job satisfaction. The assistants found more satisfied in comparison to their counterparts.

8- The clerical staff of government insurance company and agents of private insurance companies were showing significant difference on 12 facets of job satisfaction i.e. ‘physical work conditions’, ‘the recognition you get from good work’, ‘industrial relations with management and workers’, ‘your rate of pay’, ‘your chance of promotion’, ‘the way your firm is managed’, ‘the attention paid to the suggestions you made’, ‘your hours of work’, ‘the amount of variety in your job’, ‘your job security’, ‘opportunity to help others with personal problems at work’, and ‘power and prestige in the job’ (table-4.8). The two groups were found to differ significantly in terms of their overall job satisfaction. The employees of clerical staff found more satisfied from their jobs than the agents of private sector.

9- From table-4.9 it is clear that the two groups of branch managers were differ significantly on ‘creativity’, inter-role linkage’, ‘helping relationship’, and ‘growth’. Both the groups of branch managers of government and private insurance companies found to differ significantly in terms of their overall role efficacy. The branch managers of private sector were found to be more effective in comparison to the branch managers of government sector.

10- The dimensions on which the administrative officers of government insurance company and sales managers of private insurance companies were showing
significant difference are, ‘centrality’, ‘integration’, ‘proactivity’, ‘helping relationship’, ‘superordination’, ‘influence’, ‘growth’, and ‘confrontation’ (table-4.10). A significant difference was found between the two groups in terms of their overall role efficacy. Sales managers showed high role efficacy in comparison to the administrative officers.

11-From the ten dimensions the assistants of government insurance company and operational staff of private insurance companies were differ significantly on seven dimensions i.e. ‘integration’, ‘proactivity’, ‘creativity’, ‘superordination’, ‘influence’, ‘growth’, and ‘confrontation’ (table-4.11). Both the groups found to differ significantly in terms of their overall role efficacy. The employees of operational staff found more effective in performing their role in the organization.

12-Table-4.12 is showing that the clerical staff of government insurance company and agents of private insurance companies were showing significant difference on all the ten dimensions of role efficacy. The two groups also differ significantly in terms of their overall role efficacy. Agents showed high mean score on overall role efficacy.

13-The dimensions on which the branch managers of government and private insurance companies found significant were, ‘maintenance’, ‘security’, ‘intimacy’, and ‘success’ (table-4.13). Both the groups found to differ significantly in terms of their overall inter-personal trust. The branch managers of private sector found to have high interpersonal trust in comparison to their counterparts.
14- It is evident from table-4.14 that the administrative officers of government insurance company and sales managers of private insurance companies found to differ significantly on all the five dimensions of interpersonal trust. Significant mean difference was found between the two groups in terms of their overall interpersonal trust. Sales managers showed high interpersonal trust.

15- ‘Intimacy’ and ‘regard’ were the two dimensions on which the assistants of government insurance company and operational staff of private insurance companies were showing significant difference (table-4.15). A significant difference was found between the two groups in terms of their overall interpersonal trust. Operational staff scored high mean value on overall interpersonal trust.

16- The dimensions on which the clerical staff of government insurance company and agents of private insurance companies were showing significant difference are, ‘security’, ‘intimacy’, and ‘regard’ (table-4.16). The two groups found to differ significantly in terms of their overall inter-personal trust. Agents found high on interpersonal trust.

**Stepwise multiple regression analysis:**

In the second phase data was analyzed by using stepwise multiple regression analyses to determine different predictors of dependent variables i.e. organizational role stress and job satisfaction. The main findings of the analyses include-

17- ‘Confrontation’, ‘inter-role linkage’, ‘superordination’, ‘centrality’, ‘growth’, and ‘proactivity’ (dimensions of role efficacy) and ‘regard’, and ‘intimacy’, (dimension of interpersonal trust) were found the significant predictors of seven
dimensions of organizational role stress among the branch managers of 
government and private insurance companies (table-4.17).

