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### SUPERIOR-SUBORDINATE RELATIONSHIP, JOB SATISFACTION, AND ORGANIZATIONAL COMMITMENT IN NCB

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#### **ABSTRACT**

To increase the performance, an organization should be concern enough on the leader-member relationship and how to motivate employees to increase their level of job satisfaction. Work place relationships are very important for individuals who work together in one place, and the organization in which the relationships exist and improved. Numerous studies conducted on this topic have indicated that the leader-member relationship directly affect an employee performance, potential, job satisfaction, and organizational commitment. Employees are spending more time with their supervisors and colleagues than the time they spend with their families. The relationships can enhance the employee's performance level, have positive outcomes, increase their organizational commitment, and that can affect their job satisfaction. This study has been conducted to assess the relationship between superior-subordinate relationship, job satisfaction and organizational commitment. This study focuses on banking sector in Jeddah, Saudi Arabia. The study was conducted on 75 of bank employees. The results showed that superior-subordinate relationship have positive relation with job satisfaction and organization commitment. The study concluded by showing that strong leader-member exchange led to employee job satisfaction, which may result in improved organizational commitment.

#### **INTRODUCTION**

It is very crucial for someone to monitor all the employees and to be managed. The manager is the superior while the employees are the subordinates. Babalola et al. [1] defined superior – subordinate relationship as, “The management of resources through the use of people in order to accomplish the stated objectives; the hallmark of management as a concept and course of

managing these resources through the use of people, a structural relationship would emerge in form of hierarchical order where all the people will not be on the same or level.” Hence, the master and servant relationship is developed in the organization. This is done in order to fulfil the goals of the organization by building up the connection. Different supervisors behave differently with the subordinates. Some have limited authority and some others look forward to giving orders to the employees to get the work done. The way they are communicating brings about the fulfilment of the goals of the organizations.

The concept of leadership style gets integrated with that of the superior – subordinate relationship. Many researchers favoured leader – member exchange (LMX). Lee [2] confirmed it by stating, “There is a stream of researches that explores superior-subordinate communication based on the leader-member exchange theory.” Bakar and Mustaffa [3] said that, “The leader-member exchange (LMX) model of leadership provides an approach to understanding the superior-subordinate relationship.” It is a popular approach used for analysing this relationship. There has been a lot of research done in relation to leadership – member exchange according to Dulebohn et al. [4]. “LMX on the other hand signifies the quality of exchange relationship within the supervisor-subordinate dyad. Since employees usually seek information from their immediate supervisor regarding their organizational membership, the quality of LMX should also deliver important identity cues to the employees”, according to Loi et al. [5]. “Supervisor-subordinate dyads with high-quality LMX are characterized by high degrees of mutual trust, respect, and obligations. Both the supervisor and the subordinate have mutual liking and respect. In contrast, supervisors and subordinates under low-quality LMX emphasize only the obligatory compliance with formal work role requirements”, according to Loi et al. [5].

Aleem et al. [6] said that lack of productivity and absenteeism affects the performance of the employee and show that the employee is not content with the job and does not have any affectionate feeling towards his work. Guest [7] found out that, “High organizational commitment is associated with lower turnover and absence, but there is no clear link to performance” and on the other hand, according to Nehmeh [8] studied on organizational, “It has a great impact on the successful performance of an organization.”

Babalola et al. [1] found out that, “The rationale behind gaining employees’ commitment has been perceived to be lower labour turnover, extra role behaviour and better product quality, employee flexibility leading to the firms’ competitive advantage as well as healthy and stable workforce.” Brown and McIntosh [9] however claimed that the factor of supervising the employees did very little benefit and added less to their satisfaction and performance. Afza [10] said that, “The leaders were more effective in influencing the followers’ organizational commitment and job satisfaction.

The quality of relationship between leader and subordinates is considered very important in determining various individual and organizational outcomes. In last two decades, there have been numerous studies claiming the outperformance of leader member exchange (LMX) over the other average

leadership styles. Although leadership styles have been advocated as the prime determinants of employee positive attitudes, and behaviours, there have been only few studies on leadership styles and perception of employees in Saudi Banks. The current study will attempt to fill this gap by studying the quality of relationship leaders and employees has while assessing the level of job satisfaction of these employees.

