A Study on SUPERIOR Subordinate Relationship in Selected Private Sector Bank of Surat

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Introduction

Superior subordinate communication is frequently regarded as an important method in contemporary organizations that can be used to increase the group's and individuals' capacities to carry out particular duties and responsibilities, familiarize themselves with new methods, and care for all aspects of human resource management. The relationship between an employer and an employee can vary from company to company. There are no universally applicable methods. They have been developed and implemented in accordance with an organization's distinct beliefs, orientations, stresses, and advantages and disadvantages. The implementation of formal or informal employee relations in organizations has been influenced by many factors.

The formal employee relations program is frequently thought of as the structured and coordinated relationship between superiors and subordinates that uses standard norms, continuous action plans, time frames, and specific objectives. On the other hand, informal employee relation is frequently viewed as a method and systems of relationship between superior and subordinate to spontaneously meet specific demands.

Superior subordinate communication is a long-term relationship between an experienced adult and a young person. It is rooted in Greek mythology and shares many characteristics with the apprenticeship as it existed prior to the Industrial Revolution. It is an intervention that has been shown to be very effective and has gained a lot of popularity recently.

Because it conveys that the organization is interested in employee career growth and development and that the employee can make valuable contributions to achieving the goals and objectives of the organization, superior subordinate relation is a useful tool for positively influencing employee commitment. By disseminating the knowledge required to "get the job done" throughout the organization among a larger number of employees, this program increases human resource effectiveness and is an excellent tool for breaking down knowledge silos.

Types of superior subordinate communication

There are many different Models of superior subordinate communication. all of them will be appropriate in all situations, but sometimes it's helpful to know what else is available before taking the plunge and getting started.

Downward communication

The most fundamental form of communication from below in a work environment is when superiors give orders to subordinates. Manuals and handbooks, oral communication, and/or written orders are typically used to accomplish these. Information booklets, employee bulletin boards, jobholder reports, and meeting forums are all examples of downward communication media. Subordinates respond most effectively to matters that they believe are of the boss's greatest personal interest. Among the various commands, policies, practices, and suggestions that come from above, subordinates choose those that are most in line with their perception of their bosses' character, personal motivation, and style and give them priority

Upward communication

The act of passing on information from the lowest levels of an organization to the highest levels is known as upward communication. Reports, estimates, opinions, complaints, grievances, appeals, and so on are all included. from superiors to subordinates. It is crucial because it determines whether downward communication is successful. Upward information flow can be very beneficial for an organization, particularly when it is encouraged by management.[10] Management learns how well its policies, plans, strategies, and objectives are adopted by those working at lower levels of the organization.

There is a connection between upward communication and the communication channel. Because of the ease with which certain channels are disregarded, subordinates may be less satisfied with communication from above. When compared to a subordinate who is dissatisfied with his or her upward communication, a subordinate who is satisfied with his or her upward communication will be less apprehensive about communicating upward.

Open communication

A good way to build trust within the company is through open communication between superior and subordinate members of the organizational structure. In order to demonstrate their level of concern for the work that is being done, management should regularly have face-to-face conversations with employees in order to implement open communication. It is essential for management to make certain that each employee receives adequate praise for the individual contributions he or she has made to the organization and to provide ample feedback on both their strengths and areas for growth. Employees who have an open line of communication with their superiors are found to be more satisfied with their jobs than those who do not. Employees who have an open line of communication with their superiors are found to be happier in their jobs. Open communication is better facilitated by certain types of messages. Rather than responses that are either neutral or negative, supervisory messages that encourage or reciprocate are preferable for both superiors and subordinates. When you are open to receiving messages, you must be willing to listen to the message without jumping to conclusions, even if it is not what you expected to hear. The responses and types of feedback provided, not the message itself, distinguish an open communication relationship from a closed one. Subordinates in a closed communication relationship with their superior are more likely to respond negatively to the superior's feedback than those in an open communication relationship.

Scanlon plan

It has been suggested that upper-level management, who rarely deal with daily tasks at the company, is less effective at determining how to improve things in an organization than those who perform specific tasks on a daily basis. Through methods of profit sharing, the Scanlon Plan benefits everyone in the organization. By giving them a say in how things are run, this plan allows all employees to be more receptive to decisions being made within an organization.

Literature Review:

Oginni Babalola(2014) it empirically analysed e concept of superior-subordinate relationship and employees' commitment to the core beliefs of the organisation in the public universities of Southwestern, Nigeria by identifying various key issues in superior-subordinate relationship and employees' commitment; determining the effect of the superior-subordinate relationship on employees' commitment and also investigated the extent of the effect of superior-subordinate relationship on employees' commitment as well as the role of leadership styles in subordinates' commitment and those challenges encountered in the course of instituting acceptable superior-subordinate relationship and employees'

commitment. The population for the study has a total number of twelve public universities in the Southwestern, Nigeria (Federal and State) with 12,346 academic staff from which a total number of 1,440 respondents were chosen i.e 120 respondents from each of the universities representing 12% of the population through the purposive sampling technique with reference to the stratified sampling procedure which ensures proportional representation of the population sub-group and random sampling technique was used in the course of administering the questionnaire to 1440 respondents. The result of the findings showed that the correlation between superior-subordinate relationship and employees' commitment was a positive but it was a weak relationship at 0.05 level of sig. thus, recommended that the culture of the organisation should be designed and tailored along the tradition, values, norms and beliefs of the people in that environment for acceptability of the ways things are being done in the organisation in order to sustain relationship and commitment.

