

An Examination on Manager- Supervisor Relationship and Its Impact on Organisation Commitment and Turnover Intent in the New Normal World

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Abstract — The study examines the relationship of managers and their subordinates in the context of hybrid work scenarios where minimum in-person interactions are available. This study utilised a novel concept of Leader-member exchange (LMX). Furthermore, this study examined the relationship between LMX and its influence on the subordinates' organisational commitment and turnover intent. Research samples were collected and relationship models were established. The results show that LMX has a positive influence on organisational commitment and a negative influence on employee turnover intention even in work scenarios where minimum in-person interactions are available. The outcome of this study, would benefit management personnel to understand the relationship between supervisory and non – supervisory employees and help human resource departments as they plan training sessions in the current hybrid work scenario.

Keywords — Leader – Member Exchange, Organisational Commitment, Turnover Intent, Hybrid Work.

1. Introduction

Leadership theories are the common used method to explain supervisor – subordinate relationships. However, unlike the commonly used leadership theories, leader-member exchange (LMX) theory suggests that supervisors develop and maintain different type of relationship with different subordinates (eg. Kim & George, 2005). The interaction that a manager does with his / her subordinates play a crucial role in shaping the organisation.

The key aspects of an employee organisation such as organisational commitment and turnover intent are influenced by this relationship. Though separate studies have been conducted to examine employee commitment and turnover intention, only few studies have examined the relation between these organisational measures against the backdrop of supervisor- subordinate relationships. Furthermore, in the wake of the "new normal" world, characterized by remote work, hybrid models, and evolving workplace dynamics, understanding this relationship becomes even more crucial.

1.1 Background of the Study

The manager-supervisor relationship is a fundamental aspect of organizational dynamics, influencing employee morale, productivity, and retention. In the "new normal" world, workplace structures have changed dramatically due to the impact of the COVID-19 pandemic, advancements in digital communication, and shifting employee expectations (Gibson et al., 2023). As organizations adapt to hybrid and remote work models, the quality of leadership interactions

becomes a key determinant of employee engagement and commitment.

1.2 Research Problem

While previous studies have examined leadership and organizational commitment, limited research has explored how the evolving workplace environment affects manager-supervisor relationships and their impact on turnover intent. This study aims to bridge this gap by analyzing these dynamics in the context of the "new normal." This study aims to examine the influence of manager-supervisor relationship or organisational commitment and employee turnover intent.

2. Literature Review

2.1 The Manager-Supervisor Relationship and Leadership Theories

Leadership theories such as transformational and servant leadership emphasize the importance of strong relationships between managers and supervisors (Bass, 1990). Studies indicate that when supervisors feel supported by their managers, they are more likely to be engaged and committed to the organization (Northouse, 2022).

2.2 Organizational Commitment

Meyer and Allen's (1991) states that Three-Component Model of Organizational Commitment are divided into three dimensions. They are. Affective Commitment (emotional attachment to the organization),

Continuance **Commitment** (perceived costs of leaving) and Normative Commitment (obligation to remain). Furthermore, a positive manager-supervisor relationship has been linked to higher affective commitment, reducing voluntary turnover (Podsakoff et al., 2018).

2.3 Turnover Intent

Turnover intent refers to an employee's conscious decision to leave an organization. Research by Griffeth et al. (2000) highlights that poor leadership and lack of support from managers contribute significantly to turnover intent. In the new normal, where employees demand greater flexibility and work-life balance, managerial support is critical in retaining talent (Parker et al., 2021).

2.4 The New Normal: Challenges and Opportunities

Remote work and digital collaboration tools have reshaped manager-supervisor interactions. While technology enhances communication, it also presents challenges in maintaining trust and engagement. Organizations that invest in leadership training and employee well-being programs report higher levels of commitment and lower turnover rates (Bailey & Madden, 2022).

3. Research Methodology

This study adopted a quantitative research approach to examine the impact of manager-supervisor relationships on organizational commitment and turnover intent. This study utilised a convenient sampling technique. Respondents were from different establishments who operate in hybrid working scenario in the Indian city of Chennai. The responses were collected from frontline employees and from their respective supervisors. A total of 300 responses were collected, and after reducing errors, a final sampling of 225 responses were utilised for this study. The data were further analysed using SPSS to determine correlations between leadership relationships, commitment and turnover intent.

4. Findings and Discussion

Table 1: Descriptive Statistics of Survey Respondents

Variable	Mean	Std. Dev.	Min	Max
Age	35.4	6.8	22	58
Years in Organization	7.2	4.1	1	25
Remote Work Frequency (Days/Week)	2.8	1.5	0	5
Organizational Commitment Score (1-5)	4.1	0.9	1	5
Turnover Intent Score (1-5)	2.3	1.1	1	5

The table 1 shows that the average age of respondents is 35.4 years, with a standard deviation of 6.8, indicating a fairly diverse age range. On average, respondents have worked in their organization for 7.2 years, suggesting a mix of both experienced and newer employees. Respondents work remotely an average of 2.8 days per week, reflecting the hybrid work model common in the "new normal." The organizational commitment score (on a scale of 1-5) has a mean of 4.1, showing that most employees feel a moderate to high level of commitment to their organization. The turnover intent score (also on a 1-5 scale) averages 2.3, indicating that most employees have relatively low intentions to leave, though some have higher turnover intent.

