



A STUDY ON SUPERIOR-SUBORDINATE RELATIONSHIP AMONG TEXTILE MILL EMPLOYEES IN RAJAPALAYAM

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ABSTRACT

To succeed in the business world, every organization must accomplish a set of objectives. Its most valuable resource within the company will be its employees. Communication between supervisor and subordinate is very much needed in the work environment to attain the personal and organizational desired results. For the organization to achieve its goals, the interaction between superiors and subordinates is crucial. Because of their divergent views on their jobs, superior and subordinate relationships sometimes don't function efficiently. The top management in the organization will get more advantages from superior/subordinate partnerships if the superior and subordinate firmly examine and comprehend their demands. This study's goal was to investigate the relationship between superiors and subordinates.

Keywords: Superior, Subordinates, Relationship, Communication and Textiles

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Introduction

There is a superior-subordinate relationship between every individual in any organization. In an organization, it is conceivably the most significant encounter that occurs. Every firm consists of employees who work together to achieve a common goal through coordination. The phrase "management is the art of getting things done through other people" was

further elaborated by Rao and Narayana (1989) to be a good summary of what a manager does in an organization. However, underneath this apparent simplicity lies the manipulative nature of management functions, which is best understood when the statement is carefully examined. Before the superior, others must act before the superior may do anything on their own. Use of authority, a

need for task completion, and people are all necessary for these individuals to achieve tasks. In a nutshell, the hallmark of management as a concept is the necessity of managing resources through the use of people to accomplish the stated objective(s). In the process of managing these resources through the use of people, a structural relationship would emerge in the form of a hierarchical order where all the people would not be on the same pedestrian or level, i.e. master and servant relationship.

The interaction between master and servant is what eventually gave rise to the concept of superior and subordinate. People in different hierarchical positions in an organization can communicate with one another. To accomplish individual and corporate objectives, they collaborate with their subordinates. While some managers have complete control over the employees in their divisions, others only have authority in some areas, and still others just follow orders from higher up. Thus, there is a need for research into the current relationships between superiors and subordinates at Rajapalayam's textile factories

Significance of The Study

Relationships between superiors and subordinates frequently end in conflict because neither party has realistic

expectations of what the other can offer. The employees will move on to a nice position because of superior and subordinate relationships if they were frequently examined and understand their opinions as well as those of their bosses and subordinates. The expectations of each party will have a significant impact on the relationship between superior and subordinate. Only a personal friendship with their boss will do for some people. Others might be mainly concerned with upholding a business connection. Those who may not get along with their superiors might only be concerned with keeping things civil. Specific maintenance techniques are needed due to the peculiar connection between superiors and subordinates. The benefits of maintaining a solid relationship between superiors and subordinates can be crucial to an organization's long-term performance. Employees are recognized to be more productive, efficient, and loyal when there is a good working relationship between them.

Statement of The Problem

Each firm has a unique mission that drives its corporate goals toward higher achievement and increased organizational profitability. Every person in any organization has a superior-subordinate connection. It may be said to



be the most significant interaction that occurs within an organization. People form organizations when they work together to accomplish a common goal through carefully planned activities, which is the essence of management. To understand the nature of the interaction between superiors and subordinates, we need to look more closely at the superior focus of attention, aims, and objectives. The supervision of subordinates' work to ensure it produces the desired results is a common aspect of the relationship. While supervising work, a superior is not physically present during it. Actions of the subordinates at work, it follows that the quality of supervision over the operational workers and the work environment, which is a function of interpersonal factors, are highly correlated with the amount and quality of work. To increase production in textile firms, superior and subordinate relationships are crucial. Hence a need for research on the current superior-subordinate relationship and the difficulties that the superior and subordinate experience in their relationship at Rajapalayam's textile firm.

Objectives of The Study

- To learn the current relationships between superiors and subordinates inside the organization.
- To determine the variables influencing these interactions.

- Making recommendations for ways to enhance the organization's relationship between superiors and subordinates.

Hypothesis of The Study

- H₀ – The perception of respondents is the same on Openness in communication irrespective of their working Firm.
- H₀ – The perception of respondents is the same on Furious in expression irrespective of their working Firm.
- H₀ – The perception of respondents is the same on No enthusiastic support from them irrespective of their working Firm.

Research Methodology

The project is primarily descriptive. Surveys and various fact-finding inquiries are included in descriptive research. In this study, data from superiors are collected using a census survey, whereas data from subordinates are collected using a sampling survey. The study uses probability sampling to get data from subordinates. The researcher uses a simple random sampling technique to obtain data from subordinates. 384 samples from the Rajapalayam textile firm were used for this study. We used both primary and secondary data. A structured, closed-ended questionnaire is used to get primary information from superiors, while

an interviewing technique is used to gather primary information from deputies.

Scope of The Study

The purpose of the current study is to examine the factors that influence the relationship between a superior and a subordinate, to analyze the various obstacles that stand in the way of that relationship within the company, and to research the different relationship maintenance techniques that the Rajapalayam textile firm employs. Employees from Rajapalayam textile factories were chosen for the study.

