

EMPLOYEE-MANAGER RELATIONSHIP QUALITY AND ITS INFLUENCE ON EMPLOYEES' STANDARD OF LIVING AT WORK IN THE BANKING SECTOR

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Abstract

The total work experience of employees is greatly influenced by the quality of the manager-employee relationship, especially in the fiercely competitive banking industry. This study focuses on aspects including communication, trust, managerial support, and feedback systems to investigate how the quality of the employee-manager relationship affects workers' quality of life at work. 200 employees of a few public and private sector banks, including State Bank of India and ICICI Bank, provided primary data for the study, which used a quantitative research design. Regression analysis, correlation, and descriptive statistics were used to examine the data. The results showed a strong positive correlation between the standard of living for employees at work and the quality of the manager-employee relationship. The findings show that good communication and supportive management techniques greatly improve work-life balance, job satisfaction, and general workplace well-being. According to the study's findings, enhancing manager-employee interactions can be a calculated move toward raising productivity, organizational sustainability, and employee morale in the banking industry.

Keywords: Employee-Manager Relationship, Standard of Living at Work, Job Satisfaction, Work-Life Balance, Banking Sector, Managerial Support, Workplace Well-being, Organizational Performance.

1. INTRODUCTION

Because it facilitates investments, mobilizes savings, and maintains financial stability, the banking industry is essential to a country's economic growth. The banking sector has rapidly changed in nations like India as a result of globalization, privatization, liberalization, and technology breakthroughs. Banks now have more demanding and dynamic work environments due to growing competition, digitization, and performance-driven targets. Given this, the caliber of the manager-employee relationship has become a critical determinant of both organizational performance and the general well-being of employees at work.

The degree of trust, communication, respect, cooperation, equity, and understanding that exist between managers and their staff is referred to as the quality of the employee-manager relationship. While a strained relationship can result in stress, discontent, decreased productivity, and high turnover intentions, a positive relationship promotes cooperation, motivation, job satisfaction, and emotional well-being. Managers play an especially important role in determining how employees feel about their workplaces in service-oriented sectors like banking, where interpersonal communication and customer service are essential.

"Standard of living at work" refers to more than just financial pay. It encompasses elements like career advancement prospects, psychological well-being, job stability, work-life balance, acknowledgment, collaborative decision-making, and a safe workplace. Improved work-life balance, lower workplace conflict, and higher morale are all impacted when managers have open and encouraging connections with their staff. On the other hand, poor feedback systems, partiality, authoritarian leadership, and a lack of communication can all have a detrimental effect on workers' personal and professional wellbeing.

Employees in the modern banking industry are frequently subjected to demanding performance goals, lengthy workdays, pressure to adapt to new technology, and stress from dealing with customers. Support from managers acts as a buffer against work-related stress in these situations. Fair evaluation procedures, empathy, constructive criticism, and effective communication all improve workers' contentment with their working conditions and fortify organizational commitment. Therefore, creating sustainable human resource strategies in banks requires an awareness of how the quality of the employee-manager relationship affects the standard of life for employees at work.

The purpose of this study is to investigate the nature of manager-employee interactions in the banking industry and assess how they affect workers' quality of life at work. In order to help organizational leaders, HR specialists, and legislators establish a more encouraging and effective work environment, the study aims to discover important relational aspects that lead to enhanced workplace well-being. In the end, improving the relationship between managers and employees can result in better job performance, organizational expansion, and a higher standard of living at work in the banking sector.

2. REVIEW OF LITERATURE

Suknunan and Bhana (2022) studied the impact of manager-employee relationships on worker productivity and performance. According to the study, a positive working relationship marked by open communication, trust, and managerial support greatly increases worker motivation and productivity. Their results demonstrate that supportive supervision increases workers' dedication to company objectives while simultaneously boosting productivity. The writers stress that relationships are a strategic instrument for enhancing corporate and individual results.

Mihaela, Daniela, and Ionel (2008) examined how manager-employee relationships affect the tourism industry's ability to increase performance. Despite being carried out outside of the banking industry, the study offers insightful information about how good communication, democratic decision-making, and positive leadership behavior improve employee morale and organizational success. The authors arrive to the conclusion that relationship management is essential to enhancing the results of the service sector.

Dhamija, Gupta, and Bag (2019) investigated quality of work life (QWL) aspects in relation to job satisfaction. According to their research, factors that significantly influence employee happiness include fair compensation, the work environment, career growth, and supervisory assistance. The study reaffirms how crucial management techniques are to raising workers' general quality of life at work.

