

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

I
J
R
C
M



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A.

Open J-Gate, India [link of the same is duly available at Inlibnet of University Grants Commission (U.G.C.)].

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 3130 Cities in 166 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

<http://ijrcm.org.in/>

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	INDIVIDUAL FACTORS CONTRIBUTING TO PEOPLE STABILITY IN IT & ITES SECTOR IN POST GLOBALIZED ERA <i>DR. PARUL PANDEY & DR. GEETA BANSAL</i>	1
2.	ALIGNMENT OF HRM AND IR TOWARDS MANAGEMENT OBJECTIVES: A GLOBAL PERSPECTIVE <i>DR. P. MOHAN & M. RAMA SATYANARAYANA</i>	8
3.	GREEN BANKING-GREEN MARKETING-GREEN ENVIRONMENT <i>KANAK TARA, SAUMYA SINGH & RITESH KUMAR</i>	11
4.	ENTREPRENEURSHIP DEVELOPMENT: A STUDY OF MSMEs IN CHITTOOR DISTRICT <i>M. SAMBASIVAIAH, K. RAJAIAH & P. R. SIVASANKAR</i>	15
5.	TOURISM DEVELOPMENT AND ECONOMIC SITUATIONS: ANALYSIS FROM LOCAL COMMUNITIES OF AKSUM <i>ARAYA MEBRAHTU TEKA, ALEMAT ABAY, YIBRAH HAGOS & SIYUOM ADAMU</i>	20
6.	IMPACT OF SALES PROMOTION SCHEMES ON CONSUMER'S PREFERENCE WITH REGARD TO BEVERAGES <i>NIMESH GUPTA & DR. NIHARIKA MAHARSHI</i>	27
7.	THE RELIABILITY OF DIVIDEND DISCOUNT MODEL IN VALUATION OF BANK STOCKS AT THE BOMBAY STOCK EXCHANGE <i>DR. B. CHARUMATHI & E. S. SURAJ</i>	39
8.	FINANCES OF PANCHAYAT RAJ INSTITUTIONS IN KARNATAKA STATE <i>YASHODA</i>	45
9.	QUALITY DIMENSIONS IN MARKETING OF SERVICES: A STUDY WITH SPECIAL REFERENCE TO TELECOMMUNICATION SERVICES <i>DR. P. SUJATHA</i>	48
10.	ROLE OF INDUSTRY-ACADEMIA INTERFACE FOR FILLING THE SKILL GAP <i>TUSHITA IYER</i>	52
11.	A STUDY OF CONSUMER PERCEPTION TOWARDS COMBO OFFERS PROVIDED BY BANKS <i>GAURAV GUPTA & MANDAKINI PARUTHI</i>	55
12.	EFFECT OF LEADERSHIP PRACTICES OF HIGH SCHOOL PRINCIPALS ON EFFECTIVENESS OF TEACHERS: A CASE STUDY OF MASENO DIVISION, KENYA <i>OBIERO CHARLES OMONDI, DR. ISAAC OCHIENG & OJWANG CAINAN</i>	58
13.	IMPACT OF HUMAN RESOURCE DEVELOPMENT MECHANISMS ON BOSS-SUBORDINATE RELATIONSHIPS IN THE JAMMU AND KASHMIR BANK LIMITED <i>RAFIA GULZAR</i>	67
14.	CUSTOMER PREFERENCE TOWARDS USE OF ATM SERVICES IN BHADRAVATHI <i>MANJUSHREE S</i>	71
15.	ROLE OF XBRL IN CORPORATE REPORTING: AN INDIAN PERSPECTIVE <i>NILANJANA KUMARI</i>	76
	REQUEST FOR FEEDBACK & DISCLAIMER	79

CHIEF PATRON

PROF. K. K. AGGARWAL

Chairman, Malaviya National Institute of Technology, Jaipur
(An institute of National Importance & fully funded by Ministry of Human Resource Development, Government of India)
Chancellor, K. R. Mangalam University, Gurgaon
Chancellor, Lingaya's University, Faridabad
Founder Vice-Chancellor (1998-2008), Guru Gobind Singh Indraprastha University, Delhi
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