Limitations of The Study

There are some restrictions on every study project. The following factors could be used to judge this study's shortcomings.

- 1) The research study was done at three specifically chosen textile firms in Rajapalayam, which may only provide a partial picture of the circumstances.
- 2) Due to a lack of time or possibly out of disinterest, some respondents may have provided inaccurate information.

Review of Literature

- 1) **Patricia M. Sias and Fredric M. Jablin (1995)** in their article, **“Differential Superior-Subordinate Relations, Perceptions of Fairness, and Co-worker Communication”** said that the complex relationships between

differential superior-subordinate relations, fairness perceptions, and co-worker communication. Data gathered from employees in a variety of organizations indicate that differential treatment from a supervisor to his or her subordinates influences co-worker communication by (a) leading co-workers to talk about the differential treatment itself, and (b) influencing the nature of the communication relationships among the co-workers. Data also provide insight into issues of perceived organizational fairness, indicating that fairness perceptions are often socially constructed by work group members through discourse.

- 2) **Jablin, Fredric M (1979)** in their article, **“Superior-subordinate communication: The state of the art”** said that researchers have focused the majority of their attention on (a) the effects of power and status on SSC, (b) trust as a moderator of SSC and (c) semantic-information distance as a source of misunderstanding in SSC. It is concluded that future research should increasingly be developmental and longitudinal and should take into greater consideration the effects situational variables have on communication in the superior-subordinate dyad.



- 3) **Lloyd Baird, and Kathy Kram (1983)** in their article, **“Career Dynamics: Managing the superior/subordinate relationship”** said that superior/subordinate relationships often fail to work because both parties lack realistic expectations about what they can provide for each other. If people critically analyze and understand the needs of themselves, their bosses, and their subordinates, they will be in a much better position to take advantage of superior/subordinate relationships. Bosses can't provide everything. Many times their ability to provide resources is limited by the organization. They can, however, often provide such important personal needs as training, counseling, exposure, and sponsorship.
- 4) **Vincent R. Waldron (1991)** in their article, **“Achieving communication goals in superior-subordinate relationships: The multi-functionality of upward maintenance tactics”** said that continuation of the leader and team member association is possibly the most important of the communication objectives pursued by team members. Safeguarding communication creates the circumstance in which another goal-oriented communication is constructed by the subordinate and evaluated by the supervisor. In this study, an inductive procedure was used to identify upward maintenance tactics reportedly used by subordinates. Results are interpreted as evidence that in high-quality supervisory relationships, upward maintenance tactics may be multi-functional, simultaneously preserving relational stability and the capacity for negotiation and change. The results both confirm and extend previous research on leader-member exchange by specifying how subordinate communication contributes to exchange quality.
- 5) **Dharm P. S. Bhawuk, and Gerald R. Ferris (1993)** in their article, **“Value added relationship management a key to effective manager-subordinate relationships”** said that the political behaviour of supervisors does not always cause negative feelings in subordinates. Also, focus on studying how effective managers add value to their relationships.
- 6) **Jeffrey W. Kassing (2000)** in their article, **“Investigating the relationship between superior-subordinate relationship quality and employee dissent”** said that subordinates' perceptions of superior-subordinate relationship quality (LMX) related to their strategies for expressing dissent.

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.

in influencing the followers' organizational commitment, job satisfaction, the propensity to leave, and attitudinal and behavioural compliance. The performance-contingent coercive power was ineffective in influencing any significant outcome from the followers.

Data Analysis and Interpretation

In this chapter, an in-depth study has been made to ascertain the relationship between the superior and subordinate in the textile firm in Rajapalayam. For this purpose simple random sampling method is taken into account to collect data from team members and a census survey method is used to collect data from supervisors in the organization. The data were analyzed by using statistical tools like cross-tabulations, correlation, and ANOVA have been used appropriately

- 7) **Mainuddin Afza (2003)** in their article, **“Superior-Subordinate Relationships and Satisfaction in Indian Small Business Enterprises”** said that performance-contingent reward power base and expert and referent power bases of the leaders were more effective

Analysis for Superior

Gender Wise Respondents

Gender * Mill Cross Tabulation					
		Mill			Total
		Arun textile Firm	Loyal Textile Firm	Sri Ayyappa Spinning Firm	
Gender	Male	18	9	5	32
		56.3%	28.1%	15.6%	100.0%
Total		18	9	5	32
		56.3%	28.1%	15.6%	100.0%



From the above table, the majority of the employees (56.3 %) are employed by Arun textile garments. (28.1 %) are employees employed by Loyal Textile Firm and employees (15.6 %) are employees employed by Sri Ayyappa Spinning Firm.

Age Wise Respondents

Age * Mill Cross Tabulation					
		Mill			Total
		Arun textile Firm	Loyal Textile Firm	Sri Ayyappa Spinning Firm	
Age	Below 20 years	6	3	0	9
		66.7%	33.3%	0.0%	100.0%
	20 -30 Years	12	6	1	19
		63.2%	31.6%	5.3%	100.0%
	30 - 40 years	0	0	1	1
		0.0%	0.0%	100.0%	100.0%
	40 - 50 years	0	0	3	3
		0.0%	0.0%	100.0%	100.0%
Total		18	9	5	32
		56.3%	28.1%	15.6%	100.0%

From the above table Sixty-seven percent of the nine responders, or those under the age of 20, are from the Arun textile garments. The bulk (63.2%) of the respondents, who are 19 and between the ages of 20 and 30, come from the Arun textile garments. The bulk of respondents who are between the ages of 30 and 40 and 40 and 50 are from Sri Ayyappa spinning firm.

