

Employee-Management Relations and Productivity in Select Government Ministries in Akwa Ibom State



Blessing Ufot Urua^Y

Abstract

This study investigated the influence of employee-management relationships on employee productivity in five select Ministries in Akwa Ibom State Civil Service. The performance of any organization is tied to the caliber of its employees who are undisputedly regarded as the assets of the organization. No matter the resources that an organization is blessed with, these resources cannot produce any result without the input of employees who handle the day-to-day running of the establishment. The study was conducted in five ministries based in Uyo, Akwa Ibom State, Nigeria. They include: the Ministry of Information and Strategy; the Ministry of Special Duties and Ibom Deep Sea Port; the Ministry of Economic Development; the Ministry of Education as well as Ministry of Environment and Solid Minerals. The purposive sampling procedure was used to select the sample from the population of the study which was 1,350 employees. A questionnaire was issued based on the research aims and administered to 278 respondents using Levi's Stratified Sampling Computation for Proportional Distribution of Questionnaire. Key findings portrayed that employee-management relations in the government ministries are cordial and that there is a positive influence of employee-management relations on employee performance thereby leading to productivity. The recommendations included among others, employee-management training, and skills development programmes; increased communication platforms for employees and managers to promote better communication; welfare programmes to improve employee well-being and provision of adequate work tools.

Keywords: *Employee, Management, Relations, Organizations, Performance, Productivity.*

Introduction

The employee-management relationship is one of the significant factors that influence productivity. Maintaining a good and cordial working relationship among workers is a sine-qua-non for the survival and sustenance of any business venture or organization. A good and healthy relationship between employees and management encourages performance by the employees and this leads to the attainment of organizational goals. Human capital is considered one of the most critical resources for the success of any organization.

^Y **Blessing Ufot Urua** (PhD Student), Department of Public Relations and Marketing Communication, Faculty of Communication and Media Studies, University of Uyo, Akwa Ibom State, Nigeria. *Email:* uruablessing06@gmail.com +2347086978573

According to Conway (2006), employee performance on the job is of great importance, especially in maintaining and growing productivity for organizations. Similarly, Tsitmideli *et al* (2016) also opine that job performance for an employee is one of the most crucial factors for sustaining and increasing production for organizations.

Given the above, employee satisfaction in the workplace should be prioritized for organizational and business sustainability, because strong and healthy relationships can lead to greater results, business growth, employee happiness, and greater performance/productivity.

This study ascertained the features of good employee-management relations in some ministries in Akwa Ibom State Civil Service, namely the Ministry of Information and Strategy; Special Duties and Ibom Deep Sea Port; Economic Development; Education as well as Environment and Solid Minerals.

Statement of the Research Problem

In Akwa Ibom State, Nigeria, Government is the highest employer of labour as professionals in different fields are recruited periodically to perform government business and provide essential services to the public. Government policies, programmes, and activities should be performed efficiently and effectively to realize the agenda of the government. Hence, a negative workflow will adversely affect productivity in the civil service. The relationship fostered by management and employees of the various Government Ministries, Departments and Agencies (MDAs) determine their productivity and attitude to work. In other words, the way the employees and management relate can positively or negatively affect productivity.

Furthermore, the dearth of literature on employee-management relations in the Akwa Ibom State Civil Service propelled my interest in carrying out this research. Consequently, this research is intended to establish the nature of the relationship between the management and employees in select government ministries in Akwa Ibom State, Nigeria.

Objectives of the Study

This study sought to

1. To investigate the nature of employee-management relations that exist in the select government ministries.
2. To find out the influence of employee-management relations on productivity in the select government ministries.
3. To examine factors that enhance employee productivity in the select government ministries.
4. To ascertain the degree of communication flow between the management and employees in the select government ministries.

Research Questions

1. What is the nature of employee-management relations in the select government ministries?
2. What is the influence of employee-management relations on productivity in select government ministries?

3. What factors enhance employee-management relations in the select government ministries?
4. What is the degree of communication flow between the management and employees in the select government ministries?

