CHAPTER II

REVIEW OF LITERATURE
Organizational role stress

Research in any area is conducted in order to make aware people with new knowledge. So it is not necessary that everybody would willingly believe on the whole research conducted by the researcher. Thus, to make the research more credible it is required to support the study with other works which have spoken about the same topic that the researcher have for his own research. Literature review provides guidance to the researcher. It can give an overview or act as a stepping stone. It also provides a solid background to the research investigation.

Here the topic of investigation is “impact of role efficacy and interpersonal trust on organizational role stress and job satisfaction of employees”. With the help of literature review the researcher tried to find out about the findings of other researchers in relation to these variables.

Pandey (1998) explored the relationship between personality dimensions of individuals and their perceived organizational role stress. Findings revealed that psychoticism-reality and neuroticism-stability found positively associated with individual’s perceived organizational role stress, whereas extroversion and introversion found negatively associated with perceived organizational role stress.

Conley and Woosley (2000) conducted a study to examine the teacher role stress, higher order needs and work outcomes. Elementary and secondary teachers were taken as the sample of the study. Results suggested that role stresses related to individually- and organizationally- values outcomes among both elementary and secondary teachers.

Sayeed and Ahmad (2002) examined organizational role stress among executives of various industries. Results indicated that the executives of private sector
enterprises are suffering from higher level of organizational role stress as compared to public sector executives.

Chang and Hancock (2003) conducted a study on role stress and role ambiguity in new nursing graduates. The purpose of the study was to examine the scores, and changes in role stress 2-3 months after employment, and 11-12 months later in new graduate nurses. This study also investigated the relationship between job satisfaction and role stress. Factor analysis demonstrated that role ambiguity was the most salient feature of role stress in the first few months, while 10 months later; role overload was the most important factor explaining variance in role stress scores over time. For the first survey, job satisfaction was significantly negatively correlated with role ambiguity and role stress. In the second survey there was still a significant negative correlation between role ambiguity and job satisfaction, but no significant correlation between role overload and job satisfaction.

Pattanayak (2003) conducted a study towards building a better HRD climate: a study on organizational role stress and quality of work life”. To survive and excel in the new economy, the HRD climate is a matter of serious concern in Indian public sector organizations. The sample consisted of 800 employees including executive and non-executive from old and new public sector organizations. The objectives were to discover the differences, if any, between the sub groups with regard to organizational role stress and perception of quality of work life. It also aimed to ascertain the relative importance of quality of work life variables in explaining organizational role stress. The findings revealed that there are significant differences between the executives of the old and new public sector organizations on a number of organization role stress as well as quality of work life dimensions.
Cardenas, et al. (2004) investigated antecedents and outcomes of time spent in one role while distracted or preoccupied by another role. Results indicated that work-role overload was positively related to work distraction experienced at home and, traditional gender role expectations were positively related to family distractions experienced at work. In terms of outcomes, work distraction at home was negatively related to job satisfaction. Results illustrate the importance of role quality and efficacy of alternative operationalization of role time in the effort to better understand the interference between work and family.

Ply (2005) examined the effect of organizational maturity, as defined by the software Capability Maturity Model (CMM) on seven variables: role conflict, role ambiguity, work overload, burnout, job satisfaction, affective organizational commitment and turnover intent. A path analysis was used to represent the partial correlation between the causal variables. The results revealed that the same path model fit both the low maturity (CMM1) organizations and higher maturity (CM level 3, 4 & 5) organizations. The correlation calculated in the path model was similar for both maturity levels.

Bolino and Turnely (2005) explores the relationship between a specific type of organizational citizenship behaviour (OCB) – namely, individual initiative- and role overload, job stress, and work family conflict. Results indicated that higher levels of individual initiative (as assessed by the spouse or significant other) are associated with higher levels of employee role overload, job stress and work-family conflict. The findings also suggested that the relationship between individual initiative and work-family conflict is moderated by gender, such as that the relationship is stronger among women than among men.
Glazer (2005) examined the relationship between shift patterns and role stressors and strains as well as the extent to which situational variables mediate the relationship between shift patterns and strains. Results found that nurses working fixed day (vs. rotating) shifts reported less strain but more stressors. Individual and situational variables mediate the relationship between shift pattern and both affective commitment and intention to leave respectively. Younger age and higher role ambiguity might account for fully rotating shift nurses’ reports of intention to leave and being an older, full-time employee with little role conflict and ambiguity might explain why fixed day (vs. rotating) shift nurses report greater affective commitment.

Jaskyte (2005) conducted a study on the impact of organizational socialization tactics on role ambiguity and role conflict of newly hired social workers. The purpose was to identify tactics that human service organizations use for socializing newly hired social workers, and to assess the relationship between various socialization tactics and, the outcomes of role ambiguity and conflict. Result suggested that socialization tactics affect role ambiguity and conflict.

