

ANTECEDENTS AND OUTCOMES OF INTERPERSONAL TRUST AND GENERAL ROLE STRESS: THE CASE OF PRINCE SATTAM BIN ABDULAZIZ UNIVERSITY EMPLOYEES

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***Abstract:** Employee interpersonal trust is considered one of the vital driver of productivity, quality and satisfaction. Whereas, general role stress is inevitable and require to manage on time for betterment of the individual and organization. The present study initiated in Prince Sattam bin Abdulaziz University employees in the Kingdom of Saudi Arabia. The instruments used in the research. Interpersonal Trust Scale and General Role Stress Scale was used to collect the data. Both inferential and descriptive statistics were used to analyze the data. Results Revealed that role boundedness appeared as the most dominant factors of general role stress, nationality, openness, professional support and managerial competence revealed significant correlation with role boundedness, managerial competence one of the parameter of interpersonal trust showed inverse relationship with inter role distance. Further result showed that openness one of the facet of interpersonal trust revealed very low relationship with personal inadequacy, communication one the dimension of interpersonal trust has significant impact on general role stress, openness as one of the parameter of interpersonal trust has significant impact on personal inadequacy ,professional support played significant effect on role boundedness and personal inadequacy. Moreover, managerial competence one of the most dominant parameter of interpersonal trust has significant effect on general role stress as a whole and nationality emerged as the dominant predictor of self-role distance among university employees. The significance and implications of the study also discussed at length.*

***Key Words:** Interpersonal trust, General role stress, Gender, Nationality*

INTRODUCTION

The present era is termed as stress generating age because every people become highly self-centered and escape to share the feelings with other people due to lack of interpersonal trust. However, numerous study have shown that the employees of public

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and private sectors experiencing same feeling and develop psycho fear. Apart from that they are not sure that consequences are contingent upon their effort. These are common causal factors that induce the stress among the employees. The problem lies with the lack of interpersonal trust, people experiencing stress which are not good sign for high performance of employees. As a matter of fact, the confidentiality of shared information by the others would be keep himself and not discussed or shared with any other to make misuse of the information and consequently to develop consensus and mutual understanding to have more commitment and obligations to help each other to grow in their own areas of knowledge.

Trust has been commonly cited as a trademark of significance relationships within the members of a group. In the literature first concept of "trust" found in American Heritage Dictionary (1991) is "confidence in the integrity, ability, character, and truth of a person or thing".

Mayer *et al.*, (1995) viewed trust as "a willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that party." This is one of the big issue before behavioral scientists viz. sociology, psychology, economics, political science and management prone to consensus (Kramer & Tyler, 1996 and Coleman, 1990), indeed, it has been observed through various literature to understand the exact meaning of interpersonal trust which play an imperative role to establish the relationship. Numerous study related to trust revealed that place of trust is considered as an important and it has direct impact on the performance of the employees. Much of the earlier researches in organizational behavior have been conducted study on trust considered as predictors of the performance of individual as well as group. It is observed that Hackman and Morris (1975) have the same opinion about the trust which play major role in group and individual performance to their workplace and supported by (Yeatts and Hyden, 1998). Hwang and Burger (1997) opined that trust is considered as vital "condition" for assistance to achieve the goal. Schill *et al.* (1980) reported high positive relationships of interpersonal trust and stress. They observed that those who scored low on interpersonal trust scored high on stress with more emotional and physical distress.

Now a days, nobody can remain untouched with stress, since it encompass human behavior at all places. Stress is a very subjective phenomenon that an individual experiences. Whatever the challenges a person faces in his daily life will be a stressor for him. It depends largely upon past experiences, temperament and environmental circumstances. However, the pioneer of stress in management and social sciences was Selke (1936) who conceptualized stress as "nonspecific response of the body to any demand made upon". Cooper and Marshall (1978) also brought the concept from Physics to Social sciences. Harrison (1978) emphasized that stress arises as a result of lack of fit between the personality of the individual and his/her situation where person shows inability to cope with the demands of the situation.

