How Employee-Management Relationship Brings Organizations’ Effectiveness (A Case Of Banking Sector)

Anam Qamar¹, Saba Imran², Zainab Zaib², Amna Urooj²

¹Lecturer, Department of Business Administration, Jinnah University for Women.
²Student, Department of Business Administration, Jinnah University for Women.

Keywords: employee-manager relationship, employee turnover, employee retention, employee satisfaction.

ABSTRACT
Employee and manager are the main leading roles of an organization. It is generally believe that employees and manager strong relationship leads the effectiveness of the performance of a bank. Employee-manager relationship not only enhances the performance of the bank but also creates the trust level in between employee and manger. The employee and manager strong relationship leads the employee satisfaction and also decrease the level of stress and employees who become comfortable or satisfy who never intend to leave an organization and that thing decrease the turnover cost and organization become successful to retain an active employee in an organization. Therefore the primary aim of this study is to know the manger and employees relationship impact on the effectiveness of a banks' performance. The all relevant themes are discussed briefly in the results and findings that were identify during interview from participants as manager an employee of a bank. The research finding are interlink with the literature review that based on the previous research related to the topic of this study. This qualitative study ends with some additional recommendation to develop the effectiveness of a bank performance.

INTRODUCTION

Every organization focuses on employees because employees are the main assets of an organization. If employees and employers both have strong good relationship with each other so they can accomplish the task much faster than individual. To create assistance in between employee and management is the major concern of each organization that helps them to get success and also help them to achieve
competitive advantage. It is very important to consider employee and employers relationships because it leads motivation, productivity or satisfaction than enhance performance (Al-khozondar, 2015). The relationship of employee-management and employee-organization is the main consideration of internal relationship management. Many of the previous researches consider behaviour theory and human resource management (HRM) (Liao et al., 2004).

Employee management relationship (ERM) is considering in all successful organizations it is a way to enhance the enthusiasm or productivity of employees in the workplace environment by keenly focusing the job related activities. Employee- employer relations becomes strong by ERM (wargborn, 2008). ERM is not a type of any product or technology but it is a strategy or king of concept that is based on relationship or communication tactics within an organization (Aedem.nl, 2008). According to the Al-khozondar (2015) ERM is the main concept that should be consider by the organizations to retain an employees, to increase their motivation, trust level, or to maintain management relationship with employees, because all these variables are necessary for the employees productivity or organization success.

This study considering employee-management relationship, because employees are the main focal point of organization and in banking sectors employees has the ability to maintain good relationship with management as well as with customers. In today’s situation where banking sectors has tough competition and all are facilitating the employees very well to retain them in an organization so banks should consider employee-management relationship to give the edge to the sector that increase the employee morale and cut the staff turnover cost.

**Limitations**

The limitation of this study is that only 2 participants were interviewed for this study because of limitation of time. Because of shortage of time the study based on a single case but all the data, results and findings are authentic and realistic to prove the essence of the topic of this study. As the two participants were interviewed so time limit for these interviews was only 30 minutes to gather relevant information of the topic. This study is considering only four themes but it can also be conducting by considering many other themes that can vary in future.

**Theories**

**Leader-member exchange theory:**

The LXM leader-member exchange theory was proposed by George B. Graen
and Mary Uhl-Bien in 1975. The theory based on relationship-based approach to leadership that focused on the relationship of leader and follower. The theory suggests that leader creates an exchange of subordinate qualities that establish the factor of trust and regard in between leader-follower. Leader member exchange theory promotes the concept of positive performance in an organization that increases the organizational effectiveness.

**McGregor's theory X and Y:**

The theory X and Y exhibits the importance of seeing how the feelings, deliberations, and behaviour of work place environment as individuals and supervisors influence performance. Douglas McGregor proposed the two main arrangements of impressions about staff members. Theory X argued that the person how lies in X category are supposed to be a lazy, inactive and low person. Manager should report such type of employees through punishment and rewards. The Y category assumes that employees are active agent, and they contribute well in the work and shows their efforts. Managers should give the wide scope to such type of employees to make them associate with their work. The Y category members also feels motivated when their employees give them wide scope to show their efforts in a workplace related to their jobs (Al-jasmi S, 2012).

**Problem Statement**

The problem that is highlighting in this study is that as banks are the backbone of economy and economy can boost up by banking sector’s success. So employees feel uncomfortable when there is an unhealthy relationship in between employee and manager. Employee morale becomes down and they get ready to switch their job that affects the bank performance that indirectly causes economy growth. Employee fed-up or lack of motivation can rise the turnover cost of banks so banks should consider its first consideration toward the relationship of employee-management to satisfy the employees and make them happy because happy employee perform much better than unhappy employee

**Research Question**

This study is formulating the following questions:

1. How employee-management relationships influence employees' performance?
2. How an employee or manager relationship brings banks' productivity?
3. How employee morale increase through good relationship in between employee or manager?
Significance of study

This study will explore the employee-management relationship benefits in term of success. Employees get the motivation and willingly done the task related to their jobs and bank gets productivity through employees’ performance. This study will be fruitful for management to motivate their employees and make them satisfied and employee when feel comfortable with management then they perform happily and stay within an organization.