Culbreth, et al. (2005) investigated role stress among practicing school counsellors. Practicing school counsellor (N=512) were surveyed using the Role Questionnaire to determine levels of role conflict, role congruence, and role ambiguity. Results found that elementary school counsellors have low level of role conflict and role incongruence than high school counsellors.

Bryant and Constantine (2006) explored the relationship among multiple role balance, job satisfaction, and life-satisfaction in a sample of 133 women school counsellors. Findings revealed that multiple role balance and job satisfaction were each positively predictive of overall life satisfaction.
Lankau, et al. (2006) investigated the influence of two role stressors- role ambiguity and role conflict- on previously established relationship between mentoring activities- vocational support, and role modelling- and prominent job attitudes. Results showed that both role conflict and role ambiguity completely mediated the relationship between psychological support and role modelling with job attitudes. There was also support for role conflict as a partial mediator of the relationship between vocational support and job attitudes. Additional analysis revealed that psychosocial support served as a suppressor variable in this study.

Tankha (2006) conducted a study with the aim of investigating the effect of role stress in a sample of 120 nursing professionals of government and private hospitals. They were administered Organizational Role Stress Scale by Pareek (1981) in order to assess the level of stress experienced by them. The obtained results revealed that male nurses experienced significantly higher stress level as compared to females. Second, male nurses from private hospitals showed significantly higher level of stress levels than the government nurses on eight out of the ten dimensions of Organizational Role Stress Scale.

Khetarpal and Kochar (2006) attempted to provide a preventive and positive approach to women experiencing stress at work and at home. Those who have the Social Support of their family and friends are able to cope better with stress. To find out the level of role stress and to identify key role stressors, the OSI inventory was used. It was found that majority of women (40%) were under moderately low level of stress followed by 36% women who reported moderately high level of stress. Women experiencing very high or low stress are 12 % in each case. The key stressors which affect maximum number of women are Poor Peer Relations, Intrinsic Impoverishment and Under-participation.
Lou, et al. (2007) conducted a study to understand the relationships between demographic data and the dimensions of role stress, organizational commitment, and intentions to quit among male nurses in southern Taiwan. Research also investigated the correlations with three dependent variables and identified best predictors of male nurse intentions to quit the nursing profession. A total of 91 male nurses volunteered to participate in this cross-sectional research. Findings pointed to patients, colleagues and society as the major sources of role stress for male nurses. These sources of stress, and the resultant intention to quit on the part of male nurses, are due in significant part to the widespread stereotyping of the profession of nursing as a "woman's occupation". Such stress pressures male nurses to consider quitting taking jobs in other professional fields. Role stress is correlated to intention to quit among male nurses. Role stress and years of service are highly relevant predictors of male nurse intention to quit and leave the nursing profession.

Ahmady (2007) conducted a study on Organizational role stress among medical school faculty members in Iran. The objectives of this study were to investigate and assess the level and source of role-related stress as well as dimensions of conflict among the faculty members of Iranian medical schools. Variables like the length of academic work, academic rank, employment position, and the departments of affiliation were also taken into consideration in order to determine potentially related factors. The findings show that role stress was experienced in high level among almost all faculty members. The major role-related stress and forms of conflict among faculty members were role overload, role expectation conflict, inter-role distance, resource inadequacy, role stagnation, and role isolation.

Ho, et al. (2009) investigated how role stress among nurses could affect their job satisfaction and organizational commitment, and whether the job rotation system
might encourage nurses to understand, relate to and share the vision of the organization, consequently increasing their job satisfaction and stimulating them to willingly remain in their jobs and commit themselves to the organization. The findings are as follows: job rotation among nurses could have an effect on their job satisfaction and organizational commitment, job satisfaction could have a positive effect on organizational commitment, and role stress among nurses could have a negative effect on their job satisfaction and organizational commitment. The findings suggest that reduction of role ambiguity in role stress has the best effect on enhancing nurses' organizational commitment.

From the review of literature it can be observed that organizational role stress is an important factor for the organizations. Many of the stressors are similar: workload, lack of resources, poor relationships with colleagues, and unrealistic expectations from managers.