FOUNDER PATRON

LATE SH. RAM BHAJAN AGGARWAL

Former State Minister for Home & Tourism, Government of Haryana
Former Vice-President, Dadri Education Society, Charkhi Dadri
Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR

DR. SAMBHAV GARG

Faculty, Shree Ram Institute of Business & Management, Urjani

ADVISORS

DR. PRIYA RANJAN TRIVEDI

Chancellor, The Global Open University, Nagaland

PROF. M. S. SENAM RAJU

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. M. N. SHARMA

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

PROF. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR

PROF. R. K. SHARMA

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

CO-EDITOR

DR. BHAVET

Faculty, Shree Ram Institute of Business & Management, Urjani

EDITORIAL ADVISORY BOARD

DR. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. SANJIV MITTAL

University School of Management Studies, Guru Gobind Singh I. P. University, Delhi

PROF. ANIL K. SAINI

Chairperson (CRC), GuruGobindSinghI. P. University, Delhi

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHENDER KUMAR GUPTA

Associate Professor, P.J.L.N.GovernmentCollege, Faridabad

DR. SHIVAKUMAR DEENE

Asst. Professor, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

ASSOCIATE EDITORS

PROF. NAWAB ALI KHAN

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

PROF. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

PROF. V. SELVAM

SSL, VIT University, Vellore

PROF. N. SUNDARAM

VITUniversity, Vellore

DR. PARDEEP AHLAWAT

Associate Professor, Institute of Management Studies & Research, MaharshiDayanandUniversity, Rohtak

DR. S. TABASSUM SULTANA

Associate Professor, Department of Business Management, Matrusri Institute of P.G. Studies, Hyderabad

TECHNICAL ADVISOR

AMITA

Faculty, Government M. S., Mohali

FINANCIAL ADVISORS

DICKIN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography; Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript** **anytime** in **M.S. Word format** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. infoijrcm@gmail.com or online by clicking the link **online submission** as given on our website ([FOR ONLINE SUBMISSION, CLICK HERE](#)).

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR
IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF

(e.g. Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript entitled '_____ ' for possible publication in your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication elsewhere.

I affirm that all the author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if my/our manuscript is accepted, I/We agree to comply with the formalities as given on the website of the journal & you are free to publish our contribution in any of your journals.

NAME OF CORRESPONDING AUTHOR:

Designation:
Affiliation with full address, contact numbers & Pin Code:
Residential address with Pin Code:
Mobile Number (s):
Landline Number (s):
E-mail Address:
Alternate E-mail Address:

NOTES:

- a) The whole manuscript is required to be in **ONE MS WORD FILE** only (pdf. version is liable to be rejected without any consideration), which will start from the covering letter, inside the manuscript.
- b) The sender is required to mention the following in the **SUBJECT COLUMN** of the mail:
New Manuscript for Review in the area of (Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)
- c) There is no need to give any text in the body of mail, except the cases where the author wishes to give any specific message w.r.t. to the manuscript.
- d) The total size of the file containing the manuscript is required to be below **500 KB**.
- e) Abstract alone will not be considered for review, and the author is required to submit the complete manuscript in the first instance.
- f) The journal gives acknowledgement w.r.t. the receipt of every email and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of manuscript, within two days of submission, the corresponding author is required to demand for the same by sending separate mail to the journal.

2. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.

3. **AUTHOR NAME (S) & AFFILIATIONS:** The author (s) **full name, designation, affiliation (s), address, mobile/landline numbers, and email/alternate email address** should be in italic & 11-point Calibri Font. It must be centered underneath the title.

4. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para. Abbreviations must be mentioned in full.

5. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
6. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of every page. It should be free from grammatical, spelling and punctuation errors and must be thoroughly edited.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should follow the following sequence:

INTRODUCTION**REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESES****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****SCOPE FOR FURTHER RESEARCH****ACKNOWLEDGMENTS****REFERENCES****APPENDIX/ANNEXURE**

It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed **5000 WORDS**.

