



## BUILDING EMPLOYEES' COMMITMENT: LEVERAGING ON BOSS-SUBORDINATE RELATIONSHIP PARADIGM

Nwinyokpugi N. Patrick (Ph.D) and Nnona Faith Okwukwe

Department of Office & Information Management, Faculty of Management Sciences, Rivers State University, Port Harcourt, Nigeria

Email: [nwinyokpugi.prtrick@ust.edu.ng](mailto:nwinyokpugi.prtrick@ust.edu.ng)

### Cite this article:

Nwinyokpugi N.P., Nnona F.O. (2022), Building Employees' Commitment: Leveraging on Boss-Subordinate Relationship Paradigm. International Journal of Entrepreneurship and Business Innovation 5(2), 74-93. DOI: 10.52589/IJEI-M19RDORG

### Manuscript History

Received: 26 Oct 2022

Accepted: 18 Nov 2022

Published: 6 Dec 2022

### Copyright © 2022 The Author(s).

This is an Open Access article distributed under the terms of Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International (CC BY-NC-ND 4.0), which permits anyone to share, use, reproduce and redistribute in any medium, provided the original author and source are credited.

**ABSTRACT:** *This study strived to examine the management of boss-subordinate relationship that has its own effects on the commitment of the workforce of the banking sector in Rivers State, Nigeria. Poor management of boss-subordinate relationships breeds a poor work climate as well as contributes to the loss of employees' commitment to organisational goals. Adopting a cross-sectional survey design, this study covered all the permanent employees of the banking sector and 10 banks were conveniently sampled from the 22 operating banks in the state with a total population of 210 permanent employees. The Krejcie and Morgan sample determination table was used to derive 136 respondents. Data gathered from the respondents were analysed using the Pearson Product Moment Correlation Coefficient Statistical tools. The test of moderating effect of organisational culture on boss-subordinate relationship management as well as employee commitment in the banking sector. The findings from the results of tests and data analyses revealed strong positive relationships between the dimensions of boss-subordinate relationship management and the measures of employee commitment in the banking sector and therefore recommended that complementary communication, empathy, leadership support and organisational mentorship should be taken seriously as tools for managing the boss-subordinate relationship and also that good organisational culture should be created and promoted to enhance employees commitment in the banking sector in Rivers State.*

**KEYWORDS:** Communication, Empathy, Leadership Supports, Organisational mentorship, Organisational Climate, Employee Commitment



## INTRODUCTION

The issue of employee commitment is one of the most investigated constructs in the human resource discipline and social science as a whole. The enormous competition among organisations in today's business world made the employees the programmed machine as they struggle with time to accomplish their targets and try hard to take a competitive advantage in most areas. Even if organisations want their employees to work like a machine, the reality is a remote-reaching effect because employees are human beings, who cannot be switched off or on according to the demand of the job and hence, this affects employees' commitment. Furthermore, an effective boss-subordinate relationship is vital to employee commitment. A good relationship with co-workers and with the supervisor is a crucial way to increase the productivity of the employees (Awan & Tahir, 2015). Omotayo et al. (2015) in their study concluded that supervision is an important consideration for the satisfaction of the employees which is helpful to enhance their productivity level. From the results of this study, we can interpret that somehow employees' productivity level can be increased through good and effective relationships with supervisors which is proposed in this research study. According to Tsitmideli et al. (2016), the main factor that affects the productivity of employees is the relationship developed between the supervisor and their subordinates. It was observed by another author that effective supervision in the workplace can enhance the productivity and quality of the employees and for effective supervision; there must be a good supervisor-subordinates relationship in the concerned organisation (Omisore, 2014). Inconsistency with the above studies, Golden and Veiga (2008) found that employees who have high-quality relationships, and also worked widely, established the highest levels of commitment, satisfaction and productivity compared to those who worked less widely. Whereas employees with lower quality relationships, who worked widely in the virtual mode, established a lower commitment and satisfaction but performed somewhat better than those who worked a limited amount in this mode. By supporting the above results, Guan and Frenkel (2018) in their study shows that subordinates who have strong bonding with their supervisors tend to have more job resources in the form of autonomy, supervisor support and developmental opportunity at work and tend to have more productivity. Ailabouni et al.(2008) in their study found that the leadership skills of supervisors, security of the job, competency of supervisors and knowledge of work on an individual level, transparency and accountability of management are the most important factors for enhancing the employees' productivity. In contemporary organisations, employee commitment has become a major driver of organisational performance. It has now become an indispensable tool for sustainability. The reason why commitment has drafted research concerns over these years can be traced to the desired constancy against the competition. Committed employees are instruments for innovation and creativity. In a changing market world, employee commitment is now considered a necessity for the effective performance of individuals and organisations (Ivancevich 2010, Andrew 2017 & Albrecht 2010.). Various organisations are now resorting to promoting commitment in their capacity to increase their efficiency in order to achieve strategic goals through developmental programs that provide opportunities for career growth and promotion (Gul 2015; Markos & Sridhevi 2010; Dost & Ahmed 2011). Several organisations have had issues concerning employees not keying into the vision and mission statements. The climate at the workplace has caused a loss of interest on the part of the employees such that they become disconnected from work as a sign of alienation. This development is obvious when the relationship between boss and their subordinates has some strains. This relationship problem is noticed earlier when there is work to be done and there is no corresponding follow-up to performing the work by assigned



members of staff. Any strategy that does not address a peaceful atmosphere in organisation breeds employee discontentment. The organisation's work activities are not performed by ghosts, but rather by human beings with target goals to be actualized. In actualizing this goal, the goal of the organisation needs to be addressed first and any behaviour that hinders the employee to achieve his/her personal goal might lead to employee poor commitment. So, to build a healthy relationship between boss and subordinates, Scott (2017) suggested some points such as the boss should listen to the employees, involve them in decision-making, and at the end solicit feedback i.e. both praise and criticism which helps the employees to grow, the boss and the employees should work together, not to take a break from working, achieve the results collaboratively, and finally have the kind of career conversations that are not narrowly focused on career ladders, but to help each employee take a step in the direction of their dreams.