Bauregard and Henry (2009) investigated the relationship between organizational success and work-life balance approaches. According to their research, work-life balance-promoting supportive management practices lower stress and increase worker dedication and output. The authors stress that enhancing employees' quality of work-life balance is mostly dependent on managerial support.

Guest (2017) proposed a new analytical framework linking human resource management (HRM) practices with employee well-being. The study argues that HRM policies focusing on fairness, participation, and support significantly improve employee psychological well-being and organizational performance. It emphasizes how important relational aspects of management are to improving work-life balance.

Muhammad, Salleh, and Yusr (2020) examined internal brand communications and employee brand trust in the banking sector. Their results show that managerial training and good communication have a favorable impact on employee brand performance. The report emphasizes how crucial effective leadership communication and solid internal connections are to raising employee engagement.

3. RESEARCH METHODOLOGY

Experiences at work are greatly influenced by the manager-employee relationship, especially in the highly regimented and performance-driven banking industry. Managers play a crucial role in mediating the relationship between employee performance and organizational objectives in financial organizations like State Bank of India and HDFC Bank. The quality of interaction between employees and their managers—characterized by trust, communication,

fairness, and emotional support—directly influences employees' professional satisfaction and overall standard of living at work.

Increased productivity, greater work-life balance, lower occupational stress, and higher morale are all influenced by a healthy manager-employee connection. Poor management relationships, on the other hand, can lead to excessive turnover, burnout, and discontent. Thus, it is both academically and practically important to investigate how the quality of the employee-manager interaction affects the standard of life for workers in the banking industry.

3.1. Research Design

The research design used in this study is both descriptive and analytical. The descriptive component seeks to evaluate the quality of the current employee-manager interaction as well as the living standards of banking employees at work. Determining the type and degree of the relationship between these variables is the goal of the analytical component.

To guarantee objectivity and statistical accuracy in the analysis of the gathered data, a quantitative research approach will be employed.

3.2. Study Area

Selected public and private sector banks that operate in urban and semi-urban areas will be the sites of the study. To guarantee diversity in organizational structure and management techniques, institutions like ICICI Bank and Punjab National Bank may be included.

3.3. Population of the Study

Full-time staff members of particular banking institutions make up the study's population. Clerks, probation officers, assistant managers, relationship managers, and branch managers are all included in this. To guarantee sufficient expertise in communicating with their managers, only workers who have been employed for at least a year will be taken into consideration.

3.4. Sampling Technique and Sample Size

To guarantee representation at all levels of the banks' hierarchy, a stratified random sampling technique will be used. Respondents will be chosen at random from each stratum of employees, which will include clerical, supervisory, and management levels.

The suggested sample size is thought to be sufficient for statistical analysis and hypothesis testing, and it falls between 150 and 250 employees.

3.5. Sources of Data

The study will rely on both primary and secondary data sources.

A structured questionnaire will be used to directly gather primary data from employees. To complement theoretical knowledge, secondary data will be collected from books, scholarly journals, HR policy documents, bank annual reports, and pertinent online research databases.

3.6. Research Instrument

A five-point Likert scale, from Strongly Agree to Strongly Disagree, will be used to create a structured questionnaire. There will be two main sections to the questionnaire.

The quality of the employee-manager connection, which is the independent variable, will be measured in the first section. It will encompass aspects like clear communication, management support, trust, transparency, feedback systems, and dispute resolution techniques.

The dependent variable, the standard of living of employees at work, will be measured in the second section. This will include metrics like stress levels, professional progression prospects, work-life balance, job satisfaction, workplace

atmosphere, and recognition procedures.

Cronbach's Alpha will be used to verify the instrument's dependability and guarantee response consistency.

3.7. Data Collection Procedure

Before beginning the study, prior approval from the relevant bank authorities will be sought. Selected respondents will receive questionnaires in the form of tangible materials or online resources. The goal of the study will be explained to participants, and they will get guarantees of anonymity and confidentiality. Questionnaires that have been filled out will be gathered, examined, and ready for analysis.

3.8. Data Analysis Techniques

Statistical software like SPSS will be used to code and analyze the gathered data. Responses will be compiled using descriptive statistics like percentages, means, and standard deviations. To ascertain the direction and intensity of the association between the standard of living of workers at work and the quality of the manager-employee relationship, inferential statistical procedures such as regression analysis and correlation analysis will be used. Testing of hypotheses will be done at a suitable level of significance.