Mamta Gaur(2013) Workplace relationship is a very vital phenomenon at the workplace. The relationship between a leader & his subordinates can have a major impact on the performance of the employees. Positive relationships can take the shape of varied types of exchanges between a leader & his subordinates. A positive exchange, which may include behaviors like, discussing work related problems, involvement in the decision making process, availability of the leader at any time when required etc.—can have a positive impact on the performance of the employees. Good managers recognize that a relationship with a boss involves mutual dependence and that, if it is not managed well, they cannot be effective in their jobs. Bosses are only human, their wisdom and maturity are not always greater than their subordinates. Effective managers see managing the relationship with the boss as part of their job. As a result, they take time and energy to develop a relationship that is consonant with both persons' styles and assets and that meets the most critical needs of each.

Nina Buschle (2010) The concept of job satisfaction is one of the most extensively researched areas in organisational management. In order to explain the concept, this study explores the topic job satisfaction and links it with the relationship between superior and subordinate. This research paper is based on a study done with a sample size of 12 consultants working in a Human Resources consultancy. Data were collected through a VBBA questionnaire, then analyzed by conducting a t-test and applied to the leader-exchange theory. The results show that there is a strong correlation between a positive relationship to one's supervisor and job satisfaction.

Jeffery Kassing (2009) The purpose of this study was to examine how subordinates' perceptions of superior-subordinate relationship quality related to their strategies for expressing dissent. Employees from various organizations completed self-report survey instruments. Results indicated that subordinates who perceived having high-quality relationships with their supervisors reported using significantly more articulated dissent than subordinates who perceived having low-quality relationships with their supervisors. Conversely, subordinates who perceived having low-quality relationships with their supervisors reported using significantly more latent dissent than subordinates who perceived having high-quality relationships with their supervisors.

Research Methodology:

The purpose of the study was to investigate the relationship between superiors and subordinates in selected private bank in the city of Surat. The researcher found two branches with a total of 40 employees. Further, the respondents' preferred characteristics of a superior subordinate are the subject of the study. The researcher used a descriptive, non-experimental research design. Age, experience, designation, and educational qualifications were the

demographic variables that were taken into consideration for the current study. The primary method for gathering data was the personal survey. Research instruments have included Structured Questionnaires. Open ended questions, Dichotomous questions, multiple choice questions, Likert scale questions have been utilized to gather the information. Descriptive statistics have been used to analyze the collected data, making it easier to comprehend and summarize the information. The frequency distribution shows the number of observations or cases that fall into each group or category in the summary statistics, which are presented in tabular form. The hypothesis has been accepted or rejected using cross tabulation. Excel and SPSS 21 are the statistical data analysis software utilized.

Empirical Analysis:

Table 1 Demographic Profile of Employees

Age of Employee		Gender of Employee		Education of Employee	
	Frequency		Frequency		Frequency
Below 25	15	Male	36	Graduate	17
26-35	21	Female	4	PG	17
36-45	4	Total	40	Others	6
Total	40			Total	40

Designation of Employee		communication Type	
	Frequency		Frequency
Senior Manager	2	One to one	20
Asst. Manager	12	Group	6
Clerk	17	Informal	4
Sub Staff	9	Formal	10
Total	40	Total	40

Source: SPSS Output

Interpretation:

The employee's demographic profile is shown in table 1 above. 21 of the 40 respondents are between the ages of 26 and 35, indicating that a greater proportion of employees are young and enthusiastic. The additional gender column indicates that 36 of the respondents are male. In terms of education, 17 of the employees are graduates, and 17 are even nearby postgraduates. The 10th and 12th places in education make up the others category.

20 employees believe that their organization follows one-on-one communication while 10 employees believe it is formal communication. Additionally, 6 employees stated that the organization is following group communication, and 4 employees believe it is an informal relationship.