REVIEW OF LITERATURE

Various studies have been conducted on different samples in relation to interpersonal trust and general role stress and found different results in diversified contextual culture (Dirks and Ferrin, 2001; Rousseau *et al.*, 1998; Meyer *et al.*, 1995; Shafali *et al.*, 2011; Hassan *et al.*, 2012; Matzler and Renzl, 2006; Al Kahtani and Allam, 2015; Ali, 2010; Bhatt and Verma, 2008; Lou Lu, 1999; Stinglhamber and Vandenberghe, 2003; Allam, 2013; Ali & Patnaik, 2014; Analoui, 1999; Gupta, 1996; Chanzi, 2009 and Deeepa and Nambudiri, 2016).

Stinglhamber and Vandenberghe (2003) highlighted that supervisory support is major indicator of exchanging better relationship between manager and workers. Brashear *et al.*, (2003) reported that respect and values are having strongly relationship with interpersonal trust. Flaherty and Pappas (2000) investigated the relationship between supervisor and salesman and reported that trust has greater influence on job satisfaction.

Perry (2004) stated that participation in decision making, feedback, empowerment and credibility emerged as the significant predictor of trust among the supervisor. Matzler and Renzl (2006) initiated a study on employee loyalty, interpersonal trust and employee satisfaction among employees working in Australia and revealed that strong relationship established between employee satisfaction, interpersonal trust and employee loyalty. Henkin and Moyer (2006) observed that those employees are getting supported or empowered by the managers were have strong relationship with trust. Monitoring and trust independently and jointly associated with cooperation among the employees (Ferin *et al.*, 2007).

Hassan *et al.*, (2012) emphasized a study on role of interpersonal trust in organizations and recommended that productivity and commitment can be increased in the organization as result of interpersonal trust between two group of employees. Gillespie and Mann (2004) have similar findings.

Testa and Simonson (1996) ascertained that beyond the bearing level of stress may have negative impact on psychological well-being of the people. Cascio (1993) observed that downsizing caused in work overload for the employees to feel stress. Sharma and Devi (2011) initiated a study on role stress among employees and revealed that both government and non-government sector employees differ with respect role augmentation, self- diminution and role fortification.

Al Kahtani and Allam (2015) studied on role conflict and communication climate and revealed that role conflict has a relationship with defensive communication climate. Hence role conflict contributed stress among the university staff due to lack of proper communication. Deeepa and Nambudiri (2016) tried to establish the correlation between role stress with various facets of personality and found that those who are externally controlled revealed higher degree of role stress, on the other hand positive affectivity showed affirmative relationship with one of the dimension of commitment.

RESEARCH OBJECTIVES

On the realm of the nature of the current investigation and keeping the significance of the study the following objectives have been stated to:

- Determine the level of general role stress among employees of Prince Sattam bin Abdulaziz University.
- Explore the differences between employees of Prince Sattam bin Abdulaziz University as far as interpersonal trust is concern.
- Examine the effect of interpersonal trust on general role stress among employees of Sattam bin Abdulaziz University.
- Observe the moderating effect of interpersonal trust on general role stress among employees of Prince Sattam bin Abdulaziz University.
- Compare the different groups of employees with respect to general role stress of Prince Sattam bin Abdulaziz University.
- Determine the relationship of various stressors with demographical variables among employees of Prince Sattam bin Abdulaziz University.
- Find out the effect of demographic variables on stress among the employees of Prince Sattam bin Abdulaziz University.

HYPOTHESES

Keeping in mind the objectives of the current investigation and based on review of literature the following null hypothesis have been formulated:

- H01: There would not be effect of communication (inter personal trust) on general role stress among the national and international employees.
- H02: There would not be effect of openness (inter personal trust) on general role stress among the national and international employees.
- H03: There would not be impact of professional support (inter personal trust) on general role stress among the national and international employees.
- H04: There would not be managerial competence (inter personal trust) on general role stress among the national and international employees.
- H05: Male and female would not differ in terms of general role stress
- H06: There would not be significant difference between national and international employees on general role stress.