10. **FIGURES & TABLES:** These should be simple, crystal clear, centered, separately numbered & self explained, and **titles must be above the table/figure. Sources of data should be mentioned below the table/figure.** It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per the following:
 - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use (ed.) for one editor, and (ed.s) for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parentheses.
 - The location of endnotes within the text should be indicated by superscript numbers.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:**BOOKS**

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19-22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

IMPACT OF HUMAN RESOURCE DEVELOPMENT MECHANISMS ON BOSS- SUBORDINATE RELATIONSHIPS IN THE JAMMU AND KASHMIR BANK LIMITED

RAFIA GULZAR
LECTURER
AL YAMAMAH UNIVERSITY
RIYADH

ABSTRACT

This article explores the impact of HRD mechanisms on Boss- subordinate relationship in the Jammu & Kashmir Bank Ltd. The data were collected from 130 respondents out of which 80 were managers and 50 were clerks. The data were gathered by well-structured questionnaire based on 38 statements. The results suggest that positive relationship between boss and subordinate will definitely create healthy work environment. This study contributes to the better understanding of Boss-Subordinate relationship.

KEYWORDS

Boss- subordinate relationship, HRD, OCTAPACE climate, PAS and QWL.

INTRODUCTION

In the world wide organizational context the existence of human resources and their development has become very critical for survival and growth of today's organization. The world around us is changing and changing very fast. The changes are visible in multiple forms and from multiple directions. The concern for quality, customer satisfaction, competitiveness of products, cost effectiveness, rising level of customer education and expectations have all created new challenges for Indian organization –including banking sector. To meet these challenges, every organization in general and banking sector in particular needs competent people and requires every employee to be technologically competent, reliable, fast efficient, customer oriented and above all, enterprising as adding value to the company. The only choice the organization is left with is to develop them if they cannot get them.

Researchers and HRD professionals have defined human resource development system in different aspects such as family, national contents, economic, political, social and cultural and organizational aspect. In the family context, Roa (1996) explains HRD essentially deals with how family as unit learns a variety of things, including their relationship. Parents are the first HRD agents, so as the boss in the company. Roa (1996), defined HRD in the organizational context, as HRD is the process by which the employees of an organization are helped in a continuous and planned way, to: (i) acquire and sharpen the capabilities required to perform various functions associated with their present or future roles (ii) develop their general capabilities as individuals and discover and exploit their own inner potential for their own and /or organizational development purposes and (iii) develop an organizational culture in which boss-subordinate relationships are strong and contribute to the professional well-being, motivation and pride of employees.

Boss-subordinate relationship defines the level of dependency and interaction between the boss and the subordinates. This relationship is important and can be a pointer to subordinates loyalty and commitment to the organization. Subordinates who have positive relationship with their boss are likely to be more committed to the organization than those who do not. Boss-subordinate relationship can range from high quality to low quality relationship. Factors that contribute to the type of relationship between boss and subordinates include mutual support, trust, liking, attention, performance, and loyalty. The relationship between boss and subordinates also depends on the culture of the society and the organization. Culture is defined as the shared values, beliefs, and behavioral norms of the society or organization which guide behavior and how things are done in the society or organization. The effect of culture on boss-subordinate relationship depends on four basic characteristics of the society; power distance, uncertainty avoidance, individualism/collectivism, and achievement orientation.

Keeping in view the paramount importance and use of HRD system practices in business organizations, including the service sector. The present study has been undertaken entitled " Impact of HRD mechanisms on boss-subordinate relationship in the Jammu and Kashmir bank".

REVIEW OF LITERATURE

Development of human resources require a developmental climate which is characterized by the occurrence of openness, confrontation, trust, authenticity, pro-activity, autonomy, collaboration and experimentation OCTAPACE culture is essential for facilitating HRD. Openness refers to the environment where employees feel free to discuss their ideas, activities and feelings with each other. Confrontation is striking at problems and issues in an open with the view of solving them rather than hiding them for fear of hurting or getting hurt. Trust is taking people at their face value and believing what they say. Autonomy is granting enough freedom to let people work independently with responsibility. Proactivity is encouraging employee to take initiative and face challenges. Authenticity is the tendency on the part of the people to do what they say, collaboration is to accept interdependencies to be helpful to each other, and work as a team and experimentation as a value that emphasizes the importance given to innovation and trying out new ways of dealing with problems in the organization. According to Roa (1991), Parthasarathy (1988), Chandrasekhar (1993), and Coelho (1993), a combination of various factors such as openness, team spirit, trust, autonomy, cooperation, integration, recognition, participation, fair compensation, counseling, problem solving, valuing assets and respect for the individual influences the HRD climate in general and boss-subordinate relationship in particular.

