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Effects of subordinate various work behaviors on the motivational level of their bosses

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ABSTRACT

Subordinates at times are the source of rousing for their bosses at various organizations which always give a jump to the working relations among them. Primarily the focus of this paper is to interrogate the various constructs and the proxies of subordinates work behavior which motivate to their bosses while revealing the impact of subordinates those work behaviors on the motivational levels of the bosses and then the bosses and subordinates relationships due to such work behaviors. Personal survey via random sampling technique was used to acquire data from 1700 managers of various working units which includes Departments of research and development, admin, HR and accounts, of various organizations. Optimal scaling is used to conclude the relationships between the outlined variables. The findings reveals that there is strong and positive relationship between subordinates various work behaviors and the motivation level of their bosses.

Key words: Motivation, manager-subordinate relationship, work behavior.

INTRODUCTION

It is a known fact that a person labeled as subordinate is viewed as an individual with fewer capabilities as compared to his/her boss (Konst et al., 1999). Giving authority or empowerment to subordinates and showing confidence on them increases their

competency level and results in subordinate hard work and devotion to organization which lead to organizational effectiveness and success (Lee, 2009). The performance and action of both managers and subordinate are interlinked with each other. Managers can influence outcome whereas, the behavior of subordinates can also influence the outcome in a similar way (Konst et al., 1999). For initiating and maintaining goal oriented performance, requirement of motivation is very essential. It plays a very important key role in stimulating internal skills, thinking and enthusiasm that encourages towards intentions to accomplish goals. Without motivation, one cannot generate steps towards accomplishment of goals. Motivation acts as a ladder through which a person climbs on each step and ultimately reaches on his/ her desire goal or place. Top management and their subordinates are two basic components of an organizational system and both are somehow, somewhere interdependent on each other. Dependence of subordinates on their manager is for their job description, job roles and other job related instructions, whereas managers are considered liable for the work done by subordinates (Moberg, 1990). The values and priorities in an organization can play an important role in the subordinate's collaboration with the supervisor or upper management (Kemelgor, 1982). The boss and subordinate competency levels are related to each other and can affect each other in various ways. If the competency level of a boss is high in comparison of subordinates then the boss has to adjust management style accordingly and similarly if the subordinate has high level of competency then the bosses or superiors may feel threatened by subordinate's capabilities (Lee, 2009). But the capabilities of subordinates if they do not threaten to their bosses then inevitably they enhance the motivation level of the bosses, which acts as helping tool for bosses/ managers in understanding personality, perception, attitudes and the behavior of subordinates (Luthan, 1998).

This paper instead of measuring the bosses work behaviors on the motivation level of employees, is an empirical attempt to measure the effect of subordinate various work behaviors on the level of motivation of their bosses.

LITERATURE REVIEW

Motivation can be defined as the process of initiating and sustaining the goal-directed performance. It is obvious from above definition that motivation is playing a key role to energize one self and it encourages one's inner to achieve its goals by directing their consistent behavior towards attaining their aims. Motivation results to act as an energizer for our thoughts and color our both positive and negative perceptions (Clark, 2003). Those who are internally motivated can easily motivate others. Motivating others especially in any organization or workplace is truly an act in order to control or manage individual performance. What is required to motivate others in an organization is the proper constructive process of interactions, commitments towards objectives, communications, and presentations of works performed, observing other's work behaviors and getting meaningful feedback. Through this one can motivate others to extent of their ability in any working environment (Shanon and Manch, 2002).

At any Work place, commitment of sub ordinates does act as a key success factor for management (Galletta and Malhotra, 2003). While, the subordinate's presentations of work assigned also beautify an average work which counts the motivation level of the coworkers and the bosses (Luthan, 1998).

Tannenbaum and Massarik (1950) proposed that the various constructs which include inspiration and decision making, accuracy and communications (Both planned and Extempore) are so to speak as the subordinate work behaviors and they heavily matter for the organizations and the managers/ bosses. Empowerment is one of the tool to

achieve the positive work behavior of subordinate, which means showing confidence on the subordinate's abilities and empowering them through the work of choice, flexible rules and thus motivating them towards certain goal through various means of motivation. This results in employee devotion and hard work to achieve the mutual goals which are beneficial for both the organization and their top manager (Lee, 2009).

Sometime individuals are talented and experienced and usually show high performance level but their behavior to colleagues and their supervisors is harsh and rude which causes negative impact on the work output and can act as hindrance towards achievement of organizational goals and objectives (Veiga, 1988).

Since, the aim of the study is to identify the various work behaviors of subordinates and the impacts/ effects of those behaviors on the level of motivation of their bosses. Therefore, we formulated three hypotheses to conclude the objective of this paper.

H1: Subordinates work behavior in terms of commitments has an effect on the motivation level of their bosses.

H2: Subordinates work behavior in terms of communications has an effect on the motivation level of their bosses.

H3: Subordinates work behavior in terms of presentations has an effect on the motivation level of their bosses.