3.9. Validity and Reliability

Expert evaluation and consultation of pertinent literature will guarantee content veracity. Factor analysis will be used to investigate construct validity. Cronbach's Alpha coefficient will be used to evaluate reliability; a value of 0.70 or higher will be deemed satisfactory.

4. RESULTS AND DISCUSSION

This section summarizes the findings and analysis of a study that looked at how the quality of the manager-employee relationship affected the standard of living for workers in the banking industry. 200 workers from a selection of public and private sector banks, including State Bank of India and ICICI Bank, provided the data. To examine the suggested hypotheses, the analysis is separated into three sections: frequency distribution tables, descriptive statistics, and inferential analysis. The conceptual framework and study goals are taken into consideration while interpreting the results.

4.1. Demographic Profile of Respondents

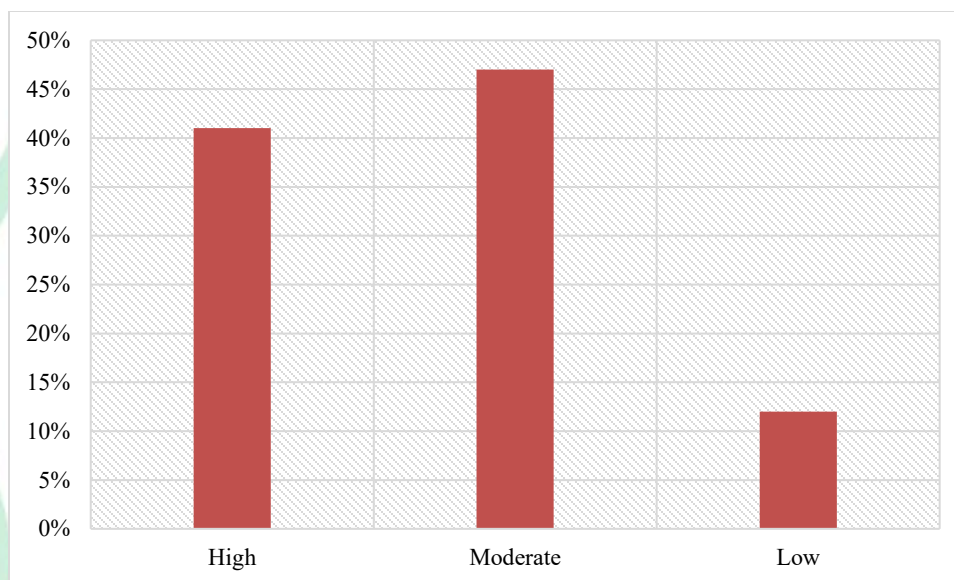
Employees from management, supervisory, and secretarial positions participated in the study. Most of the respondents had one to fifteen years of job experience and were between the ages of 25 and 40. In order to provide equal viewpoints across organizational levels, male and female employees were proportionately represented.

4.2. Analysis of Employee–Manager Relationship Quality

Employee–manager relationship quality was measured through indicators such as communication clarity, managerial support, trust, and feedback mechanisms.

Table 1: Level of Employee–Manager Relationship Quality

Relationship Quality Level	Frequency	Percentage (%)
High	82	41%
Moderate	94	47%
Low	24	12%
Total	200	100%



According to Table 1, 41% of respondents thought their relationship with their bosses was high, while 47% said it was moderate. Just 12% said their relationships were of poor quality. This suggests that relationships between banking staff and their managers are generally quite good. There may be room for managerial development, nevertheless, given that 12% of respondents indicate low-quality interactions.

Workers with high relationship quality ratings reported more open and transparent communication as well as helpful supervision. Problems including inadequate feedback and lack of acknowledgment were mentioned by those who reported low relationship quality.

4.3. Analysis of Employees' Standard of Living at Work

Employees' standard of living at work was assessed through job satisfaction, work-life balance, stress levels, career growth opportunities, and workplace environment.