Educational Wise Respondents

Educational * Mill Cross Tabulation					
		Mill			Total
		Arun textile Firm	Loyal Textile Firm	Sri Ayyappa Spinning Firm	
Educational	Illiterate	18	9	5	32
		56.3%	28.1%	15.6%	100.0%
Total		18	9	5	32
		56.3%	28.1%	15.6%	100.0%

The respondents' educational backgrounds and the firm where they are employed are cross-tabulated in the table above. The table unequivocally demonstrates that every supervisor employed by the entire company is illiterate. 32 people make up the total, and 56.3% of them are employed at Arun textile firm.

Marital Status-Wise Respondents

Marital * Mill Cross Tabulation					
		Mill			Total
		Arun textile Firm	Loyal Textile Firm	Sri Ayyappa Spinning Firm	
Marital	Single	7	4	0	11
		63.6%	36.4%	0.0%	100.0%
	Married	11	5	5	21
		52.4%	23.8%	23.8%	100.0%
Total		18	9	5	32
		56.3%	28.1%	15.6%	100.0%

The respondents' marital status and the firm where they work are cross-tabulated in the chart above. The bulk (63.6%) of the 11 single responders is from the Arun textile firm. The greater part (52.4%) of the remaining 21 married respondents hail from the Arun textile firm.

Experience Wise Respondents

Experience * Mill Cross Tabulation					
		Mill			Total
		Arun textile Firm	Loyal Textile Firm	Sri Ayyappa Spinning Firm	
Experience	0-1 years	6	4	0	10
		60.0%	40.0%	0.0%	100.0%
	1 - 3 years	9	2	0	11
		81.8%	18.2%	0.0%	100.0%
	3- 10 years	3	3	5	11
		27.3%	27.3%	45.5%	100.0%
Total		18	9	5	32
		56.3%	28.1%	15.6%	100.0%



From the above table, it is inferred that the bulk (60%) of the 10 respondents with less than a year of experience come from the Arun textile garments. There are 11 employees with between one and three years of experience, and the bulk (81.8%) comes from Arun textile garments. There are 11 responses with between three and ten years of experience, and the bulk (45.5%) come from Sri Ayyappa Spinning Firm.

Dimensions Affecting Superior And Subordinate Relationships in The Organization

		N	Mean	Std. Deviation	Std. Error	F	Sig.
Power Total	Arun textile Firm	18	3.933	.3819	.0900	4.647	.018
	Loyal Textile Firm	9	4.044	.3844	.1281		
	Sri Ayyappa Spinning Firm	5	3.440	.2608	.1166		
	Total	32	3.888	.4094	.0724		

From the above table it shows that, mean analysis of the factors affecting the relationship between superiors and subordinates in the firm. When it comes to the perception of the respondents about the power relations within the organization since the p-value is less than 0.05 (0.000), the null hypothesis is rejected and therefore there is no commonality between the firms about power. Since the mean value is 3.93 in the Arun textile firm and 3.44 in the Sri Ayyappa Spinning firm, they have comparatively low power-related problems. But in the case of the Loyal textile firm, the mean value is 4.04 and therefore there are relatively high problems related to power.

		N	Mean	Std. Deviation	Std. Error	F	Sig.
Trust Total	Arun textile Firm	18	3.6481	0.7092	0.1672	.519	.600
	Loyal Textile Firm	9	3.9259	0.8127	0.2709		
	Sri Ayyappa Spinning Firm	5	3.6000	0.5963	0.2667		
	Total	32	3.7188	0.7140	0.1262		

From above table shows the mean analysis of the factors affecting the relationship between superiors and team members in the firm. When it comes to the observation of the respondents about faith within the management, since the p-value is greater than 0.05 (0.600), the null hypothesis is not rejected and therefore there is no variation between the firm about belief.

		N	Mean	Std. Deviation	Std. Error	F	Sig.
Communication Total	Arun textile Firm	18	3.69	.293	.069	1.076	.354
	Loyal Textile Firm	9	3.82	.353	.118		
	Sri Ayyappa Spinning Firm	5	3.56	.416	.186		
	Total	32	3.71	.330	.058		

The table shows the mean analysis of the dimensions affecting the relationship between superiors and subordinates in the firm. When it comes to the observation of the respondents about announcements within the organization, since the p-value is greater than 0.05 (0.354), the null hypothesis is not rejected and therefore there is no difference between the firms about announcement.