## **METHODOLOGY**

This study focuses on analysing the relationship between LMX, job satisfaction, and organizational commitment on banking sector. This study used the quantitative method. The conceptual of quantitative concerned with discovering facts about social phenomena by assumes a fixed and measurable reality. The quantitative data are collected through measuring things, then analysed through numerical comparisons and statistical interferences. In general, the quantitative data are reported through statistical analysis.

### ***Population and Sample***

The National Commercial Bank (NCB) has 400 branches throughout the Kingdom and the number of employees reached about 8,035. The sample size of this study is about 75 employees of NCB.

### ***Sampling Technique***

Convenience sampling was used and it's a non-probability sampling technique. This method was chosen because it's quick and convenient.

### ***Questionnaire Development***

The questionnaire was developed by collecting different questions that measure specific information to collect required information from the respondents. The questionnaire was developed based on 5 points scale, whereas 1 = Strongly Disagree, 2 = Disagree, 3 = neither Agree nor Disagree, 4 = Agree, and 5 = Strongly Agree.

The questionnaire contains questions regarding the respondent's information to know their opinions about superior-subordinate relationship, job satisfaction and affective commitment.

### ***Leader Member Exchange***

LME1. I usually know how satisfied my supervisor is with what I do.

LME2. My supervisor understands my job problems and needs.

LME3. My supervisor recognizes my potential.

LME4. I am willing to apply extra efforts, beyond those normally required, to meet my supervisor's work goals.

LME5. My supervisor is the kind of person one would like to have as a friend.

LME6. My supervisor uses his power to help me solving my problems in work.

LME7. I respect my supervisor's knowledge because he respects mine.

LME8. I have a strong effective relationship with my supervisor.

### ***Job Satisfaction***

- JS1. I am satisfied with sense of achievements I get from my work.
- JS2. I feel positive and up most of the time I am working.
- JS3. I have the materials and equipment that I need in order to do my work right.
- JS4. I am satisfied with the amount of pay I receive.
- JS5. I am satisfied with my job security.
- JS6. I am satisfied with training I receive.
- JS7. I feel recognized and appreciated at work.
- JS8. Most interactions at work are positive.
- JS9. I am satisfied because my opinions count.
- JS10. I am satisfied with the work itself.

#### ***1.1.1 Organizational Commitment***

- OC1. I am loyal to this Bank because my values are largely its values.
- OC2. I do not feel a 'strong' sense of belonging to my Bank.
- OC3. This Bank has a mission that I believe in and am committed to.
- OC4. I am proud to tell others that I am part of this Bank.
- OC5. For sake of the Bank's success, I can do the maximum effort.
- OC6. To keep my career in this Bank I would take the responsibility of any assignment.
- OC7. I would be very happy to spend the rest of my career with this Bank.
- OC8. In my perception this Bank is the best to work in.

### ***Data Collection***

The questionnaire link was distributed to the employees of NCB. The data were collected through Survey Monkey website.

### ***Data Analysis Procedure***

The obtained survey data were then analyse using descriptive statistics.

## **RESULT AND DISCUSSION**

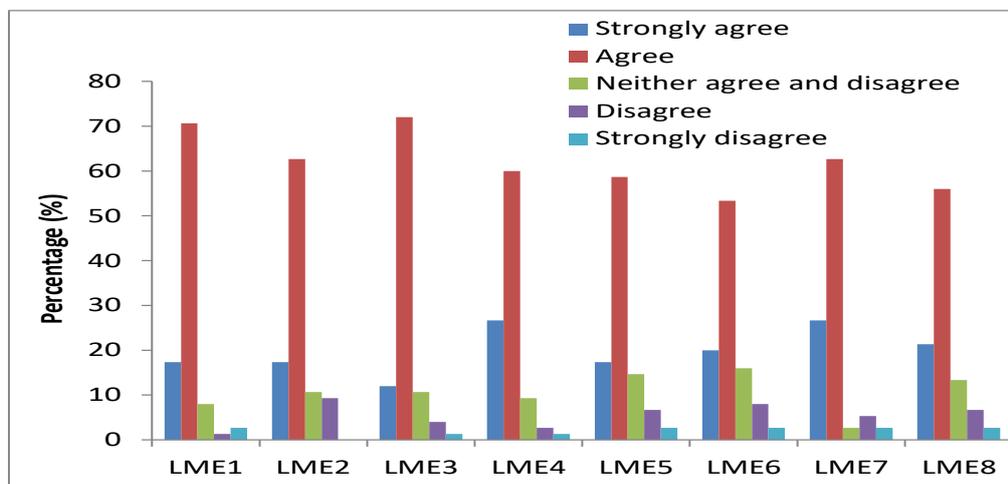
This study examines the relationship between superior-subordinate, job satisfaction and organizational commitment. This section shows the results carried out in this empirical study. The quality of LMX (Leader-member Exchange) had positive relationship with job satisfaction and organizational commitment. Moreover, leader- member relationship is a strong and significant factor that can affect the job satisfaction of the employee and its commitment to the organization.