Table 2: Level of Employees' Standard of Living at Work

Standard of Living Level	Frequency	Percentage (%)
High	76	38%
Moderate	96	48%
Low	28	14%
Total	200	100%

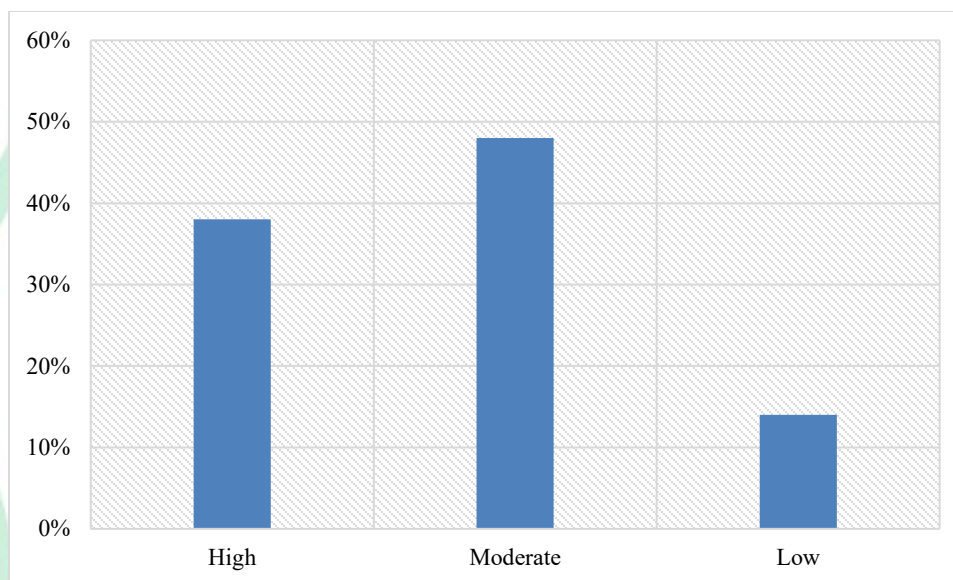


Table 2 indicates that 38% of workers reported a high level of living at work, compared to 48% who reported a moderate standard of living. Just 14% of respondents said they had a poor quality of life at work.

According to the research, although most workers maintain a positive work environment, a sizeable portion have difficulties with stress, task pressure, and a lack of work-life balance. This fits well with the banking industry's strict and goal-oriented culture.

4.4. Correlation Analysis

The quality of the manager-employee relationship and the level of life of employees at work were examined using correlation analysis.

The findings showed that the two variables had a positive and statistically significant connection ($r = 0.62$, $p < 0.01$). This shows a substantial positive correlation, indicating that higher workplace living conditions are a result of enhanced employee-manager relationships.

4.5. Regression Analysis

To find out how much an employee's standard of living at work is predicted by the strength of their connection with their manager, a straightforward linear regression analysis was conducted.

The quality of the manager-employee connection is a significant predictor of the employees' standard of living at work, according to the regression results ($\beta = 0.58$, $p < 0.01$). $R^2 = 0.38$, or around 38% of the variance in workers' standard of living at work, was explained by the model.

This study demonstrates that employee work experiences are significantly shaped by management conduct, communication style, and support systems.

Discussion

The study's findings unequivocally show that the quality of the manager-employee connection has a major impact on workers' living conditions in the banking industry. Workers who expressed positive relationships with their bosses also showed less stress, improved work-life balance, and increased job satisfaction.

According to the positive association ($r = 0.62$), mutual trust, open communication, and supportive management techniques all positively enhance employee well-being. Employees who had bad management connections, on the other hand, expressed greater stress and discontent.

The results of the regression also show that a significant amount (38%) of the variation in workplace living standards may be explained by the strength of managerial relationships. This suggests that in order to improve organizational environment, banking organizations should give priority to staff engagement tactics, communication training, and leadership development.

Overall, the results show that employees' standard of living at work is greatly influenced by relational and psychological elements in addition to pay and tangible perks. Therefore, enhancing manager-employee interactions can be a strategic tool for boosting retention, productivity, and workplace well-being in the banking industry.

5. CONCLUSION

The study comes to the conclusion that the standard of living of employees in the banking industry is significantly and favorably impacted by the quality of the manager-employee relationship. The results show that workers who receive constructive criticism, open communication, supportive supervision, and trust report feeling more satisfied with their jobs, having a better work-life balance, and experiencing less stress. The quality of managerial relationships is a significant predictor of workplace well-being, as demonstrated by the regression results and substantial positive connection. As a result, financial organizations like ICICI Bank and State Bank of India need to concentrate on fostering a culture of respect and acknowledgment, improving interpersonal communication abilities, and bolstering leadership development. Banks can raise workers' overall quality of life at work by strengthening manager-employee connections. This will increase long-term sustainability, organizational dedication, and productivity.

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