

Subordinate-Superior Relationship and its Impact on Organisational Productivity: A study of the Edo State National Youth Service Corps (2019-2023)

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Abstract

This study dwells on the relationship between subordinate and superior officers in the workplace as it relates to productivity in public sector organisations in Nigeria, using the Edo State National Youth Service Corps, Benin City, as a case study. Four specific research objectives guided the study. The research relied on a survey method, which involved the collection of primary and secondary data. The Theory X and Y as propounded by McGregor, was used as the framework of analysis. The study found, amongst others, that conflict between the subordinate and superior officers does affect productivity, while recognising the fact that acceptance of responsibilities between subordinate and superior officers leads to greater productivity. Other findings are that the motivation of staff helps improve job performance; an adequate communication network and feedback mechanism lead to greater productivity, and above all, involvement of both subordinate and superior officers in the planning process not only boosts productivity but equally determines the effectiveness of the plan. The study concludes that it is vital for both subordinates and superiors to network together for the mandate of the organisation to be achieved. It was recommended, amongst others, that shades of opinion should be encouraged to avoid conflict, responsibility should be delegated to enable subordinate staff to learn on the job, workers should be motivated, there should be free flow communication between the junior and superior officers, dedication to duty and keen supervision in the organisation to boost productivity.

Keywords: Edo NYSC, Organisation, Productivity, Subordinate, Superior,

Introduction

Organisation, right from time, has been part and parcel of human society. According to Akinboye (2001), an organisation comes into being when there are persons able to communicate with each other and who are willing to contribute action to accomplish a common goal. Every person in an organisation, whether public or private, is involved in a superior-subordinate relationship. Human

beings have contact with organisations right from the time of birth to the time of death. As Akintoye (2001), quoting Ezioni (1994), put it. We are born in organisations, educated by organisations, and most of us spend much of our lives working for organisations. An organisation is an entity comprising multiple people, such as an institution or association, that has a particular purpose. Armstrong (1998) asserted that an organisation is made up of people who come together to achieve a common objective through coordinated activities, which is the hallmark of management.

In another way of thinking, Packer (1933), in Iyoha (2014), defined management as the art of getting things done through other people. An examination of this thinking/definition reveals that a manager does nothing on his/her own but through people, and that before the manager can get things done through these people, there must be the use of authority, a need for result accomplishment, and people. However Ivanceviov (2001) further postulated the inherent deductions from the description of management by Mary Parker Follett, which was an extension of that of Ailojie and Iyoha (1996) to include the use and coverage of authority, definition of superior and subordinate relationship, objective to achieve, communication network of intentions, structural relationship and the use of people to get the result. In a nutshell, the need to manage resources through the use of people to accomplish the stated objective(s) is the hallmark of management as a concept and that in the 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 level i.e. master and servant relationship. It is the master and servant relationship that developed into what is known as the superior and subordinate relationship (Fieldman, 2007, & Osuala, 2007).

A superior-subordinate relationship in an organisation refers to the hierarchical structure where one individual, the superior, has authority over another, the subordinate. A basic characteristic of this type of relationship is that there is a clear line of authority and responsibility with superiors directing and overseeing subordinates; subordinates are accountable to their superiors for their work and performance. Superiors make decisions, provide guidance, and delegate tasks to subordinates;

effective communication flows between superiors and subordinates, ensuring tasks are completed and goals are met. Subordinates, on the other hand, complete tasks and follow guidelines, keep the superior informed about their work, and ask for guidance and clarification when needed.

Consequently, a well-defined superior-subordinate relationship promotes productivity, accountability, and effective communication in a public service organisation. Productivity is a measurement or calculation of the input and output ratio. Inputs are the amount of resources such as human resources, money, time, physical resources, technology and effort spent working in the organisation, while outputs are the result. If the inputs are equivalent to the outputs, the worker is considered productive (Ikeanyi, 2009). On the other hand, productivity is a quantitative relationship between input and output. Productivity in public service refers to the efficient use of resources to produce desired outcomes and services for the public. It is about achieving more with the same or fewer resources, ultimately improving the quality of life for citizens.

Furthermore, the superior-subordinate relationship plays a significant role in organisational productivity in the public service. For example, a positive superior-subordinate relationship can increase employee commitment to the organisation's core beliefs and values. This, in turn, can lead to improved productivity and job satisfaction among others. It is the realisation of the above that this study intends to examine the superior-subordinate relationship and its impacts on organisational productivity using the Edo State National Youth Service Corps (NYSC) as a reference point.