RESEARCH METHODOLOGY

Sample

The sample of the present study consists of one hundred twenty employees working in various colleges and departments of Prince Sattam bin Abdulaziz University,

Kingdom of Saudi Arabia selected randomly. It is noticed that some respondents did not furnish the information in different classes of responses. 23% and 77% were female and male. Whereas, 19%, 73% and 08% were national, international and not responded faculty members in terms of nationality. The sample collected in Kingdom of Saudi Arabia thereby, national faculty means Saudi National employees and international means expatriates from third national country. Figure-1 depicts to understand the percentage of sample classification.

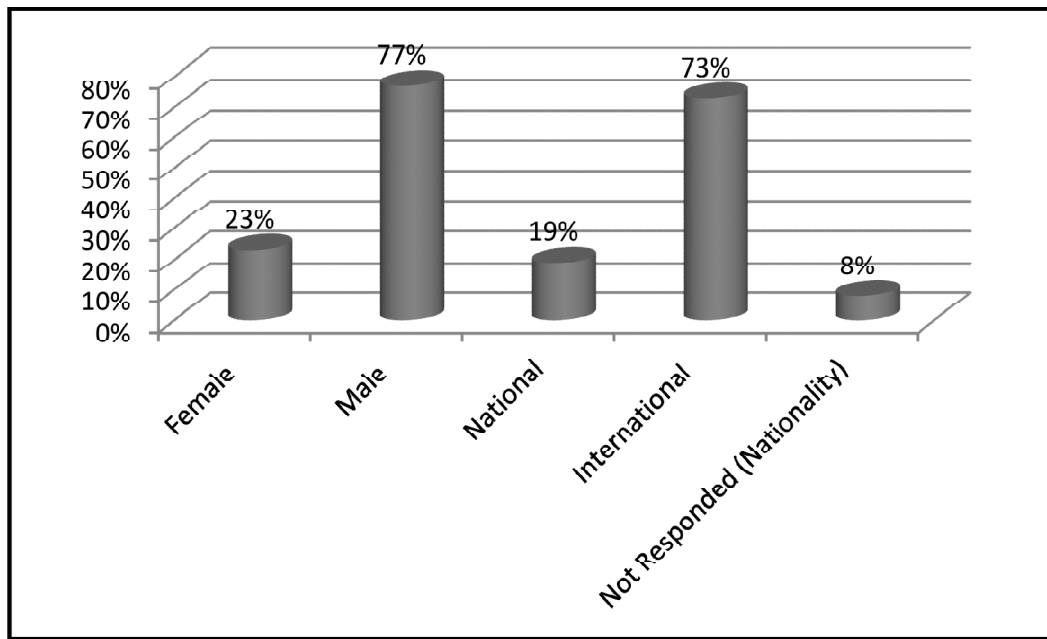


Diagram-1: Representing the Percentage of gender and nationality of the employees working in the Prince Sattam bin Abdulaziz University

Measures and Tools: Following tools were administered to gather the information from the respondents/subjects for the purpose of contemporary research.

Interpersonal Trust Scale developed and standardized by Shafali *et al.*, (2011) was used to collect the data. The instrument has 24 items; 4 parameters i.e. communication, openness, professional support and managerial support, each parameter has 6 items and each item to be rated on four point rating scale with a response category of totally disagree to totally agree to with a weighted score of 0-3. All odd items are positive and all even items are negative. Reliability of scale was established by reliability coefficient is 0.91, which is significant at .001 level.

General Role Stress Scale developed by Pareek used to assess the general index of an individual's role stress focusing on his role space stresses. The scale contains 12

items and each item to be rated on 5 point rating scale, ranging from never to very frequently with a weighted score of 0-4. The reliability and validity of the scale was determined.

Demographical Information Sheet: Self-made demographical information sheet used to collect the information of subject's gender, nationality etc.

Data Analysis: Keeping in view the objectives of study descriptive and inferential statistics have been applied to analyze the data and make results meaningful.

Procedure: The above mentioned tools administered to employees of Prince Sattam bin Abdulaziz University. Each respondent requested to fill up the questionnaires and allowed to take their own time to complete the questionnaires. The collected data tabulated, enter the data on excel sheet and with the help of SPSS have been analyzed. Prior to administer the survey, researchers translated English version of questionnaires in to the local language for their convenience and better understanding.

