

## The Optimum Relationship between Managers and Employees

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### Abstract

The objective of this research is to show how to enhance the relationship between manager and employee. This research will describe the roles of managers and employees as they achieve strategic goals of organizations. The author will present a model for employee and a model for manager, which create optimal relationships between manager and employee.

**Keywords:** Employee Career Journey, Communication, Cooperation, Job Satisfaction, Manager Career Journey, Employee Performance Curve

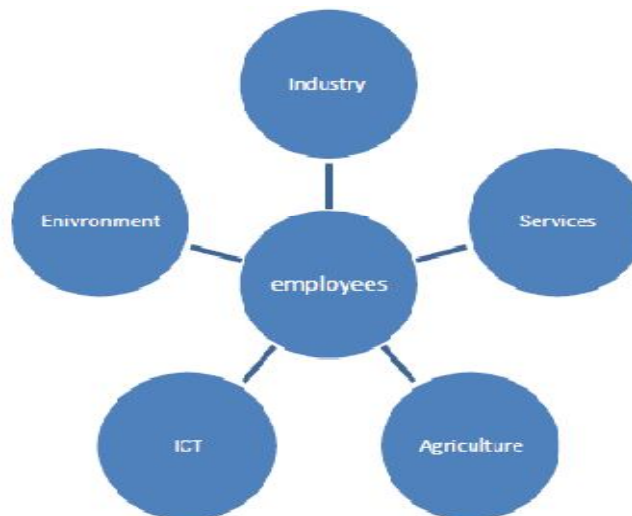
### Why This Research?

This research based on experiences and observations. Job satisfaction is playing a vital role for all employees. Each employee can achieve his or her goals through job. Managers and employees are main factors for any economy, so the relationship between manager and employee is important. In addition, employee the direct link between the businesses organizations and their customers.



**Figure No. 1: The Outcome of the Relationship between the Managers and Employees**

As can be seen in the following figure, employees are the seeds of economy.



**Figure No. 2: Employees are core source of the Economy**

This relationship is the core of the economy process. We cannot imagine organization without employees or managers; also, we cannot imagine any economy that does not have optimum relationship between managers and employees.

### ***The Purpose of the Research***

The purpose of the research is to present the importance of the relationship between managers and employees. The author will present the factors that create optimal relationships between managers and employees.

### ***The Question of the Study***

1. What are the factors that create an effective relationship between manager and employee?

### ***Research Methodology***

Researcher used survey, observation, and short interviews.

### ***Challenges and Barriers of the Research***

There are no variety resources discussing the relationship between managers and employees.

### ***Literature Review***

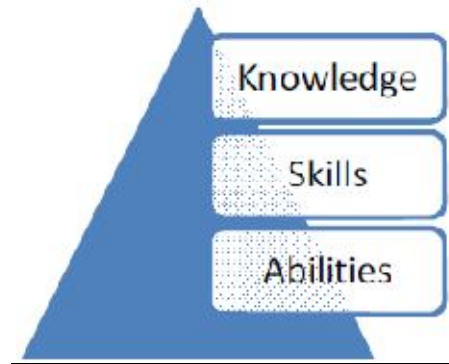
The following authors are in agreement with the viewpoints expressed in this research paper.

Author (Chris Musselwhite, 2008) has discussed the vital connection between managers and employees. Performance is a key in the manager-employee relationship. "The manager-employee relationship has a critical impact on performance. So why do companies often neglect to emphasize or provide training to help managers build this important connection?"

The optimum relationship between managers and employees is so important to build a good organization as well as good economy. The report published by (Accord Management Systems 2004) has discussed the importance role of the employees and present the negative results for disengagement. According to the report, employees who are disengaged: "Miss an average of 3.5 more days per year, are less productive, cost the US economy \$292 to \$355 billion per year." We should focus on the relationship between the positive outcomes of employees and availability of good resources. Author (Chris Musselwhite, 2008) discussed how to maximize employees' outcomes in the article. In addition, has linked between job satisfaction and the empowerment of the employees. He wrote, "When employees are knowledgeable and have good resources, they are better-informed, solve problems more quickly and make more data-driven decisions. Employees who make good decisions experience success on a regular basis. This contributes to job satisfaction and empowers employees to solve problems and make more decisions, which in turn, will make them feel more valued, more loyal, more likely to stay with the organization and more likely to produce higher-quality work."