Statement of the problem

Superior-subordinate relationships can be challenging, and several problems arise which may be challenging and affect organisational productivity for example when there are unclear roles and expectations in the organisation, or perhaps, when resistance to change becomes eminent, poor communication, lack of trust between superior and subordinate, difference in personality, overwhelming workloads, and toxic work environment become the order of the day. When people work together, conflict becomes a part of doing business, as the workplace consists of individuals who all have their own perspectives on the world. According to Bernichon, *et al*, (2003), some employees have strong beliefs that they are not willing to compromise. These beliefs can cause problems with coworkers. For example, if one individual strongly opposes workplace diversity, they may have trouble accepting other workers who are different from them. To avoid problems with these workers, he must try to accept or become more tolerant of those with different values. No two people are exactly alike. Therefore, personality clashes in the workplace are unavoidable (Ezonbodor, 1991, & Exley, 2000). One employee may have a reserved personality, while another may be more outgoing and forward. Problems arise when the two do not understand or respect each other's inner nature. For instance, the more extroverted superior or subordinate may feel slighted if the more introverted superior or

subordinate does not talk to him much; he may perceive it as a slight rather than it simply being the superior or subordinate's personality. Personal problems of the employee, such as marital or parental issues, may affect the employee's relationship with his superior. Consequently, his superior, who may be ignorant of the cause of the subordinate's behaviour, may assume that he (the Subordinate has an issue with him (the superior). Another vital point is poor communication, which in many instances leads to misunderstanding and strife among employees. For instance, misunderstanding can occur if the superior asks the subordinate to relay important instructions to the other employees, but the subordinate fails to do so appropriately or conveys wrong information. This can lead to information being distorted, leading to wrong perceptions of tasks and assignments/responsibilities by subordinates, and this may make the superior eventually blame the subordinates for wrong results. Hence, the need to examine the effect of the superior-subordinate relationship in organisations with particular reference to the National Youth Service Corps (NYSC), Benin City, Edo State. In view of the above, this study seeks to find answers to the following research questions:

- i. Does the conflict between superior officers and subordinates affect productivity?
- ii. Does acceptance of responsibility exist between subordinate and superior officers?
- iii. Does effective communication lead to greater efficiency?
- iv. Does the motivation and involvement of both subordinate and superior officers in the planning process increase productivity in an organisation?

The main objective of this study is to determine the effect of the superior-subordinate relationship on public service productivity. However, the specific objectives are to:

- i. Ascertain if conflict between superior officers and subordinates affects productivity.
- ii. Determine if the acceptance of responsibility between subordinate and superior officers increases productivity.
- iii. Find out whether effective communication leads to greater efficiency and
- iv. Determine whether the motivation and involvement of both subordinates and superior officers in the planning process increase productivity in an organisation.

Conceptual Review

Superior

A superior in the context of an organisation is a person who holds a higher position within the organisational hierarchy and has the responsibility of either directing or overseeing the work of other subordinate employees under their span of

control. A superior can also be referred to as the Heads of Units, Heads of Sections, Heads of Divisions, or "Heads of Departments who help to accomplish Organisational goals.

Subordinate

A subordinate is an employee who is under the leadership, authority, direction or supervision of someone else, typically referred to as their superior or head. The term "subordinate" is used to describe several types of employees who report to a higher-ranking official and carry out their duties under their supervision.

Productivity

Productivity in public service is a measure of the input-to-output ratio. Inputs are the amount of resources such as human resources, money, time, physical resources, technology and effort spent working in the organisation, while outputs are the result. However, if the inputs are equivalent to the output, the worker is considered productive (Ikeanyibe, 2009).

Organisation

An organisation is a system with a purpose and a set of goals, typically characterised by a centralised authority from which all operational decisions are made. Another way to put it is a structure through which individuals work together to achieve a common goal.

Relationship

This refers to the interaction, connection and bonds between colleagues, supervisors and managers within official settings. Workplace relationships can be categorised into vertical relationship, which is the type of relationship that exists between superior officers and junior colleagues in the workplace. On the other hand, a horizontal relationship is the type of official relationship that exists between colleagues and peers. Further to the above, workplace relationships can also be viewed from both internal and external perspectives. Internal relationships exist within an organisation. Therefore, vertical and horizontal relationships fall under this category, whereas external relationships exist between the organisation and external stakeholders who are clients (Graen & Uhi-Bien, 1995; Chiaburu & Harrison, 2008; Gummesson, 2002; Czepiel, 1990). However, this study is centred on the vertical type relationship that exists in the workplace.