## LITERATURE REVIEW/THEORETICAL UNDERPINNINGS

Eisenhart (1991) defined a theoretical foundation as a structure that guides research by relying on a formal theory constructed by using an established, coherent explanation of certain phenomena and relationships. The theoretical foundation of this study is built on the leader-member exchange (LMX) and McClelland Motivation Theory of Needs. This theory is a relationship-based, dyadic theory of leadership. According to this theory, leadership resides in the quality of the exchange relationship developed between leaders and their followers. High-quality exchanges are characterised by trust, liking, and mutual respect, and the nature of the relationship quality has implications for job-related well-being and the effectiveness of employees. This article summarises what LMX is, how it is measured, and the best practices in the study of LMX. Studies conducted on its antecedents, and past research related to its consequences in organisational settings are reviewed. In addition, we review issues related to multiple relationships such as differentiation and relative LMX. Leader-member exchange (LMX) theory is a relationship-based, dyadic theory of leadership. Unlike behavioural leadership theories that focus on what leaders do, such as transformational, authentic, servant, or empowering leadership theories, LMX theory rests firmly on the assumption that leaders influence employees in their group (referred to as members) through the quality of the relationships they develop with them. A high-quality relationship is characterised by trust, liking, professional respect, and loyalty. One of the early findings of the LMX theory is that leaders develop relationships of varying quality with their subordinates and such differentiation characterises a wide majority of the workgroups studied (Liden and Graen, 1980). The theory inspired and served as the basis of over 600 journal articles as of December 2013, with its popularity in leadership studies steadily increasing over the years. Researchers tend to rely on a social exchange-based rationale to explain the nature of the relationship between LMX quality and its outcomes. High-quality relationships are characterised by the exchange of valued resources. In these relationships, leaders provide support, developmental opportunities, mentoring, and other benefits to the employee. The provision of such resources results in a motivation to reciprocate to the leader on the part of members, by demonstrating behaviours such as loyalty and higher levels of voluntary behaviour. In other words, feeling obligation and high levels of commitment to the supervisor are often thought of as the link between high LMX quality and pro-manager and sometimes pro-organisational behaviours. When LMX is measured from the perspective of members and leaders, correlations tend to be modest. Furthermore, the correlation tends to be smaller during the early stages of relationship development, and the overlap increases as time goes by (Nahrgang et al., 2009). In the same



vein, the Needs theory of motivation was developed in 1960 by McClelland. The needs theory of motivation explains the process of motivation by breaking down what and how needs are and how they have to be approached. The theory emphasizes three elements including achievement, power and affiliation. These three elements are basically behavioural needs of why people seek to work in an organisation. He concluded by saying that, the three elements influence human behaviour significantly. The achievement needs; people agree to join an organisation so that they can fulfil the need for achievement. As the name suggests, the urge to achieve something propels people to spend their time working for the organisation. Another factor identified by the theory of why people need to work is the need for power. When people come into the organisation, also they desire to hold power by attaining some position in the organisation and have control over other people and influence change in their decision in accordance with their needs and desires. To actualize this, people are driven to work very hard to get to the top. Then, the last need according to the needs theory of motivation is the need for affiliation. The need for affiliation is the urge of a person to have interpersonal and social relationships with others or a particular set of people. In the mid-1970s, Graen and colleagues introduced the *vertical dyad linkage (VDL) theory*. VDL theory questioned the prevailing assumptions that supervisors treat employees similarly and that subordinates are generally passive. Instead, VDL theory maintained that supervisors form different types of relationships with their various employees and these relationships vary with respect to quality. In general, high-quality supervisor-subordinate relationships (also known as “ingroup” relationships) are characterised by higher levels of mutual trust, respect, and obligation among the relationship partners than low-quality relationships (also known as “outgroup” relationships). In high-quality relationships, leaders and members rely on one another for support and encouragement. Such relationships function more as “partnerships” where members move beyond their own self-interests to focus on larger mutual interests. Moreover, leader-member relationships (i.e., supervisor-subordinate relationships) represent a type of “exchange” relationship in which *both* partners negotiate their relationship on an ongoing basis. The theory was eventually renamed “leader-member exchange” (LMX) theory to emphasise the negotiated nature of supervisor-subordinate relationships.

**Communication** - Keyton (2011) observes that it should be obvious that organisations cannot exist without communication. For an organisation to exist, communication must occur with all stakeholder groups. Communications have an importance which goes beyond the transmission and reception of information. It is a two-way process, a mutual interchange of ideas, feelings and opinions. The form which communication takes (or of course whether communication takes place at all) can profoundly affect the attitudes of the employees and the degree to which they understand and support management policies. Thus in organisations, provision needs to be made for upward as well as downward communication. Griffin, et al (2014) concurs with this observation and stresses that employees need an opportunity to communicate upwards their comments and reactions to what is proposed will happen or what is actually happening in matters that affect them. Communication clarity as part of communication strategy plays a key role in communication. It is a do-without element in everyday human society. When people can communicate well and go along with each, they contribute more effectively when they understand how their work fits with the organisation’s mission and strategy. Many industrial disputes originate in organisations due to failure of communication – misunderstanding by the employees of the intentions of management or vice versa or a misinterpretation of company policy. Cole (2007) emphasises the importance of keeping employees informed about general matters affecting their work role as it contributes to an increased understanding of





management's actions, reduces misunderstandings arising from day-to-day activities and improves trust between employers and employees. Communication - Parallel to the evolution of theory regarding leadership and supervisory relationships, scholars conducted a great deal of research on *supervisor-subordinate communication*. This body of work focused on identifying supervisor-subordinate communication patterns and functions that were more or less effective (with effectiveness typically measured concerning employee productivity, turnover, and satisfaction). Research indicates that supervisors' and subordinates' openness with respect to both providing and receiving information is associated with higher employee morale and satisfaction with the supervisor-subordinate relationship, and lower employee turnover. Communication openness also contributes to supervisors and subordinate employees having more similar understandings of their tasks, abilities, and responsibilities. Employees perceive effective supervisors to be skilled communicators, viewing them as "communication-minded," skilled listeners, sensitive to their employees' needs and feelings, and skilled at persuading, rather than demanding. Communication research also indicates that information exchange is a crucial function of supervisor-subordinate relationships. Employee communication as a vital part of change management programmes increases commitment and generates trust. Providing advance notice regarding layoffs, and interpersonal sensitivity in terms of the manager's demeanour during layoffs can help mitigate the otherwise negative effects (Dessler, 2008). King'ori (2012) concurs with this statement and also emphasises that it is important that the manager shares the relevant information with the employees without being stingy with it as this provides the employee with the bigger picture thus helping him make the right decisions. Boss-subordinate relations become effective if there is good communication between higher authority and subordinates. It is also a commonly understood point that communication is vital for every type of human relationship in the workplace. In this context, Ngui (2016) stated that communication is one of the important factors for a good relationship between employees and management. The differential nature of such conversations constructs differential relationships. High-quality relationships are characterised by communication in which supervisors and subordinates minimise power distance, using communication patterns such as insider talk, value convergence, and non-routine problem-solving. Low-quality relationships, in contrast, are constructed via conversations that emphasise power distance between the supervisor and subordinate, including communication patterns such as performance monitoring, face-threatening acts, and competitive conflict. Communication also enables individuals to *maintain stability* in their supervisor-subordinate relationships. Strategy use varies depending on the quality of the supervisor-subordinate relationship (e.g., high or low quality). In general, in-group employees tend to rely on personal and direct communication tactics to maintain their leader-member relationship, while outgroup employees rely more on "regulative" tactics (e.g., talking superficially, avoiding discussion of problems, etc).