Communication is playing vital role between managers and employees. Communication is a main key and you can open any door with it. Researchers (Markos, Sridevi 2010) have discussed the importance of communication, "Most studies demonstrate that feeling valued by management, two-way communication between management and employees, management's interest in employees' well-being and giving more opportunities for employees to grow are the top drivers of employee engagement." Job satisfaction is playing vital role to achieve the optimum relationship between managers and employees. It is so critical to increase job satisfactions for your employees during the daily hard circumstances. Authors (Oedekoven and Hay 2010) have presented the benefits of job satisfaction, "With increased job satisfaction and productivity companies can maintain low employee turnover, which not only will help them achieve greater levels of economies of experience, but also reduces the cost of training and human resource issues that arise in a conflicted setting" Employees spend most of their life in their organizations. The relationships between managers and employees are the best reflections of the progress of society and economy.

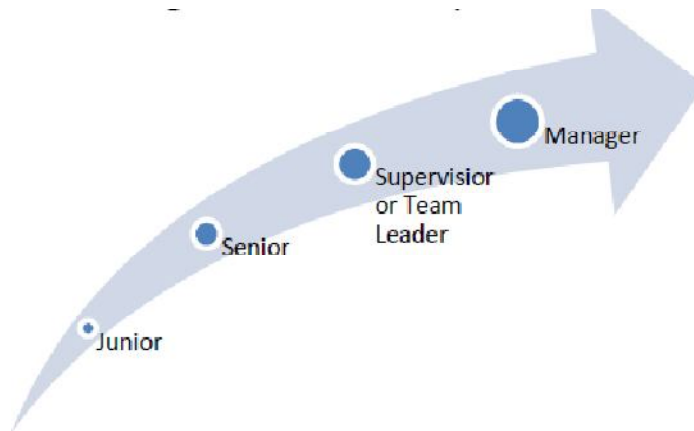
As we see in the next figure, each human has knowledge, skills, and abilities (KSA):



**Figure No. 3. Employees (KSA)**

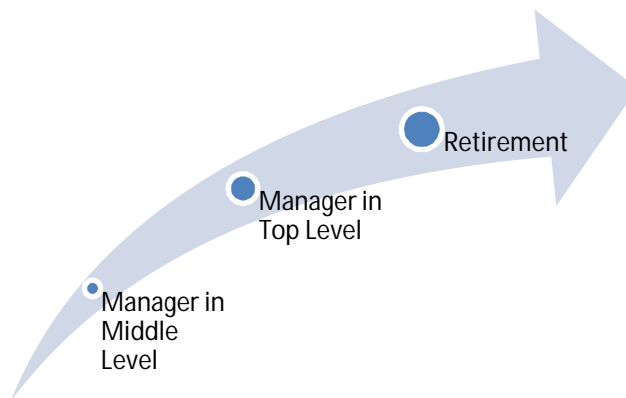
Job analysis contains job description and job specification. Job specification included KSA.

**Employee and Manager Career Journey**



**Figure No. 4. Employee Career Journey**

Each party has career journey. Employees become managers. Therefore, managers must remember that they were once employees. Each employee starts, as a junior then senior, employee after these phases promoted to supervisor or team leader and finally promoted to be a manager. Promotion based on merit and competencies. Managers should discover competencies of his or her employees to create new cadres. A manager in the department with his or her team is like a coach in a playground; managers need to achieve the equal opportunity between their employees. Therefore, managers need to recognize and visualize these facts in their way of management and departments.



**Figure No. 5. Manager Career Journey**

**The Human Relationship between Manager and Employee**

The relationship between managers and employees is a human relationship. Each party has needs, both internal and external. Both of them integrate factors from each other. For example, nowadays young generation of employees have knowledge of new technology that managers might never have learned. On the other hand, managers have experiences and management strategies that employees probably know nothing about. Both of them can create a better future together.

**The Role of the Manager**

"Anyone can be a supervisor but not anyone can be a manager."

Manager should be like magician or maestro in his or her department; managers give knowledge, hope, experiences, and happiness to their employees. It's not easy to be a manager, a manager puts a employee on the right track to achieve organizations' goals. An important role of the manager is to connect his or her employees with their community. Managers can do this through conducting projects related to organization and providing employees with an excellent working environment for imaginative and innovative activities. Managers should follow model 4Hs, which refers to help, hope, harmony and happiness. Every manager should remember that he or she would be refreshed and be able to do different tasks with his or her employees.