Boss subordinate relationships are unique interpersonal relationships with important implications for the individuals in those relationships and the organizations in which these relationships exist and develop. Various studies conducted in this field has indicated that boss subordinate relationships directly affect a workers ability to work and produce. As workers are spending on an average around 50 hours a week in an organization, these long hours are said to result in the formation of a workplace friendships. These relationships can have positive outcomes as regards the performances of the employees.

Few studies have examined the phenomenon of jealousy in the workplace, studies by Miner (1998,1990) exploring the consequences of workplace jealousy supports the notion that supervisor's differential treatment of subordinates may affect the communication among those subordinates. Some theorists have suggested that the social context affects one's perceptions of fairness and equity in the organization (e.g., Ambrose, Harland, & Kulick, 1991; Ambrose & Kulick, 1988). Ambrose, Harland, & Kulick (1991) further argue that information regarding the outcomes of other individuals is an important attribute of the social context.

According to the Lee and Park (2006), friendships that develop between superior and subordinate in workplace are called blended friendships which can have positive impact on the employees performance & productivity. According to them workplace friendship can lead to:

- More cohesive work groups;
- More satisfied and committed employees;
- Greater productivity;
- Greater goal attainment;
- Increased positive feeling towards organization;
- Better performance;
- Prevention of employee's turnover and employees desire to leave the company.

According to Lao-Tzu:

The best leader is one whom, people honor & praise;

The next best is one whom, they fear;

And the next best is one, whom people hate. According to him, when the best leaders work is done people say: "we did it ourselves".

Research has proven that to improve boss-subordinate relationship in any organization is to enhance and implement various HRD mechanisms for both managers and workers. For managers the organization focus on

PERFORMANCE APPRAISAL SYSTEM

One of the widely debated HRD mechanism that goes a long way in systematically improving the performance level of an individual as well as organization is the performance appraisal system (PAS). Every executive is being continuously assessed for the value and contribution that he/she is adding to the organization by performing their assigned roles and responsibilities. Research findings indicate that PAS has a bearing on employees growth and productivity (Latham and Wexley, 1982, Mufeed 1998).

JOB ENRICHMENT

Hulin and Blood (1968) reviewed the job enrichment thesis as "one of the most pervasive and dominant themes which exists in the attempts of industrial psychologists to provide guidelines and framework for motivation of industrial workers".

COMMUNICATION

Communication is one of the basic and foremost important mechanisms of HRD mechanism. According to Anderson and Dale Level, the following were cited to be the benefits of effective downward communication;

- Better coordination
- Improved individual performance through the development of intelligent participation;
- Improved morale;
- Improved customer relations
- Improved industrial relations.

CAREER PLANNING

According to Michael (1993), career planning stands for the forward looking employment policies of an organization which takes into account the career of individual executive involved in various tasks, particularly critical ones. According to Strauss and sayles (1980)." The objective of managerial career planning program is to make each of the year count and to provide each manager with a rich learning experience, so that he/she has a productive and satisfying career". Following mechanisms have been tried by Indian organization for workers development with considerable success

TRAINING

Training is an important mechanism for the workers development. Philips (1997) has divided training results emanating from evaluation into two types of data- hard data which includes output, quality, time and cost and soft data which comprises work habits, work climate, attitude, new skills, development advancement, and initiatives.

QUALITY OF WORK LIFE (QWL)

It refers to the relationship between the workers and work environment and is an important mechanism of HRD practices for workers. Nadler and Lawler (1983) have described QWL as

- A concern about the impact of work on people as well as on organizations effectiveness.
- The idea of participation on organizational problems and decision making.

COUNSELING

Counseling is an important mechanism to provide timely guidance to workers and help them to learn from their own mistake. The basic objective of counseling is overall development of subordinate, counseling helps in establishing a harmonious relationship between boss and subordinate. Such a process to strengthen the bond of relationships with their superiors and the organization as a whole (Okum 1976).