Empirical Review

Oginni, Afolabi, and Erigbe (2014) conducted a study of the superior-subordinate relationship and employees' commitment to the core beliefs of the public universities of Southwest, Nigeria. These scholars identify various key issues in the superior-subordinate relationship and employee commitment, determining the effect of the superior-subordinate relationship on employee commitment and the challenges encountered in the course of instituting an acceptable superior-subordinate relationship and employee commitment. The population of the study were 12,346 academic staff drawn from twelve universities in the southwest. Through the use of purposive sampling techniques, which ensure proportional representation of the population subgroup, random sampling techniques were used in the course of

administering the questionnaire to the 1,440 respondents. The result showed that the correlation between the superior-subordinate relationship and employee commitment was a positive one, with a weak relationship at the 0.05 level of significance. The study concluded appropriately and recommended that the culture of the organisation should be designed and tailored along the tradition, values, norms and beliefs of the people in the environment for the acceptability of the ways things are being done in the organisation to sustain relationships and commitment. The scholars are commended for embracing a population size that cuts across the university's academic staff. However, this study will carefully examine the superior-subordinate relationship and its impact on public service productivity.

Mustapha, *et al* (2018) did a theoretical discourse on supervision and public service productivity in Nigeria, where they critically looked at the Nigerian public sector productivity, especially focusing on strategic supervision as a major variable that could foster productivity and efficiency in the sector. The work relied mainly on secondary sources of data, and a desk analysis of the same was done. It concludes that public sector productivity rests squarely in the synergy between the political and bureaucratic supervision in the various MDAs, and more importantly, attitudinal reorientation among both the supervisors and the followership in the task of public service provision. In order to bring about attitudinal reorientation, the supervisors must combine both transactional and transformational characteristics. The author did a marvellous job of showing how the political and bureaucratic officials work in synergy to enhance public service productivity.

Ihuah (2021) dwell on the leadership and productivity in Nigeria's public service using Rivers State Civil Service as a case study spanning between 2010 and 2017. The author argued that productivity and good service delivery cannot be achieved where the administrators' leadership style does not encourage staff morale and job satisfaction of workers. It is the quality of the administrator's leadership that differentiates an effective organisation from an ineffective one. The study was guided by some research questions and relied on both primary and secondary data. Contingency and McGregor's theory Y and X as the framework of analysis. The study found that there can only be high productivity and good service delivery in Rivers State civil service through an effective leader who practices effective communication, motivation and Human Relations to avoid systemic collapse. The study reinforces the importance of leadership in public service productivity. This study will deepen its exploration of how the superior-subordinate relationship can be of high importance in public service productivity.

Historical Background of the National Youth Service Corps (NYSC)

Nigeria is a country where post-colonial history and experience have been characterised by ethnic loyalty, mutual group suspicion and distrust, which culminated in a bloody civil war from 1967 to 1970. The NYSC was therefore established as a deliberate public policy to ensure the realisation of the government's war strategy of Reconciliation, Reconstruction and Rehabilitation (RRR). It is aimed at raising a cop of disciplined and detribalized Nigerians by mobilising the graduate youths for a one-year mandatory National Service in a state other than their own

for the purpose of promoting national unity and development as well as actualisation of the nation's quest for accelerated development. The enabling law was Decree No. 24 of 22nd May, 1973. With the adoption of the 1999 constitution, which ushered in democratic rule, the enabling law is now referred to as the NYSC Act CAP N84, Laws of the Federation of Nigeria, 2004 (NYSC Act, 2004).

Objectives of NYSC

- (i) To develop in the Nigerian youths, the attitude of mind acquired through shared experience and appropriate training, which will make them more amenable to mobilisation for the benefit of the country.
- (ii) To raise the moral tone of the Nigerian youths by giving them the opportunities to learn about higher ideals of national achievements, social and cultural improvement;
- (iii) To develop in the Nigerian youths, the attitude of mind acquired through shared experience and appropriate training, which will make them more amenable to mobilisation for the benefit of the country.
- (iv) To enable Nigerian youths to acquire the spirit of self-reliance by encouraging them to develop skills for self-development;
- (v) To contribute to the accelerated growth of the national economy;
- (vi) To develop common ties among Nigerian youths and promote national unity and integration;
- (vii) To remove prejudices, eliminate ignorance and confirm at first hand the many similarities among Nigerians of all ethnic groups; and
- (viii) To develop a sense of corporate existence and common destiny of the people of Nigeria (Ahmend, 2023).