Literature Review

According to Dlamini *et al* (2022), organizational performance can be seen as dependent on employee job performance and productivity; adding that one of the factors that influence employee job performance and productivity is the working relationship existing between employees and their managers. They came up with this proposition following a study they conducted in a financial organization based in Durban, South Africa. A quantitative approach was used with a census method targeting a total population of 40 administrative employees in the organization.

According to the findings from the study conducted, the response rate was 65% with key findings indicating that the relationship between managers and their employees affected employee performance and productivity. The study also showed that a positive relationship with a manager is closely linked to increased motivation and performance while a negative relationship is linked with poor performance. In addition, the study also revealed that there was an overall negative impact and high level of dissatisfaction among the employees due to the bureaucratic management style adopted by managers in that organization; thus making the employees less productive thereby decreasing their work performance.

Consequently, the study recommended manager-employee training, team-building activities, skills development training for managers, employee rewards and recognition, increased communication platforms, and more interest in employee well-being for a better working relationship to enhance employee performance and productivity.

Conway, (2006) defines employee performance “as the degree to which a person can complete the important responsibilities to occupy a position in an organization”; explaining that “employee performance in the job is of great importance, especially concerning maintaining and growing productivity for organizations”. Tsitmideli *et al*, (2016) also support Conway (2006) saying that job performance for an employee is one of the most crucial factors for sustaining and increasing production for organizations, noting however that poor relationships with managers can lead to employee stress, demotivation, counter-productivity, and poor performance.

According to Coyle-Shapiro and Conway (2005), the role of a manager is seen as the leading role in promoting employee job performance and for employees to achieve their full potential. Since human capital is believed to be one of the critical resources needed for organizational success, employee satisfaction should be considered as a key factor by managers, Tsitmideli *et al*. (2016). Because of this, it is expected of managers to promote good employee relations and understand the types of employee-manager relations that align with employee job performance.

Furthermore, Tsitmideli *et al*, (2016) argue that highly motivated employees can achieve higher levels of productivity and job satisfaction if there is trust between the employee and the manager and perceived organizational support; pointing out that employee-manager relationships are critical in driving employee performance and productivity. Thus working relationships between managers and staff must be seen to be healthy for increased job performance.

Thapliyal (2019), says "Employees are among the most important resources of an organization and are coined as most valuable assets". This calls for maintaining a work environment that meets the needs of employees and management, improves employee morale, and builds corporate culture.

According to him, an effective relationship with employees involves creating and cultivating a motivated and productive workforce. Thapliyal, a student of Uttaranchal Institute of Management, Dehradun, India conducted a study to investigate the practices of employee relations, its underlying factors, problems and their impact on employee performance in Kavya Systems, Bangalore. The investigation conducted through research identified that "relationships with employees within the organization had a direct impact on the performance of the employees of the organization".

He opines that relations with employees are responsible for maintaining the employee-employer relationship, which contributes to satisfactory productivity, thereby increasing employee morale and motivation. He stresses the fact that effective employer-employee relationship covers all relationships between employers and employees including the possibility of employee participation in management decisions, among others. Furthermore, according to the Chartered Institute of Personnel and Development: employee relations are a broad term that incorporates many topics, from collective bargaining, negotiation, labour legislation to more recent considerations such as the balance between working life and family, equality of opportunities, and diversity management. It includes practices or initiatives to ensure that employees are happy and productive.

Also, employee relationships offer assistance in several ways, including employee recognition, policy development, and interpretation as well as all types of problem-solving and dispute resolution.

Gennard and Judge (2002), define employee relations as the study of the rules, regulations, and agreements by which employees are managed both as individuals and as a collective group; the priority given to the individuals as opposed to the collective relationship varying from company depending upon the values of management.

Kings, Price and Dainty (2004) state that an organization's strengths and weaknesses rely on the way they manage and undertake employee relations within their businesses. In addition, Blyton and Turnbull (2008) conducted a study that revealed that employees do not put up their best performance at work if the employee-employer relations are estranged.

Similarly, Rehmen *et al.* (2020) state that enhanced employee performance produces outcomes that mainly contain correspondence between employees, excellent production, and commitment in the workplace.