**Figure No.6. Model 4Hs**

It's not easy to communicate with young employees or connect with them. They have different knowledge and viewpoints. The main message for all managers is; discover yourself by discovering your employees and helping them to discover and explore themselves, as well as their competencies. There is direct and indirect communication between managers and employees. Daily working and office hours represent direct ways managers and employees communicate. E-communications channels (E-mail, social network, employment management system (like HRIS or human capital inventory) represent indirect communication.

**The Role of the Employee**

For their managers, employees should follow the 4Cs in the below model. They need to excel in communication, commitment, contribution, and competency.

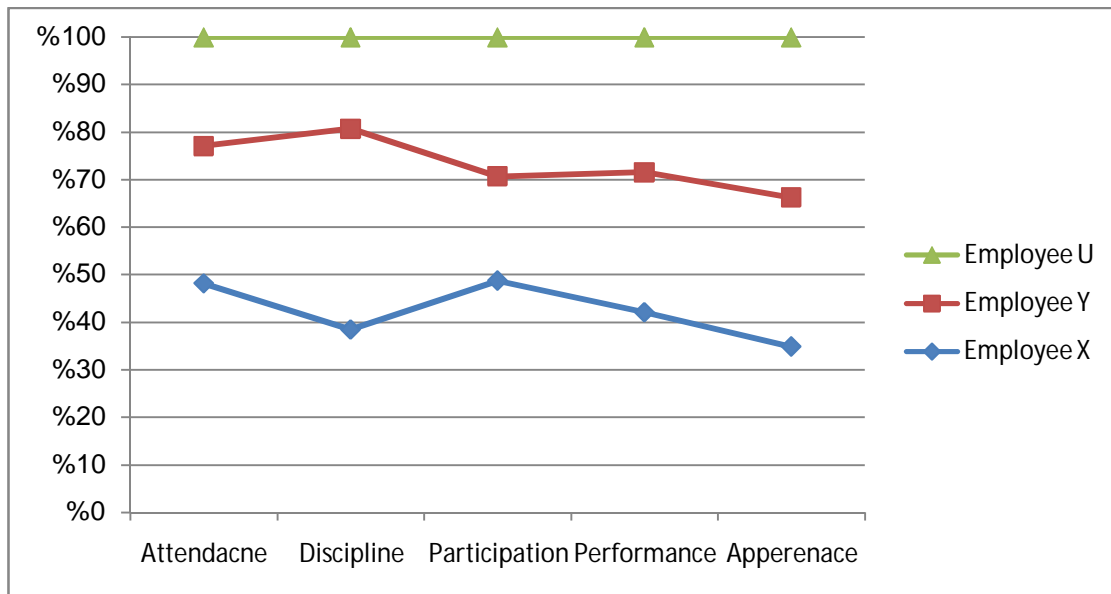


**Figure No. 7. Model 4C s**

The model does not fit all. Each employee has his or her own pace, and should capitalize on his or her strengths and know any weaknesses.

**Employee Curves**

The main purpose of the below employee curve is to measure employee progress. From the system we can measure the employee's performance through (Attendacne, apperence, discipline, Duties, tasks,responsiblites, and Annual performance appraisal.)



**Figure No. 8. The Employees' curves**

**Types of Employees**

The main purpose of the above employees' curve diagram is to show employees their strengths points and potential career opportunities. Managers should classify their employees from their profiles, regarding their attendance, discipline, graded performance appraisal, and achievements. Other factors can be included as well.

**Managing Employees**



**Figure No. 9. Managing Employees**

Managing employees includes many factors, such as managing strategies, communication, discipline, the work environment, motivation, and employee assessment. Organizations are divided into departments with groups of employees; each employee has different characteristics and each one is looking for job satisfaction. It is so difficult for managers to scan or know their employees, but, with good communication, channels can open. Managers should create a profile for each employee; this is a good way to observe and to assess employees.

**Employee Expectations and Manager Performance**

Employees build expectations about their managers. The performance of managers is a core indicator in measuring employee satisfaction.

