**UNDERSTADNING THE INDIVIDUAL AND ORGANIZATIONAL IMPACTS OF MULTIPLE SUPERVISORY-RELATIONSHIPS IN A LIMITED TIME DURATION PERIOD**

Our one-up supervisors or direct one-up reporting relationships are one of the most important within the organization. It is this relationship in which we most likely have the most direct contact, receive our work output requirements, our annual performance-evaluation and goals, input about organizational strategic and/or operational goals, and have they play a key role in how teams and workgroups function. Regardless of their title and role, all of these relationships are key to organizational operations and success. The purpose of this research study is to examine the individual and/or organizational impacts of multiple supervisory-relationships in a limited duration of time. For the purpose of this research, multiple supervisory-relationships more than three in a two-year period.

Organizations began to downsize about 40 years ago. This has resulted in the flattening of the organizational structure. Furthermore, movement across organizations has become increasingly more frequent and common, which may include movement within an existing organization or externally to another. One unintended consequence of this flattened structure has resulted in a lack of “development” for supervisors, managers, and directors as they progress up the corporate ladder. This flattened structure has been associated with dissatisfaction and lack of commitment (Jackson, 2007), in part due to on-going and consistent role stress.

More significant is the shifting employee environment. This organizational movement has been further exasperated by the millennial generation, who matured in an environment in which employee/employer relationships have seen a steady decline. Additionally, the millennials have an expectation of an intrapreneurial environment, in which their expectations of a long-term employment relationship remain secondary to their need for employment-independence. With this increasingly younger, and more novice supervisors, are making either lateral or vertical moves, creating a lot of instability within organizations. Shifting employees within an organization might also mean that team members have multiple supervisors simply as an unplanned outcome.

Furthering this challenge is the decreasing number of baby-boomers who are unable to retire, despite the anticipated silver-tsunami. This unintended consequence of holding onto institutional knowledge often means that more novice employees and supervisors do not acknowledge their veteran status and overall knowledge. This lack of recognition is yet another reason for organizational movement as employees seek motivational recognition for knowledge and experience.

It is well-known that many of these factors play a significant role in dissatisfaction among employees. What is not currently known at this time is if and how the number of supervisors also contributes to this frustration. This has led to the question: does the number of supervisory-relationships over a limited duration have an impact on employee commitment.

This research questionnaire consists of three (3) parts: disclosure statement, demographic information, and eight (8) questions that will help answer the question, “How does multiple supervisors over a limited duration impact both employee and the organization”?

*Disclosure statement:* Research is always voluntary. Should you feel that you are no longer interested or able to participate in this research you are free to conclude your participation at any time. Please sign the disclosure statement prior to responding to any of the research questions.

*Demographic information*: While much of this may seem trivial for this question, it is quite helpful information; your responses are appreciated. Demographic information is used in multiple ways to assess if individuals in a variety of circumstances are having similar or dissimilar experiences, and/or or future research in isolating specific correlating variables.

*Research questions*: In addition to the demographic questions, it is the eight (8) research questions, in which this study will attempt to answer the question:

“What are the individual and organizational impacts of multiple supervisory-relationships over a limited duration of time”?

**Definitions:**

*Cognitive-emotional responses*: The overall psychological and physiological responses, which may include

* mental, i.e., extreme fatigue or jubilation, confusion;
* emotional, i.e., burn out, anxiety, stress; or
* physical, i.e., nauseated, tight-chest, difficulty breathing.

*Employee engagement/organizational commitment*: engagement or commitment is the extent to which team members feel passionate about their jobs, are committed to the organization, and put forth discretionary effort into their work.

*Role ambiguity*: Uncertainty about the role expectations, role behavior toward meeting expectations, and information clarity related to tasks within a role.

*Role conflict*: A simultaneous occurrence of one or more role expectations such that compliance with one would make compliance with the other more difficult.

*Role expectations*: Expected behavioral patterns assigned to a position in an organization and/or social unit. Role expectations may also extend to personal and organizational characteristics, style, values, and/or beliefs.

*Role Stress*: The consequence of disparity between an individual’s perception of the characteristics of a specific role and what is actually being achieved by the individual currently performing the specific role, and can include any one of or combination of the events above.

*Supervisor:* refers to a specific role or title that may also include “lead” or “foreman”

*Supervisory relationship*: refers to the person to whom you directly report or a direct on-up reporting relationship. This could include a supervisor, manager, director, or executive.

*Time period*: For the purpose of this research, the overall time period is two (2) years.

**Disclosure statement**

This research is qualitative or anecdotal in nature and may elicit strong emotional responses. Please know that you are able to remove yourself from this study at any point in time should you experience any stress or discomfort. While your responses may be included in publications, your identity and any identifying information will remain confidential.

I, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, understand that I can withdraw from this research at any point in time. Once withdrawn, my information will not be included in any research findings or publication. I also understand that in any point in time, I can make amendments to my statements if I believe it will put me at risk of identification or invalidate my confidentiality. Please note, due to the ethical obligations of research, responses that do not have a signed disclosure statement will not be considered. Electronic signatures will be accepted.

Signature: Date:

Completed responses can be returned to Danielle Lord, PhD at [Daphenenterprise@gmail.com](mailto:Daphenenterprise@gmail.com) and will remain confidential. The researcher may reach out to you if further clarification is needed.