Ethics: Indeed, the respondents were assured that the collected information will be used only for the academic purposes and would be kept confidential and it may not be revealed to any higher officials.

RESULT AND DISCUSSIONS

Table 1
Showing the magnitude of general role stress among the employees of Prince Sattam bin Abdulaziz University

<i>Variables</i>	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Rank</i>
Self-role distance (SRD)	97	2.30	2.121	4
Inter-role distance (IRD)	97	2.92	2.276	3
Role boundedness (RB)97	5.52	2.979	I	
Personal Inadequacy (PIn)	97	2.99	2.143	2
Total General Role Stress	97	3.59	2.34	

The table 1 the descriptive statistics and the rank of general role stress of employees working in Prince Sattam bin Abdulaziz University. It is apparent from the result that role boundedness (RB) appeared highest stressor for the employees. Although, it is worthwhile to mentioned that out of 125 sample of the employees, twenty eight responded did not furnish the responses. This can be attributed that employees of the university is keenly interested to discharge the expected role in a significant manner by sacrificing their own values, enthusiasm, interest and comforts level might force them to experience role stress in terms of role boundedness. Personal inadequacy (PIn) observed second highest stressor among the employees as a result of lacking of knowledge and competencies to perform the assigned role at work. The least rank shown in the table is inter role distance (IRD) explained that most of the employees are occupying not more than one role hence felt lessen role stress. Al Kahtani and Allam (2015) studied on role conflict among employees working in Saudi Arabia

University and found superiority and control are the dominant facets of defensive communication climate accounted for role conflict. Thereby, the present research have been supported through role conflict that generated role stress.

Table 2
Descriptive statistics showing mean, SD and correlations of biographical variables and interpersonal trust with self-role distance (facet of general role stress) among employees of PSAU (N=125)

<i>Variables</i>	<i>Mean</i>	<i>SD</i>	<i>SRD</i>
Self-Role Distance	2.30	2.121	1.000
Gender	1.77	.424	-.084
Nationality	1.59	.673	.238
Communication	8.68	1.744	-.048
Openness	10.09	2.028	.097
Professional Support	11.26	2.628	.038
Managerial Competence	11.24	3.156	-.028

Table 2 depicts the descriptive statistics (Mean and Standard deviation) and correlation between self-role distance and gender, nationality along with all the dimensions of interpersonal trust among the workers the university. All the variables taken in the table did not show significant relationship with self-role distance. Although gender and communication one of the parameter of interpersonal trust revealed a very weak negative correlation with self-role distance ($r = -.084$ and $-.048$) whereas nationality, openness, professional support and managerial competence showed similar trends and correlation were observed positive, $r = .238$, $r = .097$ and $r = .038$ respectively. The result may be highlighted that such kind of stress experienced due to the conflict between self-concept of incumbents and perceived expectations of significant others. Bhatt and Verma(2008) contributed a scholastic study in the area of general role stress and observed different findings.

Table 3
Descriptive statistics showing mean, SD and correlations of biographical variables and parameter of interpersonal trust with role boundedness among employees of PSAU (N=125)

<i>Variables</i>	<i>Mean</i>	<i>SD</i>	<i>r (Role Boundedness)</i>
Role Boundedness	4.34	3.43	1.000
Gender	1.77	.424	.054
Nationality	1.59	.673	.375**
Communication	8.68	1.744	-.145
Openness	10.09	2.028	.252**
Professional Support	11.26	2.628	.480**
Managerial Competence	11.24	3.156	.453**

** . Correlation is significant at the 0.01 level (2-tailed).

Table 3 represents the descriptive statistics (Mean and Standard deviation) and correlation between role boundedness and gender, nationality along with all the

dimensions of interpersonal trust among the employees of Prince Sattam bin Abdulaziz. Gender of employees revealed a very weak positive correlation with role boundedness ($r = .054$) whereas nationality showed significant positive correlation with role boundedness ($r = .375$, P is greater than .01 level of significance). There are four parameter of interpersonal trust out of these openness, professional support and managerial competence showed a significant positive correlation with role boundedness whereas communication showed weak negative correlation with role boundedness. The results highlighted very interesting fact that increased parameter of interpersonal trust also increase the role boundedness of employees. It is apparent from the values of mean on openness, professional support and managerial competence as the upper side increase the interpersonal trust and employees feel highly obligated to the prospects of significant role senders and sacrifices their comforts, values, interest, etc. and experienced role bounded stress.