WORKERS PARTICIPATION

Workers participation in management is a very potent mechanism for overall growth of workers and companies pitably. Michael and wood (1974) has shown that satisfaction was affected by participation. Satisfaction was greater where participation was complete than where it was partial. Holter (1965) found less tension between employees and management where joint management existed and more tension in the company in which it doesn't exist.

By considering above mentioned HRD mechanisms the companies especially service sectors like banks can avoid misunderstandings and have a positive influence on boss-subordinates relationships.

NEED FOR PRESENT RESEARCH

Research has proven that very little work has been done on impact of HRD mechanisms on Boss-subordinate relationships. Organizations especially banking sector are not realizing how important is to implement and execute HRD mechanisms for healthy workplace relationships. Keeping in view attempt has been made to understand the impact HRD mechanisms on boss- subordinate relationships in the Jammu and Kashmir Bank Ltd.

PROBLEM STATEMENT

To explore the impact of HRD mechanisms on boss- subordinate relationships the Jammu and Kashmir Bank Ltd .

RESEARCH OBJECTIVES

- To analyze the various Human resource development mechanism for managers.
- To analyze the various Human resource development mechanism for workers/clerks.
- To ascertain how these HRD mechanisms are related with boss-subordinate relationship.
- To study in detail various aspects of boss-subordinate relationship.
- Finally to find the impact of HRD mechanism on boss-subordinate relationship.

HYPOTHESIS

- Manager's shows positive approach towards the i the impact of HRD mechanism on boss-subordinate relationship.
- Clerk's shows positive approach towards the i the impact of HRD mechanism on boss-subordinate relationship.

DEPENDENT VARIABLE

As for the measures of dependent variable- boss-subordinate relationship as perceived by employees, were selected.

INDEPENDENT VARIABLE

The study looked at the following HRD parameters that contribute significantly to boss-subordinate relationships:

- Performance appraisal system
- Job enrichment

- Communication
- Career planning
- Training
- Quality of work life
- Counseling
- Workers participation

METHODOLOGY

DATA
 The current study was conducted in a Jammu and Kashmir bank ltd. Until the 1980s the banking industry was characterized by stability. Most recently banking industry deregulation has stimulated a highly competitive environment. During the 1980s& 1990s the industry has experienced the removal of interest rate ceilings, reduction in reserve requirements, expansion of banks powers and a relaxation of geographical relaxations. These regulatory changes coincided with technological advances as ATMs, telephone banking, PC –based banking and information system advances within the banks. For maintaining and for further development the sample study has to enhance boss- subordinate relationship. For this study, we collected data from 130 respondents out of which 80 were managers of scale I and scale II and 50 were clerks. The respondents were provided with the questionnaire and conducted interviews. The questionnaire had three sections, section (A) is about variables oh HRD mechanism, section (B) about suggestions and section (c) about personal details.to collect data. The respondents were asked to respond to each variable as used in the questionnaire on the bases of 5- point likert scale viz, (a)Not at all true= 5,(b) Rarely true = 4,(c) Sometime true =3,(d) Mostly true=2 and (e) always true = 1 .

RESULTS AND DISCUSSION

The assessment of the response to managerial and clerical staff was compared regarding the boss- subordinate relationship of employees taking 9 statement/ items into account given in the table 1.1.The comparative study revealed fairly good climate among managers with the score of 72.4%(mean 3.62) as compared to clerks 64% (mean 3.2) against the statement 31 (delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization). The clerks show higher score of 71.2% (mean 3.56) as compared to managers score 68.6(mean 3.43) against the statement 35 (career opportunities are pointed out to juniors by senior officers in our banks). As far as statement 32,28,29,6,3,36, and 20 are concerned the managers shows better results than clerical staff by scoring 50% (mean 2.5), 57.4%(mean 2.87), 58.5%(mean 2.93), 66.4%(mean 3.32), 67%(mean 3.35), 67.4%(mean 3.37) and 70%(mean 3.50) against 44.8%(mean 2.24), 49.2%(mean 2.46), 53.2%(mean 2.66), 51.2%(mean 2.86), 51.2%(mean 2.56), 52%(mean 2.6) and 58.4%(mean 2.92) on the whole the table 1.1 identifies better superior that subordinate relationship among managers with score above 64.27%(mean 3.21) against the clerical score 55.4 % (mean 2.77). There is a possibility of further development of boss-subordinate relationship among employees of Jammu and Kashmir bank ltd. The comparative relationship has been graphically exhibited in Fig 1.2.