Table 2 Multiple Response Analysis for superior subordinate characteristics

Superior Characteristics	N	Percent	Subordinate Characteristics	N	Percent
Responsible	30	31.10%	Non-Judgmental	6	9.70%
Observer	11	13.30%	Challenging	8	12.90%
Individual Improvement	7	8.90%	Gives openion	11	16.10%
Expectation for Result	6	6.70%	Empathetic	3	6.50%
Reflector	4	4.40%	Patience	20	32.30%
Individual growth	11	11.10%	Time Management	8	12.90%

Being Open	4	4.40%	Sales Skills	6	9.70%
Enthusiastic	6	6.70%	**Total**	**62**	**100.00%**
Active Participants	11	13.30%			
Total	**90**	**100.00%**			

Source: SPSS Output

Interpretation:

Based on the results of the multiple response analysis for the characteristics of superior subordinate, shown in table 2, the majority of respondents favored the major characteristics of a superior to be responsible (30 respondents), observant (11 respondents), and active participant (11 respondents). Patience (20 respondents) and the capacity to provide opinion were also significant characteristics. Additionally, subordinate must be challenging (8 Respondent) and effective time managers(8 Respondent). This obviously shows that if organisation has any desire to carry out such program than they should focus on such qualities for superior as well as subordinates

Table 4 Opinion on Formal and Informal Relationship between Mentor and Mentee

Variables	HA	A	N	DA	HDA	Missing	Total
Formal Relationship							
I need suggestions from Superior while doing my job	14	21	5	0	0	0	40
I prefer to have a suggestion in formal discussion	5	31	4	0	0	0	40
I am able to explore of personal Concerns	4	29	4	3	0	0	40
Feel supported through positive communication	16	14	3	0	0	7	40
Informal Relationship							
I feel comfortable in dealing with my superior even after working hours	8	15	10	4	3	0	40
I agree with my immediate superior's attitudes	10	22	3	2	0	3	40
My supervisor helped me meet new colleagues	11	24	5	0	0	0	40
My superior encouraged me to talk transparently	8	19	8	2	3	0	40

Source: SPSS Output

Interpretation:

Looking to the above table number 4, first formal mentoring opinion is very important and 21 respondents said that they seek advice from superior while doing their work and even 14 are strongly agree with this statement. Same will be observed in last statement under formal category i.e. they feel supported and encouraged through positive interaction. As such they are agree to rest of two statements but compared to other above discussed variables, they gave less priority to formal discussion and exploration of personal concern.

Moreover, informal variables in which employees are strongly agree with two variables i.e. their Superior attitudes and their superior helped personally to each and every employee to meet their new colleagues at workplace.

Table 5 Opinion on Benefits superior subordinate Relationship

Variables	HA	A	N	DA	HDA	Missing	Total
It is a two way communication	14	19	7	0	0	0	40
The relationship has meaning	8	25	7	0	0	0	40
The superior needs formal training	6	18	13	3	0	0	40
The purpose of superior subordinate relationship is career related	5	20	15	0	0	0	40
The purpose of superior subordinate relationship is educational support related	7	22	11	0	0	0	40
Your needs should be the most significant part of this relationship	5	30	5	0	0	0	40
Superior consonant with our organizational structures as well as culture	7	18	10	0	0	5	40
There are specific goals that superior and subordinate are trying to achieve	14	21	2	3	0	0	40

Source: SPSS Output

Interpretation:

The above table number 5 indicates benefits of superior and subordinate according to employees' opinion. The most neutral and disagreeing response found in formal training needs. Otherwise rests of all benefits are agreed by subordinates. Most of the agreeing and strongly agreeing benefits are two way process and relationship serves specific goals to be achieved.

Table 6 Cross Tab Results for Age of Employee and Formal-Informal Relationship

Variables	Prob. Value
Age of Employee * I need suggestions from Superior Staff while doing my job	0.142
Age of Employee * I prefer to have an opinion in formal communication	0.455
Age of Employee * able to explore of personal Concerns	0.516
Age of Employee * Feel supported through positive communication	0.536
Age of Employee * I feel comfortable in dealing with superior even after working hours	0.016
Age of Employee * I agree with my immediate superior's attitudes	0.684
Age of Employee * My superior helped me meet new colleagues	0.203
Age of Employee * My superior encouraged me to talk Transparently	0.093

Source: SPSS Output

Interpretation:

The above table number 6 represents the cross tabulation results with chi-square asymptotic probability values. All the probability values are found to be greater than 0.05 which mean we fail to reject the null and interpret that there is no significant association between age and

formal relation between superior subordinate and the same case is with association between age and informal relationship between superior and subordinate

Findings:

● Most of the respondents are young and enthusiastic. Talking about educational background, most employees have perused graduation and post graduation.

● Some employees feels that it is an informal relation

● Major subordinate characteristics were patience and openion giver.

● First formal superior's feedback is very important and some .respondent said that they seek advise form superior while doing their work

● There is no significant relationship between age and formal relation between superior and subordinate and the same with association between age and informal relationship between superior and subordinate.

Limitations:

The target of human resource belongs to diverse of nature, experience, income, age, gender. Which affects the rating patterns of the given questionnaire and analysis. As it was based on structured questionnaire, there is lack of two way communication. There was no personal interaction in between respondent and researcher

Suggestions and Conclusion:

Employees should be aware about superior and subordinate relationship. Employee should be given priority for formal discussion. Also they must give emphasis on informal relationships. Superior goals are to be turned subordinate into valuable person both in professional and personal life. Subordinate should act and tune with the superior's needs. By this way relationship will be fruitful.

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