		N	Mean	Std. Deviation	Std. Error	F	Sig.
Conflict Total	Arun textile Firm	18	3.741	0.506	0.119	3.092	.061
	Loyal Textile Firm	9	3.815	0.580	0.193		
	Sri Ayyappa Spinning Firm	5	3.133	0.506	0.226		
	Total	32	3.667	0.562	0.099		

From the above inference, mean analysis of the dimensions affecting the relationship between superiors and subordinates in the firm. When it comes to the perception of the respondents about conflicts within the organization, since the p-value is greater than 0.05 (0.061), the null hypothesis is not rejected and therefore there is no difference between the firms about conflict.



		N	Mean	Std. Deviation	Std. Error	F	Sig.
Positive Exchange Total	Arun textile Firm	18	3.407	0.589	0.139	1.055	.361
	Loyal Textile Firm	9	3.741	0.572	0.191		
	Sri Ayyappa Spinning Firm	5	3.467	0.447	0.200		
	Total	32	3.510	0.568	0.100		

From the above table, it shows the mean analysis of the dimensions affecting the relationship between superiors and subordinates in the firm. When it comes to the perception of the respondents about positive exchange within the organization, since the p-value is greater than 0.05 (0.361), the null hypothesis is not rejected and therefore there is no difference between the firms about positive exchange within an organization.

Analysis for Subordinates

Gender Wise Respondents

Gender * Mill Crosstabulation					
		Mill			Total
		Arun textile firm	Loyal textile firm	Sri Ayyappa Spinning firm	
Gender	Male	55 67.9%	0 0.0%	26 32.1%	81 100.0%
	Female	166 52.7%	117 37.1%	32 10.2%	315 100.0%
Total		221 55.8%	117 29.5%	58 14.6%	396 100.0%

From above analysis, shows that cross-tabulation of the gender and the firm in which they are working. Out of the total of 81 male respondents, the bulk (67.9%) of them are from Arun textile firms. About the females, among the total of 315 respondents, the bulk (52.7%) of the respondents are from the Arun textile firm.

Age Wise Respondents

Age * Mill Crosstabulation					
		Mill			Total
		Arun textile firm	Loyal textile firm	Sri Ayyappa Spinning firm	
Age	Below 20 years	121	65	2	188
		64.4%	34.6%	1.1%	100.0%
	20 -30 Years	97	51	30	178
		54.5%	28.7%	16.9%	100.0%
	30 - 40 years	1	0	21	22
		4.5%	0.0%	95.5%	100.0%
	40 - 50 years	2	1	5	8
		25.0%	12.5%	62.5%	100.0%
Total		221	117	58	396
		55.8%	29.5%	14.6%	100.0%

The above table is a cross-tabulation of the age of the respondents and the firm in which they are working. Out of the 188 respondents who are below 20 years of age 64.4% are from the Arun textile firm. The respondents who are between 20 to 30 years of age are 178 in number and the maximum employees (54.7%) are from the Arun textile firm. In the case of respondents who are 30 to 40 years and 40 to 50 years of age, the majority of them are from Sri Ayyappa spinning firm.

Educational Wise Respondents

Educational * Mill Crosstabulation					
		Mill			Total
		Arun textile firm	Loyal textile firm	Sri Ayyappa Spinning firm	
Educationa	Illiterate	216	114	54	384
		56.3%	29.7%	14.1%	100.0%
1	Diploma	5	3	2	10
		50.0%	30.0%	20.0%	100.0%
	Degree	0	0	2	2
		0.0%	0.0%	100.0%	100.0%
Total		221	117	58	396
		55.8%	29.5%	14.6%	100.0%



From the inference, it is a cross-tabulation of the education of the respondents and the firm in which they are working. Out of the 384 illiterate respondents, the higher levels of employees (56.3%) are the Arun textile firm. The respondents who have completed their diplomas are 10 in number and the higher level of employees (50%) are from the Arun textile firm. In the case of respondents who have completed their degree, all of them are from Sri Ayyappa spinning firm.

Marital Status-Wise Respondents

Marital * Mill Crosstabulation					
		Mill			Total
		Arun textile firm	Loyal textile firm	Sri Ayyappa Spinning firm	
Marital	Single	117	64	5	186
		62.9%	34.4%	2.7%	100.0%
	Married	104	53	53	210
		49.5%	25.2%	25.2%	100.0%
Total		221	117	58	396
		55.8%	29.5%	14.6%	100.0%

It is inferred from the above analysis is a cross-tabulation of the marital status of the respondents and the firm in which they are working. Out of the 186 single respondents, the maximum (62.9%) are from the Arun textile firm. Of the remaining 210 respondents who are married, the maximum (49.5%) are from the Arun textile firm.