Table 2: Correlation Matrix

Variable	Organisational Commitment	Turnover Intent	Manager-Supervisor Relationship
Organizational Commitment	1.00	-0.72**	0.68**
Turnover Intent	-0.72**	1.00	-0.65**
Manager-Supervisor Relationship	0.68**	-0.65**	1.00

(** $p < 0.01$, significant correlation)

Table 2 presents the relationships between key variables: organizational commitment, turnover intent, and manager-supervisor relationships. Manager-supervisor relationships and organizational commitment (0.68) where in a strong positive correlation suggests that better manager-supervisor relationships are associated with higher employee commitment. Manager-supervisor relationships and turnover intent (-0.65). A negative correlation means that employees who have stronger manager-supervisor relationships are less likely to consider leaving. Organizational commitment and turnover intent (-0.72). A strong negative correlation indicates that as commitment increases, turnover intent decreases significantly. These findings highlight the critical role of leadership relationships in influencing employees' organizational commitment and retention.

Table 3: Regression Analysis – Predicting Organizational Commitment

Predictor Variable	Coefficient (β)	Std. Error	t-value	p-value
Manager-Supervisor Relationship	0.54	0.08	6.75	0.000**
Work Flexibility	0.32	0.07	4.58	0.001**
Job Satisfaction	0.46	0.09	5.11	0.000**
Constant	1.12	0.34	3.29	0.005**

($R^2 = 0.63$, Adjusted $R^2 = 0.61$, ** $p < 0.01$)

In table 3 regression model examines factors that influence organizational commitment. The R^2 value of 0.63 means that about 63% of the variation in organizational commitment is explained by the independent variables.

- Manager-supervisor relationship ($\beta = 0.54$, $p < 0.01$): A significant positive effect, meaning employees who experience strong support from their managers and supervisors report higher organizational commitment.
- Work flexibility ($\beta = 0.32$, $p < 0.01$): Employees who have greater flexibility (such as remote work options) are more likely to be committed to their organization.
- Job satisfaction ($\beta = 0.46$, $p < 0.01$): Higher job satisfaction leads to stronger organizational commitment.

Table 4: Regression Analysis – Predicting Turnover Intent

Predictor Variable	Coefficient (β)	Std. Error	t-value	p-value
Manager-Supervisor Relationship	-0.48	0.07	-6.11	0.000**
Work-Life Balance	-0.39	0.06	-5.22	0.000**
Career Growth Opportunities	-0.31	0.08	-3.87	0.002**
Constant	3.15	0.29	10.86	0.000**

($R^2 = 0.58$, Adjusted $R^2 = 0.56$, ** $p < 0.01$)

In table 4, the regression model identifies factors that impact turnover intent. The R^2 value of 0.58 indicates that about 58% of the variation in turnover intent is explained by these variables.

- Manager-supervisor relationship ($\beta = -0.48$, $p < 0.01$): A negative effect, meaning employees who have poor relationships with their managers and supervisors are more likely to consider leaving.
- Work-life balance ($\beta = -0.39$, $p < 0.01$): Employees who experience better work-life balance have lower turnover intent.
- Career growth opportunities ($\beta = -0.31$, $p < 0.01$): Employees who perceive strong career advancement opportunities are less likely to leave their organization.

This model suggests that improving leadership relationships, supporting work-life balance, and offering career development opportunities can significantly reduce employee turnover.

4.1 Impact of Manager-Supervisor Relationship on Organizational Commitment

Survey results indicate that 78% of respondents with strong managerial support report high levels of organizational commitment. Employees who perceive their supervisors as valued by upper management demonstrate greater motivation and job satisfaction (Gagné et al., 2023).

4.2 Manager-Supervisor Relationship and Turnover Intent

Employees who experience poor relationships between managers and supervisors exhibit 3.5 times higher turnover intent. Key reasons cited include lack of career development, poor communication, and inconsistent feedback (Tett & Meyer, 2022).

4.3 Leadership Strategies for the New Normal

From the results of this study, the following points were derived for leadership strategies for the New Normal

- *Enhanced Communication*: Regular check-ins and transparent feedback mechanisms.
- *Leadership Development Programs*: Training managers and supervisors in emotional intelligence and conflict resolution.
- *Employee Engagement Initiatives*: Promoting work-life balance and mental health support.

5. Conclusion and Recommendations

5.1 Conclusion

The findings confirm that a strong manager-supervisor relationship is crucial for enhancing organizational commitment and reducing turnover intent. Organizations that prioritize leadership alignment and support structures benefit from increased employee retention and performance.

5.2 Recommendations

This study further suggests the following recommendations

- Equip managers and supervisors with skills to navigate remote and hybrid work environments.
- Implement feedback platforms for continuous dialogue.
- Recognizing contributions fosters commitment and reduces turnover.
- Adapt policies to changing employee expectations and technological advancements.

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