**Job satisfaction**

Richardsen (1997) conducted a study on work experience and career and job satisfaction among professional and managerial women in Norway. Results indicate that work pressures were significantly related to satisfaction but not to perceived opportunities for career progress. The organizational supports were positively correlated with all the work outcomes, indicating that women were more satisfied with both career and job when organizational support were present, when combined with individual characteristics and work pressures in regression analysis, organizational support still made positive contributions to satisfaction at work.
Ting (1997) conducted a study on determinants of job satisfaction of federal government employees. The author proposed and assessed the argument that the job satisfaction of federal government employees is determined primarily by 3 sets of factors: job characteristics, organizational characteristics and individual characteristics. Findings suggested that job characteristics such as pay satisfaction, promotional opportunities, task clarity and significance, and skills utilization, as well as organizational characteristics such as organizational commitment and relationship with supervisors and co-workers have consistently significant effects on the job satisfaction of federal government employees.

Burke (1998) examined the relationship of perceived threats to job security, job satisfaction, and psychological mood among recent business school graduates. Anonymous questionnaire assess threats to security, danger signs, job insecurity, job satisfaction and psychological mood. Results show that perceived threats to job security had direct effects on job insecurity and job satisfaction and indirect effects on psychological mood through job insecurity and job satisfaction.

Raffaello and Maass (2002) examined the effects on satisfaction, stress symptoms, and company attachment. Two industries were compared on high noise levels. One of the two factories was subsequently moved to a new site with strongly reduced noise levels. They predicted that the reduction of noise in the experimental organization would lead to greater environmental satisfaction, greater job satisfaction, reduced stress symptoms, reduced difficulty of communication, a more positive company image and greater attachment to the company. No changes were expected in the control industry for any of these variables. Hence environmental conditions reliably affect not only the worker's physical and psychological well-being but also organizationally relevant variables such as image of and attachment to the company.
Bradley (2003) investigated the impact of perceived job autonomy on job satisfaction. After controlling for a wide range of personal and job-related variables, perceived job autonomy is found to be a highly significant determinant of five separate domains of job satisfaction - pay, fringe benefits, promotion prospects, job security and importance/challenge of work.

Huang, et al. (2003) conducted a study which evaluated the relationship between employment status i.e., part- and full-time, and job satisfaction, with the focus on the moderating roles of perceived injury risk and injury incidence. The results found that the level of job satisfaction for full-time workers was about the same regardless of the level of injury risk they perceived. In contrast, job satisfaction of part-time workers was significantly higher when they perceived low injury risk rather than higher injury risk. The findings also supported the potential adverse impact of injury incidence and injury risk on job satisfaction for both part and full time workers. This study highlighted the importance of understanding both workplace safety and job satisfaction when attempting to understand the difference between part-time and full-time workers.

Stinglhamber (2004) conducted two studies to examine the linkages between favourable intrinsically satisfying (IS) and extrinsically satisfying (ES) job conditions, and perceived support form the organization (PSO) and the supervisors (PSS). Results of study one showed through a longitudinal design that controlling for PSS, both favourable IS and ES job conditions exerted a significant effect on PSO, while only favourable of IS job conditions contributed to PSS when the effects of PSO were controlled for. Results of study two showed that the organization’s discretionary control over IS job conditions moderated the relationship between IS job conditions
and PSO, while supervisor’s control over IS job conditions moderated the relationship between IS job conditions and PSS.

Judge (2004) investigated across-and within-individual relationships between mood and job satisfaction, and spill over in moods experienced at work and at home. Results revealed that job satisfaction affected positive mood after work and that the spill over of job satisfaction onto positive and negative mood was stronger for employees high in trait-positive and trait-negative affectively, respectively. Results also revealed that the effect of mood at work on job satisfaction weakened as the time interval between the measurements increased. Finally, positive (negative) moods at work affected positive (negative) moods experienced later at home.

Innstrand, et al. (2004) conducted a study to measure the mean differences of stress, burnout and job satisfaction after different intervention approaches were applied to staff in one of the municipalities. Staff in the other municipality acted as a control group. Using the pre-test score as the covariate, by analysis of covariance the findings reveal that the experimental group showed a significant reduction in stress and exhaustion, and a strong significant rise in job satisfaction after intervention.

Shimazu, et al. (2004) examined the effects of active coping on job satisfaction in the context of the job demands-control-support model. A sample of 867 employees of a large electrical company in Japan was used. Hierarchical multiple regression analysis was used to examine whether effects of active coping on job satisfaction might depend on the extent of coping resources, such as job control or social support (supervisor and co-worker) Analysis showed that the effect of active coping on job satisfaction depends on the extent of co-workers’ support, not on job control and supervisors’ support.
Bauer (2004) conducted this study aimed at contributing to our understanding of the effects of High Performance Workplace Organizations (HPWOs) on worker's job satisfaction. The estimation results show that a higher involvement of workers in HPWOs is associated with higher job satisfaction. This positive effect is dominated by the involvement of workers in flexible work systems, indicating that workers particularly value the opportunities associated with these systems, such as an increased autonomy over how to perform their tasks, and increased communication with co-workers. Being involved in team work and job rotations as well as supporting human resource practices appear to contribute relatively little to the increased job satisfaction from being involved in HPWOs.