According to Gentry and Shanock (2008), performance is the result effect of activities over a certain period. Thus assessing an employee's competence and productivity is critical to the organization's overall strategy. In the same vein, Mclarty *et al* (2021) link employee performance to the productivity and achievement of an organization. However, Sturman & Park (2016) thinks that this can be dependent on the type of managers and their relationship with employees. Thus the relationship between managers and management goes a long way in determining employee performance and productivity.

Furthermore, in their article on “Influence of Employee-Manager Relationship on Employee Performance and Productivity” Dlamini et al. (2022), state that relationship management is linked with employee performance; adding that managers must be aware of what contributes to low employee performance so that such can be avoided. They also referenced Sturman and Park (2016), saying that “low employee performance is connected to low employee morale; adding that “a less motivated employee lacks originality innovation and motivation to accept responsibility for his or her work”. This leads to low performance and consequently reduced productivity.

In addition, Peter Drucker (1999), emphasizes that rewards could act as catalysts for improved performance and better productivity. Various kinds of social support have been attributed to ameliorating work stress thereby enabling employees to cope with their job demands and improve their performance. This leads to job satisfaction and work-related well-being.

Also, communication plays a significant role in employee-management relations in the workplace. Livari and Huisman (2001), Tangirala and Ramanujam (2012) are of the opinion that by getting employees to communicate their thoughts and concerns honestly up the hierarchy, organizations can effectively respond to unpredicted situations, avoid unnecessary mistakes and implement unceasing process advances.

Another factor influencing employee-management relations and productivity is conflict. Conflicts will always arise when people spend most of their time in the workplace. This can lead to poor participation in group duties when an employee has conflicting issues with other staff. Therefore, mitigation processes should be introduced in the job environment to handle conflicts. Because some challenges can make employees develop poor attitudes towards their current job environment, which will negatively impact their performance.

The leadership style in the organization can also impact on the employees. Since management is expected to work closely with the employees, a manager’s behavior can positively or negatively influence the employees. According to Livari and Huisman (2001), a manager’s conduct influences organizational culture and as a result, subordinate performance. Consequently, flexibility in leadership is advocated for both management and the employees to function with each other.

Other factors that influence employee-management relationship are employee rewards and recognition. Employee reward and recognition are contributory factors to employee-management relations. This is due to the fact that they improve performance and productivity. Edirisooriya (2014), explains that reward refers to the benefits of completing a task, providing a service or fulfilling an obligation.

Although income/salary is the primary incentive for working, many organizations and business ventures also provide additional incentives such as pensions, bonuses, car loans, health insurance, etc for their employees. These incentives serve as motivation for higher performance and productivity.

There are two types of rewards namely intrinsic and extrinsic rewards. Extrinsic rewards are typically monetary or material while intrinsic rewards, according to Tessema *et al.* (2013), are inherent in the job itself and are enjoyed by the individual because of successfully completing the process of achieving his or her goal. Therefore one can use intrinsic motivation to charge staff motivation instead of relying on extrinsic motivators such as reward and punishment.

When we are intrinsically motivated, our behavior is drawn by an internal desire to do something because it is personally rewarding. On the contrary, extrinsic motivation is behavior that is encouraged by an external factor, usually because of a reward or to avoid punishment.

Furthermore, job satisfaction and productivity depend on many factors including training opportunities like seminars, conferences, workshops and courses. These can be motivating and beneficial for the employees, management and ultimately the organization. When employees are highly motivated they are evidently happier and more productive in their work and are likely to do their best in the work environment.

In addition, there are core values that can foster employee-management relations. They include transparency, integrity, trust, fairness, commitment, loyalty, passion, excellence, honesty among others.

Ijiekhuemhen (2013) rightly observes the public perception of lower standards of conduct with regard to politicians and public officials due to issues of corruption and dishonesty, adding that this has adversely affected the confidence and trust of the people vis-à-vis the way they see political appointees and officials of government.

He then expresses concern about the need for public officers to ensure high standards of behavior. He further advocates for a code of conduct in the workplace to govern the behavior of employees and the management. This concern leads to the issue of trust in the workplace and how it impacts productivity in Ministries, Departments, and Agencies of government (MDAs). Indeed, transparency, fairness, trustworthiness and honest behavior by individuals, including management and employees of MDAs can influence productivity.

