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[Business](#), [Management](#)



The Effects of the Quality of Employees Interaction with their Managers on Quality of their Work The above mentioned hypotheses are derived from the theories based on employee management relationship such as Theory X and Theory Y, Social Exchange Theory, Leader Exchange Management Theory and others.

Upward Communication and Downward Communication: These communication theories highlight the flow of information. If the quality of the communication is high and candid, then exact and accurate information can be exchanged. As a result, the chance of misunderstanding gets reduced. Naturally, a good interaction improves the level of accuracy of work. So this theory addresses the first hypothesis which links the employee-manager interaction and the efficiency of work through accuracy. In this case, level of interaction is the independent variable and accuracy at work is dependent variable.

Theory X and Theory Y: These two theories deal with the perception of managers about the employees. It was developed by Douglas McGregor at the MIT Sloan School of Management in the 1960s. According to it, a better communication between employees and managers helps managers to identify the individual motivational level of employees and decides the level of supervision. So that work can be done effectively with the help of mutual cooperation. The second hypothesis links the employee-manager interaction and the efficiency of work with the help of thoroughness of the work. It considers communication as an independent variable and thoroughness of the work as a dependent variable.

Leader Member Exchange Theory: This theory highlights the association or

closeness of employees to managers. Graen (1976) first introduced the concept of ' Role-making processes in complex organizations' (Beissinger, 1988). But Bass (1990) empirically proved the arguments of LMX . It clearly states that those who have better communication with managers take more responsibility. In this case also, the arguments of second and third hypotheses: that is thoroughness and attention to details, are addressed. Here again, thoroughness is the dependent variable.

The Scientific Management Theory: Frederick Taylor, Frank and Lillian Gilbreth introduced the theory to improve the efficiency of individual workers. But scientific management as a distinct theory or school of thought was obsolete by the 1930s. According to this theory, each work task is narrowed to its most elementary function after scientific analysis. This process is done on the basis of idea of specialization. The scientific management theory helps to justify all the three hypotheses. As the theory gives stress on segregation of work into the smallest part, the arguments of accuracy, thoroughness and attention to details are addressed. The idea of specialization plays a big role here as well. While assigning the duties, the managers must understand what an employee is good at. It is also very important to know a particular piece of work can be done effectively by whom. Here comes the role of employee management communication. So a better interaction will lead to a better selection process. Consequently, a better man-machine combination would improve accuracy, thoroughness of the work and pay attention to details. In this case, all the three factors: that is accuracy, thoroughness and attentiveness, are dependent variables whereas quality of interaction is an independent variable.

Social Exchange Theory: It is also the exchange of activities. It was introduced in 1958 by George Homans. According to the theory, if there is a better communication between employees and managers, then employees will be more aware about the reward of benefit of good performances (Stalin, 1976). As a result, their willingness to get rewarded will push them hard to perform better. This theory covers all the three arguments in general. Additionally, this theory deals with the overall improvement of the employees' performance.

Conclusion

All these theories can be practiced to improve the efficiency at work. However, to implement these theories, a good quality communication is necessary.

References

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