

# **The Relationship of Supervisory Expectation with Sub-ordinates' Performance and Retention**

## **Abstract**

Improving employee performance and retention of talent have always been difficult challenges for organizations. The literature suggests that there is a positive relationship between supervisors' expectation behavior and subordinates' performance and retention. The present study, in this background, attempts to explore this phenomenon in the Indian organizations. Based on literature, furthermore, the mediating variables i.e. self efficacy, role efficacy and satisfaction with career, compensation and learning have been taken to find out their effects on performance and retention. The study is based on a sample of randomly drawn 440 respondents from different organizations. The findings of the study reveal that high expectation behavior of supervisor positively affects performance and retention. The effects of mediating variables self efficacy, role efficacy and satisfaction with career, compensation and learning, too, are found to have positive effect on performance and retention. However, the effect of role efficacy is insignificant as compared to other mediating variables. The findings of the study have potential implications in addressing the organizational challenge of improving performance of its human resource and retention of talent.

**Keywords :** Performance, Retention, Expectation behaviour, Self efficacy, Role efficacy, Satisfaction with career, compensation and learning