Bernan and Van Wart (1991), define productivity as "a set of management practices and analytical techniques that aim at increasing the effective and efficient use of resources to produce outcomes". Therefore, value and ethics are important in productivity as they are central to goal setting and implementation.

Theoretical Framework

Theoretical Framework: Human Relations Management Theory

The Human Relations Management Theory by Elton Mayo (1880-1949) states that employees are more motivated by social factors like personal attention or being part of a group, than environmental factors such as money and working conditions. Asemah et al. (2021), state that Elton Mayo, a psychologist in the first quarter of the 20th century was tasked to improve productivity among dissatisfied employees. This led him to attempt to improve worker satisfaction by changing environmental conditions like lighting, temperature, and break time. According to them, these changes had a positive effect on the employees.

This theory which is a proposition of organizational psychology from the early 20th century suggests that employee productivity and motivation can be increased through positive social bonds in the workplace. Proponents believe that the human relations theory can influence productivity since the attention one pays to team members and the interest one gives to their performance, can motivate them to be more productive.

Research Methodology

Research Design

The research design used for this study was an opinion survey.

Population of the study

The population of the study which was 1,350, comprised of respondents from five selected government ministries in Akwa Ibom State Civil Service. They included; Ministry of Special Duties and Ibom Deep Sea Port, Ministry of Economic Development, Ministry of Education, Ministry of Information and Strategy, Ministry of Environment and Solid Minerals.

The breakdown of the population was as follows;

Ministry of Special Duties and Ibom Deep Sea Port	128
Ministry of Economic Development	146
Ministry of Education	375
Ministry of Information and Strategy	283
Ministry of Environment	418
Total	1,350

Sample Size/Sample Procedure

The sample size used for the research was 278 determined by Levi's Stratified Sampling Computation for Proportional Distribution of Questionnaire.

Method of Data Collection

The purposive sampling method was used to select the sample. The proportional distribution of the questionnaire was based on Levi's stratified (stratum by stratum) sampling computation formula.

$$\text{Levi's Formula} = \frac{\text{Population of Ministry}}{\text{Total population}} \times \frac{\text{Sample size}}{1}$$

Instrument for Data Collection

The instrument used in the data collection for this study was a structured questionnaire designed with a 5-point Likert structure rating scale ranging from Strongly Agree, Agree, Strongly Disagree, Disagree, and No Response. The questionnaire contained (21) items addressing the demographic information of the respondents as well as research questions among others.

Method of Data Analysis

The data was analyzed using frequency distribution tables and simple percentages. Out of the 278 copies of the questionnaire that were sent out by the research team, made up of the researcher and five assistants selected from the sampled ministries, 277 were returned for subsequent data analysis.

The analysis in the study emanated from copies of the questionnaire that were administered and retrieved from the respondents. This was done using frequency distribution tables and simple percentages.

Table 1: What is the management style in your ministry?

Management style	Frequency	Percentage
Autocratic	26	9.40
Democratic	110	39.71
Bureaucratic	100	36.10
Others	17	6.13
No response	24	8.66
Total	277	100

Source: Data from the field (2023)

Table 1 shows that (110) or 39.7% of the respondents opined that the management style is democratic while (100) representing 36.1% said it is bureaucratic.

Table 2: Rating of Management style

Rating Management style	Frequency	Percentage
Excellent	50	18.05
Very Good	50	18.05
Good	86	31.05
Fair	69	24.90
Poor	22	7.95
Total	277	100

Source: Data from the field (2023)

Table 2 shows that (86) or 31.05% of the respondents rated the management as "good" while 50 or 18.05% rated the management style as "excellent" and "very good", respectively.

Table 3: I am satisfied with a management style

I am satisfied with the management style	Frequency	Percentage
I strongly agree	52	18.80
I agree	130	46.93
I strongly disagree	25	9.02
I disagree	37	13.35
No response	33	11.91
Total	277	100

Source: Data from the field (2023)

Table 3 indicates that (130) or 46.93% of the respondents "agree" that they are satisfied with the management style while (52) or 18.8% opted for "strongly agree".