Table 4
Descriptive statistics showing mean, SD and correlations of biographical variables and parameter of interpersonal trust with inter role distance among employees of PSAU (N=125)

<i>Variables</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>r(Inter Role Distance)</i>
Inter Role Distance	2.31	2.329	1.000
Gender	1.77	.424	.000
Nationality	1.59	.673	.082
Communication	8.68	1.744	.051
Openness	10.09	2.028	.074
Professional Support	11.26	2.628	.074
Managerial Competence	11.24	3.156	-.014

The results of present research presented in Table- 4 highlighted the Mean , Standard deviation and correlation between inter role distance, gender, nationality along with all the parameters of interpersonal trust among the employees of Prince Sattam bin Abdulaziz University. All variables studied revealed a very weak positive correlation with inter role distance whereas managerial competence showed insignificant negative correlation with inter role distance($r = -.014$). There are four parameter of interpersonal trust openness, professional support and managerial competence of these employees perceived higher side and inter role distance experienced low as mean (2.31) and sd. (2.32). This type of stress caused by role occupant as they occupy more than one role and stress arises because of conflicting demand more than one role but the university staff didnot occupy more roles at the same time. The distribution of data is highly dispersed hence greater degree of variation observed. It is apparent from the values of mean on the count of openness, professional support and managerial competence as the upper side increase the interpersonal trust and employees experiencing low degree of inter role distance.

Table 5
Descriptive statistics showing mean, SD and correlations of biographical variables and parameter of interpersonal trust with personal inadequacy among employees of PSAU (N=125)

<i>Variables</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>r(Personal Inadequacy)</i>
Personal Inadequacy	2.32	2.263	1.000
Gender	1.77	.424	-.048
Nationality	1.59	.673	.081
Communication	8.68	1.744	.055
Openness	10.09	2.028	.004
Professional Support	11.26	2.628	.108
Managerial Competence	11.24	3.156	.114

Table 5 shows that the Mean, Standard deviation and correlation between personal inadequacies, gender, nationality with all the facets of interpersonal trust among the employees of the University. Variable gender revealed a very weak negative correlation with personal inadequacy whereas nationality and facets of inter personal trust such as communication, openness professional support and managerial competence showed insignificant positive correlation with personal inadequacy ($r = .081$, $r = .055$, $r = .004$, $r = .108$ and $r = .114$ respectively). The findings may be attributed that openness not have a correlation with personal inadequacy and incumbents experiencing comfortable to share the information about his own caliber to others forced them to not feel little general role stress.

Table 6
Effect of communication one of dimensions of interpersonal trust on general role stress among the employees of PSAU.

<i>Variables</i>	<i>COMM</i>	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>t-value</i>
Self-role distance (SRD)	≥ 9	79	1.84	2.047	3.306**
	< 9	46	3.09	2.031	
Inter-role distance (IRD)	≥ 9	79	1.94	2.209	2.406**
	< 9	46	2.96	2.413	
Role boundedness (RB)	≥ 9	79	3.58	3.448	3.321**
	< 9	46	5.63	3.101	
Personal Inadequacy (PIn)	≥ 9	79	2.01	2.121	2.014*
	< 9	46	2.85	2.422	