LITERATURE REVIEW

Pierotti A.J (2014) study on stressful workplace relationship in the context of United States argued that most of the organizations face employees’ turnover, increase in absenteeism and job switching of employees from an organization and the basic cause of all such factors is workplace relationship of employee-employer. Offensive supervision is one the type that found in most of the organizations. Stressful relationship leads many negative situations but sometimes it leads as a positive way to control the employees’ unethical behaviour but never the stressful environment lead towards success of an organization. This study based on qualitative method so it based on 18 structured interviews related to the area of study. The interview transcript based on the different sections (history, open ended questions, close ended question). The analysis explore the categories of stressful relationship as no support from supervisor, offensive supervision, rude behaviour, lack of trust factor in between employee-employer.

Alnaqbi,W. (2011) study based on united Arab emirates (UAE) context the study argued that most of the organizations facing staff turnover problem that is creating impact on the performance and the profitability of an organization. Manager addresses the increase in global competition as a factor of turnover cost. This study examines the HR practice and different factors as satisfaction of job, employee turnover and leadership style of management impact on organization performance. The study argued that leadership commitment gives the rise to the employees’ commitment in an organization. This study was conducted through the use of qualitative and quantitative both research approaches. The research findings argued that lack of leadership and management inflexible style give rise to employees” turnover, the theoretical study identify the relationship between employee-employer communication as relationship. The results of the study provide the assistance to the manager to provide the comfortable environment to the employees that
will decrease the intention of the employee to quit the job and will give them confidence to stay in an organization.

In the study of Kuzu, O.H and Ozilhan D (2014), employee management relationship influence on performance and their study that based on service industry argued that the business comes in the area of competition when business gain balance in both internal and external customers satisfaction. An organization knows that employees are the main lens of the organization so collective or mutual understanding can give rise to the success of organization. The study based on survey method of data collection and gather data from the participants of related area. In this pilot study the employee performance and employee manager relationship has 45% effect on each other and impact of employees’ knowledge has 35% impact on the performance of the employees.

According to AL-Khozondar (2015) employee and manager good relation with each other gives the boost to the speed of work and employee-management relationship enhance the employee morale, productivity or motivation level. ERM employee relationship management is the main concept to build relationship in between employee and manager and ERM has positive effect on employees’ performance. Employee felt bored when they treat as a worker only, employees need attachment or communication with management for their comfort zone or to actively focus on task by communicate with any fear of top management. This study based on questionnaire techniques of data collection by emphasizing on 200 participants that was the sample size of the study. Data analysis has done by SPSS program using Anova, T-test or regression as statistical tools.

According to Dr Dewydar S.N, (2015) employee and manger both have dominant role in organization so the relationship of both employee and manager is most important for the productivity of the organization. Organization working is unable to imagine without employee and manager. Both parties weighted equally for the positive side of the business. This research based on the observation, concise interviews or survey related to the area of study. Dr Dewydar (2015) suggested that managers should give the attention to the employees by providing them a complete detailed related to the task through roadmap. Manager should build direct or indirect communication methods to facilitate and employee and to give them motivation and same as employee should also have capability to discuss the problems with the manager to disappear the useless condition that can be a cause of failure to achieve task. Employee and manager both are equal important for the organization profitability.
Tansel, A., & Gazioglu S. (2014), argued in the study of employee management relationship that employee management relationship is considering more in small size firms and low considerable in large firms. The lack of satisfactory situation in large firm is the cause of the employees’ turnover in an organization and changing organizations performance level. This study says that employee management good relationship is the way of firms’ success and productivity. The sample size for this study was 28,240 employees out of 3000 that is the large sample size and data gather techniques was survey method to analyse the data. The finding of author says that in large firms employee management relation is not considerable, large management should deeply or routinely bases discussed the employee issues to maintain a strong relation with the employee. The employee management relationships disappears the lack of satisfaction condition and give the rise to the performance of the firms.

Silpa, N., & Chitti Babu, P (2016), conducted a research on “relationship between employee satisfaction and its determinants’ by highlighted the facts that employee satisfaction comes when they catch strong relation with the management and have comfortable working place environment. Organization achieves effective performance level when they introduce itself as a motivator workplace. When the employee feel itself satisfy so they will perform more willingly to achieve the desire task or employee motivation comes when management gives comfortable working environment. This study based on random sampling of 120 employees, used questionnaire technique to gather data. The data collection technique was primary or secondary and to analysis mean, chi-square, correlation, percentage method was used as statistical tool. This study suggests that future performance of the organization can be rise with the help of management strong relations with the employees.