Saari (2004) identified three major gaps between HR practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude in particular—job satisfaction: (1) the causes of employee attitudes, (2) the results of positive or negative job satisfaction, and (3) how to measure and influence employee attitudes. The field of industrial/organizational psychology has a long, rich, and, at times, controversial history related to the study and understanding of employee attitudes and job satisfaction. Some of this research is very specific and aimed primarily at other researchers, while other publications provide practical guidance on understanding, measuring, and improving employee attitudes (e.g., Edwards & Fisher, 2004; Kraut, 1996). One likely future direction of employee attitude research will be to better understand the interplay between the person and the situation and the various internal and external factors that influence employee attitudes. In particular, a better understanding of the role of emotion, as well as broader environmental impacts, is needed and has been largely overlooked in past research. In addition, ongoing research will provide more in-depth understanding of
the effects of employee attitudes and job satisfaction on organizational measures, such as customer satisfaction and financial measures. Greater insights on the relationship between employee attitudes and business performance will assist HR professionals as they strive to enhance the essential people side of the business in a highly competitive, global arena.

Kim, et al. (2005) examined the relationship between employee service orientation (customer focus, organizational support, and service under pressure) and employees' job satisfaction, organizational commitment and employees' intention of leaving. The empirical results were as follows. First, the customer focus of employee was negatively associated with employees' job satisfaction, but positively associated with their organizational commitment. Second, organizational support was positively associated with job satisfaction. Third, job satisfaction was positively associated with organizational commitment, but negatively associated with employees' intention of leaving. Finally, organizational commitment was negatively associated with intention of leaving.

Falkum and Vaglum (2005) examined the associations between occupational stress and interpersonal problems in physicians. A nationwide representative sample of Norwegian physicians received the 64-item version of the inventory of interpersonal problems (IIP-64) and six instruments measuring occupational stress. Results indicated that the IIP-64 total score had a significant impact on job satisfaction, perceived unrealistic expectancies, communication with colleagues and nurses on stress form interaction with patients. Being overly sub-assertive was related to low job satisfaction. Being overly expressive was linked to the experience of unrealistic expectancies from others and lack of positive feedback, whereas overly competitive physicians with both colleagues and nurses.
Kim and Cunningham (2005) examined the effects of work experiences (i.e. job variety, job autonomy, and job feedback) and organizational support (i.e. affective and financial) on job satisfaction. Results revealed that work experiences and affective organizational support held significant, positive associations with job satisfaction. Further, the influence of work experiences on job satisfaction was qualified by a significant work experiences X financial organizational support interaction. Simple slope analysis showed that when work experiences were poor, coaches with high financial support were more satisfied than were coaches with low financial support; however, there were no differences in job satisfaction when work experiences were positive.

Noelker, et al. (2006) investigated the effects of person and facility characteristics, job-related and personal stressors, and social support in the workplace on nursing assistant (NA) satisfaction with supervision. Results show that personal stressors (family, financial, and health concerns) have the greatest impact on satisfaction with supervision. Positive support in the workplace attenuated the effects of job-related stressors on the outcome.

Williamson (2006) conducted a study whose purpose was to explore whether there was a relationship between the job satisfaction of the teachers and teacher’s sense of efficacy and social interest. This study also explored whether there was a relationship between job satisfaction and job condition (people on your present job, work on the present job, pay opportunity for promotion and supervision), age and years of experience, gender and size of school. Results found significant relationship between job satisfaction and teacher efficacy, social interest, and job conditions. Age and years of experience were not found to possess significant relationship with job
satisfaction, and differences were found between male and female teachers as well as between teachers in large and small schools.

Al-Hussami (2008) investigated the relationship of nurses' job satisfaction to organizational commitment, perceived organizational support, transactional leadership, transformational leadership, and level of education. They examined two distinct paths to job satisfaction, organizational commitment, and perceived organizational support. The analytical procedure of multiple regression was utilized to determine the predicting strength among job satisfaction and the independent variables: organizational commitment, perceived organizational support, transactional and transformational leadership behaviour, and nurses' level of education. The researcher chose randomly four nursing homes from a total of 53 Medicare/Medicaid certified nursing homes located in Miami-Dade County. Pearson product-moment correlation coefficient revealed that positive correlation existed between the dependent variable and the following independent variables. Of the five independent variables, a multiple regression analysis indicated that organizational support was most strongly related to job satisfaction.

