

Assessment of Followers' Satisfaction with their Supervisor: The Effect of Wasteful Managerial Practices

Dr. Assegid Demissie Shishigu*

Key Words:

1. Waste,
2. Managerial practices,
3. Followers,
4. Supervisors

Abstract

The main aim of this study is to assess the perception of followers about the manifestation of wasteful Managerial practices, the level of satisfaction with their supervisors, and the link with the two variables. A sample of 169 employees was selected. Two adapted research instruments were applied. The instruments' validity and reliability was checked by Factor Analysis, and Cronbach's Alpha respectively. Wasteful managerial activities are found to being common practices. Followers are dissatisfied with their superiors. However, the influence of wasteful managerial practices on followers' dissatisfaction with their supervisor is not significant.

INTRODUCTION

Wasteful Managerial practices, which don't contribute to the fulfillment organizational objectives, are rampant in many public organizations (Gupta C.B. 1992). Such practices are occurring slowly and silently and are unproductive. Mostly leaders fail to recognize and control them (Ibid). Even leaders of most successful organizations are not aware of the existence such wasteful practices. As employees in organizations work mostly closely with their bosses; directly or indirectly they are affected by such unproductive and wasteful Managerial practices of their superiors.

Few researches tried to address the issue of Wasteful Managerial Practices and the potential negative effects of such practices on the organization. Traditionally, leadership research focuses on factors associated with effective leadership, often with an implicit assumption that ineffective leadership simply reflects the absence of leadership (Ashforth, 1994). More research has investigated constructive, effective or successful leadership (Kelloway, Mullen, & Francis, 2006). Much research has been done about antecedents' and consequences of bad leadership, the effects of leaders' behaviors and leadership styles. There is an increasing body of literature that describes how better managerial practices and motivated employees contribute to the

overall success of an organization; but little empirical research is done about the extent and effect of leader's wasteful Managerial practices.

The purpose of this paper is twofold:(1) to propose proper dimensions of wasteful Managerial practices that capture the different aspects of wasteful or unproductive activities, and (2) to contribute to a more nuanced concept of wasteful Managerial practices by arguing that most leaders are practicing counterproductive activities unknowingly. Hence, this study is conducted to assess the magnitude of leaders wasteful Managerial practices as perceived by supporting staff of the University of Gondar.

OBJECTIVES OF THE STUDY

The main aim of this study is to assess the effect of leaders' Wasteful Managerial Practices on employees' satisfaction with their supervisors.

The specific objectives are

- 1.To investigate the extent of wasteful Managerial practices (in terms organizational politics, confusing message, unproductive meetings, hypocrisy, Procrastination,) in Gondar Teachers College
- 2.To assess employees' satisfaction with their supervisor;
- 3.To identify the effect of supervisors' wasteful Managerial practices on employees' satisfaction with their supervisor

METHODS OF THE STUDY

The study is descriptive surveys. Data was conducted among teaching and Administrative s staff of Gondar teachers Training College. A sample of 210 employees was randomly selected from academic and supportive staffs. However, only 169 usable questionnaires were returned

*Department of Management, University of Gondar, Ethiopia and can be reached at Assegid04@gmail.com



for data analysis.

Two adapted research instruments were used for the study. The first instrument used to measure Wasteful managerial practices was adapted from (Parkinson, C.N., 1957; Gupta, C.B. 1992; Barton, et al., 1999, and Hackman & Johansen, 2004). This instrument has 24 items for 6 dimensions (that is, organizational politics=4; Confusing message=6; unproductive meeting=4; Hypocrisy=4; and procrastination=6).

The respondents were asked to rate their perception of the practices of the Wasteful Managerial activities in the college. The Validity and Reliability of the instrument was checked by Cronbach's Alpha (.883) and Factor analysis (80%) respectively.

The second instrument used to measure Followers' satisfaction with supervisors. This instrument was adapted from Kavanagh, Michael John (1969), and it has 6 questions. Validity tests of the instrument is conducted by Factor analysis (73.96%), and the Reliability is tested by Cronbach's Alpha is (.819).

For both instruments respondents indicated their agreement /disagreement along a five-point Likert response scale, (1 = strongly agree, 2= Disagree, 3=Neutral, 4=Agree and 5 = strongly disagree). For the sake of data analyses strongly disagree and disagree; as well as, strongly agree and agree are combined.