RESEARCH METHODS

Description of Sampling and Data

The data was collected from 1700 managers of different units/ departments (that is, HR, R and D, Accounts and Administration) working at various levels in the private sector organizations. The managers/ respondents which were selected via convenience

sampling technique are approached through personal survey while using a structured questionnaire. The constructs which were used as the proxies of subordinate work behaviors include commitment, communication and presentation. The optimal scaling / categorical regression is used to investigate the data and the hypotheses

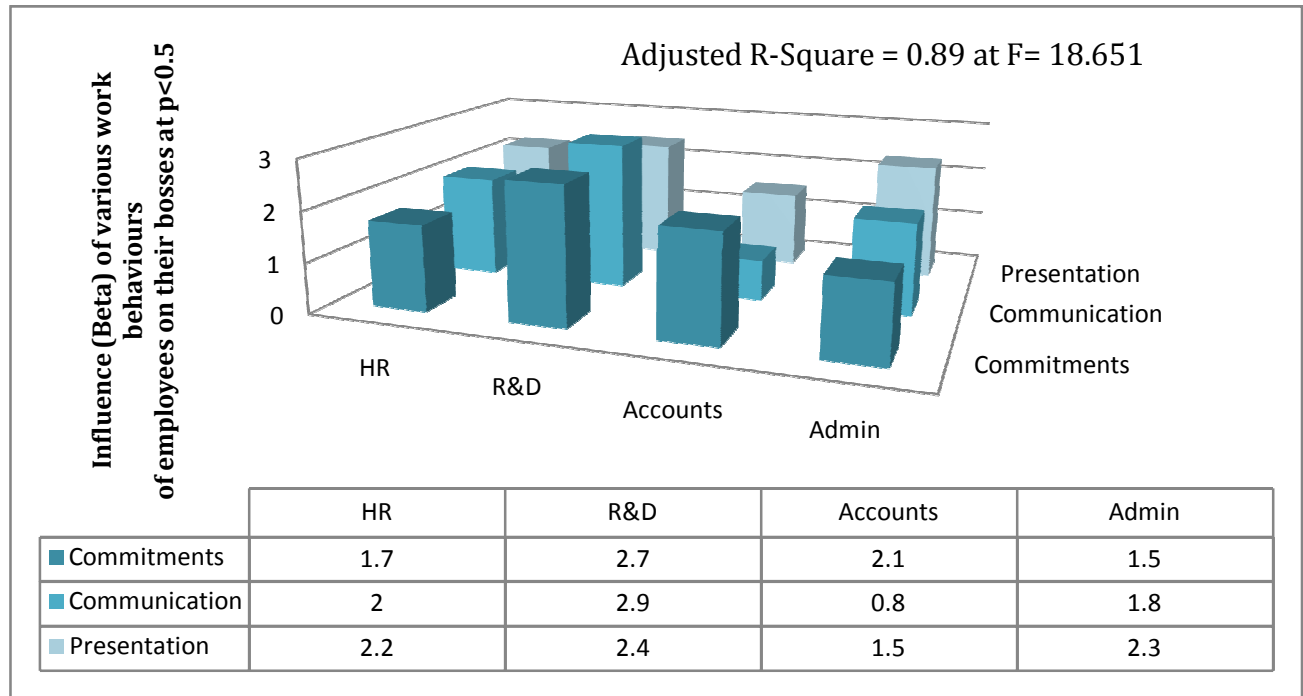
RESULTS

The findings of this paper as described in Table 1, reveals that the various work behaviors of subordinates which includes commitments, communications and presentation matters very much to the motivation level of bosses as all outlined constructs of work behavior of subordinate for each outlined departments are found significant at $p < 0.05$. Thus, we fail to reject all outlined hypotheses which includes

1. Subordinates work behavior in terms of commitments has an effect on the motivation level of their bosses,
2. Subordinates work behavior in terms of communications has an effect on the motivation level of their bosses,
3. Subordinates work behavior in terms of presentations has an effect on the motivation level of their bosses.

The results categorically confirms that it is the department of research and development (R and D) where the work behaviors of subordinates matter huskier than any of the outlined departments (i.e. HR, accounts and admin) since, the beta for each construct for R and D are found significantly substantial and vigorous (that is, 2.7 for commitments, 2.9 for communication and 2.4 for presentations) than the rest of the departments.

Table 1: Influence of various work behaviors of employees on their bosses



DISCUSSIONS AND CONCLUSION

This study concludes that the effects of various work behaviors of subordinates on the motivation level of bosses are inevitable and empirically found positive, significant and so rigorous. By fact the motivation levels of a manager cannot be independent on the type of behavior exerted by the subordinate as supported by Moberg (1990) where he concluded that both subordinates and managers are interdependent on each other for day to day working activities. Clark and Payne (1997) confirmed that the subordinate various behaviors play very important role in stimulating skills, thinking and enthusiasm of bosses that encourage them towards positive intentions for accomplishing goals and objectives.

This relationship which has been interrogated and confirmed in this paper is very much dependent on cooperation of managers with subordinates as the various positive

behaviors are expected to be observed and witnessed when there is a positive ways of management by the bosses/ managers. This paper gives the hints for the values system

in an organization, that is, the regulations of an organization should be designed to pave the way for both subordinates and managers to show the consistent performance and behaviors towards each other.

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