Plakoyiannaki E et al., (2008), study argued that CRM customer relation management is the most important concern to understand for the relation of employee-employer. This study was the in-depth of case study related to employee-employer relationship. The case study method was used for this study. Plakoyiannaki, (2008) argued that it facilitate the depth or detailed information related to study and case study method is suitable for such type of studies. Data collection process consists of 14 month including 3 major categories (draft, design and probing stage). Data analysis based on 150 unstructured data collection pages, audiotapes or interview transcripts. This case study based theory has significant implications for management practices.
Xesha.D et al., (2014) argued that employee-employer relationship plays an important role for the growth of a business. Employees' intention of job satisfaction depends on the relationship with the management. A survey method was designed for this study. Business owners' opinion matches the study criteria that management relationship is the key of success. Business owner admit that employees are the key of business profitability and to retain an employee relationship is most important. This research based on quantitative approach. Population size was 60 participants.

According to the Mishra. K et al., (2014) study argued that increasing organizations structure need strong internal communication. Internal communication is very important to maintain active relationship in between employees and management. Internal communication main factor is the trust that should be maintained by the managers. The data collection method was interview via telephone from 6 executives and this study based on qualitative approach to analysis the data.

Brown, S., et al. (2014) explores the relationship between employee trust and workplace performance. In theoretical framework study create a link between employee trust and firm performance. They utilize the 2004 and 2011 Work Place and Employee relations Surveys (WERS) to analyse the role of employee trust in influencing workplace performance in both pre and post recessionary periods. Their findings support a positive relationship between three measures of workplace performance (financial performance, labour productivity and product or service quality) and employee trust at both points in time. The data is collected through questionnaire and survey. They also find that job or work reorganization experienced at either the employee or organization level are associated with lower employee trust.

According to Mansoor, N.A et al. (2012), examines the connection between management style practiced by managers and staff in an international bank in Malaysia and the study argued that an association is known to be a gathering of individuals assembled for a particular reason so as to accomplish a wanted objective. These people are from different expertise and thus have different attitudes and characteristics towards their work. This specific study analyses the kind of administration style (autocratic, democratic, paternalistic and laissez faire). Result revealed that director practiced paternalistic administration style. Other than employee's working under managers is social well-being, mentally, and socially.

In this study Ghias, F., & Ahmed, A. (2012), said that the significant goal of the review to
discover the impact of administration styles on the execution of workers in Sargodha. The instrument was produced to assess and evaluate the execution of workers to discover the relationship between administration style and representative’s execution. The study based on questionnaire technique. Twenty questionnaire filled by employees and twenty questionnaire filled by manager. The data was collected through questionnaire and then analysed or interpreted by using percentage formula. The researcher conclude that most manager adopt distinctive style of decision making.

Nekzada and Tekeste (2013) argued that the stress is not only be developed by environment but it also developed by personal problems as physical environment, work load and uncertain relationship in between employee-employer. The lack of leadership qualities in manger can also be a cause of conflicts in between colleagues and manager and that rise the stress problem in an organization. Stress also becomes a cause of success of an organization when there is a lack of control on uncertain situation by management. This study based on qualitative approach, study based on descriptive and exploratory case study approach. The data collection technique was semi structured interviews conducted by interviewer to get the information from potential participants (employees of Volvo Truck Company), this study was conducted in a context of multinational company. The study findings based on the stress that stress main causes are uncontrolled factors, environment, work load and also the relationship in between employee and manager that decrease the performance of company, so management can be work as a vital source to reduce the stress among employee by better understand the employee’s problems.

Bond barker, T. (2008), study Based on Case Study Methodology. The study examines the model of relationship for employees. The study based on international based retail Travel Company. The study argued that new relationship model is aligning the needs of employees with the change of environment. The stud based on three concepts to explore first to know the generalization view of employees, then to know about the downside practice of organization and then this study based on the perspective of leadership management to know about the employees and manager intention to build strong relationship. The study suggests that the new employee relationship model can also be implementing in other workplace settings. This model examines the employees learning, commitment and information related to their jobs by create strong relationship with management.
According to Bashir, I., Ismat, S., & Mahmood, B. (2012), the study was gone for investigating strengthening and interpersonal trust, and how it would effect on the by and large productivity of associations in Faisalabad. The author argued that interpersonal relation between staff and management creates impact on the overall productivity of the organisation. Faisalabad city was chosen as universe and test of 100 respondents were investigated. Worker might probably believe their administrator and it will effect on overall profitability of association. Questionnaire tool was utilized to gather the information. After gathering data certain measurable instruments (Standard deviation, Mean and regression) were connected to look at the relationship amongst strengthening and interpersonal trust and that relationship affected general benefit of establishments.