Ahsan (2009) investigated the relationship between job stress and job satisfaction. The determinants of job stress that have been examined under this study include, management role, relationship with others, workload pressure, homework interface, role ambiguity, and performance pressure. The sample consists of a public university academician from Klang Valley area in Malaysia. The results show there is a significant relationship between four of the constructs tested. The results also show that there is significant negative relationship between job stress and job satisfaction.
Kakabadse and Worrall (2010) investigated the relationship between aspects of organizational structure and job satisfaction as experienced by personnel employed in nine social service departments. After a series of unstructured interviews from 28 respondents in one authority, interview schedules were used for three distinct groups of 603 respondents in nine organizations: those making executive decisions, those making supervisory assessments and those primarily concerned with client interaction. The best predictors of organizational structure were dimensions of centralization and formalization which related significantly but negatively to job satisfaction.

**Role efficacy**

Researches on personal profiles of the role efficacy have shown that persons with high role efficacy seem to rely on their own strengths to cope with problems. They are active and interact with people and the environment, and persist in solving problem mostly by themselves and sometimes by taking help of other people. They show positive and approach behaviour, and feel satisfied with life and with their jobs and roles in their organizations.

Regarding organizational aspects a participative climate, in which the employees get higher job satisfactions contributes to role efficacy. It seems that the climate promoting concern for excellence, use of expertise, and concern for the larger issues also contributes to role efficacy. On the other hand, a climate characterized by control and affiliation seems to lower employees' role efficacy.

Singh and Mohanty (1996) conducted a study on Role efficacy in relation to job anxiety and job status. Findings reveal significant negative relationship between role efficacy and job anxiety. Further, employees having low job anxiety showed
more role efficacy than the employees having more job anxiety whereas managers were found to differ significantly from supervisors with respect to their role efficacy. The main effect of job anxiety and job status as well as the interaction effect of job anxiety and job status were also found highly significant. It is concluded that job anxiety and job status affects role efficacy.

Pandey (1997) examined the relationship between role stress and role efficacy using a sample of personnel of Indian Railways. The findings of the study indicated that coefficients of correlation between the first dimensions of role efficacy namely, centrality and all the 10 dimensions of role stress were found to be negative. The second dimension of role efficacy i.e. integration was correlated negatively and significantly with all the dimension of role stress except role erosion. Creativity, the third dimension of role efficacy was found to have non-significant but positive correlations with all dimensions of role stress except role overload and self-role distance. The relationship of inter-role linkage with role stress was found to be negative in seven cases but was not statistically significant. A similar finding was reported by Sen (1982).

Bray, et al. (2002) conducted a study to measure role efficacy for interdependent functions and test its conceptual distinctiveness from other forms of efficacy within interdependent teams. Intercollegiate basketball players completed a role efficacy questionnaire on which they reported their confidence in capabilities to perform interdependent role functions within their team’s offensive and defensive systems. They also completed measures of task self-efficacy and collective efficacy. Consistent with predictions, role efficacy and task self-efficacy were moderately related. Role efficacy was also distinct from collective efficacy insofar as the latter perception showed evidence of a shared group perception, whereas role efficacy
showed individual-level variance only. Starting players reported greater role efficacy than non-starters, yet collective efficacy and task self-efficacy were the same regardless of starting status. Together, results supported the initial validity and conceptual distinctiveness of role efficacy within the interdependent sport team environment.

Bray and Brawley (2002) conducted the study to examine role clarity as a moderator of the role efficacy-role performance relationship. A secondary issue was to investigate the influence of role clarity on role efficacy and role performance. Role clarity moderated the prospective relationship between role efficacy and role performance effectiveness in the predicted direction for offensive role functions. Individuals who reported higher role clarity also reported higher role efficacy and performed better than those with lower role clarity.

Beauchamp, et al. (2004) conducted a study on relationship between role ambiguity and role efficacy in sport. Results shown that role ambiguity accounted for 20.70% of the total variance in role efficacy on offence and 22.45% on defence. For both offensive and defensive models, role ambiguity was able to explain individual- and group-level variances in role efficacy. Results highlight the explanatory value of examining nested data using multilevel frameworks when examining cognition, affect, and behaviour in interdependent environments such as sport teams.

Bray, et al. (2004) examine the relationship between role efficacy and role performance after controlling for the effects of task self-efficacy. Results showed task self-efficacy and role efficacy were positively related to role performance ratings. Hierarchical regression analyses revealed that role efficacy contributed significantly to the prediction of athletes' ratings of role performance after controlling for task self-
efficacy. Role efficacy also explained significant variation in the prediction of coach ratings; however, the effects were less dramatic and inconsistent.

Rao, et al. (2007) investigated role efficacy of Faculty Members in State Agricultural Universities. The research puts forth that education and designations have no relation with any dimension of role efficacy; age and experience have a positive correlation with proactivity; and the number of training programs attended has a positive correlation with confrontation.