A State Director oversees the day-to-day operation of the program in each of their respective states at the state level. The Director in Edo state, where I did my study, is assisted by an Assistant Director who collaborates closely with the State Director. The inspectorate, mobilisation, Community Development Service (CDS), and welfare Department are among the seven Departments that make up the State Secretariat. The State also includes eight zonal offices, which are located in the Oredo, Ekpoma, Uromi, Auchi, Igarra, Iguobazuwa, Afuze, and Abudu zones. A Zonal Inspector oversees each zone, and their job is to plan the corps members' activities there. Additionally, there are NYSC Inspectors, sometimes known as Area Inspectors, in each of the State's eighteen (18) Local Government Areas. These Area Inspectors are in control of the corps members in the Local Government regions.

Theoretical Framework

The study adopted McGregor's theory X and Y as the theoretical framework of analysis, which is one of the

foremost theories of employee behaviour, and it dates back to 1957. The adoption of theory X and Y by superior managers can affect employees' motivation and productivity in different ways, and managers may choose to include tactics from both theories into their operation (McGregor, 1960). McGregor's theory falls into two categories of theory X and Y, and their main thrust are presented below:

Flowing from the above, theory X represent the authoritarian, which implies that people are fundamentally lazy with an inherent dislike of working and avoid it whenever possible and that management or a superior feel that the employee must be closely monitored and that a comprehensive control mechanism must be implemented. There is a hierarchical structure with a tight range of control at each level in the workplace, and the employee will exhibit minimal motivation in the absence of an existing incentive scheme and will avoid responsibility whenever possible. However, managers using theory X depend primarily on threats and intimidation to get fulfilment from their staff. Finally, theory X is built on employee mistrust and revolves around excessively restricted supervision and a disciplinary environment.

On the other hand, theory Y emphasises that people will exert self-control and self-direction to achieve organisational objectives and goals to which they have committed. That theory Y managers have a good attitude towards their employees and employ a decentralised, Participatory management style. This fosters a collaborative, trusting communication between managers and employees. Also, under theory Y, people are given more responsibility and supervision encourages them to improve their abilities and make suggestions. Furthermore, appraisals are conducted regularly, which are intended to foster open dialogue rather than to control employees, unlike the organisation of theory X (Hattangadi, 2015).

In theory, employees are also given regular development opportunities. This management style presupposes that employees are willing to work on their initiative, have involvement in decision making, and have self-motivation to complete their daily responsibilities, require minimal guidance, view work as challenging and fulfilling and solve problems in a creative and inventive manner (McGregor, 1960).

The theory is relevant to the study as McGregor urges organisations to adopt the theory Y approach, as he believed that motivated people are significantly more productive and therefore result in the highest level of achievement.

Methodology

The survey research design was utilised in this study. This involved the generation of data from primary and secondary sources. The primary data were collected through questionnaires designed for the purpose and administered to Edo State NYSC staff in their various offices. A simple percentage was used in analysing the responses received from the field. Secondary data was also collected through the review of previous research work and other existing literature. Relevant questionnaires dealing with research were asked in the questionnaire, and it was randomly administered to Edo

State NYSC officials in their state secretariat during their office hours in the Government Reservation Area of Benin City. In order to have a broad and robust perspective of the subject matter of discourse, key respondents were also interviewed. The in-depth interview was screened for errors, mistakes, ambiguity, fallacies and written out. Subsequently, the major unifying idea (that is, themes) and patterns were set apart from the other. Therefore, the thematic method of data analysis was used to analyse the qualitative data. Given the relatively small size of the population, which stood at 50 respondents. The research deployed the Census method in choosing the number of respondents who were served with the questionnaire. While sampling involves the selection of a subset of individuals from the population, the Census method is a process of collecting data from the entire population. The Census method is a more accurate pattern of data gathering than sampling a subset. The table below succinctly captures this process.

Population Distribution Table
Data Analysis

Table 1

S/N	Type of Respondent	Population Distribution
1	Senior Staff	24
2	Junior Staff	26
	Total	50

Source: Edo State NYSC Secretariat Attendance register, 2025

It can be deduced from Table 1 above that 24 respondents representing 48% of senior staff participated in the study, whereas 26 respondents representing 52% of junior staff participated in the study. This showed that the junior staff of Edo State NYSC participated more in the study.