### ***Leader Member Exchange***

In this part, participants were asked eight questions regarding LMX (Leader Member Exchange). The obtained results were shown in Figure 1. The purpose of asking these questions was to assess the quality of the relationship between superior and subordinates. The first question is "I usually know how satisfied my supervisor is with what I do". The findings show that 70.67% of the employees agreed that they know how satisfied their supervisors of their work, 17.33% of employees strongly agreed, while 12% of employees were

between strongly disagree, disagree and neither agree. The second question is “my supervisor understands my job problems and needs”. The findings show that 62.67% of the employees agreed that their supervisors do understand their job needs and problems, 17.33% of employees were strongly agree. On the other hand, 20.00% were between strongly disagree, neither agree and disagree. The third question is “my supervisor recognizes my potential”. The findings show that 72.00% of the employees agreed that their supervisors do recognize their potential, 12.00% were strongly agree, where 16.00% were between disagree, neither agree and strongly disagree. The fourth question is “I’m willing to apply extra efforts, beyond those normally required, to meet my supervisor's work goals”. The findings show that 60.00% of the employees agreed that they are willing to apply extra efforts beyond those normally required to meet their supervisor's work goals, 26.67% were strongly agree. On the other hand, 13.33% were between disagree, neither agree and strongly disagree.

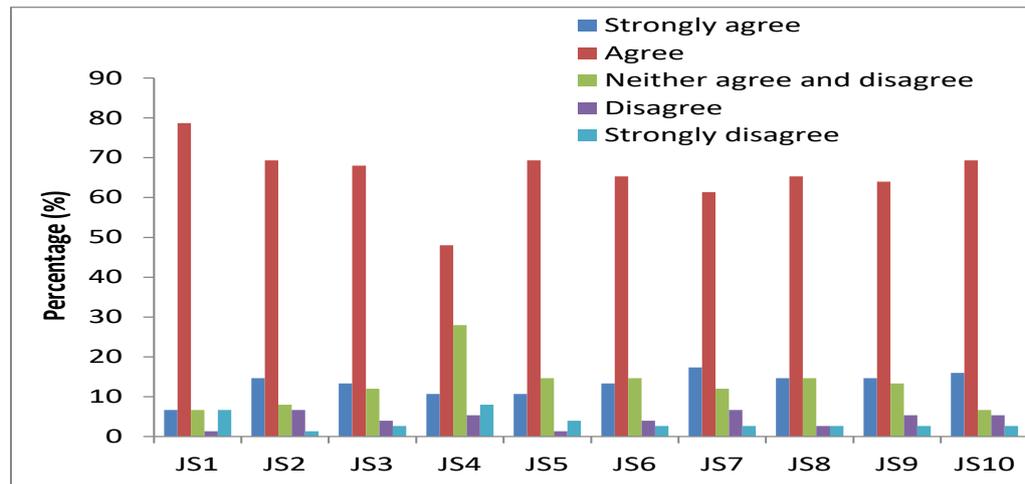
The fifth question is “my supervisor is the kind of person one would like to have as a friend”. The findings show that 58.67% of the employees agreed that their supervisors are the kind of people that would like to have as a friend, 17.33% were strongly agree, while 24.00% were disagree, neither agree and strongly disagree. The sixth question is “my supervisor uses his power to help me solving my problems in work”. The results show that 53.33% of employees agreed that their supervisors use their power to help them solving their problems in work, 20.00% were strongly agree, where 26.67% were between disagree, neither agree and strongly disagree. The seventh question is “I respect my supervisor's knowledge because he respects mine”. The results show that 62.67% of employees agreed that they respect their supervisor's knowledge because they respect their knowledge, 26.67% were strongly agree, while 10.67% were between disagree, neither agree and strongly disagree. The eighth question is ‘I have a strong effective relationship with my supervisor’. The results show that 56.00% of employees agreed that they have a strong effective relationship with their supervisors, 21.33% were strongly agree. On the other hand, 22.67% were between disagree, neither agree and strongly disagree.



