

Assessing Effectiveness of Manager-Subordinate Relationships at Workplace

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Abstract : This study was aimed at analysing the effectiveness of manager-subordinate relationship and the different factors contributing to its effectiveness in a mid-sized IT organization. To define effectiveness in context of a manager-subordinate relationship, a model was framed which analyses personal and professional need fulfilment of subordinates. On basis of this need satisfaction based effectiveness model, relationships are categorized into four types anchored on two scales; Personal Need Satisfaction and Professional Need Satisfaction. These spatial effectiveness scores of a managerial relationship are further mapped with the relationship style of the manager to identify relationship styles which are associated with different effectiveness levels. The relationship style is analysed by using Impact Message Inventory-Circumplex (IMI-C). The results show that managerial relationship's effectiveness is contingent on manager's affiliation scores, subordinate's previous work experience and the ability of managers to influence the personal and professional needs of employees through organizational policies. The findings reflect that effectiveness of manager-subordinate relationship increased in a friendly workplace where managers were adequately empowered to acknowledge employee needs.

Keywords : relationship effectiveness, need fulfilment, managerial style, impact message inventory-circumplex

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