** significant at .01 level

* significant at .05 level

It is evident from the table 6 that the two groups with respect to perceived high on communication, one of the facet of interpersonal trust showing mean and sd on SRD (1.84 & 2.047) and low on communication showing mean and sd on SRD (3.09 & 2.031). The two groups differed significantly at .01 level of significance ($t=3.306$). Further, it is observed that that the two groups differed significantly on IRD and RB at .01 level

of significance ($t= 2.406$ and $t=3.321$, $P>.01$). However, the same groups also differed on P in significantly at .05 level, $t= 2.014$. The results highlighted high degree of interpersonal trust emerge lower degree of stress which indicates that no ambiguity were existing in the communication process and transparency exit in various levels. Indeed, it is also noticed that lower level of communication induces higher degree of stress. Since barriers in communication employees losing their faith and confidence to interact with each other freely. Al Kahtani and Allam (2015) studied on role conflict and communication climate and revealed that role conflict has a relationship with defensive communication climate. Hence, the present researcher's inferences that role conflict emerged among the university staff due to lack of proper communication might attributed greater degree of stress. Therefore, the proposed null hypothesis ($H01$) was rejected.

Table 7
Effect of openness one of the parameter of interpersonal trust on general role stress among the employees of PSAU.

<i>Variables</i>	<i>Openness</i>	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>t-value</i>
Self - Role Distance	≥ 9	112	2.24	2.102	.849
	< 9	13	2.77	2.315	
Inter Role Distance	≥ 9	112	2.22	2.249	1.254
	< 9	13	3.08	2.929	
Role Boundedness	≥ 9	112	4.21	3.459	1.243
	< 9	13	5.46	3.357	
Personal Inadequacy	≥ 9	112	2.19	2.183	1.943*
	< 9	13	3.46	2.696	

* significant at .05 level

Result observed from the table-7 that the two groups with respect to perceived high and low on openness a facet of interpersonal trust showing mean and sd on SRD, inter-role distance and role boundedness 2.24 & 2.77, 2.22 & 3.08, 4.21 & 5.46 with SDs 2.102 & 2.315, 2.249 & 2.929, 3.459 & 3.357 with t-value .849, 2.254 and 1.243 respectively. All the facets of general role stress discussed above are found no significant difference. Whereas significant difference emerges as a result high and low openness with personal inadequacy. The mean and sd on personal inadequacy of high and low openness appeared 2.19 & 3.46 and 2.183 & 2.696 respectively. The two cohort differed significantly on personal inadequacy ($t=1.943$, $P>.05$). Thereby, the proposed null hypothesis ($H02$) was partially rejected. Low group of openness people perceived higher degree of personal inadequacy as compared to high openness group might be due to lack of experience, not feeling confidence in front of others, inferiority complex and lack of proper communication skills to convince others are the reason for feeling of personal inadequacy. Lou Lu (1999) investigated that openness meant to generate psychological well-being and consequently lessen the stress.

Table 8
Effect of professional support (PS) one of dimensions of interpersonal trust on general role stress among the employees of PSAU

<i>Variables</i>	<i>PS</i>	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>t-value</i>
Self-role distance (SRD)	>= 11	68	2.54	1.816	1.434
	< 11	57	2.00	2.420	
Inter-role distance (IRD)	>= 11	68	2.56	2.147	1.298
	< 11	57	2.02	2.518	
Role boundedness (RB)	>= 11	68	5.79	3.035	5.786**
	< 11	57	2.60	3.127	
Personal Inadequacy (PIn)	>= 11	68	2.90	2.200	3.230**
	< 11	57	1.63	2.160	

** significant at .01 level

The two groups with respect to perceived high and low on personal support of interpersonal trust showing mean and sd on SRD and IRD 2.54 & 2.00 and 2.56 & 2.02 with SDs 1.816 & 2.420 and 2.147 & 2.518 respectively and showed no significant difference at any level of significance ($t = 1.434$ & $t = 1.298$). However, the effect of professional support has been observed on role boundedness and PIn. The mean and SDs of high and low professional support on RB and PIn 5.79 & 2.60 and sd 3.035 & 3.127 with $t = 5.786$, $P > .01$ level of significance. Thereby, the proposed null hypothesis (H03) was partially rejected Higher personal support leads higher degree of role boundedness meant that the respondents putting all efforts to come up to the expectations of the higher officials and sacrificing their interest, values and comfort to make the superior satisfied might be the reason for general role stress as compared to the counterparts. The present findings have been supported by Bhatt and Verma (2008). The two groups of personal support was found to be significant on personal inadequacy ($t = 3.230$, $P > .01$). It seems that higher degree of stress were emerged among the people getting higher degree of professional support. It means in spite of professional support they were not able to perform better in their work due to personal inadequacy than the lower professional support incumbent. Stinglhamber and Vandenberghe (2003) investigated and stressed that superior support play a key role