**Figure 1.** Respondent's Feedback On Questions Regarding Leader Member Exchange  
*Job Satisfaction*

In this part participants were asked ten questions regarding Job Satisfaction. The obtained results were shown in Figure 2. The purpose of asking these questions was to assess the quality of the relationship between superior and subordinates and job satisfaction. The first question is "I am satisfied with sense of achievements I get from my work". The findings show that 78.67% of the employees agreed that they are satisfied with sense of achievements that they got from work, 6.67% of employees strongly agreed, while 14.67% of employees were between strongly disagree, disagree and neither agree. The second question is "I feel positive and up most of the time I am working". The findings show that 69.33% of the employees agreed that they feel positive and up most of the time while they are working, 14.67% of employees were strongly agree. On the other hand, 16.00% were between strongly disagree, neither agree and disagree. The third question is "I have the materials and equipment that I need in order to do my work right". The findings show that 68.00% of the employees agreed that they have the materials and equipment they need in order to do their work right, 13.33% were strongly agree, where 18.67% were between disagree, neither agree and strongly disagree. The fourth question is "I am satisfied with the amount of pay I receive". The findings show that 48.00% of the employees agreed that they are satisfied with the amount of pay they receive, 10.67% were strongly agree. On the other hand, 41.33% were between disagree, neither agree and strongly disagree. The fifth question is "I am satisfied with my job security". The findings show that 69.33% of the employees agreed that they are satisfied with their job security, 10.67% were strongly agree. On the other hand, 20.00% were between disagree, neither agree and strongly disagree.

The sixth question is "I am satisfied with training I receive". The findings show that 65.33% of the employees agreed that they are satisfied with the training they receive, 13.33% were strongly agree. On the other hand, 21.33% were between disagree, neither agree and strongly disagree. The seventh question; I feel recognized and appreciated at work. The findings show that 61.33% of the employees agreed that they are recognized and appreciated at work, 17.33% were strongly agree. On the other hand, 20.33% were between disagree, neither agree and strongly disagree. The eighth question is "Most interactions at work are positive". The findings show that 65.33% of the employees agreed that most interactions at work are positive, 14.67% were strongly agree. On the other hand, 20.00% were between disagree, neither agree and strongly disagree. The ninth question is "I am satisfied because my opinions count". The findings show that 64.00% of the employees agreed their opinions count, 14.67% were strongly agree. On the other hand, 21.33% were between disagree, neither agree and strongly disagree. The last question is this section is "I'm satisfied with the work itself". The findings show that 69.33% of the employees agreed that they are satisfied with the work itself, 16.00% were strongly agree. On the other hand, 14.67% were between disagree, neither agree and strongly disagree.



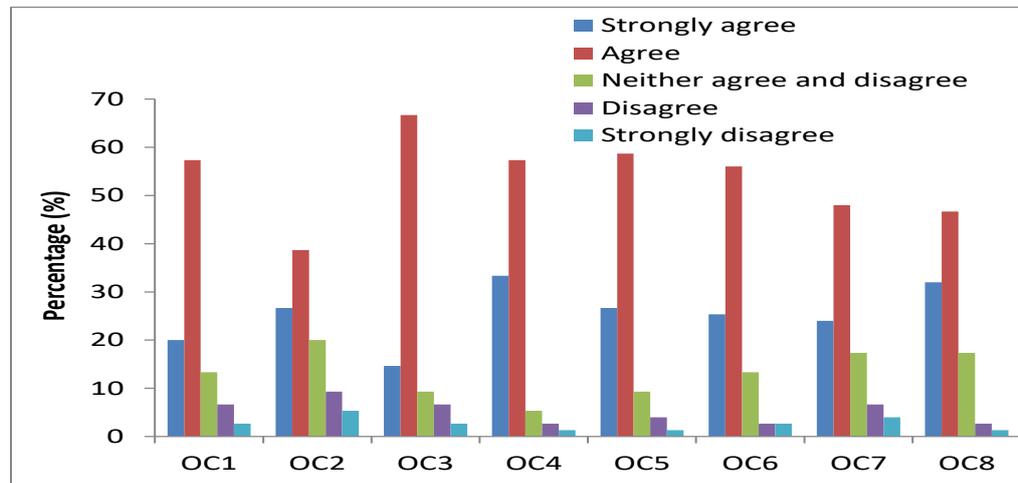
**Figure 2.** Respondent's Feedback On Questions Regarding Job Satisfaction