Experience Wise Respondents

Experience * Mill Crosstabulation					
		Mill			Total
		Arun textile firm	Loyal textile firm	Sri Ayyappa Spinning firm	
Experience	0-1 years	59	33	0	92
		64.1%	35.9%	0.0%	100.0%
	1 - 3 years	115	61	16	192
		59.9%	31.8%	8.3%	100.0%
	3- 10 years	36	18	42	96
		37.5%	18.8%	43.8%	100.0%

	10 -15 years	2 66.7%	1 33.3%	0 0.0%	3 100.0%
	above 15 years	9 69.2%	4 30.8%	0 0.0%	13 100.0%
Total		221 55.8%	117 29.5%	58 14.6%	396 100.0%

From the above table, the inference is a cross-tabulation of the experience of the respondents and the firm in which they are working. Out of the 92 respondents who have less than 1 year of experience, the higher level (64.1%) is from the Arun textile firm. The respondents who have between 1 to 3 years of experience are 192 in numbers and the higher level (59.9%) is from the Arun textile firm. The respondents who have between 3 to 10 years of experience are 96 in numbers and the higher levels (43.8%) are the Sri Ayyappa Spinning firm. Most of the respondents who have between 10 to 15 years of experience are only 3 in number and the majority (66.7%) are from the Arun textile firm. In the case of respondents who have experience than 15 years of experience, the majority (69.2%) are from the Arun textile firm.

H0 – The perception of respondents is same on Furious in expression irrespective of their working Firm.

		Mean	Std. Deviation	Std. Error	F	Sig.
Furious in expression	Arun textile firm	4.56	.498	.033	24.390	.000
	Loyal textile firm	4.55	.500	.046		
	Sri Ayyappa Spinning firm	4.05	.544	.071		
	Total	4.48	.534	.027		

The above table is inferred to be a mean analysis of the existing relationship between a superior and subordinate relationship in the firm. When it comes to the perception of the respondents about the existing superior and subordinate relationship in the organization since the p-value is less than 0.05 (0.000), the null hypothesis is rejected and therefore there is no commonality among the firm about the furiousness in expression. Since the mean value is higher than 4 points, it suggests that there is furiousness in expression among the superiors and subordinates in these firms. But the furiousness is high in Arun textile firm (4.56) and Loyalty textile firm (4.55) and it is comparatively low (4.05) in Sri Ayyappa Spinning firm.



H0 – The perception of respondents is same on No enthusiastic support from them irrespective of their working Firm.

		Mean	Std. Deviation	Std. Error	F	Sig.
No enthusiastic support from them	Arun textile firm	4.12	.819	.055	9.235	.000
	Loyal textile firm	4.09	.777	.072		
	Sri Ayyappa Spinning firm	4.59	.593	.078		
	Total	4.18	.794	.040		

It is inferred from the above table is a mean analysis of the existing relationship between a superior and subordinate relationship in the firm. When it comes to the perception of the respondents about the existing superior and subordinate relationship in the organization since the p-value is less than 0.05 (0.000), the null hypothesis is rejected and therefore there is no commonality among the firm about no enthusiastic support from them. Since the mean value is higher than 4 points, it suggests that there is no enthusiastic support from the superiors towards the subordinates in these firms. However, the issue is comparatively low in the Arun textile firm (4.12) and Loyalty textile firm (4.09) and it is high (4.59) in the Sri Ayyappa Spinning firm.

H0 – The perception of respondents is same on Discussing work-related problems irrespective of their working Firm.

		Mean	Std. Deviation	Std. Error	F	Sig.
Discussing work-related problems	Arun textile firm	3.70	.628	.042	16.600	.000
	Loyal textile firm	3.64	.663	.061		
	Sri Ayyappa Spinning firm	4.19	.576	.076		
	Total	3.75	.656	.033		

From the above table, is a mean analysis of the existing relationship between superior and subordinate relationship in the firm. When it comes to the perception of the respondents about the existing superior and subordinate relationship in the organization since the p-value is less than 0.05 (0.000), the null hypothesis is rejected and therefore there is no commonality among the firm about the discussion of work-related problems. The mean value is 3.70 in the Arun textile firm and 3.64 in the Loyal textile firm, they have a comparatively low discussion about work-related problems. But in the case of Sri Ayyappa

spinning firm, the mean value is 4.19 and therefore there is a relatively high discussion happening regarding the work-related problems.

H0 – The perception of respondents are same on trusting the subordinates irrespective of their working Firm.

		Mean	Std. Deviation	Std. Error	F	Sig.
Trust the subordinates	Arun textile firm	3.62	.762	.051	5.316	.005
	Loyal textile firm	3.57	.813	.075		
	Sri Ayyappa Spinning firm	3.95	.544	.071		
	Total	3.66	.759	.038		

It is inferred that when it comes to the perception of the respondents about the existing superior and subordinate relationship in the organization since the p-value is less than 0.05 (0.000), the null hypothesis is rejected and therefore there is no commonality among the firm about trusting the subordinates. Since the mean value is 3.62 in the Arun textile firm and 3.57 in the Loyal textile firm, they have comparatively low trust in their subordinates. In the case of Sri Ayyappa spinning firm, the mean value is 3.95 and therefore there is relatively high trust in the subordinates.

H0 – The perception of respondents are same on “Allows to participate” in the decision-making process irrespective of their working Firm.