**Empathy** - Ravenscroft (1998) asserts that empathy indicates an emotional rapport, or identification, with another person. It has been introduced as a central focus for 'sensitivity training' and feedback workshops in professional settings, and the relatively new social and emotional learning (SEL) movement in schools. Empathy is promoted as a hallmark of social relationships that if featured in human interactions will presumably make us better at relating to one another. Empathy as advertised seems a worthy means of creating harmony within a community, or between communities, or even nations. Although empathy is the phenomenon that connects otherwise isolated individuals, knowledge concerning the nature of this phenomenon is still scarce. According to Kumar (2001) empathy is essential for effective



understanding, communication and relationship-building in the workplace, and is, therefore, a core aspect of effective leadership. It can be positively related to job performance. Managers who are more empathetic may be considered better performers in their job. Empathy helps create strong interpersonal bonds that are important to help ensure the success of the entire team. Empathetic managers can best support distressed workers. Managers low in empathy (especially in times of uncertainty or crisis) may be seen as indifferent, uncaring and inauthentic, which can make workers less cooperative and less communicative. The terms “empathy” and “sympathy” are often used interchangeably, but there are important differences. Empathy involves sharing another person’s emotional experience and is based on an unspoken understanding: we can co-experience and relate to the emotions of another person without necessarily having to directly communicate this to them. Sympathy, on the other hand, implies supportive feelings and offerings: we offer assistance and love, for example, by telling another person how sorry we feel for them. We may feel genuinely sorry, but this does not mean we necessarily understand what they are going through. Despite this extensive history, empathy is not a well-defined notion. Instead, there are perhaps as many definitions as there are authors in the field. The term empathy is of relatively recent origin, having been coined by Titchener, (1909). Conceptually, however, the notion of empathy, or *Einfühlung*, grew out of earlier work in German aesthetics by Lipps and Prandtl. Lipps was one of the most important in this connection because he systematically organised the concept of empathy. The concept referred to the tendency of perceivers to project themselves into the objects of perception which can be considered a kind of animism. These subjective qualities were experienced by the person as being in the object; objects were felt as well as seen. Lipps appropriated the term for use in more psychological contexts, first applying it to the study of optical illusions and later to the process by which we come to know other people.

**Leadership Supports** - Leadership is all about leading others to accomplish predetermined goals and objectives. The concept of support leadership (SL) was first proposed by House and Mitchell (1975) in path-goal theory. Support leadership is defined as a form of leadership style characterised by a friendly and approachable leader who shows concern for his followers' conditions, welfare, and needs. In this case, leaders often do little things that show that the work of their followers is highly valued. In general, leadership can be regarded as an organisational factor that can determine the direction of organisational development. In this case, the leader is responsible for various aspects of the organisation, including followers who are members of the organisation. If leaders can fulfil all of their responsibilities, they will be able to motivate and direct their employees (Novitasari, 2020). Considering the importance of a leader in organisations, research on leadership is increasingly being carried out to understand and identify the traits, styles, dyadic relationships, group relationships, processes, and interventions of leaders to followers (Yelamanchili, 2019). Furthermore, along with various studies in the future, the idea of SL also developed, giving rise to various definitions with various emphases. In their research, Shin et al. (2016) stated that SL is a leadership style that focuses on meeting the needs and welfare of followers and creating a comfortable climate for interacting within the organisation. The needs, welfare, and climate are more directed to social and emotional support, which is manifested through leader behaviour. The leader's behaviour can be in the form of sympathy, caring, listening, and so on. Meanwhile, Yu (2017) emphasises SL as leader behaviour that aims to satisfy needs, develop positive attitudes, and follower confidence. Just like the two previous ideas, leaders with SL are also characterised by concern and respect for followers. This arises as a result of a close relationship that is intertwined with continuous interaction. In the same vein, Chih et al. (2018) emphasise SL as a leader behaviour



that supports followers' satisfaction with their needs and well-being. In addition, leaders with SL also try to create a friendly and psychologically supportive work environment for followers. Stein et al. (2020) stated that leaders with SL listen to the problems faced by their followers. It didn't stop there; the leaders also expressed their understanding and concern for these problems. After that, provide relevant input and information in order to help followers solve problems and do a good job. The idea of SL was also put forward by Lin and Ling (2021), which stated that SL is a leadership style that provides full support for followers' work, rewards, and emotional attention. Building a differentiated and successful service brand requires the commitment of all employees across the service organisation. As the quality of service is a key differentiating factor between competitors, committed, high-quality staff are critical (Rafiq & Ahmed, 2000) because these employees embody the service brand in their service interactions (de Chernatony & Cottam, 2009). Highly committed employees are more likely to fulfil their brand promises because they are emotionally attached to the company brand (Thomson, de Chernatony, Arganbright, & Khan, 1999). Yet front-line employees are “often underestimated” as a success factor in service brand building (Burmam, Zeplin, & Riley, 2009). Malhotra and Mukherjee (2004) caution organisations pay insufficient attention to understanding the nature of... the organisational commitment... of employees who represent the organisation to the customer”. Committed employees build a service brand in two ways: their service encounter behaviour plays a positive role in communicating the brand experience to customers, and their interaction with colleagues facilitates a work environment, which supports brand-supporting behaviours (King & Grace, 2008). Internally, the relationship between management and employees, the level of autonomy granted by managers to employees, and the level of flexibility managers allow employees in service delivery influence branding messages (Punjaisri & Wilson, 2011). Employee buy-in, where a company's brand values are “deeply rooted in the minds of all organisational members constitutes a sustainable competitive advantage” for service firms (Wieseke, Ahearne, Lam, & van Dick, 2009). When employees buy into a company's values and adopt a customer service orientation, they live the organisation's brand in their interactions with customers at the service front line (Ind, 2004). Leaders are therefore indispensable in instilling a company's values and vision in front-line employees (Wieseke et al., 2009).