### *Organizational Commitment*

In this part participants were asked eight questions regarding affective commitment. The obtained results were shown in Figure 3. The purpose of asking these questions was to assess the quality of the relationship between superior and subordinates and organizational commitment. The first question is "I am loyal to this bank because my values are largely its value". The findings show that 57.33% of the employees agreed that they are loyal to this bank because their values are largely its value, 20.00% of employees strongly agreed, while 22.67% of employees were between strongly disagree, disagree and neither agree. The second question is "I do not feel a 'strong' sense of belonging to my bank". The findings show that 38.67% of the employees strongly disagreed that they do not feel a 'strong' sense of belonging to their bank, 26.67% of employees strongly disagreed, while 34.67% of employees were between strongly disagree, disagree and neither agree. The third question is "this bank has a mission that I believe in and am committed to". The findings show that 66.67% of the employees strongly agreed that the bank has a mission that they believe in and they are committed to, 14.67% of employees strongly agreed, while 18.67% of employees were between strongly disagree, disagree and neither agree. The fourth question is "I am proud to tell others that I am part of this bank". The findings show that 57.33% of the employees agreed that they are proud to tell others that they are part of this bank, 33.33% of employees strongly agreed, while 9.33% of employees were between strongly disagree, disagree and neither agree.

The fifth question is "I am proud to tell others that I am part of this bank". For sake of the bank's success, I can do the maximum effort. The findings show that 58.67% of the employees agreed that for the sake of the bank's success they can do the maximum effort, 26.67% of employees strongly agreed, while 14.67% of employees were between strongly disagree, disagree and neither agree. The sixth question is "For sake of the bank's success I can do the maximum effort". The findings show that 56.00% of the employees agreed that for the sake of the bank's success they can do the maximum effort, 25.33% of employees strongly agreed, while 18.67% of employees were

between strongly disagree, disagree and neither agree. The seventh question is “I would be very happy to spend the rest of my career with this bank”. The findings show that 48.00% of the employees agreed that they would be very happy to spend the rest of their career with this bank, 24.00% of employees strongly agreed, while 28.00% of employees were between strongly disagree, disagree and neither agree. The last question in this section is “in my perception this bank is the best to work in”. The findings show that 46.67% of the employees agreed that this bank is the best bank to work in, 32.00% of employees strongly agreed, while 21.33% of employees were between strongly disagree, disagree and neither agree.



**Figure 3.** Respondent's Feedback On Questions Regarding Organizational Commitment

The questionnaire results showed that in the first part (Superior-subordinate relationship), 88.00% agreed that they usually know how to satisfy their supervisors by what they do, while 84.00% agreed that their supervisors recognize their potential. In the second part (Job satisfaction), the percentage of employees who are satisfied with their sense of achievements they got from work was 85.34% and 85.33% was the percentage of the employees who are satisfied with the work itself, only 8.00% were not satisfied with their work. In the third part (Organizational commitment), 77.33% was the percentage of employee loyalty to the bank and 85.34% of employees are willing to do their maximum effort for sake of the bank.

## CONCLUSION

Job satisfaction and organizational commitment of an employee are totally connected and relay on the superior-subordinate relationship. An employee can perform better, effectively and be more productive when the relationship between them and their supervisor is strong, if the supervisor respects an employee knowledge, appreciate their work, treats the employee as a friend and if the supervisor helps the employee in solving their problems in work.

Job satisfaction of an employee can increase based on different factors such as leader-member relationship, training them get in their work, the culture and work environment, the amount of pay they receive, job security, the

availability of materials and equipment they needs to do their job well and when their opinions count in work and their voice is heard.

Organizational commitment of an employee achieved when the employee is loyal and committed to the organization, is willing to work for it in the long run, when they are ready to fulfil the goals and objectives of the organization with due respect and obligations, they puts in all of their efforts and look forward to completion of work thereby bringing about effectiveness and efficiency in their performance.

### **ACKNOWLEDGMENTS**

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