LITERATURE REVIEW

Wasteful Managerial Practice

According to Denis Donovan, (nd), "Waste" is to expend uselessly, or to squandering, or to neglect. Wasteful practices means to habitually squander or neglect. Wasteful practices occur too often that leaders becoming blind to them. These Wasteful Managerial practices are become "the norm or routine" activity, (Ibid). In this study, "Wasteful Managerial Practices" is defined as a collection of unproductive small practices, which do not give to the achievement of organization's goals that leaders fail to recognize and control them. These counterproductive practices exist, because they are allowed to, little has been done about them (Gupta C.B., 1992). Wasteful Managerial practices are treated in terms of organizational politics, unproductive meetings, hypocrisy, confusing messages, and Procrastination. These dimensions are the most common counterproductive or wasteful practices that have crept into an organization and come part of its normal operations. These are briefly presented below:

Organizational politics: Organizational politics is actions by

individuals, which are directed at the goal of furthering their own self-interests without regard for the well-being of others or their organization (Kacmar and Baron, 1999). Organizational politics is usually defined as behavior strategically designed to maximize self-interests and contradicts the collective organizational goals or the interests in other individuals (Ferris, Russ, & Fandt, 1989). This behavior was often associated with manipulation, defamation, subversiveness, and illegitimate ways of overusing power to attain one's objectives (Ferris & Kacmar, 1992). Organizational politics is a general method of getting things and using power for personal gain in an organization (Barton, et al., 1999). It usually operates according to unrecorded rules of success that send subtle, ambiguous messages to employees about politically "correct" behaviors, such as whom to fear, whom to appraise, whom to avoid, or whom to blame (Ibid).

Organizational politics plays a prominent role in likely influencing several important work-related attitudes and behaviors (Kacmar & Carlson, 1997). For example, Employees are too scared to go against their own bosses, even if, they knew that their bosses are wrong and they have feasible and sometimes brilliant ideas to improve performance. This is the main reason, why the status quo remains of years, working inefficient and ineffective (Barton et al., 1999). Ferris et al., (1989) also assert that when employees perceive high levels of organizational politics and feel that they have little control over these organizational processes, it likely will be perceived as a threat. The basic cause of wasteful managerial practice is when individuals have a tendency to pursue their own personal objectives without contributing to organizational goals (Gupta C.B. 1992).

Confusing messages: Manager should not hold anything back of interest in employees those very few items that are absolutely confidential. But in reality, one of the most counterproductive system in organizations is disseminating information selectively and do not make their expectations known. This creates a huge. The workers frustrate with the absence of adequate communication (Barton, et al., (1999). Confusing messages is wasteful when workers realize that everything is a priority. When nothing is a priority; they waste large amount of energy and time working on the wrong task, accomplishing the wrong results, and becoming extremely frustrated in the processes and demotivated (Ibid).

Unproductive meeting: Meetings are vital to corporate



success and objective achievements. Meetings provide a controlling factor of achieving the organizational objectives. Most meetings are poorly planned and ineptly led anyone with responsible must make meeting short and satisfying (Hackman & Johensin, 2004). However, the actual practices show that managers in organizations attend too many meetings weekly which sometimes become a reason for resentment in the part of the managers and employees (Ibid). Meetings can be major wasteful Managerial practices when the attendees have nothing being a part in the room to listen the leader on what he wants, and does not want any feedback or opinion.

Hypocrisy: Hypocrites are people who openly maintain strict moral norms; expecting and demanding others to follow them, but who privately violate these espoused standards in their own behavior Valdesolo, P., & DeSteno, D. (2007) and Adam, D. et.al,(nd). Hypocrisy is the discrepancy between what respondents think is normative and how they actually behave. The disagreement between what leaders believe other people should do, and what they actually would do themselves in such a situation (Batson & Thompson, 2001). This is an unproductive managerial practice.

Procrastination: Another common wasteful managerial practice is delaying work which is unpleasant by finding distractions which are less important or unproductive. Procrastination occurs when leaders put off tasks that they should be focusing on right now. When one procrastinates, he feels guilty that he hasn't started; he comes to dread doing the task; and, eventually, everything catches up with him when he fails to complete the work on time. Gerard M Blair (?).Procrastination is also unproductive managerial practice.

Followers' satisfaction with supervisors

Supervision is one of 14 facets of jobs listed by Spector, (1997). A supervisor is the person who assigns the employee work and offers him/her opportunities for the organization, supplies the employees with feedback, thus affecting his/her feelings about his/her worth to the organization, Vecchio & Bullis, (2001); Spector, P.E., (1997); Tomaževič, N., Seljak, J. & Aristovnik A. (2014). Supervisors are key to the motivation of employees, (Wat & Shaffer, 2005), and employee's attitude towards his work and the organization (Schyns et al., 2007). Studies of House, R., et al., (2004); Bass, (1985); Zaccaro & Klimoski, (2001) revealed that a supervisors' behaviors, leadership

style, and actions influenced how their followers reacted to them.