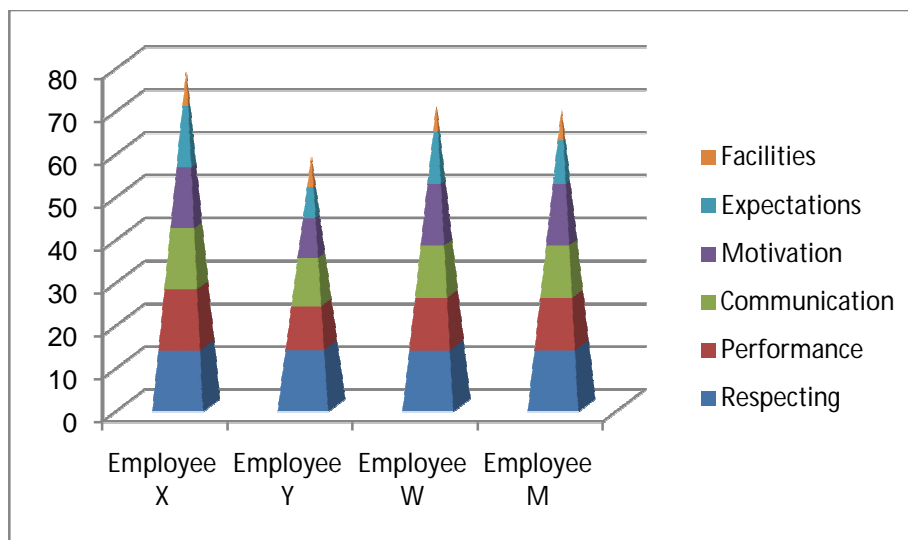


**Figure No. 10. Employee Expectations and Manager Performance**

When employees build high expectations and get what they hope for, they are satisfied. When they have low expectations and get high performance from managers, they are highly satisfied. Moreover, relationships between managers and employees will be stronger from task to task, position to position, and from year to year.

**Key Findings**

Author made a survey and published for employees in the human resource department in higher educational organization. The goal of the survey is to measure many variables, respecting, expectations, communication, performance, motivation, and availability of facilities. Author also conducted short interview including short questions, ultimately, author used observation method to know everything on the reality.



**Figure No. 11. Rating of Factors are Used in the Survey**

All of the employees gave the respecting the first priority. Which means the respecting is so important in manager-employee relationship. Performance is coming in the second class. Communication is coming in the third class. As we seen motivation in the fourth class. Expectations are coming in the fifth class; ultimately, facilities are coming in the sixth class.

### ***Employees Interviews Results***

There are common points with the employees such as; they do not have facilities that they need to do their best. Employees found an opportunity with their manager to express about their ideas and they said because our manager is young and he is a creative person. In addition, he guides us to right path. They can communicate with their manager by all channels because he is a good in communicating. Author asked them about their suggestions to enhance the relationship between manager-employee. They said, we need more developing action plans, and rewarding plan an appropriate to their department. By observation, not all employees have thinking in advance to suggest or to share new ways that can help them. Employees are different. The researcher also tested the model of 4Hs during interviews with employees. Employees said, we need hope, happiness, harmony, and help in the work environment as well as to enhance our relationship with our manager.

### ***Recommendations***

According to the survey, observations, and interviews, the following are recommendations for managers, which, if applied, could lead to enhanced relationships with their employees.

1. Respecting is playing vital role with your employees. In order to succeed with your employees, managers should build a road map and create a handbook for all tasks in their departments.
2. Employees must feel comfortable expressing their thoughts and ideas to achieve optimum performance in all tasks.
3. Managers should use direct and indirect communication with their employees.
4. Managers should create motivational and rewarding systems for their employees. Good job receives certain rewards and bad job others.

In addition, we have recommendations for employees, which, if applied, can lead to excellent results in their careers.

1. Employees must communicate with their managers to learn, explore, and to apply.
2. Employees should review their performance, from week to week and from month to month, during the year.
3. Employees must continue doing their best work.
4. The best thing in life is to be a learner.

Ultimately, we have recommendations for organization, which, if applied, can lead to optimum outcomes and achieve its strategic goals.

1. Organizations must provide appropriate facilities for both managers and employees as well as to create an excellent work environment.
2. Organizations must create a rewarding system to motivate employees and managers.
3. Organizations must have succession plan for all key position to build a right career path for employees and managers.
4. Organizations must encourage employees and managers to learn and share what they learned between them.

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