

# Abstract

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## **Job stressors, supervisory support and work outcomes among Egyptian managers**

Purpose - Job stressors are a common experience in all jobs and in all countries. The present study examines the relationships among two widely studied role stressors, role ambiguity and role conflict, supervisory support, and two work outcomes (job satisfaction, loyalty) among a large sample of Egyptian supervisors and managers working in service organizations in Alexandria, Egypt. Design/methodology/approach - Data were collected from 493 respondents from service organizations using anonymously completed questionnaires with a 49 percent response rate. Findings - Egyptian managers reporting higher levels of role ambiguity also reported higher levels of role conflict. Male managers, managers having less job tenure and managers at lower organizational levels reported higher levels of role ambiguity. Hierarchical regression analyses indicated that the two role stressors predicted job satisfaction but not levels of supervisory support loyalty Supervisory support did, however, predict loyalty. Suggestions for reducing the potentially negative effects of role stressors are provided. Promising future research directions are offered. Research implications – Practical implications Role ambiguity can be reduced by providing more information to individuals on what their job responsibilities and priorities entail, and by having more frequent meetings between employees and their supervisors to spell these out. Role conflict can be reduced by having meetings with the individual and those that are sending potentially conflicting information and requests and having all parties come to a mutually agreeable resolution of these conflicting requests. Originality/value -Relatively little human resource management and organizational studies research has been carried out in Egypt. Therefore this research would add to the body of knowledge in such area.