		Mean	Std. Deviation	Std. Error	F	Sig.
Allows to participate in the decision-making process	Arun textile firm	3.26	1.033	.069	15.006	.000
	Loyal textile firm	3.28	1.089	.101		
	Sri Ayyappa Spinning firm	4.05	.660	.087		
	Total	3.38	1.041	.052		

From the above table, a mean study of the current relationship between superior and subordinate in the firm is shown in the above table. Since the p-value is less than 0.05 (0.000), the null hypothesis is rejected when it comes to the respondents' perceptions of the accessible superior and subordinate relationships in the organization. As a result, there



is no commonality among the firm about allowing the subordinates to contribute to decision-making. Arun Textile Firm and Loyal Textile Firm have relatively low levels of subordinate participation in decision-making since their respective mean values are 3.26 and 3.28, respectively. However, the average value in the case of Sri Ayyappa spinning firm is 4.05, hence there is comparatively high participation of the subordinates in the decision-making process.

H0 – The perception of respondents is same on the Availability of a superior at any time in the workplace irrespective of their working Firm.

		Mean	Std. Deviation	Std. Error	F	Sig.
Availability of the superior at any time in the workplace	Arun textile firm	3.73	.750	.050	2.489	.084
	Loyal textile firm	3.73	.761	.070		
	Sri Ayyappa Spinning firm	3.97	.725	.095		
	Total	3.76	.753	.038		

It is inferred that a mean study of the current relationship between superior and subordinate in the firm is shown in the above table. Since the p-value is higher than 0.05 (0.084), the null hypothesis is not rejected when it comes to the respondents' perceptions of the existing superior and subordinate relationships in the organization, and since there is no difference between the firm in terms of the superior's accessibility at any time at work.

Factors Affecting the Organization's Supervisor And Subordinate Relationship

H0 - There are no differences between the perception of subordinates of different Firms related to "power" affecting superior and subordinate relationships in the organization.

		Mean	Std. Deviation	Std. Error	F	Sig.
Power	Arun textile firm	3.98 ^a	.397	.027	12.535	.000
	Loyal textile firm	3.96 ^a	.384	.036		
	Sri Ayyappa Spinning firm	3.69 ^b	.497	.065		
	Total	3.93	.421	.021		

The above table is a mean analysis of the factors affecting the relationship between superiors and subordinates in the firm. When it comes to the perception of the respondents about the power relations within the organization since the p-value is less than 0.05 (0.000), the null hypothesis is rejected and therefore there is no commonality between the firms about power. Since the mean value is 3.98 in the Arun textile firm and 3.96 in the Loyal textile firm, they have comparatively high power-related problems. But in the case of Sri Ayyappa spinning firm, the mean value is 3.69 and therefore there are relatively low problems related to power.

H0 - There are no differences between perceptions of subordinates of different Firms related to “Trust” affecting superior and subordinate relationships in the organization.

		Mean	Std. Deviation	Std. Error	F	Sig.
Trust	Arun textile firm	3.50	.552	.037	.847	.430
	Loyal textile firm	3.52	.542	.050		
	Sri Ayyappa Spinning firm	3.60	.429	.056		
	Total	3.52	.533	.027		

The above table is a mean analysis of the factors affecting the relationship between superiors and subordinates in the firm. When it comes to the perception of the respondents about trust within the organization, since the p-value is greater than 0.05 (0.430), the null hypothesis is not rejected and therefore there is no difference between the firm about trust.

H0 - There are no differences between the perceptions of subordinates of different Firms related to “Communication” affecting superior and subordinate relationships in the organization.

		Mean	Std. Deviation	Std. Error	F	Sig.
Communication	Arun textile firm	3.667	.5047	.0340	1.740	.177
	Loyal textile firm	3.619	.5252	.0486		
	Sri Ayyappa Spinning firm	3.531	.4489	.0589		
	Total	3.633	.5042	.0253		

The above table is a mean analysis of the factors affecting the relationship between superiors and subordinates in the firm. When it comes to the perception of the respondents



about communication within the organization, since the p-value is greater than 0.05 (0.177), the null hypothesis is not rejected and therefore there is no difference between the firms regarding communication.

H0 - There are no differences between the perceptions of subordinates of different Firms related to “conflict” affecting superior and subordinate relationships in the organization.

		Mean	Std. Deviation	Std. Error	F	Sig.
Conflict	Arun textile firm	3.55 ^a		.370	.025	4.639 .010
	Loyal textile firm	3.54 ^a		.375	.035	
	Sri Ayyappa Spinning firm	3.38 ^b		.523	.069	
	Total	3.52		.401	.020	

The above table is a mean analysis of the factors affecting the relationship between superiors and subordinates in the firm. When it comes to the perception of the respondents about conflicts within the organization since the p-value is less than 0.05 (0.010), the null hypothesis is rejected and therefore there is no commonality between the firms about conflict. Since the mean value is 3.55 in the Arun textile firm and 3.54 in the Loyal textile firm, they have comparatively high conflicts. But in the case of Sri Ayyappa spinning firm, the mean value is 3.38 and therefore there are relatively low conflicts.

H0 - There are no differences between the perception of subordinates of different Firms related to “Teamwork” affecting superior and subordinate relationships in the organization.

		Mean	Std. Deviation	Std. Error	F	Sig.
Teamwork	Arun textile firm	3.702	.7910	.0532	.390	.677
	Loyal textile firm	3.762	.7710	.0713		
	Sri Ayyappa Spinning firm	3.669	.3124	.0410		
	Total	3.715	.7336	.0369		

The above table is a mean analysis of the factors affecting the relationship between superiors and subordinates in the firm. When it comes to the perception of the respondents about teamwork within the organization, since the p-value is greater than 0.05 (0.677), the

null hypothesis is not rejected and therefore there is no difference between the firms regarding teamwork.