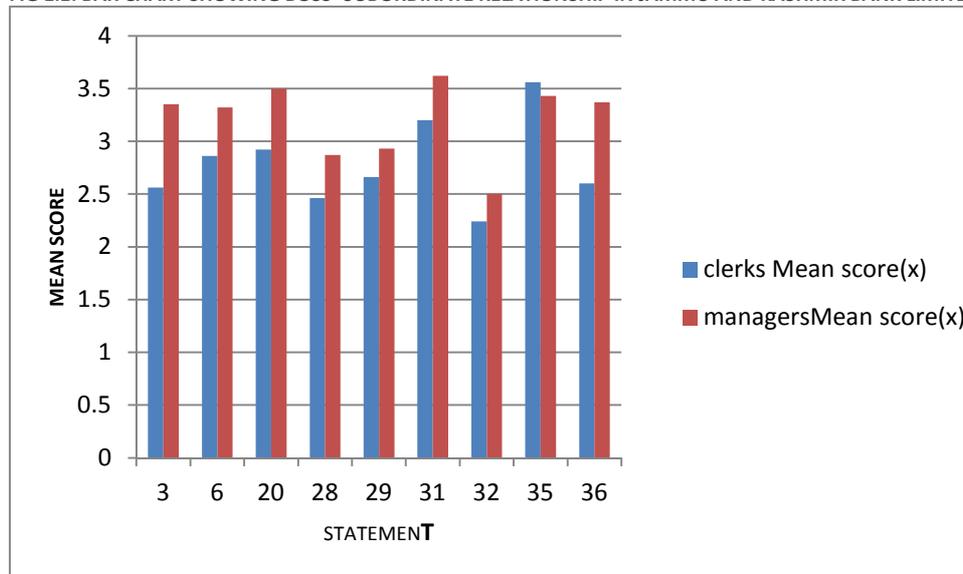
TABLE 1.1: BOSS- SUBORDINATE RELATIONSHIP IN JAMMU AND KASHMIR BANK

ITEMS	STATEMENTS	CLERKS			MANAGERS		
		Mean score(x) (N1=50)	Standard deviation(SD)	% to mean score	Mean score(x) (N1=50)	Standard deviation(SD)	% to mean score
3	Development of the subordinates is seen as an important part of their job by the managers/officers in our Bank	2.56	0.90	51.2	3.35	1.38	67
6	Senior officers/ executives in j& k bank take active interest in their juniors and help them to learn their jobs	2.86	1.10	57.2	3.32	1.30	66.4
20	When an employee makes a mistake , his supervisor treats him with understanding and help him to learn from such mistakes rather than punishing him or discouraging him.	2.92	1.20	58.4	3.50	1.35	70.0
28	Employees are not afraid to discuss or express their feelings with their superiors.	2.46	1.07	49.2	2.87	1.21	57.4
29	Employees are not afraid to discuss or express their feelings with their subordinates	2.66	1.07	53.2	2.93	1.22	58.6
31	Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization	3.20	1.16	64.0	3.62	1.08	72.4
32	When seniors delegate authority to juniors, the juniors use it as an opportunity for development	2.24	0.79	44.8	2.50	1.16	50.00
35	career opportunities are pointed out to juniors by senior officers in our banks	3.56	1.19	71.2	3.43	1.22	68.6
36	The organizational future plans are made known to the managerial staff to help them develop their junior and prepare them for future.	2.60	1.16	52.0	3.37	1.29	67.4
	Total	2.77	0.22	55.4	3.21	0.09	64.27

NOTES

1. Scoring scale: Not at all true= 5, Rarely true = 4, Sometime true =3, Mostly true=2 and always true = 1.
2. Higher mean scores indicates to more favorable perception towards overall HRD climate and lower mean value indicate vice versa.
3. N1= number of clerks and N2 =number of managers.