Govender and Parumasur (2010) evaluated the roles and competencies that are critical consideration for management development. The aim of their study was to assess the extent to which the current management cadre in a public sector division possesses the eight managerial roles/competencies (mentor, facilitator, monitor, coordinator, director, producer, broker, innovator) needed for effective management with the aim of identifying areas for management development. They also find whether the managerial roles relate to each other. The results indicate that managers in this public sector division are fulfilling the managerial roles in varying degrees, though not optimally. They do not display optimal paradoxical capability and behaviour complexity. Furthermore, the eight roles/competencies are interconnected. Managerial level, age and race were found to influence the extent to which managers possess and display various competencies.

**Interpersonal Trust**

Zaheer, et al. (1998) investigated the role of trust in inter-firm exchange at two levels of analysis and assess its effects on negotiation costs, conflict, and ultimately performance. Propositions were tested with data from a sample of 107 buyer-supplier inter-firm relationships in the electrical equipment manufacturing industry using a
structural equation model. The results indicated that interpersonal and inter-organizational trust are related but distinct constructs, and play different roles in affecting negotiation processes and exchange performance. Overall, the results show that trust in inter-organizational exchange relations clearly matters.

Driks (1999) conducted a study on the effects of interpersonal trust on work group performance. On the basis of his findings, it is suggested that trust may be best understood as a construct that influences group performance indirectly by channelling group members' energy toward reaching alternative goals.

Pillai, et al. (1999) tested a comprehensive model of relationship between transformational and transactional leadership, procedural and distributive justice, trust, job satisfaction, organizational commitment, and organizational citizenship behaviours in two quantitative studies. Their results reveal that trust in a leader mediates the relationship between leader behaviour and job satisfaction.

Chen (1999) explored how temporary employees exchanged communication with supervisor, peers, and family and friends regarding positively job-related, negatively job-related, and non-job-related contents. They also examined roles of communication in coping with insecure job experiences. The results revealed that communication contents were differentially related to work anxiety and life satisfaction for temporary employees. It was found that work anxiety increased when employees engaged in communication pertaining to negative job-related contents. Furthermore, the positive relationship between life satisfaction and positive communication with co-workers was observed only for the temporary employees who also had a permanent job.

Waters (1999) conducted study on the relationship between resources and conditions in the work environment and job stress among 20 correctional treatment
staff members (mean age 35.5 years) from the same adult male correctional facility. Results revealed that those experiencing a higher quality of personal relationships and social support in the work environment reported fewer stressors at work.

Flaherty and Pappas (2000) study the salesperson–manager relationship and report that trust has a strong impact on job satisfaction.

Dirks and Ferrin (2001) explored two fundamentally different models that describe how trust might have positive effects on attitudes, perceptions, behaviours, and performance outcomes within organizational settings. They examined that trust results in direct effects on a variety of outcomes. Trust also facilitates or hinders (i.e., moderates) the effects of other determinants on attitudinal, perceptual, behavioural and performance outcomes via two distinct perceptual processes.

Aryee (2002) examined trust as a mediator of the relationship between organizational justice and work outcomes. Data obtained from full-time employees of a public sector organization in India were used to test a social exchange model of employee work attitudes and behaviours. Results revealed that the three organizational justice dimensions -distributive, procedural and interactional, were related to trust in the organization. Interactional justice was related to trust in supervisor. The results further revealed that trust in organization partially mediated the relationship between distributive and procedural justice and the work attitudes of job satisfaction, turnover intentions, and organizational commitment but fully mediated the relationship between interactional justice and these work attitudes. In contrast, trust in supervisor fully mediated the relationship between interactional justice and the work behaviours of task performance and the individually- and organizationally- oriented dimensions of citizenship behaviour.
Aryee, Budhwar, and Chen (2002) pointed out that trust is an important variable that holds the interest for organizational researchers and is shown to foster organizational commitment and increase job satisfaction. The findings of this research indicated that ethical climate is an important antecedent of trust in supervisor and that the combined effect of trust and ethical climate positively affects salesperson job satisfaction and organizational commitment and lowers turnover intentions. Specifically, this study will show that trust in supervisor mediates the effect of ethical climate on turnover intention.

Goris, et al. (2003) report findings from an empirical study in two companies that provide justification for trust in superiors and influence on superiors as predictors of performance and satisfaction.

Brashear, et al. (2003) found that interpersonal trust is most strongly related to shared values and respect. In their empirical study, trust was directly related to job satisfaction and relationalism, and indirectly related to organizational commitment and turnover intention.