In this study of Amah, E., & Ahiauzu, A. (2013), the extent to which worker involvement impacts organizational effectiveness was discussed and to analyse the extent to which representative association impacts benefit, efficiency, and piece of the overall industry. Association effectiveness is very necessary for attaining victory in any industry because association knows that having high performing workforce is essential for their development and survival. The worker engagement is a key business driver for association effectiveness. The correlation study was directed as a cross-sectional study. Examine surveys were directed and meetings were held with chiefs in the associations studied. The study indicates that the employee involvement positively impact on organizational effectiveness.

According to Lesabe, R.A.F., & Nkosi,J. (2007). It is normally acknowledged that employee commitment has an impact on the whole functioning of organizations. Therefore, the primary aim of this qualitative explorative revise is to notice and explain views of a group of workers at a local Johannesburg retail organization about employee turnover and retention in the Association. This study argued that employees' perspective toward turnover and retention based on relationship of management with employees. To collect and analyse the data qualitative methods as interview was used. The research findings are clearly outlined and linked to the obtainable literature on organizational commitment. The article is concluded with some approval that employee responsibility affects the all-purpose operational of relations.

According Clayton, M (2015), Organizational development techniques are utilized as a part of numerous associations as tools to cure the wide range of issues incorporating issues in the zone of structure, operations and human capital in an push to impact
positive change with the objective of that change affecting the association's culture and benefit. Organization leaders play an important role to give the proper guideline to the employees and for that relationship is the most important concern of the experts to create a friendly environment to attain the desire goals with effective strategies. Since the principal thinks about association improvement, scholars and experts have tended to human capital issues by expanding benefits or tending to human capital administration related issues and trying to determine or dispense with them through a critical thinking process. While there is infinite research that maintains the constructive outcomes of high representative engagement and fulfillment on an association, there is restricted focused on data on the most strong approaches to expand those ranges. The reason for this steady similar grounded theory research study is to comprehend the connection between the grateful request authoritative change technique and worker engagement. This qualitative study was performed utilizing a three-staged substance examination by looking at writing, investigate and contextual investigations identified with thankful request as an authoritative intercession strategy and worker engagement in the working environment to analyse the interrelationship of two points.

According to Richardson, F.W. (2014), at the point when employee gets to be distinctly disappointed at an association, they may create negative practices that hinder benefits and profitability. The motivation behind this single contextual investigation was to investigate what techniques are basic for organization superior to enhance working environment performance. Maslow's hierarchy of needs served as the applied structure for this study. Date Collection included up close and personal, semi structured meetings of 20 administrators, floor representatives, and administrative staff from a business association in Southwest Georgia. Study Suggest Association leader may build worker work execution by improving procedures that give a positive variety of motivational devices and openings. What's more, these discoveries propose shared basic leadership amongst administration and representatives has a positive association with work states of mind and the engagement of representatives. Superior in associations may apply these discoveries to build up an advanced work environment condition, one that could enhance representative standards for dependability.

Kullow, A. (2012) conducted an ethnographic qualitative study to identify the relationship between an employee bonding and the demonstrative and social intelligence of the employee-employer. The participants for this study were the employee of a Midwest...
manufacturer because they were potential participants for the purposive study. The study was in context to know about the management emotional intelligence capability that directs affects the employees’ engagement and the motivation of the employees. For this study total 21 managers were selected as participants to gather in-depth knowledge of the employees’ emotional intelligence.

**THEORITICAL FRAMEWORK**

The study based on dependent and independent variable, in this study the independent variable is employee-management relationship and dependent variable is organization effectiveness. The framework is elaborating the sub variable of independent variable that create impact on organizational effectiveness

**Figure1**

![Diagram showing the relationship between employee-management relationship, motivation, effective performance, employees' commitment, and low rate of turnover leading to organization effectiveness.]

**VARIABLES AND MEASURES**

**Motivation**

Motivation is a way to measure the behaviour. It provides the reasons for the peoples need, wants or desires. Motivation gives the outcomes of people behaviour
either it will repeat or not. There are two main types of motivation intrinsic motivation and extrinsic motivation. The extrinsic motivation is about external rewards and reinforces, it consider as less effective because of external participation whereas intrinsic rewards is about internal rewards and reinforces.

**Effective performance**

Effective performance comes from performance management system. Performance management is the process of enhancing performance by setting individual and group goals which comes in line with strategic goals of the organization. Effective performance based on the employees’ knowledge, skills, ability of people that gives them confidence to perform effectively.