Table 9
Effect of managerial competence (MC) one of dimensions of interpersonal trust on general role stress among the employees of PSAU

<i>Variables</i>	<i>MC</i>	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>t-value</i>
Self-role distance (SRD)	>= 10	65	2.83	1.957	3.029**
	< 10	60	1.72	2.156	
Inter-role distance (IRD)	>= 10	65	2.83	2.302	2.654**
	< 10	60	1.75	2.245	
Role boundedness (RB)	>= 10	65	6.18	3.041	7.473**
	< 10	60	2.33	2.691	
Personal Inadequacy (PIn)	>= 10	65	3.12	2.118	4.428**
	< 10	60	1.45	2.103	

** significant at .01 level

to establish good relationship between supervisors and employees. But the present study has the contrary finding.

It is evident from the table 9 that the two groups with respect to perceived high and low managerial competence on SRD, IRD, RB & PIn. The two groups differed significantly at .01 level of significance on all counts of general role stress. Thereby, the proposed null hypothesis (H04) was rejected. The result explained that ineffective managerial competence such as lack of articulation, unable to manage relationship with the subordinates, lack of proper vision & mission, lack of empathy, lack of ability to mobilize and little understanding psychological well-being might force them to perceive role stress at workplace. The present finding has been directly or indirectly supported by (Allam, 2013; Ali, 2010; Ali & Patnaik, 2014; Analoui, 1999; Gupta, 1996 and Chanzi, 2009).

Table 10
Effect of gender on general role stress among the employees of PSAU.

Variables	Gender	N	Mean	Std. Deviation	t-value
Self-role distance (SRD)	Female	29	2.62	2.025	.940 ^{NS}
	Male	96	2.20	2.150	
Inter-role distance (IRD)	Female	29	2.31	1.755	-.004 ^{NS}
	Male	96	2.31	2.485	
Role boundedness (RB)	Female	29	4.00	2.854	-.596 ^{NS}
	Male	96	4.44	3.627	
Personal Inadequacy (PIn)	Female	29	2.52	2.230	.534 ^{NS}
	Male	96	2.26	2.281	

NS: Not significant

Keeping in view the objective of present research certain biographical variables have been taken into consideration to see the impact on general role stress among employees. Result observed from the table-10 that the two groups with respect to perceived female and male on SRD, IRD, RB and PIn showing insignificant differences on all counts of general role stress. Thereby, the proposed null hypothesis (H05) was accepted. Earlier researchers viz., Ali *et al.*, (2004), Allam & Harish (2010) and Allam & Rezene (2009) found implicitly and explicitly supporting the current investigation.

Table 11
Effect of Nationality on general role stress among the employees of PSAU

Variables	Nationality	N	Mean	Std. Deviation	t-value
Self-role distance (SRD)	National	25	1.96	1.968	-1.297
	International	87	2.59	2.170	
Inter-role distance (IRD)	National	25	2.88	2.804	1.048
	International	87	2.32	2.202	
Role boundedness (RB)	National	25	3.08	2.900	2.727**
	International	87	5.14	3.434	
Personal Inadequacy (PIn)	National	25	2.92	2.515	1.155
	International	87	2.32	2.213	

** significant at .01 level

It is observed from the table 11 that the two groups with respect to nationality of the employees on SRD, IRD, RB and PIn but showing significant difference revealed in the case role boundedness. The mean of national and international employees on RB was found 3.08 and 5.14 with sd 2.92 & 3.434. The two groups were found differ significantly ($t=2.727, P>.01$) indicates that expatriates felt greater degree of role stress as compared to domestic employees in the university. Thereby, the proposed null hypothesis (H06) was partially rejected. The result might be highlighted that international employees putting all efforts to come up to the expectations of the higher officials and sacrificing their own interest and comfort to make the superior satisfied might be the reason for existing general role stress as compared to their counterparts.