Kiffin-Petersen (2003) conducted a study on trust to advocate the inclusion of trust within future team effectiveness models, to clarify the conceptualization of trust in work teams, and to propose a model that clearly specifies the role of trust in team effectiveness. It was concluded that trust is a multi-dimensional construct that, in teams, is most correctly conceptualized as a personality composition variable or an emergent state that has both cognitive and affective dimensions, rather than a team process variable.

Ferres, et al. (2004) investigated the influence of co-worker trust on selected organizational perceptions and attitudes. Results provided empirical support for the fundamental role of co-worker trust. Co-worker trust was found to be a significant
predictor of perceived organizational support, lowered turnover intention, and greater affective commitment. From the results, it was suggested that there may be opportunities for organizations to improve individual and organizational effectiveness by engendering trust throughout peer levels.

According to Johnson and Grayson (2005) interpersonal trust in consumer-level service relationships has cognitive and affective dimensions. They examined the relative impact of service provider expertise, product performance, firm reputation, satisfaction, and similarity in influencing customer's perception of these dimensions of trust in a service provider. Using survey data from 349 customers of a firm of financial advisers in the United Kingdom, their results showed that cognitive and affective dimensions of trust can be empirically distinguished and have both common and unique antecedents. The results also provided further clarification concerning the relationship between trust and sales effectiveness.

Moye and Henkin (2006) explored association between employees' empowerment and interpersonal trust in managers. A sample of 2000 employees from manufacturing organizations in the USA was taken to conduct the study. Results indicated that employees who feel empowered in their work environment tend to have higher levels of interpersonal trust in their managers.

Lau and Tan (2006) hypothesized that the omission of procedural fairness as an intervening variable may be the reason for the failure of prior research to account for most of the effects between budgetary participation and job tension. The results, based on a sample of 152 managers, support the expectation that procedural fairness and interpersonal trust jointly are able to explain a substantial portion of the effects of the relationship between budgetary participation and job tension.
Ding, Ng and Cai (2007) identified and validated factors as well as the underlying personal constructs that influence architects' interpersonal trust and willingness to share their knowledge in project design teams in China. The results of triangulation data analysis show that there are four factors affecting both interpersonal trust and willingness to share knowledge, i.e. team member's attitude towards work, team member's ability with regard to work, team member's personality and team member's social interaction. Contrary to previous findings, interpersonal trust is not identified as an individual factor influencing willingness to share knowledge.

Massey and Kyriazis (2007) tested a model that examined interpersonal trust between marketing managers and research and development managers during new product development projects. Three communication dimensions - frequency, quality, and bi-directionality were used to predict cognition-based trust, and affect-based trust. Findings revealed that both trust dimensions strongly influenced the effectiveness of marketing / research and development relationships during new product development, with cognition-based trust having the strongest impact. The results also revealed that the most powerful effect was from communication quality to cognition-based trust. The direct effects of the three communication behaviours on relationship effectiveness were modest, suggesting that their relationship building effects are largely indirect.

Tokuda, et al. (2008) conducted a study on interpersonal trust and quality-of-life in Japan. The findings revealed that people with a greater sense of interpersonal trust are more likely to report that they have greater quality-of-life in all domains, including physical, psychological, and environmental quality-of-life, than people with lower trust.

Srivastava (2008) examined the effect of two constituents of work environment - physical and psychosocial on employees' job satisfaction and
performance, and organizational effectiveness. The analyses revealed that participants who perceived their work environment as adequate and favourable scored comparatively higher on the measures of job satisfaction, performance, and perceived organizational effectiveness. The results also specified that psycho-social environment in work-place exert more impact on employees’ job behaviour and organizational effectiveness than the physical environment does.

Gill (2008) examined the effects of trust on employees’ job satisfaction and dedication. Employees from hospitality industry were interviewed to examine if employee trust in a hospitality manager improves job satisfaction and dedication. Degree of employee job satisfaction and dedication was related to degree of employee trust in a hospitality manager.

Pettijohn, et al. (2008) developed a conceptual framework that relates role-modelling behaviour of sales managers to a set of key outcome variables and assesses the validity of the framework using a cross-sectional sample of salespeople and sales managers drawn from a variety of business-to-business sales organizations. Findings indicated that salespeople’s perceptions of their managers’ role-modelling behaviour relate positively to trust in the sales manager and relate indirectly, through trust, to both job satisfaction and overall performance of salespeople.

Chughtai (2008) conducted a study whose main objective was to highlight the vital role that both state trust (trust in top management, trust in immediate supervisor and trust in co-workers) and trait trust or trust propensity play in the advancement of employee work engagement. The study posited that the relationship between trust and work engagement is mutually reinforcing and leads to an upward spiral effect. That is, high levels of state and trait trust boost work engagement, which in turn augments both forms of trust and so on.
Mulki, et al. (2008) examined the effect of workplace isolation on trust in supervisors and co-workers. Pharmaceutical salespeople were taken as the sample of the study. The results revealed that perceptions of workplace isolation negatively affect trust in supervisors and co-workers and that the relationship between trust and organizational commitment is mediated by satisfaction with supervisor and co-workers.