Study Question 1: Does the conflict between superior officers and subordinates affect productivity?

Table 2

Response	No of Respondents	Percentages
Yes	38	76
No	12	24
Total	50	100

Source: Fieldwork 2025

Table 2 above shows that 38 respondents, or 76% of the sample, gave a yes response to the question that conflict between superior officers and subordinate affect productivity among Edo State NYSC officials, while 12, representing 34%, disagreed that conflict between superior officers and subordinates does not affect productivity among Edo State NYSC officials. The agreed proportion is more than the disagreed percentage.

Study Question 2: Does acceptance of responsibility exist between subordinate and superior officers?

Table 3

Response	No of Respondents	Percentages
Yes	42	84
No	8	16
Total	50	100

Source: Fieldwork 2025

More so, drawing from Table 3 above, it can be seen clearly that 42 respondents representing 84% of respondents responded in a positive light to the research questions that acceptance of responsibility exists between subordinate and superior officers among Edo State NYSC officials. On the other hand, 8 respondents representing 16% disagreed that acceptance of responsibility does not exist between subordinate and superior officers among Edo State NYSC officials. It is therefore clear that the agreed percentage is greater than the disagreed percentage.

Study Question 3: Does effective communication lead to greater efficiency?

Table 4

Response	No of Respondents	Percentages
Yes	44	88
No	6	12
Total	50	100

Source: Fieldwork 2025

However, looking at Table 4, it can also be observed that 44 respondents representing 88% agreed that effective communication leads to greater efficiency among Edo State NYSC officials, while 6 respondents representing 12% disagreed that effective communication does not lead to greater efficiency among Edo State NYSC officials.

Study Question 4: Does the motivation and involvement of both subordinate and superior officers in the planning process increase productivity in an organisation?

Table 5

Response	No of Respondents	Percentages
Yes	40	80
No	10	20
Total	50	100

Source: Fieldwork 2025

Additionally, from Table 5, it can be seen that 40 respondents representing 71% agreed with the study question that the motivation and involvement of both subordinate and superior officers in the planning process increases productivity in an organisation. While 10 respondents representing 20% disagreed that the motivation and involvement of both subordinate and superior officers in the planning process does not increase productivity in an organisation

Findings and Discussion

From Table 2 above, it can be seen that 38 representing 76% of respondents, answered the question in the affirmative, that conflict between superior officers and subordinate affect productivity among Edo State NYSC officials, while 12 representing 34% disagreed that conflict between superior officers and subordinates does not affect productivity among Edo State NYSC officials. The agreed percentage can be seen to be higher than the disagreed percentage. According to Imtiaz and Ahmad (2009), the conflict between superiors and subordinates in an organisation can lead to decreased morale, reduced communication, and increased stress, ultimately affecting productivity. Furthermore, Isa (2015) also opined that when conflicts arise in an organisation, employees may become disengaged, stressed, and dissatisfied, leading to decreased morale and motivation as employees may become preoccupied with personal grievances rather than focusing on their task (Imtiaz & Amad, 2009; Isa, 2015). Serial conflict between managers and their subordinates can create a stressful work environment, leading to burnout among team members, among others (Sabreen, *et al.*, 2025). This claim agreed strongly with an interviewee who opined:

“Whenever I am a little bit late to the office for obvious reasons. My superior never listens to the reasons behind my coming late, whether it is genuine or otherwise, before he starts ranting. When such a scenario arises, I am always dissatisfied, making it difficult for me to find fulfilment in my job (Admin Staff, Edo State NYSC Secretariat, 16th October 2025).

More so, drawing from Table 3 above, it can be seen clearly that 42 respondents representing 84% of respondents responded in a positive light to the research questions that acceptance of responsibility exists between subordinate and superior officers among Edo State NYSC officials. On the other hand, 8 respondents representing 16% disagreed that acceptance of responsibility does not exist between subordinate and superior officers among Edo State NYSC officials. It is therefore clear that the agreed percentage is greater than the disagreed percentage. Flowing from the findings above, a clear definition of expectation and responsibility encourages subordinates to take ownership of their roles. Also, mutual respect between superiors and subordinates fosters a positive work environment, encouraging subordinates to accept responsibilities, thereby improving organisational productivity (Green, 1990; Wangombe, *et al.*, 2014).