18-From table-4.18 it can be observed that among the branch managers of both 
government and private insurance companies the nine dimensions of role efficacy 
i.e. ‘confrontation’, ‘creativity’, ‘superordination’, ‘inter-role linkage’, ‘growth’, 
‘integration’, ‘proactivity’, ‘helping-relationship’, ‘influence’ and all the five 
dimensions of interpersonal trust i.e. ‘maintenance’, ‘success’, ‘regard’, 
‘intimacy’, and ‘security’ were found significant predictors of 15 facets of job 
satisfaction.

19-Table-4.19 described that the seven dimensions of role efficacy i.e. ‘influence’, 
‘growth’, ‘centrality’, ‘superordination’, ‘inter-role linkage’, ‘confrontation’, and 
‘creativity’ and four dimensions of interpersonal trust i.e. ‘success’, 
‘maintenance’, ‘regard’, and ‘intimacy’ were found significant predictors of all 
the ten dimensions of organizational role stress among the administrative officers 
of government and sales managers of private insurance companies.

20-It is clear from table-4.20 that ‘integration’, ‘growth’, confrontation’, ‘helping 
‘creativity’ and ‘superordination’ (dimensions of role efficacy) and ‘security’, 
‘success’, and ‘maintenance’ (dimensions of interpersonal trust) were found 
significant predictors of 17 facets of job satisfaction among administrative 
oficers of government sector and sales managers of private sector.

21-Four dimensions of role efficacy and four dimensions of interpersonal trust were 
found to make significant impact on seven dimensions of organizational role
stress among assistants of government sector and operational staff of private sector. From table 4.21 it can be observed that ‘inter-role linkage’, ‘integration’, ‘creativity’, and ‘integration’ (dimensions of role efficacy) and ‘maintenance’, ‘intimacy’, ‘regard’, and ‘security’ (dimensions of interpersonal trust) were found significant predictors of organizational role stress.

22-Table 4.22 suggested that eight dimensions of role efficacy i.e. ‘confrontation’, ‘helping relationship’, ‘centrality’, ‘creativity’, ‘integration’, ‘growth’, ‘proactivity’, and ‘influence’ and four dimensions of interpersonal trust i.e. ‘success’, ‘maintenance’, ‘regard’, and ‘security’ were found significant predictors of 15 facets of job satisfaction among assistants of government insurance company and operational staff of private insurance companies.

23-Among clerical staff of government sector and agents of private sector ‘growth’, ‘superordination’, ‘creativity’, ‘integration’, and ‘proactivity’ (dimensions of role efficacy) and ‘intimacy’, ‘regard’, ‘maintenance’, ‘security’, and ‘success’ (dimensions of interpersonal trust) were found significant predictors of eight dimensions of organizational role stress (table-4.23).

24-It is evident from table-4.24 that the following dimensions of role efficacy- ‘Confrontation’, ‘helping relationship’, ‘inter-role linkage’, ‘influence’, ‘integration’, ‘superordination’, ‘proactivity’, ‘centrality’, ‘creativity’ and four dimensions of interpersonal trust i.e. ‘regard’, ‘intimacy’, ‘success’, and ‘maintenance’ were found significant predictors of 18 facets of job satisfaction among clerical staff of government insurance company and agents of private insurance companies.
One way ANOVA:

In the third phase of analyses one way ANOVA was used to examined the significance of difference between and within the four groups of employees of government and private insurance companies. This additional information helped us to interpret our results in a more effective manner. The findings of one way ANOVA include-

25- Significant difference was found within the groups of employees of government insurance company in terms of their overall role efficacy, interpersonal trust, organizational role stress, and job satisfaction (table-4.25). From table 4.26 it can be observed that the administrative officers found most effective among the group of government employees. Assistants showed highest interpersonal trust as well as organizational role stress. Job satisfaction was found more among the branch managers.

26- Hierarchy wise the employees of private insurance companies showed a significant difference (table-4.28). The branch managers found most effective in performing their roles and they also got high job satisfaction (table-4.29). From the same table it was clear that the operational staff has high interpersonal trust but side by side they also have high organizational role stress.

In the chapter-V of the thesis conclusion and suggestions were included. This type of research work can be done on other samples such as railway employees, defend personals, teaching and non-teaching staff, policemen etc. study on these kind of samples may lead to some new results which might be more relevant and informative for the area of research.