Table 12
Model summary of stepwise multiple regression analysis to determine the predictors of self- role distance among the employees of PSAU.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change
1	.238 ^a	.057	.049	2.069	.057

a. Predictors: (Constant), Nationality

b. Dependent Variable: SRD

Result appears in table- 04 that Nationality emerged as the most dominant predictor within the independent variables for self-role distance among the University employees. The correlation coefficient between observed and predictor value of dependent variable ($R = .238$) shows linear relationship. The coefficient of determination ($R^2=.057$) which accounted for 5.7% variation in the self-role distance. This kind of Self- role distance is experienced by university staff caused by conflict between perceived expectations from role and self- concept of different nation's employees. The result might be attributed to the self-concept of individuals were hurt by the origin of nationality. The R square change (.057) accounted for 5.7% variation in predicted variable self-role distance.

Table 13
ANOVA of Multiple Regression on Self- Role Distance among the employees of Prince Sattam bin Abdulaziz University

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.536	1	31.536	7.367	.008 ^a
	Residual	526.512	123	4.281		
	Total	558.048	124			

a. Predictors: (Constant), Nationality

b. Dependent Variable: SRD

It has been observed from the table 5, that the obtained F-ratio for Nationality was found significant ($F = 7.367, p$ at $.01$), that show the severity of sample distribution.

Table 14
Coefficient of Regression for Self-Role Distance among the employees of
Prince Sattam bin Abdulaziz University

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.103	.477		2.314	.022
	Nationality	.749	.276	.238	2.714	.008

a. Dependent Variable: SRD

Table 14, represents coefficient of regression for self-role distance among the employees. The unstandardized coefficient for nationality is $B = .749$ and standard error is $.276$. The standardized coefficient has the value of Beta $.238$ and t-value 2.714 which is significant at $.01$ levels. The unstandardized coefficient used to compute regression equation for employees. Since the nationality emerged as the dominate predictor of self- role distance that cause worries, tension, anxiety in the form of stress.

CONCLUSION

On the basis of findings of the research the following conclusions have been drawn:

- Role boundedness appeared as the most dominant factors of general role stress among the employees working in various department of Prince Sattam bin Abdulaziz University.
- Nationality, openness, professional support and managerial competence revealed significant correlation with role boundedness (general role stress).
- Managerial competence one of the parameter of inter personal trust showed inverse relationship with inter role distance.
- Openness one of the facet of inter personal trust revealed very low relationship with personal inadequacy among the employees.
- Communication one the dimension of inter personal trust has significant impact on general role stress among the employees of PSAU.
- Openness as one of the parameter of interpersonal trust has significant impact on personal inadequacy among the incumbents.
- Professional support one of the parameter of inter personal trust has significant effect on role boundedness and personal inadequacy.
- Managerial competence one of the most dominant parameter of inter personal trust has significant effect on general role stress as a whole among the employees.
- Nationality emerged as the dominant predictor of self-role distance.

RECOMMENDATION AND LIMITATIONS

Based on the retrospection of the study and in the light of review of literature, it is recommended that two main variables undertaken in the study need to address in the organization at both the level i.e. individual and organizational. As we know that productivity of the employees totally depends on interpersonal trust among the different hierarchical structure with lower degree of stress at workplace. Hence, comfortable life, managerial competence, openness to share information, good mentor at workplace and supportive work climate is vital to manage stress at workplace and enhance the interpersonal trust among the employees whatever, the position they have in the organization. Like other scientific study, this research also has certain limitations and experiencing the same fate. Keeping in view the aims and objectives the researchers come to the conclusion that current study conducted on employees working in different colleges of the Prince Sattam bin Abdulaziz University. The findings cannot be generalized for all universities in the Kingdom. It is noteworthy that different instrument and statistical technique applied to generate new knowledge in the contemporary field of the study.

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