However, looking at Table 4, it can also be observed that 44 respondents representing 88% agreed that effective communication leads to greater efficiency among Edo State NYSC officials, while 6 respondents representing 12% disagreed that effective communication does not lead

to greater efficiency among Edo State NYSC officials. It is therefore clear that the agreed percentages are more in number compared to the disagreed ones. Their submission agreed with the comments of a respondent who stated thus:

“Just like the way blood is important to man for him to live and survive, so also the way communication is important to an organisation for them to actualise their mandate. Communication is used by a superior to give commands to subordinates, and communication is also needed to document ideas and the vision of the organisation. All these promote efficiency, effectiveness and productivity in the workplace (Head Information Unit, Edo State NYSC Secretariat, 8th October 2025).

The above submission is in tandem with several studies that effective communication is vital to organisational productivity. For example effective communication help to foster teamwork among employees; it help in reducing errors; misunderstanding, and time wasted on clarifying issues; boost employees engagement, motivate employees, encourage feedback, and build trust among them all; ensure that all stakeholders are informed and aligned with organisational goals and objectives (Keyton, *et al.*, 2013; Hargie, 2011; Men & Bowen, 2017; Galbraith, 1973). Therefore, effective communication is essential for organisational productivity, and its importance cannot be overstated.

Additionally, from Table 5, it can be seen that 40 respondents representing 71% agreed with the study question that the motivation and involvement of both subordinate and superior officers in the planning process increases productivity in an organisation. While 10 respondents representing 20% disagreed that the motivation and involvement of both subordinate and superior officers in the planning process does not increase productivity in an organisation. It can be seen clearly that the agreed respondents are greater than the disagreed ones. And this aligned with the comment of a respondent who opined as follows:

“Subordinates are always motivated towards the organisation's course of action whenever they see that their inputs are sought, recognised and adopted in the decision-making process (Head of Account, Edo State NYSC Secretariat, 12th October, 2025).

Similarly, another interviewee said that:

“Each time my office superior involves me in business that concerns my organisation. I am always poised to put my all to ensure such an idea sees the light of day (Head Mobilisation Unit, Edo State NYSC Secretariat, 6th October, 2025).

The aforementioned disclosures align with Maslow (1943), who stressed the importance of involving employees in goal-setting to meet their esteem and self-actualisation needs that ultimately enhance organisations' productivity. More so, the above is also in consonance with McGregor (1960), who noted the potential benefits of involving employees in planning and decision-making. He hinted further that involvement of subordinates in planning can lead to a more efficient use of resources; improved quality outcome, as employees are invested in the planning process, because they are more likely to take ownership of the outcome; also, collaborative planning can lead to innovative solutions and ideas. Likert (1961) corroborated the above view that participative management, where

employees are involved in decision-making and planning, enhances productivity greatly in public service. He opined further that by involving officers in the planning process, organisations can tap into the collective knowledge and creativity of their employees, leading to more effective planning and increased productivity (Maslow, 1943; McGregor, 1960; Likert, 1961).

Conclusion

The National Youth Service Corps (NYSC) in Edo state, a public organisation, served as the study's example to examine how the degree of interaction between subordinates and superior officers efficiently measures productivity in any organisation. Given the favourable atmosphere that will allow for efficacy. In light of the achievement of the organisation's stated goals, it is vital for both subordinates and senior officers to network together, according to the results of the study. Both of these are essential to an organisation, as this synergy will significantly contribute to boosting and stimulating the company's productivity.

Recommendations

Based on the plethora of findings and the subsequent conclusion, the following recommendations were drawn:

- i. Employees, subordinate and senior officers) should be motivated to perform at the level necessary to achieve the goal or aim that has been established for them. This is clear from the assumption, which says that increasing the motivation of subordinates and superior officers will boost output.
- ii. The superior (leaders) should lead by example in all ramifications. This should be achieved by actions, in words and interactions, thus providing an enabling environment where trust can give employees a sense of commitment by taking every word, action or interaction with value, i.e. literal meaning (be open and clear about the mission, principles, and goals of your organisation).
- iii. Commitment to duty and effective supervision; subordinates should be committed to their individual, highly specialised jobs within the company. Superior officers should exercise the leadership, organising, regulating, coordinating, and communication skills that will result in successful supervision.
- iv. The supervision of the subordinates should be carried out in accordance with the principles of unity of command as well as chain of command to avoid confusion in terms of which order is to be carried out and under whose supervision, i.e. role ambiguity and conflict.

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