**Organisational Mentorship** is critical and imperative, especially in the 21st-century workforce. However, human resource (HR) practitioners are only just beginning to understand the relevance and challenges of mentoring practices in developing nations and how the HR strategy can be aligned with the business strategy (McKevitt & Marshall, 2015). Mentoring is not a new concept in academic circles, especially in the West and some African countries. There is growing concern about raising employee standards and a desire for Nigerian businesses to compete favourably with their counterparts in other parts of the world. The management of the organisations is, therefore, under increased pressure to create opportunities for professional guidance and development of their employee to avert a slide in organisational performance. A method that helps to maintain good employee standards and performance is mentoring (Okurame, 2008) cited in Valerie, Olalekan, Olive and Grace, (2019). Mentoring is the “traditional relationship between a senior, more experienced person (the mentor) and a junior or less experienced person (the protégé/mentee) to teach the junior employee about his or her job, of introducing the junior employee to contacts, to orient the employee to the industry and the organisation, and to address social and personal issues that may arise on the job” (Allen, Eby, O’Brien & Lentz, 2008). The human resources units of organisations today are charged to take mentoring the employee seriously like never before. This is coming as the practitioner



has agreed that the human element is the backbone of organisational success. Previously, employees were allowed to take their training or upgrading of their skills personally, but doing this at the expense of the employee decreases their commitment. Consequently, practitioners have advocated for organisational mentorship as a way of giving employees support in their acquired skills to boost employee commitment to organisational goals. Organisational mentorship is training provided or sponsored by the organisation to help the employee to learn new skills from senior experienced persons either within or outside the organisational environment. When this is done, the employee feels important and is attached to the organisation leading to a totally committed employee. Working relationships between managers and subordinates up and down the organisational chart make a crucial difference in the team's effectiveness. Staying on track, maintaining focus on the big picture and working well together is primarily the leader's responsibility. Any shortcomings in that person's management and leadership can torpedo the entire business. There is also a responsibility on the part of employees who report to the manager. As with personal relationships, each party contributes to the well-being of the relationship or is a party to deterioration and issues. Employees must adapt to managers or team leaders who are different from them. They may be of the opposite sex, older or younger, less experienced, non-communicative, of different ethnicity, lacking in leadership skills, have little or no knowledge of operations or procedures or lacking in respect from higher level management. A strained relationship affects productivity and morale. It takes commitment and communication for relationships to work to the optimum. Being a manager of others is a challenging responsibility and should be taken seriously. Some believe people are born with good leadership traits. If you don't have these inherent talents, however, effective leadership traits can be developed. Many excellent managers started out with only a desire to be a good manager and with commitment, training and lots of hard work turned into outstanding leaders of others. There is a significant association between employee commitment and the extent to which employees believe their organisation has their interests at heart. (Allen & Eby, 2010) This further stresses the importance of winning employees' loyalty and the fact that this can be achieved through effective mentoring relationships. Furthermore, mentoring has a positive relationship with employee commitment if protégés have gained subjective and objective benefits like higher incomes and promotion rates, thus leading to increased organisational commitment. Mentors have gained higher organisational power and personal satisfaction and organisations themselves have reported improved employee motivation, better communication, reduced turnover and retention of talented employees in their succession planning process (Arora & Rangnekar, 2015). Griffin and Moorhead (2014) explained organisational climate as individual perceptions; recurring patterns of behaviour, attitudes and feelings of employees. According to Uhl-Bien et al. (2014), one of the most important aspects of an organisation to influence how people behave is an organisational culture which can be defined as the shared beliefs and values within the organisation. In order to understand how an employee perceives organisational climate, it is necessary to consider the employee's perceptions of the work situation (including the characteristics of the organisation they work for) and the nature of his/her relationships with other people in the same environment. It has a significant impact on the well-being of employees that has a direct influence on the quality and quantity of work done in the organisation (Mullins, 2010). There are various studies regarding the relationship between organisational climate and its consequences. Schein (1984) defines organisational climate as the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration and have worked well enough to be considered valid to be taught to new members to perceive, think, and feel concerning those problems. The





establishment of a strong organisational culture is critical in two respects. First, with the help of an organisational climate, employees have an opportunity to develop business relationships, adopt procedures and rules, internalise values and norms, and form collective behaviour patterns. Second, the organisational climate has direct or indirect influences on the structure, strategy and management approach of an organisation on the harmony of the organisation. Therefore, there are important relationships between the success of the management of a business in having a harmonious workplace and the functioning of the organisational climate. The rules that determine the behaviour of the employees within the organisation, the organisational structure, and the accepted organisational principles also shape the functioning of the organisation. The power to control the degree of compliance of employees within the organisational culture is especially influential since it will determine the quality of the relationships among the employees. Also, it will determine the effectiveness of the organisation's operation and the extent to which the rules will be adopted by the executives. Organisational culture is one of the most difficult concepts to understand and define. This is because organisational culture covers the values, expectations, implicit assumptions, and legacy that are part of the organisation. While organisational culture is not recognised by most employees, it provides a sense of identity to employees and unspoken guidance on how to get along within the organisation. It is very important for organisations to create a strong organisational culture to protect their position. In this context, the organisation should develop an organisational culture that will create support, and focus on continuous development. The presence of a strong organisational culture will also ensure the permanent retention of employees (Habib et al., 2014).

Since the first studies on the concept of values were completed, the concept has been widely used, especially in the field of organisational behaviour and behavioural sciences, as well as in branches of science such as sociology, psychology, anthropology and social psychology. Values are often examined in order to identify cultural groups, communities, people, and changes that occur over time. Values are also used to explain the motivational basics of attitudes and behaviours. In this context, it is increasingly important to investigate the relationships between the values of individuals, the level at which culture affects the organisations in which they work, and the relationship and harmony between the variables and disuse such as job satisfaction, commitment and motivation. Job satisfaction, one of the most important factors in terms of the analysis of behaviours within the framework of business management, includes positive feelings and attitudes that an individual has about his or her work (Riggio, 2014). The general attitudes of the employees regarding their work, and the work environment, are an indication of their job satisfaction levels. On the one hand, job satisfaction is of great importance in terms of having a favourable effect on the experiences in the organisation, and on the individual, while also affecting the emotional needs and value judgments of the individual employees. Hence, managers should be aware that employees, particularly those with low job satisfaction, may tend to avoid work, and that they frequently make an effort to leave their job and begin working for another company. It is especially important to note that a strong organisational culture is expected to have a positive effect on job satisfaction. Robbins and Huteson emphasise that job satisfaction is the result of the existence of an organisational culture (Biswas, 2015). In general, the information available in the literature supports the conclusion that the harmony between the values of employees and the organisation leads to the development of varied attitudes towards the organisations in which the employees serve.