FIG 1.1: BAR CHART SHOWING BOSS- SUBORDINATE RELATIONSHIP IN JAMMU AND KASHMIR BANK LIMITED



SUMMARY OF FINDINGS AND CONCLUSION

On the whole we found the existence of good HRD climate in the sample study organization i.e. Jammu and Kashmir Bank Limited. The managers in general showed a favorable attitude towards HRD mechanisms of an organization. They were satisfied with management as well as the subordinates while as clerical staff showed less favorable attitude towards HRD mechanisms of an organization. The satisfaction level among the clerical staff was less than managerial staff. The overall scene of HRD climate for boss- subordinate relationship has been recorded as 54.4% in clerks and 64.27 in managers.

SUGGESTIONS AND POLICY IMPLICATIONS

Regarding HRD mechanism, such as training and development, PAS, potential appraisal, career development, QWL, and workers participation need a complete re-engineering process so that it would create the positive HRD climate in the organization which has a direct impact on boss- subordinate relationship.

LIMITATIONS AND FUTURE RECOMMENDATIONS

The study is limited in several ways. First, the small number of participants restricts the generalizability of the findings. Second, further analysis is needed to compare with some other private sector or public sector organizations. As present research focused on few HRD mechanism further analyses can be done by focusing all HRD mechanisms to understand the impact of HRD mechanism on boss- subordinate relationships.

REFERENCES

- Ambrose, M.L., & Kulik, C.T. (1988). Referent Sharing: Convergence within workgroups of perceptions of equity and referent choice. *Human Relations*, 41, 697-707. Anderson and Dale Level
- Ambrose, M.L., Harland, L., & Kulik, C.T. (1991). The influence of social comparisons on perceptions of organizational fairness. *Journal of Applied Psychology*, 76, 239-246.
- Anderson, John; Dale Level (1980). "The Impact of Certain Types of Downward Communication on Job Performance". *Journal of Business Communication* 17 (4): 51-59. Retrieved 2 November 2011.
- Chandra Shekhar, S. (1993). "HRD Newsletter" jan-June 19
- Coelho S.J. (1993), "HRD as /see it" HRD Newsletter" jan-June 18
- Holter Harriel (1965), " Attitude towards employees participation in companies decision making process- A study of non-supervisory employees in some Norwegian firms", *Human Relations* vol. 18.No.4,p304.
- Hulin and Blood (1968), " job enlargement individual differences and workers responses". *Psychological bulletin* 1969(1), p 41-45.
- Latham G.P and Wexlay, K.N (1982), " Increasing productivity through PA" Reading Massachusetts; Addison-Wexley Publishing Co. London.
- Lee, H.E.; H.S. Park (2006), *Exploration of the relationship between friendship at work and job satisfaction: an application of balance theory.*, pp. 1-44
- Michael R. Cooper and wood, Michael T, (1974) . " Members participation and commitment in group decision making an influence satisfaction and decision riskiness", *Journal of Applied Psychology*, Vol 59, No.2
- Michael V.P. (1993), *Pererspective Management* ,Himalaya Publishing House Bombay,682.
- Mufeed S.A (1998). "Performance Appraisal Management". Anmol Publication Pvt. Ltd, NewDelhi, 25-26.
- Nadler, D.A and Lawler, Edward (1983), " Quality of Work life", *Organizational dynamics*. Winter, P26.
- Okum B.F (1976), *Effective helping, interviewing and counseling techniques*, North Sectuate , Duxbury Press.
- Parthasarthy (1998), *Towards developing strategies for HRD"*, *Industrial Engineering Journal*, 27, pp12-25.
- Philips, J.J(1997), *the return on investment in Philips.J.J(Ed), HRD*, Washington D.C. ASTD Press.
- Roa T.V (1996). " ABC of HRD . the Indian Express Ahmadabad, Feb 21.11.
- Roa T.V (Ed) (1991), *Reading in human resource development* , Oxford and IBH, New Delhi.
- Strauss George and Sayles R. Leonard(1980), *Personnel, The Human problems of management* (4th ed) PHI, New Delhi, 499.

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mail infoijrcm@gmail.com for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

DISCLAIMER

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, nor its publishers/Editors/Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal is exclusively of the author (s) concerned.

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals

