

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

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

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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 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.

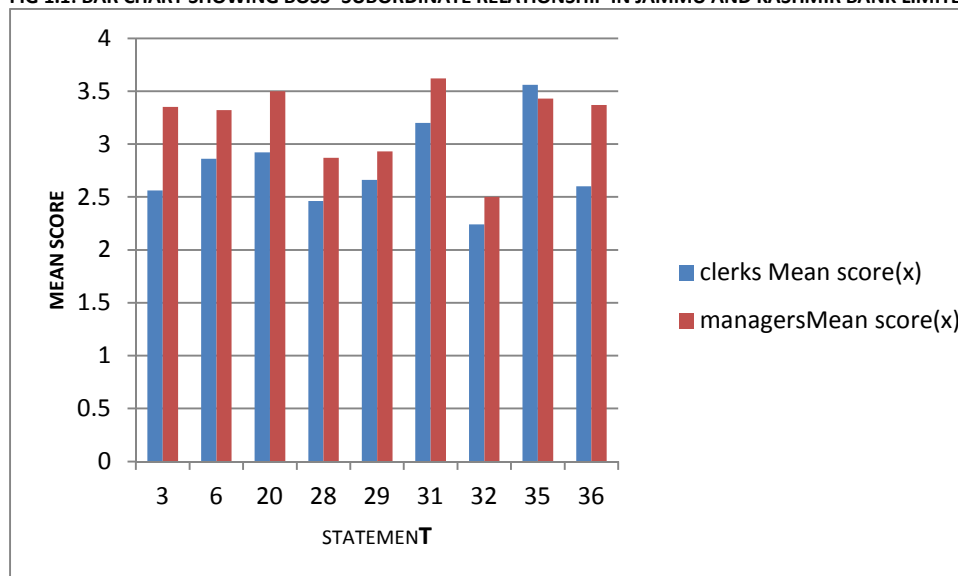
TABLE 1.1: BOSS- SUBORDINATE RELATIONSHIP IN JAMMU AND KASHMIR BANK

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.

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