

Abstract

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Employees' perceptions of supervisory facets: An investigation within an Egyptian context

Purpose – The aim of this paper is to explore the supervision facets from the employees' perception in Egypt. Another aim is to explore the relationships between the supervisors' facets and their satisfaction level.

Design/methodology/approach – To achieve the aims of this research, the researchers collected data from different employees in deterrent organizations in Egypt (n ¼ 272). Validity and reliability tests were computed for the measures used in the research. Descriptive statistics, inter-correlations were computed for the variables used in this research to test the research hypothesis. **Findings** – The similarities with the non-western contest were found in some facets of supervisors, while others are not. Significant relationships were found between supervisors' facets and employees' satisfaction from their supervisors.

Practical implications – Some practical conclusions which would lead to effective and successful organizations in the Egyptian context are: creating a positive environment by focusing on the social relationships between employees and their supervisors and developing a clear job description to help employees understand what they have to do, along with allowing some real participation by the employees in making decisions.

Originality/value – Investigating such concepts will provide the basic information needed to develop a clear understanding for supervisory-employees relationships in a non-Western context, which is not available currently.