**Employees' commitment**

Employees' commitment includes the organization motivating the employees by give them job related knowledge. Employee commitment believes that organization goals are align with the working capability of the employees that make them satisfy and committed in an organization.

**Turnover**

Turnover is an accounting term, in this context of the study turnover means how frequently employee leaves or quiet an organization. Rate of turnover becomes low when employee gets satisfaction from the management side in term of rewards; performance evaluation and leadership style also contributes to retain an employee in an organization. Employee-employer relations should be friendly to retain an employee in an organization and to provide them satisfaction.

**RESEARCH METHODOLOGY**

The aim of this qualitative research is to explore the impact of employee-management relationship on organization’s effectiveness.

**Research design**

This study is the qualitative research and case study method was selected to understand the impact of employee-management relationship on organization’s effectiveness. The case study method is appropriate for this study in order to conduct this study in-depth. Case study provides the deep understanding of the research and provides all the in-depth information related to the phenomena of the study (Eisenhardt and Graebner, 2007).to enable this study as in-depth study in the context of banking sector.
sector this study based on the interview to better understand the participants views. The study based on two interview transcripts. First interview was conducted from manager and second was from an employee of that manager. The transcripts were fully structured before conduct an interview, transcript for manager has 22 questions and for employee there were 28 questions. Checklist was based on 12 open ended questions, 4 situational based questions and 11 close ended questions for manager and for employee there were 8 open ended questions, 5 situational based questions and 9 close ended questions. During the interview notes were also taken to note all the information of the participants and from the participant we were not allowed to record an audio or video. Interview time duration was 30 minutes each.

**Sample size**

For this study sample size of 2 participants were chosen, as this study based on single case so sample size based on one employee and one manager. Both the participants were voluntary interested for sharing their views and stories related to the phenomena of the study. For this study inductive approaches were in use that is focusing on identifying the themes and phenomena related to the topic of this study.

**Method of data collection**

The data gathered by two methods. First is primary method and second is secondary method. Primary data was collected through 2 participants. First participant is manager and second participant is an employee. Secondary data was collected through internet, web-site and research journals.

**DATA ANALYSIS**

The data checklists from manager and employee both were fully explained by the participants and after completion of interview the transcripts were fully reviewed, organized and revised for interpretation of the data and to extract the themes from that data. The transcript was revised carefully to remove any kind of information that explores the confidentiality of the participants as researcher was not allowed to show their identity. Then transcript were arranged in form of tables to clarify the themes that were extract from the interview as from manager there were four themes were identify as positive attitude of manager, employee satisfaction, comfortable work place environment and trust and then from employee interview there were also four themes extracted as effective reward system, fair performance evaluation, employee manager relationship and
employee retention.

Here table 1 is showing the themes that were extracted from manager perspective and table 2 is showing the detail about themes from employee perspective.

### Table 1

<table>
<thead>
<tr>
<th>S.#</th>
<th>THEMES</th>
<th>FEATURES</th>
<th>OPEN CODING</th>
<th>DISP-OSITION</th>
<th>AXIAL CODING</th>
<th>SELECTIVE CODING</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Motivation</td>
<td>Q1: What are the factors that attract employees to join any organization?</td>
<td>- There are many factors that attract employees to join an organization as salary packages, brand name and most importantly management style matter that either your boss have rude behaviour with employees or not</td>
<td>- Satisfy environment is important to perform well in an organization.</td>
<td>- Positive attitude of manager</td>
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<td></td>
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<td>Q2: If employee leaves/stay in the organization than what will be the reaction of management for future to retain an employee in an organization?</td>
<td>- Most of the employee leaves an organization because of low pay or environment but those who stay in an organization are because of the environment, benefits and manager attitude.</td>
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<td></td>
<td></td>
<td>Q3: Have you ever feel that employee become motivated when they have good relationship with manager?</td>
<td>- Yes always because everyone wants attention and employee become productive when they see that someone is watching them and monitoring them</td>
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<td></td>
<td></td>
<td>Q4: Do you think</td>
<td>- Definitely</td>
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<table>
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<tr>
<th>2</th>
<th><strong>Effective performance</strong></th>
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<tbody>
<tr>
<td><strong>Q1:</strong> It is the practice in most of the organization to give the employees friendly environment to make them satisfy, suppose an organization is not considering such factor so what will be the effect of this thing on organization performance?</td>
<td>that employee commitment also rise by motivation? because employee commitment is sort of element that create by satisfaction and if your employee will pretty much satisfy with job them definitively employee will motivate to perform well.</td>
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<tr>
<td><strong>Q2:</strong> Do you think that employee-manager strong relationship plays an important role in an organization?</td>
<td>Employee is like a thirsty crow they always want attention and if they not get positive feedback from manager side so their motivation level becomes down and this thing effect the performance of an employee. I consider being a friendly manager with employee to make them satisfy to achieve the success.</td>
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<tr>
<td><strong>Q3:</strong> Its mean you are satisfy with this fact that for organizations’ productivity employees should be treated friendly</td>
<td></td>
<td></td>
<td>Employees’ effective performance matters for organization success</td>
<td>Employees satisfaction</td>
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<tr>
<td></td>
<td>YES!</td>
<td></td>
<td></td>
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<td><strong>3</strong></td>
<td><strong>Employees’ commitment</strong></td>
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<tr>
<td><strong>Q1:</strong> Let suppose that an organization manager is not giving the employees empowerment to the employee and they are treated very badly, so what will be the reaction</td>
<td>Simply! Employee will switch a job. If he/she will not treat well then why they will continue their job in same organization. I consider that employees</td>
<td></td>
<td>Organization’s environment matters for the commitment of the employees.</td>
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<td></td>
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<td>Comfortable workplace environment</td>
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</table>
**Q1:** Suppose an organization facing a hurdle in retaining employees in an organization, so as a manager what will you do in that situation to reduce the turnover rate of employees?