Summary of Findings, Suggestions, And Conclusion

Summary of findings

The summary of findings is grouped by the objectives of the study.

Subordinates

- 67.9% of the 81 male respondents are from Arun textile factories, which makes up the majority of the group. Out of a total of 315 responses, the majority of female respondents (52.7%) come from the Arun textile firm.
- 64.4% of the 188 responders under the age of 20 come from the Arun textile factories. 178 responders are between the ages of 20 and 30; the majority (54.7%) of them are from the Arun textile firm. The bulk of respondents who are between the ages of 30 and 40 and 40 and 50 are from Sri Ayyappa spinning firm. Out of the 384 illiterate respondents, the majority (56.3%) are from the Arun textile firm. The respondents who have completed their diplomas are 10 in numbers and the majority (50%) are from the Arun textile firm. In the case of respondents who have completed their degree, all of them are from Sri Ayyappa spinning firm.
- Out of the 186 responders, 62.9% of those who are single are from the Arun textile factories. The bulk (49.5%) of the remaining 210 respondents are from the Arun textile factories and are married.
- Out of the 92 respondents with less than a year of experience, the Arun textile firm accounts for the majority (64.1%). There are 192 respondents with experience of one to three years, and the textile firm in Valli accounts for 59.9% of them. There are 96 responders with three to ten years of experience, and the bulk (43.8%) come from the Sri Ayyappa Spinning Firm. respondents with between ten and fifteen years of experience are only 3 in number and the majority (66.7%) are from the Arun textile firm. In the case of respondents who have experience than 15 years of experience, the majority (69.2%) are from the Arun textile firm.
- There are no common perceptions among the firm about communication openness when it comes to the respondents' perceptions of the current superior and subordinate relationships in the company. Since the average number is more than 4, it



implies that communication between leaders and subordinates in these firms is open. However, the openness is high in the Valli and Loyalty textile firms (4.78 and 4.79, respectively), whereas it is fairly low in the Sri Ayyappa spinning firm (4.12).

- There are no commonalities among the firms in terms of the degree of rage shown when it comes to the respondents' perceptions of the current superior and subordinate relationships in the company. Given that the mean value is greater than 4, both supervisors and subordinates in these firms are likely to express rage in their expressions. In contrast, Sri Ayyappa Spinning Firm has a very low level of openness (4.05) while Arun Textile Firm and Loyalty Textile Firm have high levels (4.56 and 4.55, respectively).
- There is no consistency across the firm in terms of a lack of enthusiastic support from them when it comes to the respondents' perceptions of the current superior and subordinate relationships in the organization. Since the average value is greater than 4, likely, that the supervisors at these firms do not enthusiastically support their subordinates. However, the problem is very minor in the Valli and

Loyal textile firms (4.12 and 4.09, respectively), but it is major (4.59) in the Sri Ayyappa spinning firm.

- There is no agreement across the firm on the discussion of problems at work, according to the respondents' perceptions of the organization's current superior-subordinate relationships. The average number of discussions regarding workplace issues is 3.70 in the Arun textile firm and 3.64 in the Loyal textile firm, which is comparatively low. However, the mean number for Sri Ayyappa spinning firm is 4.19, and as a result, there is a lot of discussion about issues related to the workplace.
- There is no uniformity among the firms when it comes to how the respondents perceive the current interaction between the superiors and the subordinates inside the business. They have relatively low levels of trust in their subordinates because the mean value in Arun textile firm is 3.62 and in Loyal textile firm is 3.57. However, the average number in the instance of Sri Ayyappa spinning firm is 3.95, indicating that there is a fair amount of confidence in the subordinates.
- There is no similarity among the firms in terms of allowing the subordinates

to participate in the decision-making process, according to the respondents' perceptions of the existing superior and subordinate relationships in the organization. Arun Textile Firm and Loyal Textile Firm have relatively low levels of subordinate participation in decision-making since their respective mean values are 3.26 and 3.28, respectively. However, the average score in the instance of Sri Ayyappa spinning firm is 4.05, indicating a rather high level of subordinate involvement in decision-making.

- When it comes to the respondents' perceptions of the current superior-subordinate relationships in the organization, there is no difference between the firm in terms of the superior's availability at any time at work.
- The elements influence how superiors and subordinates interact in the firm. There is no consistency between the firms in terms of power when it comes to how the respondents perceive the power dynamics within the company. Since Arun Textile Firm's mean value is 3.98 and Loyal Textile Firm' is 3.96, they both have comparatively significant power-related issues. However, the mean value for Sri

Ayyappa spinning firm is 3.69, hence there is a comparatively low.