Morrows, Suzuki, Crum and Pautcsh, (2005), affirm that the relationship between followers and supervisors can be characterized as good (i.e., reflecting trust, respect and loyalty), or bad (i.e., reflecting mistrust, low respect and a lack of loyalty). Supervisor, who is unfriendly and unwilling to communicate will receive negative feedback and create low job satisfaction with his subordinate in the workplace (Teven, p. 156). Wat and Shaffer, (2005), assert that the quality of relationship between followers and supervisors will affect the extent to which followers trust their supervisors.

According to Taylor & Brown, (1988) followers are satisfied and continue working with, leaders who are similar to them and they could be leaders themselves. Individuals who like their supervisor are more likely to satisfy with their job and work environment. In the study of Clark and Clark, (1990), between, 60 and 75% of American workers report that the most stressful part of their jobs is their immediate supervisor. Dissatisfied followers may withdraw from work, or stay but sabotage the work effort (Baird & Hamner, 1979; Keller, 1999; Burgoon, J.K., Buller, D.B., and Woodall, W.G. (1996).

The study of Williams & O'Reilly, (1998) found being the same race, age, or has a similar personality with the supervisor is a positively reinforcing for the follower.

Other researchers, an example, Holland, (1966) focus on person-environment fit; and the personality fit between followers and supervisors (Kristof, 1992); Similarity, Olver & Mooradin, (2003) on attraction theory, and, Byrne, (1971); and Lord, (1985) study on implicit leadership theory of followers and superiors relationships.

However, there are few or no research is conducted on the link between wasteful Managerial practices and followers' satisfaction to their supervisors and attitude towards their organization, on which this study focuses.

DATA ANALYSIS AND DISCUSSION

Demographic background

The data was collected from 169 respondents. 135 (80%) of the participants were Males, 115 (68 %) of them were teaching staffs. Regarding their age group most of them, 167 (99%) were within 25-45years age brackets. In addition to that 78 (46%) of the respondents have below 5 years of work experience, and 120 (71%) of them have undergraduate or second Degree.

Descriptive Statistics of Wasteful Managerial



Practices and followers' satisfaction with Supervisor

The first problem to be addressed to this study is to assess employees' perception of the manifestation of wasteful management practices in the college. Table 1 below depicts the extent of wasteful managerial practices is high ($M=2.44$, $SD .764$). Except, hypocrisy, which is "neutral",

all the rest dimensions of wasteful managerial practices treated for this study is perceived are manifesting in the college. This data indicate that the employees of Gondar College of Teacher Education agree on the practicing of the unproductive activities in the organization.

The table also shows the result of the respondents' level of satisfaction with their supervisors. According to this study

Table1: Descriptive Statistics of Wasteful Managerial Practices and Followers' Satisfaction with Supervisors (N=169)

Variables	Mean	SD
Organizational politics	1.5	0.944
Confusing message	2.58	0.773
Unproductive meeting	2.51	0.865
Hypocrisy	3.08	0.564
procrastination	2.54	0.677
Wasteful Managerial Practices	2.44	0.764
Followers' Satisfaction with Supervisors	2.11	0.744

the level of satisfaction with followers' with their supervisor is ($M=2.11$, $SD=.744$). This means that followers are not satisfied with their supervisors.

Association of wasteful Managerial Practices with Followers' Satisfaction with Supervisors

One of the main purposes of this study is to find out the link between wasteful management practices and follower satisfaction with their supervisors at Gondar College of Teachers Education. Table 2 indicates this association.

The result shows the level with satisfaction of followers with their supervisors and wasteful managerial practices in the college are loosely associated ($r=.208$, $p < .01$). The regression analysis results in the table also depicted that ($R^2 = .043$, adjusted $R^2 = .029$, $P < .082$). That is, almost 3 percent variances of the current level of followers' satisfaction in their supervisor are accounted for the manifestation of wasteful Managerial practices.

This means even though wasteful managerial practices

Table 2: Regression analysis of Wasteful Management Practices and Followers Satisfaction with their Supervisors

Model	R	R Square	Adjusted R Square	Sig.
1	.208 ^a	.043	.029	.082

a. Predictors: (Constant), wasteful management practices

and dissatisfaction with their supervisors are problems of the college the influence of wasteful managerial practices on the level of dissatisfaction with their supervisors is insignificant.

Perception of Wasteful Managerial practice as per their backgrounds

The table 3 reveals 27(78.6%) of female and as well as 82 (60.7%) of male respondents confirmed that the prevalence of wasteful managerial practices in their college. The table also indicates except 46 and above 6(60%) the remaining respondents within the age bracket 25-45 years majorities of them confirmed their perceiving

of manifestation of wasteful managerial practices in their college.

Regarding in terms of respondents work experience, except respondents that have experience of 5 years and below rated less 19(23.5%) the rest more that 63 % employees who have served six years and above perceived the wasteful managerial practices as a problem.

