



## THE EFFECTS OF SUPERVISOR RELATIONS TO EMPLOYEE PERFORMANCE IN PASAY CITY

**Loverly Revecho**

Polytechnic University of the Philippines-  
CBAGS,  
Manila,  
Philippines

**Alexandrea Nicole Rallonza**

Polytechnic University of the Philippines-  
CBAGS,  
Manila,  
Philippines

**Jamie Regalado**

Polytechnic University of the Philippines- CBAGS,  
Manila,  
Philippines

### ABSTRACT

*This study identified the effect of supervisor – employee relationship to the respective performances of the selected respondents in Pasay City which involves 60 male and 60 female respondents, purposive sampling was adopted to select the said number of respondents from which the data is collected. Also, the researcher used thematic analysis to analyze qualitative data and statistical package for social science (SPSS) to analyze quantitative data. Research findings show that employees' perceptions concerning their relationship with their supervisors has effect to their performances. It could be positive nor negative depending on the employees' beliefs. It was found that perceptions of employees on their relationships with managers/supervisors was positive, and friendly to the large extent hence contributed to good performance of the work force. On supervisors' strategies to strengthen their relationship with their employees further planning needs to be done with the management for them to craft one incentive program that will be recognized in the organization. The study recommended that the supervisors should continue practices that motivates employees to keep positive environment that results to better job performance. Conducive working environment, training, good salary, recognition from Management, and good career development should be priority for all industries. Also, all industries should make a clear channel for information flow for employees regarding job performance for all employees and suggestion scheme regardless of job position. This will make employees feel valued and trusted by their supervisors.*

**KEYWORDS** – *Employees, Supervisor, Performance, Relationship, Communication, Organization*

### CHAPTER 1 INTRODUCTION

A wise man once said that “people leave supervisors, not companies.” Supervisors play the most significant role in the business in terms of impact with the management. They do have the most direct influence with the front runners of the entity “the employees”, they are also responsible for carrying alignment of the performance of their department and its staff with the overarching organizational goals.

Employee relations is included in the organizational functions and practices that deals with issues related to people including staffing, compensation and benefits, performance management, organization development, health and safety, communication. Wherein in the current era, this issue is a trend in the field of research as attrition rate rises each year.

In a question by Davis et al., (2012) so why do many supervisors fail early in the career? He responds that “Well, for many it is the inability to relate to the employees” as most of the employees of today's



generation tend to stay in a company wherein, they feel they were valued and appreciated. Modern supervisors find that the practice of threatening employees is usually counterproductive. Instead, they view their task as one of motivating employees to do their best (Manning & Curtis, 2009) within the various industries, one singular leadership trait is excellent interpersonal skills. These include listening, questioning, negotiating and interaction with both guests and employees (Hunter, Tinton & Mannall, 2010).

There are certain types of leaders who were guided by the leadership styles that they believed in. However, most of the employees believed that effective supervisors should understand that their performance depends on their people. As each person, team/group and organization is complex and unique but the performance of an individual, team, group or organization depends on their capacity to work, willingness to work and opportunity to work.

This relationship plays a crucial role in a daily basis as Filipinos are known on returning favors and always believe that being happy at work makes them stay and productive all times. While employee relations is an approach that incorporates all the issues in the employer–employee relationship in the workplace, including recruitment, equal opportunity, training and development, and organizational structure. There is an issue that members of the organization deal within a daily basis but only few notices it.

From the employee relations perspective, an employee is an asset rather than a cost, and open communication and goal orientation are encouraged. It is accepted that legitimate differences exist in workplaces, but the aim is to reduce conflict through effective procedures and relationships

While research has investigated elements of this web of relationships, no single study has examined these variables together and over time, or how the levels and changes in the levels of these variables influence each other. This study will focus on identifying the effects of supervisor relations on employees' performance in Pasay City. It will focus on the current strategies used by the supervisors and how it affects respective performances of the respondents.

## **CHAPTER II**

### **LITERATURE REVIEW**

#### **Human Resource Management (Supervisors)**

Human resource management is defined in different ways by different scholars around the world. Management can therefore be defined as the art and science of coordinating activities within a firm, via a

process of managerial decision-making, including areas such as finance, operations, sales and marketing, and human resources. Human resource management is therefore defined as the process of analyzing and managing an organization's human resource needs to ensure satisfaction of its strategic objectives.

A researcher explained that the policies and practices involved in carrying out the “people” or human resources aspects of a management position, including recruitment, screening, training and appraising” (Dessler, 2007). In a nutshell Human Resource Management includes planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved.

Thus, in managing people of different behavior, strategies and effective plans are very crucial to enhance firms or organizations. To achieve the set of goals it is very important to make sure that every employee implements his or her responsibility accordingly. In developing countries like Philippines where varieties of industries were present due to increasing economy status supervisors needs to improve or increase the performance of their employees through motivation and improved relationship with them. Specifically, as the aim of this study, is to identify the effects of supervisor relations to the employees' performance.

In human resource, relations to workers is also important to discuss to identify if it affects their productivity. Coyle –Shapiro et al., (2013) pointed out other factors that were influential aside from this thing that were studied by other researchers.

These were the role of analysis as well as management, the connection between human resource management and achieving an organization's strategic goals, the importance of human resource policies and practices; and their specific activities such as recruitment, selection, learning and education, and performance management to which we might add other things, such as reward, job design, employment (or ,manpower) planning, diversity management, equal opportunities and employment relations.

#### **Employee**

Employee is a person working or serving for another person, firm or organization for the sake of payments of wages or salary. In this, subject employee different industries in Pasay City and the goal is to identify whether they have same perceptions concerning the importance of supervisor-employee relationship.



### Supervisors –Employee Relation

Employee relations involves a level of interaction between employers and employees, or their representatives, to achieve a set of working conditions that will meet the needs of employees as well as allowing the organization to achieve its strategic, tactical and operational objectives.

A researcher named Chaudhry et al., (2013) defined employee relations as a set of organizational functions that includes sets of practices in the organization whether it directly or indirectly affects the entity as a whole. This relationship is being studied for over decades to identify the best model that they can use to let every member of the organization aligned with its mission, vision, goals and objectives.

Supervisors' roles in workers performance play important aspects in achieving organizational goals and targets. To be more precise in measuring the performance outcomes of workers one of important roles of supervisor is to provide training to workers. The supervisor's role in training programs is often viewed as a critical organizational climate dimension where it may influence the effectiveness of training programs in an organization (Noe, 1986, 2008; Blanchard & Thackers, 2007). In a way one of the main objectives of these trainings is to improve the performance of the workers in all industries.

Ismail (2007) stated that the supervisors have two fundamental roles during the workers training program. These are support and communication. Support is often related to a supervisor who provides encouragement and opportunities to improve employee performance in organizations (MacNeil, 2004; Noe, 2005). During the training days they were expected to identify the potentials of their subordinates together with their opportunities for further improvement. Supervisors also play important roles in getting employees to be actively involved in decision making, and guide trainees in applying the new competencies to accomplish organizational goals (Elangovan & Karakowsky, 1999; Nijman, 2004; Tai, 2006). As matter of facts continuous and frequently communication between supervisors and workers will enhance effective relationships which in turn improve performances toward achieving organizational expected outcomes or goals.

### CHAPTER III METHODOLOGY Research Design

This study employed a cross sectional research design. Cross sectional research design is applicable where either the whole population or subset of the study

population is selected from which data is collected to meet the objectives of the study. It is called cross sectional because the study normally intends to find out what is happening about the phenomenon at the time of undertaking it (Pine et al., 1997). This is applicable for the study as this method is often used to make inferences about possible relationships or to gather preliminary data to support further research and experimentation.

### Population of the Study

The study involves 120 workers and supervisors from various industries in the selected location of the study.

### Sampling Method

Based on the study needs the researcher used random sampling method. Random sampling is one of the simplest forms of collecting data from the total population. Under random sampling, each member of the subset carries an equal opportunity of being chosen as a part of the sampling process.

### Data Collection Methods and Instruments

Interviews, questionnaire and Focus Group Discussions (FGD) were used during collection of primary data. These methods were used sometimes together to ensure checks and balances as they complement one another. The use of three methods all together was to ensure validity and reliability of the collected data.

### Statistical Treatment of Data

The data collected will be tabulated, analyzed and interpreted using statistics. The descriptive statistics included the measures of central tendency for quantitative variable.

1. **Frequency Count and Percentage** – this indicated the proportion responding to a particular item. It will be used to evaluate whether the response was choice of the majority of the respondents. This method will be used to organize and present the responses of the participants on assessment of the correlation between supervisor relationship to their employees' performance.

The formula is:

$$P = (F/N) \times 100\%$$

2. **Ranking** – this will be used to describe the positional importance of an item. It will be an arrangement of value or scores from the highest to the lowest. In this study, the



responses of the participants will be ranked to identify the position of the items.

3. **SPSS** - The researcher used Statistical Data Packages for Social Scientists (SPSS) for the analysis of Quantitative data. Data was sorted, coded and entered into the SPSS software. After data entry, the researcher was able to present that in descriptive

## CHAPTER IV RESULTS AND DISCUSSION Data Analysis and Discussion

This part of the research provides interpretation of findings, data analysis and discussion of the findings

**TABLE 1  
GENDER OF THE RESPONDENTS**

GENDER	FREQUENCY	PERCENTAGE
MALE	40	33.30%
FEMALE	70	58.30%
Prefer not to say	10	8.33%
<b>TOTAL</b>	<b>120</b>	<b>100%</b>

### Job Positions of the Employees

Respondents were asked about their job positions. Results shows that most of the employees involved in the study were under rank and file which has 91.7% of the entire population while the remaining percentage 8.30% were under apprenticeship program.

based on the objectives of the study. It starts by interpreting the data collected from the field and afterwards provides analysis and then discusses the findings based on the findings of other researchers.

### Interpretation of the Results Gender

Most of respondents were female accounting for 70 (58.3%) of the total number of respondents and male were 40 (33.3%). Also, there are respondents who preferred not to indicate their gender for some reasons 10 (8.33%) out of 120 as indicated in the table below.

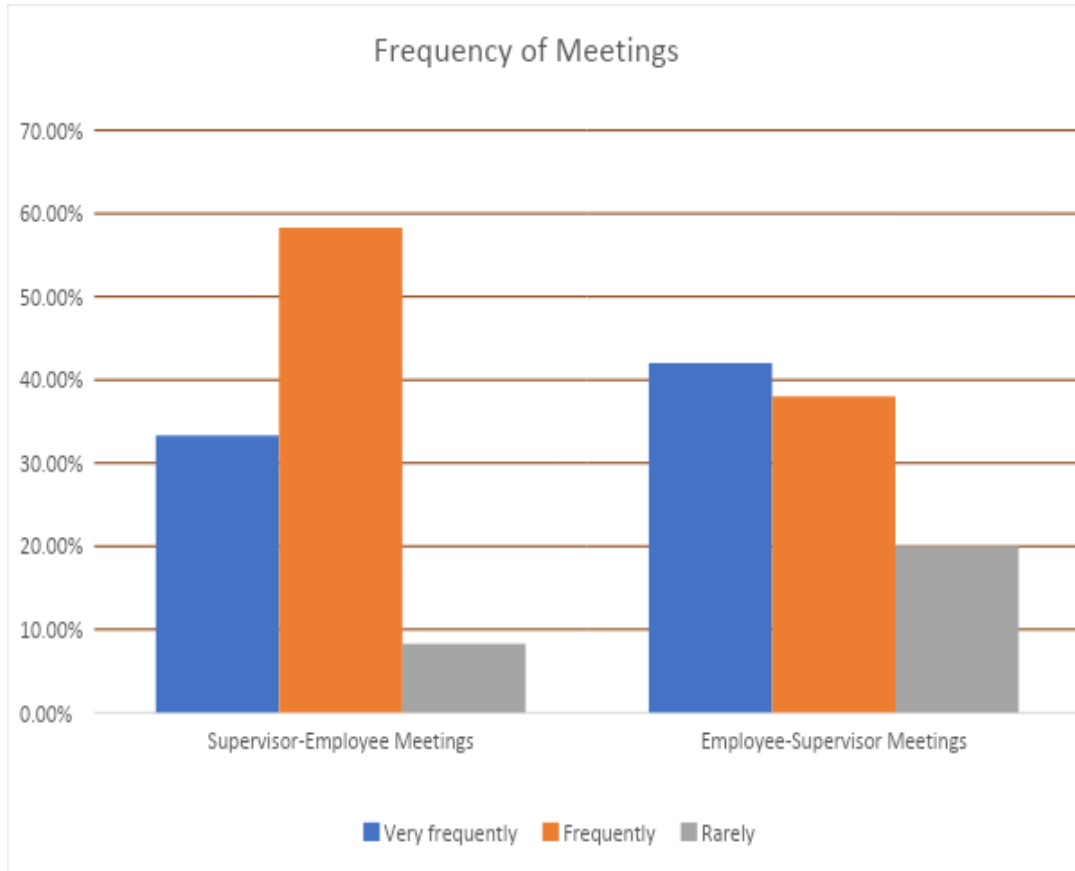
### Employees' Perception on their Relationship with Supervisors

The researcher aimed to determine how the employees perceived their existing relations to their supervisor. They were asked to rate the relation using three parameters which are Very Satisfied, Neutral and Not Satisfied. The results show 50% of them felt that they were satisfied with their relationship with their supervisor whereby 8.33% said that they were not satisfied, and 41.70% percent were neutral on the issue. Table below shows the results of the perception of the relationship between supervisor and employees.

Relationship	Frequency	Percent
Very Satisfied	60	50%
Neutral	55	41.70%
Not Satisfied	5	8.33%
<b>TOTAL</b>	<b>120</b>	<b>100%</b>

To make it more precise on identifying the relationship between these factors. The researcher asked the respondents how frequently the management held meetings to discuss work related affairs with their supervisors. Gatherings were categorized into supervisor-employee meetings those initiated by supervisors; employee-supervisor on the other hand were those requested by employees. The results are as

follows; 58.30% of the respondents said that is frequently done, the other 33.30% percent said that it was very frequent and the remaining 8.30% revealed that supervisor-employee meetings were done. On the other hand, employee-supervisor meeting, respondents felt they were frequently being held 42%, very frequently held 38% and rarely held 20% as shown in figure below



**Employees Perception on Internal Communication Situation with Supervisor**

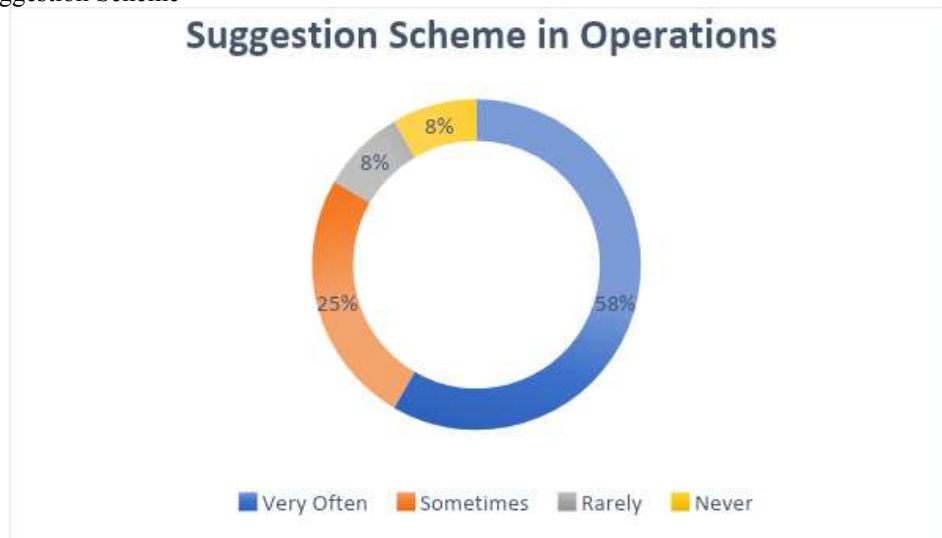
The researcher also identified the perception of the respondents on internal communication channels utilized by the management during the information

dissemination. It was found out that 41.7% of the interviewed employees said the method used was excellent. 33.33% of the population considered it good and the rest of 25% stated that it is fair.

Perception	Frequency	Percentage
Excellent	50	41.70%
Good	40	33.33%
Fair	30	25%
Total	120	100%



Employee Suggestion Scheme



As part of the study the researcher explored on how employees provide suggestions to supervisors and the result suggested that 58.30% of the population said they were given opportunities very often. The next 25% says that sometimes their suggestions were heard and there are some saying that were rarely and never heard as they got 8.30% each.

**Perception on Employees' Involvement**

Perception on employees' involvement was also measured in the research as this was considered as another variable to employees' relation to their supervisors. The findings show that 100% of supervisors often involved their subordinates in decision making whereas 58.30% of the employees felt being involve. The figure below illustrates the perception in employees' involvement.