## METHODOLOGY

This is a descriptive study that adopted a cross-sectional survey design. The study covered three (3) branches each with target respondents to include all permanent employees in the selected banks. Adopting a cross-sectional survey design, this study covered all the permanent employees of the banking sector and 10 banks were conveniently sampled from the 22 operating banks in the state with a total population of 210 permanent employees. The Krejcie and Morgan sample determination table was used to derive 136 respondents. The research instruments were designed in four sections. The first section was designed to generate the demographic data of the respondents, the second section was structured to obtain data on the dimensions of boss-subordinate relationship management, the third was to elicit responses and generate data on the measures of employee commitment and the last section was to generate data on the moderating variable of organisational climate. The structured close-ended questionnaire which allows for easy understanding and interpretation of responses was developed using four points Likert scale that expressed agreement or disagreement as follows: Strongly Agreed (SA), Agreed (A), Disagreed (DA) and Strongly Disagreed (SDA), in which the respondents were expected to tick (✓) any option in the space provided in the questionnaire. The reliability test of the structured questionnaires was ascertained through a Test-re-test in which a pilot administration of the questionnaire was made on a portion of the chosen sample and administered after two months and the relationship between the two results was determined by the correlation coefficient, through SPSS version 20. Our reliability test was also anchored on the Cronbach Alpha at 0.8 as shown below.

**Table 1: Reliability Coefficients of variable measures**

S/N	Dimensions/Measures of study variable	Number of items	Numbers of cases	Cronbach Alpha
1.	Communication	4	120	.971
2.	Empathy	4	120	.953
3.	Leadership support	4	120	.987
4.	organisational mentorship	4	120	.971
5.	Employee loyalty	4	120	.993
6.	Innovativeness	4	120	.995
7.	organisational Culture	4	120	.988

*SPSS Result Output 2022*

## Methods of Data Analysis

Based on the nature of the study, which tends to investigate the relationship between two variables, (boss-subordinate relationship management and employee commitment), Pearson's Product Moment Correlation Co-efficient will be used to analyse the data. However, the analysis was categorised under three headings: primary analysis, secondary analysis and tertiary analysis. The primary analysis here involved the use of descriptive statistics. The secondary analysis here is the results of the test on the hypotheses. The analysis of the relationship between the variables was carried out at a 95% confidence interval and a 0.05 level of significance. The tertiary level of analysis involved the interpretation of the results of the

secondary analysis which constitutes the findings with a view of making conclusions and recommendations.

### **Presentation of Results on the Analysis of Data on Research Questions and Testing of Hypotheses.**

We proposed nine hypotheses in chapter one of this study to seek an explanation between boss-subordinate relationship management and employee commitment. The Pearson Product Moment Correlation Coefficient is calculated using the SPSS 21.0 version to establish the relationship between the empirical referents of the predictor variable and the measures of the criterion variable. We used this to answer research hypotheses one to nine. The correlation coefficient can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while the value of +1.00 represents a perfect positive correlation. A value of 0.00 represents a lack of correlation. In testing hypotheses one to nine, the following rules were upheld in accepting or rejecting our null hypotheses: all the coefficient values that indicate levels of significance (\*or\*\*) as calculated using SPSS were accepted and therefore our null hypotheses were rejected and alternate upheld; when no significance is indicated in the coefficient  $r$  value, we uphold our null hypotheses. Our confidence interval was set at the 0.05 (two-tailed) level of significance to test the statistical significance of the data in this study. In a bid to determine the existence and trend of this relationship, find below a plotted scatter diagram presented as boss-subordinate relationship management as a predictor variable is plotted on the X axis whereas employee commitment as the criterion variable is on the Y axis.



**Figure 4.6 scatter plot showing the influence of boss0subordinate relationship management on employee commitment.**



Figure 1 above showed a strong relationship between boss-subordinate relationship management (independent variable) and employee commitment (dependent variable). The scatter plot graph shows an  $R^2$  linear value of (0.941) depicting a strong viable and positive correlation between the two constructs. The implication is that an increase in boss-subordinate relationship management simultaneously brings about an increase in the level of employee commitment.

**Table 2: Correlation matrix for Communication and Employee Commitment**

		Communication	Employee loyalty	Innovativeness
Communication	Pearson Correlation	1	.980**	.975**
	Sig. (2-tailed)		.000	.000
	N	120	120	120
Employee loyalty	Pearson Correlation	.980**	1	.987**
	Sig. (2-tailed)	.000		.000
	N	120	120	120
Innovativeness	Pearson Correlation	.975**	.987**	1
	Sig. (2-tailed)	.000	.000	
	N	120	120	120

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

*SPSS 21.0 data Output, 2022*

Table 2 above illustrates the test for the first and second previously postulated bivariate hypothetical statements. The results show that for hypothesis one; there is a significant relationship between communication and employees loyalty ( $r = .980^{**}$ ,  $p = 0.000 < 0.01$ ), and also for hypothesis two; there is a significant relationship between communication and innovativeness ( $r = .975^{**}$ ,  $p = 0.000 < 0.01$ ). Therefore, based on the results illustrated, all previous bivariate null hypothetical statements are hereby rejected as the study finds that: There is a significant relationship between communication and employees' loyalty in the banks in Port Harcourt, Rivers state, Nigeria. There is a significant relationship between communication and employees' innovativeness in the banks in Port Harcourt, Rivers state, Nigeria.

**Table 3: Correlation matrix for Empathy and Employee Commitment**

		Empathy	Employee loyalty	Innovativeness
Empathy	Pearson Correlation	1	.970**	.963**
	Sig. (2-tailed)		.000	.000
	N	120	120	120
Employee loyalty	Pearson Correlation	.970**	1	.987**
	Sig. (2-tailed)	.000		.000
	N	120	120	120
Innovativeness	Pearson Correlation	.963**	.987**	1
	Sig. (2-tailed)	.000	.000	
	N	120	120	120

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

*SPSS 21.0 data Output, 2022*





Table 3 illustrates the test for the third and fourth previously postulated bivariate hypothetical statements. The results show that for hypothesis three; there is a significant relationship between empathy and employees loyalty ( $r = .970^{**}$ ,  $p = 0.000 < 0.01$ ), and also for hypothesis four; there is a significant relationship between empathy and innovativeness ( $r = .963^{**}$ ,  $p = 0.000 < 0.01$ ). Therefore, based on the results illustrated, all previous bivariate null hypothetical statements are hereby rejected as the study finds that: There is a significant relationship between empathy and employees' loyalty in the banks in Port Harcourt, Rivers state, Nigeria.

There is a significant relationship between empathy and employees' innovativeness in the banks in Port Harcourt, Rivers state, Nigeria.

**Table 4: Correlation matrix for Leadership Support and Employee Commitment**

		Leadership support	Employee loyalty	Innovativeness
Leadership support	Pearson Correlation	1	.945 <sup>**</sup>	.975 <sup>**</sup>
	Sig. (2-tailed)		.000	.000
	N	120	120	120
Employee loyalty	Pearson Correlation	.945 <sup>**</sup>	1	.987 <sup>**</sup>
	Sig. (2-tailed)	.000		.000
	N	120	120	120
Innovativeness	Pearson Correlation	.975 <sup>**</sup>	.987 <sup>**</sup>	1
	Sig. (2-tailed)	.000	.000	
	N	120	120	120

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

**SPSS 21.0 data Output, 2022**

Table 4 illustrates the test for the fifth and sixth previously postulated bivariate hypothetical statements. The results show that for hypothesis five; there is a significant relationship between leadership support and employees loyalty ( $r = .945^{**}$ ,  $p = 0.000 < 0.01$ ), and also for hypothesis six; there is a significant relationship between leadership support and innovativeness ( $r = .975^{**}$ ,  $p = 0.000 < 0.01$ ). Therefore, based on the results illustrated, all previous bivariate null hypothetical statements are hereby rejected as the study finds that: There is a significant relationship between leadership support and employees' loyalty in the banks in Port Harcourt, Rivers state, Nigeria. There is a significant relationship between leadership support and employees' innovativeness in the banks in Port Harcourt, Rivers state, Nigeria.

**Table 5: Correlation matrix for Leadership Support and Employee Commitment**

		organisational mentorship	Employee loyalty	Innovativeness
organisational mentorship	Pearson Correlation	1	.935 <sup>**</sup>	.931 <sup>**</sup>
	Sig. (2-tailed)		.000	.000
	N	120	120	120
Employee loyalty	Pearson Correlation	.935 <sup>**</sup>	1	.987 <sup>**</sup>
	Sig. (2-tailed)	.000		.000
	N	120	120	120



	Pearson Correlation	.931**	.987**	1
Innovativeness	Sig. (2-tailed)	.000	.000	
	N	120	120	120

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

*SPSS 21.0 data Output, 2022*

Table 5 above illustrates the test for the seventh and eighth previously postulated bivariate hypothetical statements. The results show that for hypothesis seven; there is a significant relationship between organisational mentorship and employees loyalty ( $r = .935^{**}$ ,  $p = 0.000 < 0.01$ ), and also hypothesis eight; there is a significant relationship between organisational mentorship and innovativeness ( $r = .931^{**}$ ,  $p = 0.000 < 0.01$ ). Therefore, based on the results illustrated, all previous bivariate null hypothetical statements are hereby rejected as the study finds that: There is a significant relationship between organisational mentorship and employees' loyalty in the banks in Port Harcourt, Rivers state, Nigeria. There is a significant relationship between organisational mentorship and employees' innovativeness in the banks in Port Harcourt, Rivers state, Nigeria.

**Table 6: Partial correlation of the moderating effect of organisational climate between Boss-subordinate relationship management and employee commitment**

Control Variables			Boss-subordinate relationship management (BSRM)	Employee commitment	organisational climate
-none <sup>a</sup>	Boss-subordinate relationship management (BSRM)	Correlation	1.000	.980	.965**
		Significance (2-tailed)	.	.000	.000
		Df	0	118	118
	Employee Commitment	Correlation	.980	1.000	.970
		Significance (2-tailed)	.000	.	.000
		Df	118	0	118
organisational climate	Correlation	.965	.970	1.000	
	Significance (2-tailed)	.000	.000	.	
	Df	118	118	0	
organisational climate	Boss-subordinate relationship management (BSRM)	Correlation	1.000	.691	
		Significance (2-tailed)	.	.004	
		Df	0	117	
	Employee Commitment	Correlation	.691	1.000	
		Significance (2-tailed)	.004	.	
		Df	117	0	

a. Cells contain zero-order (Pearson) correlations.

*SPSS 21.0 data Output, 2022*



In table 6, the zero-order partial correlation between boss-subordinate relationship management and employee commitment showed the correlation coefficient where organisational culture is moderating the relationship; and this is, indeed, both very high (0.965\*\*) and statistically significant (p-value (=0.000) < 0.05). The partial correlation controlling for organisational climate however is (0.691) and statistically no significant sign display (p-value (= .004) utmost at > 0.05.).

The observed positive "relationship" between boss-subordinate relationship management and employee commitment is due to the underlying relationships between each of those variables and the organisational climate.

Looking at the zero correlation, we find that both the boss-subordinate relationship and employee commitment are highly positively correlated with organisational climate, the control variable. Removing the effect of this control variable reduces the correlation between the other two variables to 0.691 and also utmost equals the significance at  $\alpha = 0.05$ , therefore we reject the null hypothesis and conclude that: organisational climate significantly moderates the relationship between boss-subordinate relationship management and employee commitment in the banks in Port Harcourt, Rivers State, Nigeria.

## DISCUSSION OF FINDINGS

The purpose of this research study was to investigate the relationship between boss-subordinate relationship management and employee commitment. This hypothesis testing study adopted a correlational investigation to establish the relationship between boss-subordinate relationship management and employee commitment of the banks in Port Harcourt, Rivers State, Nigeria. Descriptive statistics were used to analyse the data on the respondents' demographic characteristics, while the inferential statistics method was used to elucidate information on the bivariate analysis of the study variables. The Pearson Product Moment Correlation Coefficient formula was used to test the study-formulated hypotheses stated in chapter one of this research study to validate if there is a relationship between the predictor variable (boss-subordinate relationship management) dimensions and the measures of the criterion variable (employee commitment), and the moderating effect of organisational culture between boss-subordinate relationship management and employee commitment presented with the aid of SPSS version 21.0 for easy interpretations of the study data analysis. The study findings showed a significant positive relationship between boss-subordinate relationship management and employee commitment, with all the study dimensions of the predictor variable showing a positive relationship with the measures of the criterion variable. The findings of Guan & Frenkel (2018) in their study found that subordinates who have strong bonding with their supervisors tend to have more job resources in the form of autonomy, supervisor support and developmental opportunity at work and tend to have more productivity.

For the relationship study between communication and employee commitment in the banks in Port Harcourt, Rivers State, Nigeria, the results showed that for hypothesis one; there is a significant relationship between communication and employees loyalty ( $r = .980^{**}$ ,  $p = 0.000 < 0.01$ ), and also hypothesis two; there is a significant relationship between communication and innovativeness ( $r = .975^{**}$ ,  $p = 0.000 < 0.01$ ). Therefore, based on the results illustrated, all previous bivariate null hypothetical statements are hereby rejected as the study finds that:



There is a significant relationship between communication and employees' loyalty in the banks in Port Harcourt, Rivers state, Nigeria. There is a significant relationship between communication and employees' innovativeness in the banks in Port Harcourt, Rivers state, Nigeria.

The results also showed that for hypothesis one; there is a significant relationship between communication and employees loyalty ( $r = .970^{**}$ ,  $p = 0.000 < 0.01$ ), and also for hypothesis two; there is a significant relationship between communication and innovativeness ( $r = .963^{**}$ ,  $p = 0.000 < 0.01$ ). Therefore based on the results illustrated, all previous bivariate null hypothetical statements are hereby rejected as the study finds that: There is a significant relationship between empathy and employees' loyalty in the banks in Port Harcourt, Rivers state, Nigeria.

There is a significant relationship between empathy and employees' innovativeness in the banks in Port Harcourt, Rivers state, Nigeria.

For the relationship between leadership support and employee commitment in the banks in Port Harcourt, Rivers State, Nigeria. The results showed that for hypothesis five; there is a significant relationship between leadership support and employees loyalty ( $r = .945^{**}$ ,  $p = 0.000 < 0.01$ ), and also for hypothesis six; there is a significant relationship between leadership support and innovativeness ( $r = .975^{**}$ ,  $p = 0.000 < 0.01$ ). Therefore, based on the results illustrated, all previous bivariate null hypothetical statements are hereby rejected as the study finds that: There is a significant relationship between leadership support and employees' loyalty in the banks in Port Harcourt, Rivers state, Nigeria. There is a significant relationship between leadership support and employees' innovativeness in the banks in Port Harcourt, Rivers state, Nigeria.

The results showed that for hypothesis seven; there is a significant relationship between organisational mentorship and employees loyalty ( $r = .935^{**}$ ,  $p = 0.000 < 0.01$ ), and also hypothesis eight; there is a significant relationship between organisational mentorship and innovativeness ( $r = .931^{**}$ ,  $p = 0.000 < 0.01$ ). Therefore, based on the results illustrated, all previous bivariate null hypothetical statements are hereby rejected as the study finds that:

There is a significant relationship between organisational mentorship and employees' loyalty in the banks in Port Harcourt, Rivers state, Nigeria. There is a significant relationship between organisational mentorship and employees' innovativeness in the banks in Port Harcourt, Rivers state, Nigeria.

## IMPLICATION

A scattered plot diagram was also plotted to see the relationship between the predictor variable (Boss-subordinate relationship management) and the criterion variable (employee commitment). The scatter plot graph shows an  $R^2$  linear value of (0.941) depicting a strong viable and positive relationship between the two constructs. The implication is that an increase in Boss-subordinate relationship management simultaneously brings about an increase in the level of employee commitment. Based on the conclusion of this study, the following recommendations are made:





- i. Leaders of organisations should ensure excellent communications are given priority to the employees as it enhances and detects the commitment level of the organisation employee.
- ii. Management of organisations should ensure the employees are taken care of and hold them as owners of the organisation and not part of the organisation by putting them first in the organisation scheme of management as it is seen to increase employee commitment.
- iii. Leadership support to employees significantly influences employee commitment to loyalty and innovativeness hence, the management of an organisation should provide necessary support are provided to their employees.
- iv. Mentorship of the employees should be part of the organisational policy to provide an enabling environment for organisations to see the mentorship of their workforce as mandatory as it is seen to increase the commitment level of employees with loyalty and innovativeness.
- v. The management of deposit money banks should ensure employees of the organisation understand the long-term perception of the working environment and the culture of the organisation they work for and this is achievable through organisational climate.

## CONCLUSION

Communication has a significant relationship with employee commitment – employee loyalty and employee innovativeness with a statistical correlation of 95% confidence. This indicates that communication is a great attribute of boss-subordinate relationship management. The empathy of employees in an organisation was found to have a statistically significant correlation with employee loyalty at 95% confidence, and employee innovativeness at 95% confidence. Leadership support correlates significantly with employee loyalty (at 95% confidence), and employee innovativeness (at 95% confidence). organisational support findings correlate significantly with employee loyalty (at 95% confidence), and employee innovativeness (at 95% confidence). organisational climate significantly moderates the relationship between boss-subordinate relationship management and employee commitment (at 95% confidence). And removing the effect of this control variable reduces the correlation between the two variables to 0.693 and it is significant at  $\alpha = 0.05$ . Boss-subordinate relationship management of every organisation plays a vital role in the commitment of the employee to the organisation. The growth of an organisation to survive in the dynamic business environment with its threats factors depend on the commitment of the employee to align the goals and objectives of the organisation, hence the employee is the catalyst for organisational survival. In this study, the relationships between boss-subordinate relationship management and employee commitment using communication, empathy, leadership support and organisational mentorship and employee loyalty and innovativeness have been investigated. A survey seeking the relationships has been conducted on a sample of 136 employees of ten deposit money banks with three branches each studied in Port Harcourt, Rivers State, Nigeria.

## Suggestions for Further Research

The study has highlighted various relevant issues that the study did not exhaustively investigate, but which might be important for further research on boss-subordinate relationship



management to enhance employee commitment. There is a need to carry out further studies in other organisations in other sectors in Nigeria like education, hospitals, hospitality, telecommunication, construction, oil and gas, and manufacturing among others and confirm whether the results will be the same. Further study should be conducted on the factors that affect employee commitment in Port Harcourt, Rivers State, Nigeria other than boss-subordinate relationship management.