Table 4 :The management style affects my performance/productivity

The Management Style affects my performance/productivity"	Frequency	Percentage
I strongly agree	60	21.66
I agree	125	45.12
I strongly disagree	27	9.74

I disagree	37	13.35
No response	28	10.10
Total	277	100

Source: Data from the field (2023)

Table 4 shows that (125) or 45.12% of the respondents “agree” that the management style affects their performance/productivity while (60) or 21.66% said “strongly agree”

Table 5: Relationship between management and staff

Relationship	Frequency	Percentage
Excellent (very cordial)	73	26.3
Very Good	56	20.2
Good	71	25.6
Fair	46	16.6
Poor (Not Cordial)	13	4.7
No response	18	6.5
Total	277	100

Source: Data from the field (2023)

Table 5 shows that the majority of the respondents believe that the relationship between management and staff is cordial.

Table 6: Does this relationship affect work performance?

Rating	Frequency	Percentage
I strongly agree	70	25.4
I agree	110	39.7
I strongly disagree	28	10.1
I disagree	35	12.6
No response	34	12.2
Total	277	100

Source: Data from the field (2023)

Table 6 shows that the majority of the staff (110) representing 39.7% and (70) representing 25.4% agree/strongly agree (respectively) that the relationship between management and staff positively affects their work performance.

Table 7: Things (Programmes) done that motivate staff

Programmes	Frequency
Provision of Christmas packages for staff	128
Provision of burial assistance/welfare support staff event	75
Recognition/Awards to deserving staff	47
Special promotion for deserving staff	84
Staff birthday celebration/package	74
Financial support for medical treatment	34
Staff training/retraining	88
None	66
Others	3

Source: Data from the field (2023)

Table 7 shows only the frequency of respondents due to multiple choices made by respondents. The table shows the various provisions/incentives that are provided by the five select government ministries to their employees. These incentives motivate staff as they make them feel loved and appreciated, thus giving them a sense of belonging. Staff who feel this way give their best performance at work.

The majority of the staff identified the provision of Christmas packages such as cash gifts, rice, and chicken as a laudable incentive which usually comes before the Christmas and end of the year. This incentive provides employees with food items to enjoy and celebrate with their families during the period.

Table 8 : Have these programmes increased productivity?

Answer	Frequency	Percentage
Yes	176	63.53
No	33	11.91
Undecided	20	7.22
No response	48	17.32
Total	277	100

Source: Data from the field (2023)

Table 8 indicates that majority of the respondents (176) representing 63.53% affirmed that the programmes have increased their productivity.

Table 9 : Job satisfaction

Job satisfaction	Frequency	Percentage
I strongly agree	85	30.68
I agree	105	37.90
I strongly disagree	14	5.05
I disagree	33	11.91
No response	40	14.44
Total	277	100

Source: Data from the field (2023)

Table 9 shows that (105) representing 37.9% of the respondents agree that they have job satisfaction while (85) or 30.68% strongly agree. This shows that majority of the respondents have job satisfaction.

Table 10 : I am rewarded/recognized for my work

Rewarded/Recognized for work done	Frequency	Percentage
I strongly agree	23	8.30
I agree	109	39.35
I strongly disagree	20	7.22
I disagree	37	13.35
No response	88	31.76
Total	277	100

Source: Data from field (2023)

Table 10 shows that (109) or 39.35% “agree” that they are rewarded/recognized while (23) or 8.30% say “strongly agree”

Table 11 : There are existing communication channels in my ministry

Existing communication channels	Frequency	Percentage
I strongly agree	58	20.93
I agree	149	53.80
I strongly disagree	17	6.13
I disagree	18	6.50
No response	35	12.63
Total	277	100

Source: Data from the field (2023)

Table 11 shows that (149) representing 53.8% of the respondents “agree” that there are existing communication channels while (58) or 20.9% “strongly agree”. Therefore majority of the respondents believe that there are existing communication channels.

Table 12 : Are there relationship challenges between management and staff?

Relationship challenges	Frequency	Percentage
Yes	72	25.99
No	189	68.23
No response	16	5.77
Total	277	100

Source: Data from the field (2023)

Table 12 shows that the majority of the respondents (189) representing 68.23% of the respondents say that there are no relationship challenges between management and employees (staff) in their respective ministries

Findings and Discussion

Research Question (1)

What is the nature of employee-management relations in the select government ministries?