- Employees understand language of love and to treat them well manager need to develop a trust factor with them and in that situation if manager have strong relation with employees so definitely they will share their reasons before leaving a job that will help the manager to work on lacking to develop organization effectiveness.

**Q2:** Is there any concept of employee-manager friendly relationship in your organization?

- Yes and for conformation you can ask from my employees that how I treat them, because you know that I feel that employee become more productive if they feels comfortable to share their problems related to work with manager without any hesitation.

**Q3:** Are you satisfied with that statement that employees’ commitment becomes strong if they feel them self-comfortable with management?

- Yes I strongly agree with that statement.

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| 4 | Low rate of turnover | Employees understand language of love and to treat them well manager need to develop a trust factor with them and in that situation if manager have strong relation with employees so definitely they will share their reasons before leaving a job that will help the manager to work on lacking to develop organization effectiveness. | Employee-manager strong relationship for the organization effectiveness | Trust factor |
Table 2

<table>
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<tr>
<th>S.#</th>
<th>THEMES</th>
<th>FEATURES</th>
<th>OPEN CODING</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>Motivation</td>
<td>Q1: Why you left your previous job?</td>
<td>To be very honest to you. My last job was very challenging and there was workload in my previous job. And due to stress I was not able to continue. That’s why I left my previous job.</td>
</tr>
</tbody>
</table>

Q2: If employees are continually seeking for the alternative jobs so in that situation is there a need build strong relationship with employees to know about their perception that why they are leaving an organization?

Yes because if manager will provide friendly environment to employee so they will never leave a job.

Q3: Is this true that employee turnover become high when they are not able to communicate/share their problems with manager because of democratic environment?

Yes you can say this, because sometimes employees feels very uncomfortable to share their opinions with manager because of manager’s strict attitude that can sometimes becomes a cause of employees’ turnover.

Q4: Do you think that employee become unsatisfied by strict environment of management?

Yes

EMPLOYEE’S PERSPECTIVE

<table>
<thead>
<tr>
<th>Q1: Why you left your previous job?</th>
<th>Open Coding</th>
<th>Disposition Coding</th>
<th>Axial Coding</th>
<th>Selective Coding</th>
</tr>
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<tbody>
<tr>
<td>To be very honest to you. My last job was very challenging and there was workload in my previous job. And due to stress I was not able to continue. That’s why I left my previous job.</td>
<td>Stress leads employees boredom and decrease employee motivation</td>
<td>Stress</td>
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<tr>
<td>Question</td>
<td>Response</td>
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<tr>
<td>How employee-management relationship brings organizations’ effectiveness (a case of banking sector)</td>
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<tr>
<td>Q2: What motivates you to do your best at work?</td>
<td>The friendly working environment, reward and appreciation by the manager and work management motivate me to do my best at workplace.</td>
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<tr>
<td>Q3: Suppose the organization is providing lots of benefits, rewards to the employee and taking extra ordinary work from employees but have no friendly relation with employees so what will be the action of employee either he/she will continue or not?</td>
<td>It’s totally depending on the employees that what they prefer. But in my opinion work load should be minimize because if employee will do a task with work pressure then effectiveness will decrease and I think better way to provide comfort zone to employee is the friendly relationship by manager.</td>
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<tr>
<td>Q4: Have you ever feel that work load or stress decrease the employee motivation?</td>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q1: What changes are required for effective performance of an organization?</td>
<td>In my point of view there are many changes things are required for effective performance of an organization like efficient use of inputs, hire energetic and qualified staff, scanning the environment, satisfying customer at time, empower their employees to share their ideas.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Effective performance</td>
<td>Communicati on skill is the main factor for effective performance of the organization</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Communicatio n in between employee and manger</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Employees’ commitment**