Mortenson (2009) examined how social skills and interpersonal trust facilitate the support-seeking process in two different cultures, namely, those of China and the United States. They examined the connections between social skill, interpersonal trust, the perceived appropriateness of seeking support, and the likelihood of displaying emotional distress to friends. Results indicated both similarities and differences between Americans and Chinese in terms of support seeking. Across both cultural groups, interpersonal trust was associated with appropriate help seeking, which, in turn, predicted the likelihood of showing emotional distress to friends.

Leat and El-kot (2009) investigated the relationships between interpersonal trust, job satisfaction, intrinsic motivation and job-related tension in this non-Western context. The findings indicated that employees were satisfied, intrinsically motivated, trust their peers and managers and suffer from relatively low levels of job tension. The significant predictors of job satisfaction are intrinsic motivation, confidence in the competence of management and the lack of work-related tension.

Thomas, et al. (2009) conducted a study that specified the linkages among trust, quality of information, quantity of information, openness and outcomes such as employee involvement. The results indicated that quality of information predicted trust of one's co-workers and supervisors while adequacy of information predicted one's trust of top management. Trust of co-workers, supervisors and top management
influenced the perception of organization openness while in turn influenced employees rating of their own level of involvement in the organization’s goals.

Semercioz, et al. (2010) examined the effect of empowerment, participation and feedback as antecedents of interpersonal trust and organizational commitment as consequences of interpersonal trust. Data were collected from 186 participants comprising professional, administrative and supportive staff working in one municipality of Istanbul government. Results indicated that interpersonal trust is vital to positive outcomes such as organizational commitment and productivity.

Simmons (2010) conducted a study on interpersonal citizenship behaviour (ICB). In this study the big attitudes he looked at were organizational commitment (the extent they like working for the organization), job satisfaction (with pay, promotion, supervision, co-workers, and the work itself), and trust in the immediate supervisor. The personality traits he looked at were core-self evaluation (locus of control, self esteem, self-efficacy, emotional stability) and secure attachment (how well people can work autonomously and with others). The only significant predictors of ICB were satisfaction with the supervisor and satisfaction with co-workers. Employee personality was not a direct and significant predictor of employee performance. The very important job attitude, trust and commitment also did not affect performance. These interpersonal connections facilitate the employees’ ability to do their jobs.

Frye (2010) presented quantitative and qualitative data on issues related to hospital nurses' trust in management and supervisors and its relationship to job satisfaction. Treatment by management, fairness of policies and safety of the workplace were related to nurses' trust in management. Treatment by supervisors and
fairness of policies were related to trust in supervisors. Trust in both management and supervision was related to nurses’ job satisfaction.

Paulineann (2010) examined the relationship between the leader as the knowledge builder, trust in the leader and in the team, knowledge sharing and team performance. Data was collected from 34 engineering project teams and 18 managers in a large automotive organization. The results indicated that by building the team’s expertise, leaders enhance team members’ willingness to rely on and disclose information in the team, which in turn increases team knowledge sharing. Team knowledge sharing significantly predicted leaders’ and managers’ ratings of team performance.

Elmagri and Eaton (2011) conducted a study to identify a list of the factors of interpersonal conflict which occurs between two or more individuals within any organization. The factors which were identified from the data can be divided into two main categories: firstly, personal factors like: individual differences; threats to status; lack of trust; and incivility. Secondly, organizational factors as: limited resources; unfair treatment; role ambiguity; role incompatibility; organizational change; contradiction of goals; information deficiency and environmental stress. The findings of the study suggested that by using these factors managers can enhance the value of their organizations as well the performance of the employees in the organization.

Downey (2011) conducted a study to assess the reliability of a new measure of emotional intelligence (EI), the Workplace Culture version of the Swinburne University Emotional Intelligence Test (SUEIT) which was designed to measure EI at a group level. They also investigated the pre-conditions required for the formation of an emotionally intelligent group culture. Specifically, the study proposed that team leader trustworthiness at the leader / member dyad level was required for the
formation of an emotionally intelligent culture at the group level. Results of the study showed that the Workplace Culture SUEIT was reliable and predicted job satisfaction and organizational commitment. Furthermore, trustworthiness of the team leader was found to be significantly correlated to dimensions of group level EI, job satisfaction and organizational commitment. It was concluded that there is a significant relationship between group level emotional intelligence and leader / member trust.