In answering this research question the data on tables 1, 2, and 3 were used. Majority of the respondents said the nature of employee management relations was cordial, democratic, and bureaucratic. 18.5% said the management style was excellent; another 18.5% opted for very good; 31.5% rated the management style as good; while 24.9% said it was fair. Therefore, a total of 67% of the respondents rated the management style in their respective ministries positively. This portrays that the employees have a positive perception of their managers or management staff. Consequently, the majority of the respondents were satisfied with the nature of employee-management relations.

Research Question 2

What is the influence of employee-management relations on employee performance/productivity?

In answering this question the data in Tables 4 and 6 were used. In the data provided by Table 4; "The Management style affects my performance/productivity", the following responses were received: 60, or 21.66% said "I strongly agree" 125, or 45.12% opted for "I agree" 27 or 9.74% chose "I strongly disagree" 37 or 13.35% said "I disagree" 28 or 10.10% did not respond. Consequently, a total of 67% of respondents attest to the fact that the management style in their ministry affects their performance/productivity. The perception that an employee has concerning his or her relationship with management plays a significant role in job performance/productivity. Noe et al (2017) further explain that a positive relationship with a manager is closely linked with motivation and performance while the negative relationship is linked with stress. Furthermore, Sturman & Park (2016) opine that employee performance is dependent on the type of managers and their relationship with the employees. The finding in this study justifies this stand. Thus, the relationship between managers and employees determines employee performance and productivity.

Research Question 3

What factors enhance employee-management relations in the select government ministries?

In answering this research question, data in Tables 7, 8, 9, and 10 were used. The study revealed that incentives and allowances provided by the management motivate the employees to perform their assigned tasks, thereby increasing their productivity as seen in the following;

Provision of Christmas packages for staff	128
Provision of burial assistance/welfare support during staff event	75
Recognition/awards to deserving staff	47
Special promotion for deserving staff	84
Staff birthday celebration/package	74
Financial support for medical treatment	34
Staff training/retraining	88
None	66
Others	3

Here, the respondents made multiple choices which made the calculation of percentages difficult. From the responses of respondents they are motivated to do their best and work as a team for the common goal of their respective ministries. Consequently, the incentives and programmes highlighted above have increased their productivity.

Research Question 4

What is the degree of communication flow between the management and employees in the select ministries?

The data in Table 12 was used in answering this research question. The majority of the respondents said there were existing communication channels through which management and staff communicate. These include physical meetings, online (WhatsApp) messages, text messages, letter writing, circulars, and telephone calls.

Table 12 shows that (149) representing 53.8% of the respondents "agree" that there are existing communication channels while (58) or 20.9% "strongly agree". Therefore, the

majority of the respondents believe that there are existing communication channels that enhance communication flow between the management and employees in the select government ministries in Akwa Ibom State, Nigeria.

Conclusion

The study found that there is a significant positive relationship between employees and management and this ultimately influenced employee performance and productivity. Furthermore, the perception that an employee has concerning his relationship with the management plays a significant role in job performance and productivity. As rightly noted by Noe *et al.* (2017) a positive relationship with a manager is closely linked with motivation and performance while a negative relationship is linked with stress. This study aligns with their claim.

Implications of Findings

The implications of the findings pose a challenge to management or policymakers as they must do their utmost to improve their relationship with their employees since this ultimately motivates and improves employee performance and productivity, thus leading to organizational growth.

Contribution to Knowledge

The findings of the study have added to the body of knowledge in the research area, thereby increasing scholarship.

Recommendations

The business or responsibility of managing employees, that is, colleagues and subordinates at the workplace, needs emotional intelligence. Consequently, employee-management training and skills development programmes for managers and employees are advocated.

Furthermore, there should be increased communication channels for employees and managers to promote better communication. Effective and transparent line of interaction will enhance exchange of knowledge and emotional information.

In addition, respondents acknowledged the importance of employee rewards and recognition in employee performance and productivity. They advocated for more consideration for employee wellbeing to make members of staff feel at ease. When subordinates are treated with warmth, consideration, and support, they will be motivated to perform optimally and thus increase their productivity.