**Demographic information**

*Age range:*

16 – 24 \_\_\_\_\_ 25 – 34 \_\_\_\_\_ 35 – 44 \_\_\_\_\_ 45 – 54 \_\_\_\_\_ 55 – 64 \_\_\_\_\_ 65 – older \_\_\_\_\_

*Gender:*

male \_\_\_\_\_ female \_\_\_\_\_

*Industry:*

Manufacturing \_\_\_\_\_ Service/hospitality \_\_\_\_\_ Retail \_\_\_\_\_ Government \_\_\_\_\_

Healthcare \_\_\_\_\_ Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(please specify)

*Job role:*

individual contributor (no direct reports) \_\_\_\_\_ Supervisor (lead, foreman) \_\_\_\_\_

Manager: \_\_\_\_\_ Director: \_\_\_\_\_ Executive: \_\_\_\_\_

If you have direct reports, how many (in numbers of people): \_\_\_\_\_\_\_\_

*Length of time in current role:*

1 month – 3 years: \_\_\_\_\_ 4 - 7 years: \_\_\_\_\_ 8 – 10 years: \_\_\_\_\_

11 – 19 years: \_\_\_\_\_ 20+ years: \_\_\_\_\_

*Number of years of overall work experience:*

1 month – 3 years: \_\_\_\_\_ 4 - 7 years: \_\_\_\_\_

8 – 10 years: \_\_\_\_\_ 11 – 19 years: \_\_\_\_\_ 20+ years: \_\_\_\_\_

*Education:*

HS: \_\_\_\_\_ Some college (i.e., AAS, technical degree) \_\_\_\_\_ Apprenticeship \_\_\_\_\_

BA/BS: \_\_\_\_\_ MA/MS: \_\_\_\_\_ Terminal Degree (i.e., PhD, MD): \_\_\_\_\_

*Over the past time duration, how many supervisors have you had? Note, often new supervisors result from an organizational restructure. In that event, the team size may change, if known please also indicate the team size. Please indicate by their title:*

|  |  |  |
| --- | --- | --- |
| ***Timeframe*** | ***Supervisors title*** | ***Number of team members***  ***(if known)*** |
| **3 months** |  |  |
| **6 months** |  |  |
| **9 months** |  |  |
| **12 months** |  |  |
| **15 months** |  |  |
| **18 months** |  |  |
| **21 months** |  |  |
| **24 months** |  |  |

Please take a moment to answer each of the following questions. Take as much space as you need to complete each answer. There is no space or character limit. For each response also consider and share the emotional, mental, and physical impacts you experienced as a result.

1. You indicated that you have had multiple supervisors in a short-period of time. Please describe that experience.

|  |  |
| --- | --- |
| Cognitive-emotional responses | |
| Emotional:  i.e., burn out, anxiety, stress |  |
| Mental:  i.e., extreme fatigue or jubilation, confusion |  |
| Physical:  i.e., nauseated, tight-chest, difficulty breathing. |  |

1. How did this experience impact your overall engagement or organizational commitment?

|  |  |
| --- | --- |
| Cognitive-emotional responses | |
| Emotional:  i.e., burn out, anxiety, stress |  |
| Mental:  i.e., extreme fatigue or jubilation, confusion |  |
| Physical:  i.e., nauseated, tight-chest, difficulty breathing. |  |

1. Explain how this experience impacted your overall role stress, (please refer to the definition of role stress).

|  |  |
| --- | --- |
| Cognitive-emotional responses | |
| Emotional:  i.e., burn out, anxiety, stress |  |
| Mental:  i.e., extreme fatigue or jubilation, confusion |  |
| Physical:  i.e., nauseated, tight-chest, difficulty breathing. |  |

1. If you’re anticipating another change in supervisory-relationship, and currently have a poor supervisory-relationship, how does that knowledge impact your current level of commitment, even if you anticipate another one soon?

|  |  |
| --- | --- |
| Cognitive-emotional responses | |
| Emotional:  i.e., burn out, anxiety, stress |  |
| Mental:  i.e., extreme fatigue or jubilation, confusion |  |
| Physical:  i.e., nauseated, tight-chest, difficulty breathing. |  |

1. Have you experienced a situation in which a previous one-up has given you direction even after a change in reporting relationship? Please describe that experience.

|  |  |
| --- | --- |
| Cognitive-emotional responses | |
| Emotional:  i.e., burn out, anxiety, stress |  |
| Mental:  i.e., extreme fatigue or jubilation, confusion |  |
| Physical:  i.e., nauseated, tight-chest, difficulty breathing. |  |

6. As a result of experiencing multiple supervisory-relationships, were there changes in job/role expectations? How did that impact you?

|  |  |
| --- | --- |
| Cognitive-emotional responses | |
| Emotional:  i.e., burn out, anxiety, stress |  |
| Mental:  i.e., extreme fatigue or jubilation, confusion |  |
| Physical:  i.e., nauseated, tight-chest, difficulty breathing. |  |

7. Based on your own observations, and/or conversations, how would you describe the overall impact

on the team?

8. Based on your own observations, and/or conversations, how would you describe the overall impact on the organization?