## REFERENCES

- Awan, A. G., & Tahir, M. T. (2015). Impact of working environment on employee's productivity: A case study of Banks and Insurance Companies in Pakistan. *European Journal of Business and Management*, 7(1), 329–346.
- Arora, R., & Rangnekar, S. (2015). The joint effects of personality and supervisory career mentoring in predicting occupational commitment. *Career Development International*, 20(1), 63 – 80
- Ailabouni, N., Gidado, K., & Painting, N. (2008). Factors Affecting Employee Productivity. *Association of Researchers in Construction Management*, 9(3), 33–46.
- Allen, T.D., Eby, L.T., O'Brien, K.E. & Lentz, E. (2008). The state of mentoring research: A qualitative review of current research methods and future research implications. *Journal of Vocational Behaviour*, 73(3), 343-357
- Chih, W.H, Hsu, L.-C., Wang, K.-Y. (2018), "Investigating virtual community participation and promotion from a social influence perspective", *Industrial Management & Data Systems*, 118(6), 1229-1250. <https://doi.org/10.1108/IMDS-10-2017-0477>
- Eby, L.T., Rhodes, J.E. & Allen, T.D. (2010). Definition and evolution of mentoring. In Allen, T.D. and Eby, L.T. *The Blackwell handbook of mentoring: A multiple perspectives approach*. West Sussex: Wiley-Blackwell.
- Eisenhart, M. (1991). *Conceptual frameworks for research circa 1991: Ideas from a cultural anthropologist; implications for mathematics education researchers*. Paper presented at the Proceedings of the Thirteenth Annual Meeting North American Paper of the International Group for the Psychology of Mathematics Education, Blacksburg, Virginia, USA.
- Golden, T. D., & Veiga, J. F. (2008). The impact of superior-subordinate relationships on the commitment, job satisfaction, and performance of virtual workers. *The Leadership Quarterly*, 1(9), 77–88.
- Guan, X., & Frenkel, S. J. (2018). Explaining supervisor-subordinate guanxi and subordinate performance through the conservation of resources lens. *Human Relations*, 01(1), 1–24.
- Griffin RW, Moorhead G., (2014). *organisational behaviour: Managing people and organisations*, Eleventh Edition: South-Western Cengage Learning.
- Habib, S., Aslam, S., Hussain, A., Yasmeen, S., Ibrahim, M., (2014), The Impact of organisational Culture on Job Satisfaction, Employess Commitment and Turnover Intention. *Advances in Economics and Business* 2(6): 215-222, <http://www.hrpub.org> DOI: 10.13189/aeb.2014.020601
- House, R. J., & Mitchell, T. R. (1975). *Path-Goal Theory of Leadership*. Seattle, WA: Washington University.
- Keyton, J. (2011). *Communication and organisational culture: A key to understanding work experience*. Thousand Oaks, CA: Sage.
- Mullins, D & Gerard, V B., (2010), *Neighbourhood regeneration and place leadership*:



- lessons from Groningen and Birmingham, 413-428 | Received 01 May 2009, Published online: 17 Jun 2010
- Kurame, D.E. (2008). Mentoring in the Nigerian academia: Experiences and challenges. *International Journal of Evidence-Based Coaching and Mentoring*, 6(2), 45-56.
- Lin, M., & Ling, Q. (2021). The role of top-level supportive leadership: A multilevel, trickle-down, moderating effects test in Chinese hospitality and tourism firms. *Journal of Hospitality and Tourism Management*, 4(6), 104–113.
- Liden, Robert, C., Stilwell, D., & Ferris, Gerald, R. (1996). Downloaded from pro.sagepub.com at Monash University on May 4, 2015. *Human Relations*, 49(3), 327–345.
- Liden, R C & Graen, G., (1980), Generalizability of the vertical dyad linkage model of Leadership. *Academy of Management Journal*, 23(3), 451-465.
- Novitasari, D. (2020). Job stress and turnover intention: Understanding the role of leadership and organisational commitment. *International Journal of Science and Management Studies*, 3(5), 101 – 118.
- Ngui, K. J., (2016), Evolution of strategic interactions from the triple to quad helix innovation models for sustainable development in the era of globalization, *Journal of Innovation and Entrepreneurship*, ISSN 2192-5372, Springer, Heidelberg, 5(16), 1-7.
- Omotayo, O., Esem, G., Adenike, A., & Olumuyiwa, O. (2015). Relationship Modeling between Work Environment, Employee Productivity, and Supervision in the Nigerian Public Sector. *American Journal of Management*, 15(2), 9–23.
- Omisore, B. O. (2014). Supervision–Essential to Productivity. *Global Journal of Commerce & Management Perspective*, 3(2), 104–108.
- Punjaisri, K. & Wilson, A. (2011), Internal branding process: key mechanisms, outcomes and moderating factors, *European Journal of Marketing*, Vol. 45 No. 9/10, pp. 1521-1537. <https://doi.org/10.1108/03090561111151871>
- Ravenscroft, I. (1998), ‘What is it like to be someone else? *Simulation and Empathy*’, *Ratio*, 11(2), 170–85.
- Radha, B. & Shree, A. B. (2017). Impact of emotional intelligence on the performance of employees and organisational commitment in the software industry. *International Academic Research Journal of Business and Management*, 6(2), 17 – 28.
- Riggio, R. E. (2014), Followership Research: Looking Back and Looking Forward. *Journal of Leadership Education*, 13 (4),15-20.
- Scott, K. (2017). Small Talk Is an Overrated Way to Build Relationships with Your Employees. *Harvard Business Review*, 1–5. Retrieved from [https://hbr.org/2017/07/small-talk-is-anoverrated-way-to-build-relationships-with-your-employees?utm\\_campaign=hbr&utm\\_source=twitter&utm\\_medium=social](https://hbr.org/2017/07/small-talk-is-anoverrated-way-to-build-relationships-with-your-employees?utm_campaign=hbr&utm_source=twitter&utm_medium=social)
- Shin, Y., Oh, WK, Sim, CH, & Lee, JY (2016). A multilevel study of supportive leadership and individual work outcomes: The mediating roles of team cooperation, job satisfaction, and team commitment. *Journal of Applied Business Research*, 32(1), 55–70.
- Sin, H.-P., Nahrgang, J. D., & Morgeson, F. P. (2009). Understanding why they don’t see eye to eye: An examination of leader-member exchange (LMX) agreement. *Journal of Applied Psychology*, 94(4), 1048–1057. <https://doi.org/10.1037/a0014827>
- Tsitmideli, G. et al. (2016). Supervisors and subordinates relationship impact on job satisfaction and efficiency: The case of obstetric clinics in Greece. *International Journal of Strategic Innovative Marketing*, 1(2), 1 – 12.



- 
- Valerie, A. O., Olalekan U. A., Olive, .U. E., & Grace, O.M., (2019). Rethinking mentorship and organisational commitment in Nigerian Academia. *International Journal of Economics, Commerce and Management*, 2(4), 823 – 850
- Yelamanchili, RK (2019). Impact of supportive leadership on perceived sales team cohesion: Mediation of critical thinking and moderation of empowerment. *International Journal of Business Excellence*, 18(4), 508–526.
- Yu, PL (2017). Innovative culture and professional skills: The use of supportive leadership and individual power distance orientation in IT industry. *International Journal of International Journal of Manpower*, 38(2),198-214. <https://doi.org/10.1108/IJM-10-2014-0214>