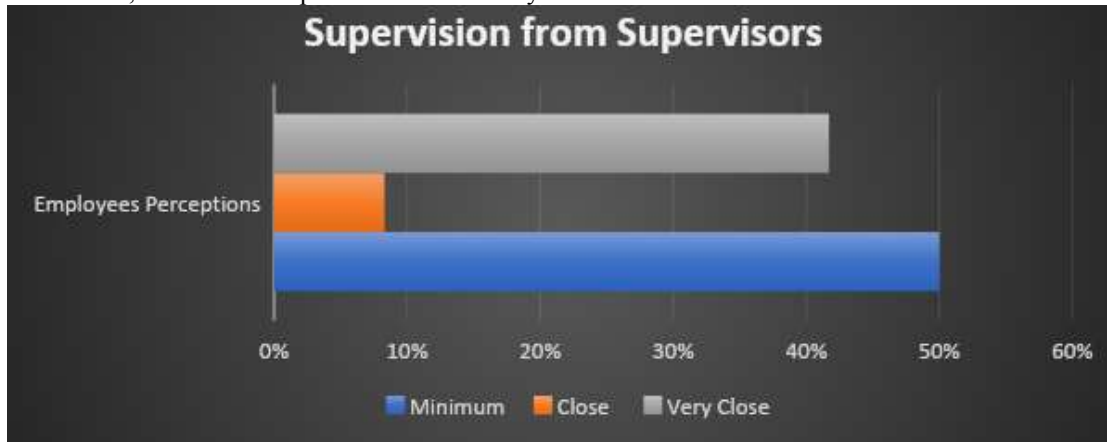




### Feeling of Employees on Supervision Style

The researcher asked how the employee feels the style of supervision from their supervisors. Employees explained how they feel about the supervisor style and results were rated into very close, close and somehow close. In this case, 50% of the respondents felt that they

were getting minimum supervision. However, 41.7% of the respondents stated that they were getting very close supervision and the remaining 8.3% says that they felt close supervision. The table below summarized the results of feelings of employees on supervision style.



### Strategies for Enhancing Relationship with Subordinates for Better Performance

Out of 120 respondents of the study 80% of them stated that the management shares information through staff meetings. While the remaining says that it was usually done communications sent via skype or email.

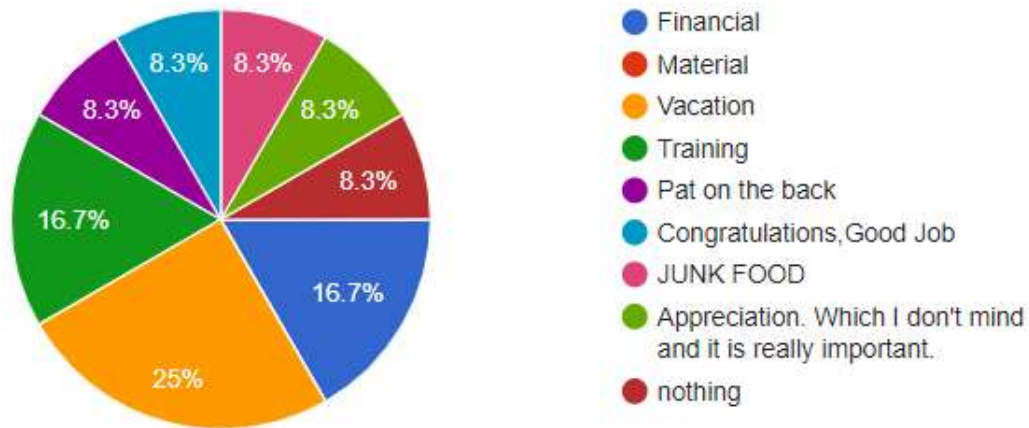
### Rewarding Good Performance

Aside from the issues raised in the first part of the study. The research also investigated the kinds of rewards they were getting when they are doing good in the business. 41.7% of the respondents were getting these perks the 25% said that they are getting it sometimes, another 25% stated that they rarely get the reward and the remaining 8.30% said that they never get even one of it. These data is shown in the table below;

Response	Frequency	Percent
Very Often	50	41.7%
Often	30	25%
Rarely	30	25%
Never	0	8.30%
<b>Total</b>	<b>120</b>	<b>100%</b>

### Kind of Reward

Researcher asked which method was used to reward the best employee and the findings are stated in the chart below;



In the survey form provided these were just divided into few categories but the respondents tend to add more options. On the graph above highest is the vacation as it gained 25% of the entire population. Followed by training and financial incentives.

### Perception of Employees on Relationship between Subordinates

Findings of this research revealed that half of the respondents felt friendly with their supervisor. Such relationship is vital for job performance of every single employee in all levels of the organization. Such thing provides a conducive environment on the workplace that leads to better performance.

The finding is supported by a study of Ruya (2014) as he found out that when supervisors show concern about employees' feelings and personal well-being, employees may believe their supervisors sincerely care about them, not only due to business issues, and, therefore, be more committed to the organization. If employees feel friendly to their supervisors, they likely to work hard leading to better performance and achievement of company's goals.