<table>
<thead>
<tr>
<th>Q1: Do you think that for the effective performance of the organization employee and manager should have communication skills?</th>
<th>Yes.</th>
<th>development opportunity is matter for the employees</th>
<th>Employee and manager relationship</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q2: Do you believe that</td>
<td>Yes of course I believe if the organization has</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q3: An organization that is considering the employee-manager relationship and providing friendly environment to the employee so what will be the effect of this positivity on the employees' performance?</td>
<td>Employees will put their more efforts and increase their efficiency to complete their task on the time and provide excellence performance to reach their organization objectives. Because employees want to communicate friendly with manager and if manager do so that thing eliminate the fear from employees to share their views.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4: Do you think that employee-manager relationship and organization effectiveness are also interlinked with each other?</td>
<td>Yes.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q1:</td>
<td>It is the common practice of the organizations to make their employees satisfy if organizations not do so, what will be the effect on turnover rate of an organization?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q2:</td>
<td>Are you agreeing with this statement that employee's turnover become low when they get comfortable workplace environment (employee-manager relationship)?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q3:</td>
<td>Reasons that will cause you to consider to leave the organization</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>4. Low rate of turnover</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
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<td><strong>Q1</strong>:</td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

| **Employee commitment is increase if the working environment of organization is relaxed?** | relax working environment so their employee is become more commitment to the organization. |
| **Q3**: Have you ever thought that employees' commitment and employee-manager relationship are interlinked with each other? | Yes |

**Satisfaction with the jobs is the main motivational factor that retain the employees within the organization and when organization is lacking in satisfying their employees so they face the high turnover rate in their organization and their budget is also increase because it is costly for the organization to hire new employees.**

**Employee satisfaction will reduce the turnover rate of the organization.**

**Employee’s retention**
RESULTS AND DISCUSSIONS

There were four themes extracted from that table 1 and all these themes are relevant with the topic. The above themes show that the employee manager relationship needs these themes to make it strong and to develop the effectiveness of an organization.

Positive attitude of manager

Has positive impact on the effectiveness of a banks because the manager share that employee always wants to develop relationship with the manager to better understand the working criteria and a participant (manager) also discuss that employee attract toward those organization where they feel comfortable and where they treat friendly otherwise employee leaves the job when they notice the rude or strict behaviour of a manager and these switching habit create bad impact on the effectiveness of a bank because these things creates hurdles in a profitability that decrease in term of high rate of employee turnover so there is need to retain an employee in a bank by treat them friendly to make the satisfy and all this is possible if a manger have positive attitude behaviour with the employees. The finding of this themes are match with the results of Ghias,F., & Ahmed, A(2012).

Employees' satisfaction

Also has positive impact on the effectiveness on bank performance. During the interview manager share his view related to employee satisfaction that yes employee should be satisfy with the work, job or work place setting because these things make them satisfy and the employee also wants that they should be appraised and appreciated by a manager. A manager who gives positive feedback to the employee so employee also gives its return in term of motivation and employee who becomes satisfy and motivated so he/she perform actively that thing add value in a performance of a bank. Manager also adds that employee-manager relationship gives the rise to the productivity of a bank and it is very important for the banks’ productivity to treat the employee friendly. This finding supports the results of Shilpa N., & Chitti babu P (2016).

Comfortable workplace environment

Is very important to achieve the effective performance from the employees. At the time of interview manager was very happy during share his view that their employee are satisfy with him and with an environment of a bank because he treat them very well and have strong relationship with all employees. Manager answer one of a question that
employees are the main assets a bank and to build up and enhance the employees performance it is necessary to maintain a level of friendly or comfortable environment that not only make the employee satisfy but also helps the bank to retain their active employee in a bank. The theme of comfortable workplace environment was also discussed in the research papers of Shipla N., & Chitti Babu P (2016) and Clayton, M (2015).

**Trust factor**

Has a positive effect on the employee working criteria and performance, If manager have positive attitude with the employees and he treat them very nicely and listen all the issues or problems of the employee carefully and managers shows his intent to be a part of employee’s problem to solve it so it create positive impact in a mind of employee. This positive impact create the trust level in between employee-manager relationship and the trust level makes the employee motivated and enable them to perform a job related task actively. Trust level should always the first consideration of the banks’ manager to make the employee satisfy that will become a way to increase the effectiveness in a bank performance. During the interview manager admit that yes employee become unsatisfied when they treat by a strict leader and they become satisfy when they treat friendly by a leader. These all factors create impact of a performance of an employee that directly disturbs the banks’ performance. The trust factor also discussed in the finding of Brown, S.,et al (2014), Pierotti A.J (2014) and Mishra K et al., (2014).

The above table 2 is showing the four themes that were extract from the employee conversation during interview the above all four themes were purely extract from the answers of the employees that were asked from the checklist that is attached in last of this paper. The detail discussion of the above four themes are discussed below.

**Stress**

Has a direct impact on the effectiveness of a bank. During the interview the employee admits that those managers who provides instructions and monitors the employee on continues basis so they get success to make the employee happy because mangers positive attitude decrease the level of stress of employees and gives them satisfaction. Employees become motivated when they feel free from work pressure. Employee during conversation also share her views that manager if given instructions that how to work so that thing also attract the employee they feels protective and that
positive attitude decrease the stress level and work pressure and that creates the positive impact on performance of a bank. The stress is deeply discussed in the findings of Nekzada and Tekeste (2013).

**Communication in between employee-employer**

Creates impact on the effectiveness of a bank’s performance. Manager and employee should have positive relationship and that is possible if they have strong communication as friendly communication is necessary for the effectiveness of a bank performance. Employee answers on one question that employee become motivated when they have friendly communication and strong relationship with manager because that thing gives comfort zone to the employees to share their problems, view and idea with manager without any hesitation. Employee will show their effective performance and will complete their task efficiently to attain the profitability of a bank. Employee always wants attention of a manager to know that there is someone who is keeping his eyes on their performance. The above theme as communication in between employee-employer has math with the findings of Mishra K et al., (2014) and also discussed in the results of Alnaqbi W. (2011).

**Employee manager relationship**

Creates positive impact on a performance of a bank. This results of the study match with the results of Alnaqbi W. (2011). Workplace environment comes in positivity when there is a strong relationship in between employee and manager of a bank. Bank performance always becomes effective and efficient when there is a trust factor in between employee or manager. Employee always wants to develop friendly or understandable relationship with a manager that gives rise to the profitability of bank. The bank performance depends on the employees’ attitudes and employee attitudes will become positive when they will treat fairly by a manager of a bank.

**Employee’s retention**

Always comes when there is an understanding environment in a workplace. Bank environment becomes satisfy by the behaviour of a manger or employee. A positive relationship of employee-manager not only makes the employee satisfy but also reduce the turnover cost by retain an employee in a bank. Employee who facilitates by a management, treat fairly by manager or become motivated by positive attributes of workplace so they never intend to switch a job and always become committed to stay in a same job. Employee retention creates impact on employee turnover cost in a positive
How employee-management relationship brings organizations’ effectiveness (a case of banking sector)

way and this result match the finding of Lesabe, R.A.F. & Nkosi, J. (2007). This strong commitment builds the level of effective performance in a bank and also develops a confidence in an employee to perform effectively in a bank in order to achieve a desire goal of a bank.

CONCLUSION
This qualitative case study explored the impact of employee-management relationship on organization’s effectiveness. The findings based on the literature and information gathered indicates that employee engagement plays a vital role in an organizational effectiveness. Employee and manager both have leading role in an organization so the relationship of both employee and manager is most significant for the productivity of the organization. The employee and manager good relation with each other gives the boost to the speed of work and employee management relationship enhances the employee morale, loyalty, and productivity or motivation level. Employee manager strong relationship also maintains employee satisfaction creates trust factor in between employee – manager. The employees not intend to leave an organization if they have strong relationship with manager because strong communication leads the trust factor in between employee-employer. The employee satisfaction comes when they catch strong relation with the management and have comfortable working place environment. When the employee feel itself satisfy so they will perform more willingly to achieve the desire task or employee motivation comes when management gives comfortable working environment.

RECOMMENDATION
Based on the findings, the study recommends that bank managers should improve two-way communication, make sure that staffs have all the assets they have to do their job. To stay staff pleased, engaged and happy, and to hold on to prime performers, employers ought to request feedback on an everyday basis from manager and persuade open lines of communication. They should also provide the workers proper training to boost their awareness, knowledge and ability and create reward mechanisms in which good performers is rewarded through a variety of monetary and non-monetary incentives, make a distinguishing corporate culture that encourages hard work and keeps accomplishment stories alive, build up a strong performance management system which holds managers
and workers responsible for the performance they convey to the place of work, focus on top-performing workers to decrease their turnover and sustain or raise business performance.

Conversely, workers need to take proactive roles to make sure the growth of their career development. Workers should have some responsibility for choosing proper training programs to attend to develop their skills and ability at job. Additional, managers need to generate a visible working environment, carry out appraisal based on worker participation and team effort and listen to voices of workers and deal with their requirements.

REFERENCES


Kulow, A. (2012). Qualitative Study of the Relationship between the Employee Engagement of Certain Employees and the Emotional Intelligence of Their Respective Leaders