References

- Asemah, E. S., Kerte J. S. & Nkwan-Uwama, A. O. (2021). *Organization and management of public relations and advertising agencies*. University Press.
- Berna, M. L., Van Wart, D. R. (1991). *Essentials of public administration*. McGraw-Hill Education.
- Blyton, R. A. & Turnbull, G. K. (2008). *Operations management*. McGraw-Hill Education.
- Conway, J. (2006). Effects of supervisor-employee relationship on job performance. applied psychology opus. Retrieved from <https://wp.nya.edu/Steinhardt.ap-psych-opus/effects-of-supervisor-employee-relationship-on-job-performance>.

- Coyle-Shapira, J. & Conway, N. (2005). Exchange Relationships: Examining Psychological Contracts and Perceived Organisational Support. *Journal of Applied Psychology*, 90(4), 774-781. <https://doi.org/10.1037/0021-9010.90.4.774>.
- Dlamini, P. Nosipho., Suknunan, Sachin and Bhana Anrusha. (2022). Influence of employee- manager relationship on employee performance and productivity. www.researchgate.net/publication/3611933059
- Gennard, J., & Judge, G. (2002). *Employee Relations*. London: CIPD Publishing.
- Gentry, W. A., & Shanock, L. R. (2008). Views of Managerial Detailment from Above and Below: The Importance of a Good Relationship with Upper Management and Putting People at Ease. *Journal Applied Social Psychology*, 38 (10), 2469-2494. <https://doi.org/10.1111.1559.18162008.00400.x>.
- Ijiekhuemhen, S.E. (2013). *New Public Management and Governance*. Lagos: See Prints Press.
- Livari, J. & Huisman, M. (2001). The Relationship between Organizational Culture and the Deployment of Systems Development Methodologies. In K. R. Diltrich, A. Geppert, & M. C. Norrie (Eds.), *Advanced Information System Engineering* (pp.234-250). Springer. https://doi.org/10.1007/3-540-45341-5_16.
- Meyer, P. (1979). *Precision Journalism: A Reporter's Introduction to Social Science Methods*. (2nd edition). Bloomington: Indiana University Press.
- Noe, R., Hollenbeck, J.R., Gerhart B., and Wright P.M. (2017). *Human resource management: Gaining a competitive advantage*. Mcgraw Hill.
- Rehman, S. U. R., Shahzad, M., Faroor, M. S. & Javaid, M. U. (2020). Impact of leadership behaviour of a project manager on his/her subordinate's job attitudes and job outcomes. *Asia Pacific Management Review*, 25 (1), 38-47. <https://doi.org/10.1016/j.apm-rv.2019.06.004>.
- Sturnan, M. & Park, S. (2016). *The Changing Relationship Between Supervision and Subordinates: How Managing This Relationship Evolves Over Time*. Cornell University School of Hotel Administration: Center for Hospitality Research Report. Retrieved from <https://ecommons.cornell.edu/handle/1813/71243>.
- Tangirala, S. A., & Ramanujam, R. (2012). Ask and you shall hear (But Not Always): Examining the Relationship between Manager Consultation and Employee voice. *Personnel Psychology*, 63(2). 251-282, <https://doi.org/10.1111/j.1744-6570.2012.01248x>.
- Tessema, M. T., Ready, K. J., & Embaye, A. B. (2013). The Effects of Employee Recognitions, Pay, and Benefits on Job Satisfaction: Cross Country Evidence. *Journal of Business and Economics*, 4(1). 1-12. Retrieved from <http://www.academicstar.us/UploadFile/Picture/2014-6/2014615104651386.pdf>.
- Thapliyal, Sheetal (2019). Employee Relations and its effect on employee productivity. *JETIR* Vol.6, Issue 5, URL.
- Tsitmideli, G., Skordoulis, M., Chalikias, M., Sidiropoulos, G., and Papagrigorious, A. (2016). Supervisors and subordinates relationship impact on job satisfaction and efficiency: The case of obstetric clinics in Greece. *International Journal of Strategic Innovative Marketing*. Retrieved from <https://www.academia.edu/41989734/supervisor-and-subordinates-relationship-impact-on-job-satisfaction-and-efficiency-The-case-of-obstetric-clinics-in-Greece>.