In 2014, there's a study by Okoth which informs that employees perform highly with special focus on security, firmness in service, teamwork, meeting of targets, diligence in service, decorum and etiquette, high professionalism, serving with a human face and speed. There is however a fair level of adequate response to challenges faced by customers, service with fairness and justice, sensitivity to customers' requirements and understanding to customers and management. It is

however also seen that the employees do not handle difficult situations calmly.

### The Effects of Employee Supervisor Relationship on Job Performance

As part of the study the researcher also determined the supervision techniques/styles used by their supervisors. As a result of the study 58.3% of the respondents said that being heard is important for their growth as an individual. The rest of the respondents also agreed with the statement provided in this part of the survey instrument. This result is in line with the study by Wanjala (2014) on influence of leadership style on job performance, the study found out that based on the relationship between the employees and the manager there was either a positive or negative influence on the job performance.

Also, the study revealed the approach in the production plays a vital role in mood setting in a daily basis. Every supervisor should understand that encouraging staff to participate in decision making on the job performance, positive influence of think and say „we“ rather than „I“ on the job performance and a negative influence of believes only their ideas are best on the job performance of the respondent.

Kim et al., (2010) noted, employees value the relationship quality of their bosses and therefore, they are less likely to change their jobs. Furthermore Graen et al., (1995) considered high quality superior-subordinate relationships leads to partnerships which is characterized by behavioral and emotional exchanges of loyalty and support. With this type of relationship





subordinates are given the chance to express to express their thoughts and ideas that is favorable in the business.

### **Supervisors Strategies to Enhance Relationship with Subordinates for Better Performance**

At the same time the researchers also determined the current strategies used by the supervisors to enhance the performance of their employees. Sending of communications, meetings between the members of the organization and rewarding were observed in the study. For the communication strategy 50% of the respondents said that good communication helped them improved their operation performances. The next 41.7% also agreed with the effects of this strategy on their daily stay in the business. These results somehow predict the existing of relationship between employees and supervisors. A study by Lather et al., (2015) pointed out the significance of communication in enhancing relationships at workplace as means of increasing organization turnovers. He argued that Communication is a vehicle that builds relationships between superiors and subordinates. Good quality of communication between superiors and subordinates provides a platform for self – expression and information exchange.

Also, the research also explored the channels of information flow among employees and supervisors. It was found out that most of the important matters to improved performance were being cascaded through casual meetings as 91.70% of the respondents agreed to it.

Furthermore, as the researcher tried to check the existing rewarding system used in the system it can infer that there are varieties of reward system being used as the respondents tend to add comments which were not in the given options. This result indicates that the concern should be one of the top priorities in order for the employees to know what they are working for.

Various scholars explored factors that influence job performance. For example, Du Plessis, Toh, & Chen (2013) reveals that there is a relation between job performance and the organizational reward system and reward schemes such as pay, benefits, promotions and other financial benefits greatly contribute to job performance in the workplace. Job performance improves when pay and promotion are seen as fair and reasonable; equal pay for equal work and fairness in promotion. However, there were other factors that influence relationships and job performance to employees. This is motivation which comprises financial bonus, job security, recognition, motivational talks and promotion (Du Plessis, 2015).

## **CHAPTER V CONCLUSION**

The study found out that they have good relationship with their supervisors. It was also discovered that the closely working of employees with their supervisors enhance relationships, which turn into improved productivity. It also suggested that there are some factors that needs to be considered when it comes to employees' performance. These are supervision style and internal communication by supervisors, where the closely and friendly supervision is a likely to enhance workers productivity or performance.

Also, the study discovered some of strategies used by the supervisors to motivate their employees in their jobs. These strategies include rewarding system and regular staff meetings. However, due to unplanned reward system employees were unable to felt it presence during operations. Almost ninety percent of respondents acknowledged that the information flow were through staff meetings where managers provide feedback to employees on their performance.

### **Recommendations:**

Based on the findings, the following recommendations are hereby suggested;

1. Each company should implement effective and implementable strategies which provides friendly working environment that leads to better performance. Those strategies include training, good salary, recognition from Management, and good career development programs by employees.
2. Also, management should put in place proper communication channels for communicating performance feedback to their employees. This will make employees feel valued and trusted by their supervisors
3. Involvement of employees by supervisors in decision making on matters relating to job performance is the key in improving workers performance in various industries.