When we see the responses in terms of their educational level, respondents who have Diploma and above voice their agreement for the existence of the problem, while, 2(60%) of certificate holders prefer to be neutral. While 70 (60.4%) of teaching staffs of the college



perceived the prevalence of wasteful managerial practices only 19(35.9%) of administrative staffs confirmed the existence of this crucial managerial issue.

This data analysis indicates that all males and female;

those who are in the age group between 25- 45 years; that have 6 and above years of work experience; Diploma and above educational level, and teaching staffs perceived wasteful managerial practices in the college. However,

Table3: Perception of Wasteful Managerial practice as per their backgrounds (N=210)

		Agree		Neutral		Disagree	
		F	percent	F	percent	F	percent
Sex	Female	27	78.6	4	11.9	11	33.5
	Male	82	60.7	18	13.1	32	23.8
Age Group	Below 25 years	2	100	0		0	
	25-35 years	41	72.9	4	7.1	11	20
	36-45 years	69	76.1	8	8.8	14	15
	46 and above	6	20	6	20	17	60
Work experience	Below 5 years	19	23.5	35	44.9	25	31.6
	6-10 years	38	64.4	8	15.1	17	28.8
	11-15 years	16	62.5	5	18.75	5	18,75
	Above 16 years	6	100				
Education	grade 12	1	20	2	60	1	20
	Diploma	21	46.4	12	26.8		
	1st Degree	31	55.6	13	23.6	12	20.8
	2nd Degree	43	68.8	4	6.5	15	24.7
Type of staff	Teaching	70	60.4	16	14.1	29	25.5
	Supporting	19	35.9	15	29.7	18	34.4

most of administrative staffs, 12 grade completes and respondents 46 years old and above expressed as they do not perceived the manifestation of unproductive managerial practices.

Level of Followers' satisfaction with their supervisor as per their demographic variables

The data onto this Table 4 indicates that 86 (63.7%) of male respondents confirmed their dissatisfaction with their supervisors. whereas, 23(67%) of female is unresponsive. Regarding in their age group those respondents that are in the age bracket of 25-35 years old are not satisfied by their supervisors 37(60%) and respondents within the age group of 36-45 years old 53(61.4%) are not satisfied. while more than half of respondents 46 and above years old confirmed their satisfaction with their bosses11(57%). The table also shows those who have less than 5 years work experience 31(39.8%) and most of the respondents that have served more than 16 years4(67%) are satisfied with their supervisors. However, many of these

respondents that have work experiences between 6-15 years are not satisfied with their behavior of supervisors.

The table also reveals respondents' perception based on their educational level. The finding of the study also shows that respondents have Diploma 19(41%) and High School Certificates 3 (80%) is satisfied with their supervisor, however, respondents with first degree 31(52.8%) and second degree 36(58.4%) expressed as they are not satisfied.

From this data analysis it is also clear that most of the teaching staffs 68 (58.4%) are not satisfied with the behavior of their supervisor, while majority of administrative staffs 28 (53.1%) of the college confirmed their satisfaction with their supervisor.

CONCLUSION

To conclude, this study tries to assess the two organizational problems. The prevalence of unproductive managerial activities and Employees' dissatisfaction with their superior in the study area are observed. According to



Table 4: followers' satisfaction with their supervisor (N=169)

		Agree		Neutral		Disagree	
		F	percent	F	percent	F	percent
Sex	Female	6.8	20	23	67	5	14
	Male	49	36.3	32	23.8	86	63.7
Age Group	Below 25 years	1	50	1	50		
	25-35 years	13	21.4	11	18.6	37	60
	36-45 years	9	10.6	27	31	53	61.4
	46 and above	11	57	6	31	2	11
Work experience	Below 5 years	31	39.8	19	24.5	28	35.7
	6-10 years	18	30.1	8	13.7	33	56.2
	11-15 years	7	25	3	12.5	16	62.5
	Above 16 years	4	67	2	33		
Those who have education	grade 12	3	80	0.8	20		
	Diploma	19	41	13	28.6	14	30.4
	1 st Degree	10	18	17	29.2	31	52.8
	2 nd Degree	18	28.6	8.	13	36	58.4
Staff	Teaching	39	33.3	10	8.3	68	58.4
	Administrative	28	53.1	1	2.5	12	21.9

the perception of employees, the dimensions of wasteful managerial activities that are mentioned in this study are all practices. The dissatisfaction of followers with their supervisor is also a problem at the organization under study. However, Even though, further deep study is required to generalize, these two managerial problems have a weak positive relationship, and the influence of wasteful managerial practices of leaders on the dissatisfaction of employees with their supervisors is found to be insignificant. Most of administrative staffs, 12 grade completes and respondents 46 years old and above did not perceive the manifestation of unproductive managerial practices and they are satisfied with their supervisors. However, the respondents with rest demographic variables perceived the manifestation of wasteful managerial practices and are not satisfied with their supervisors.

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