- The elements influencing the hierarchy of authority between superiors and subordinates in the firm. There are no differences between the firms in how the respondents perceive trust to be distributed within the firm.
- The elements influencing the hierarchy of authority in the firm. There are no differences between the firms in terms of the respondents' perceptions of communication inside the organization.
- There is no commonality amongst the firm about conflict in terms of how the respondents perceive it within the company. Arun Textile Firm and Loyal Textile Firm have quite high conflicts because their respective mean values are 3.55 and 3.54, respectively. However, there are comparatively few conflicts in the case of Sri Ayyappa spinning firm because the mean value is 3.38.
- The factors affecting the relationship between superiors and subordinates in the firm. When it comes to the perception of the respondents about teamwork within the organization, there is no difference between the firms about teamwork.



Superiors

- All the subordinates working in all the malls are only males. Among them, the majority (56.3%) are working in the Arun textile firm.
- Out of the 9 respondents who are below 20 years of age 66.7% are from the Arun textile firm. The respondents who are between 20 to 30 years of age are 19 in number and the majority (63.2%) are from the Arun textile firm. In the case of respondents who are 30 to 40 years and 40 to 50 years of age, the majority of them are from Sri Ayyappa spinning firm.
- All the superiors working in the organization are illiterate. Among the total number of 32, the majority (56.3%) of them are working in the Arun textile firm.
- Out of the 11 single respondents, the majority (63.6%) are from the Arun textile firm. Similarly, of the remaining 21 respondents who are married, the majority (52.4%) are from the Arun textile firm.
- Out of the 10 respondents who have less than 1 year of experience, the majority (60%) are from the Arun textile firm. The respondents who have between 1 to 3 years of experience are 11 in number and the majority (81.8%) are from the Arun textile firm. The respondents who have between 3 to 10 years of experience are also 11 in number and the majority (45.5%) are from the Sri Ayyappa Spinning firm.
- Out of the 11 single respondents, the majority (63.6%) are from the Arun textile firm. Similarly, of the remaining 21 respondents who are married, the majority (52.4%) are from the Arun textile firm.
- When it comes to the perception of the respondents about helping subordinates solve work-related problems, there is no commonality among the firm about relationship maintenance. Since the mean value is higher than 4 points, it suggests that there is good relationship maintenance among the superiors and subordinates in these firms. However, the openness is high in the Arun textile firm (4.89) and Loyal textile firm (4.67) and it is comparatively low (4.00) in the Sri Ayyappa Spinning firm.
- When it comes to the perception of the respondents about the existing superior and subordinate relationship in the organization, there is no difference between the firms about giving feedback to the subordinates.
- When it comes to the perception of the respondents about the existing

- superior and subordinate relationship in the organization, there is no difference between the firms about resolving misunderstandings through discussion.
- In the case of the perception of the respondents about the existing superior and subordinate relationship in the organization, there is no commonality among the firm about motivating the subordinates in all aspects. Since the mean value is 3.56 in Arun textile firm, they have comparatively low motivation. But in the case of Sri Ayyappa spinning firm, the mean value is 4.00, and in the case of Loyal textile firm the mean value is 4.00 and therefore there are relatively low problems related to motivation in these organizations.
 - When it comes to the perception of the respondents about the existing superior and subordinate relationship in the organization, there is no difference between the firms about differential treatment in the workplace.
 - When it comes to the perception of the respondents about the existing superior and subordinate relationship in the organization, there is no difference between the firm valuing subordinates' input on the job and personal matters.
 - When it comes to the perception of the respondents about the existing superior and subordinate relationship in the organization, there is no difference between the firm about consulting the subordinate for suggestions.
 - When it comes to the perception of the respondents about the power relations within the organization, there is no commonality between the firms about power. Since the mean value is 3.93 in the Arun textile firm and 3.44 in the Sri Ayyappa Spinning firm, they have comparatively low power-related problems. But in the case of the Loyal textile firm, the mean value is 4.04 and therefore there are relatively high problems related to power.
 - The above table is a mean analysis of the factors affecting the relationship between superiors and subordinates in the firm. When it comes to the perception of the respondents about trust within the organization, there is no difference between the firm about trust.
 - In the case of the perception of the respondents about communication within the organization, there is no



- difference between the firm about communication.
- The above table is a mean analysis of the factors affecting the relationship between superiors and subordinates in the firm. When it comes to the perception of the respondents about conflicts within the organization, there is no difference between the firms about conflict.
 - When it comes to the perception of the respondents about positive exchange within the organization, there is no difference between the firms about positive exchange within an organization.
 - When it comes to the perception of the respondents about attitude within the organization there is no commonality between the firm about their attitude. Since the mean value is 3.037 in the Arun textile firm and 3.333 in the Sri Ayyappa Spinning firm, they have comparatively low attitudes. But in the case of Loyal Textile firm, the mean value is 4.148 and therefore there is a relatively high attitude.
 - When it comes to the perception of the respondents about skills-related challenges, there is no difference between the firms about the skills-related challenge.
 - When it comes to the perception of the respondents about appreciation, there is no difference between the firm about appreciation.
 - There is no commonality between the firms about informal interactions. Since the mean value is 2.81 in the Arun textile firm and 2.50 in the Loyal textile firm, they have comparatively low informal interactions. But in the case of Sri Ayyappa spinning firm, the mean value is 4.00 and therefore there are relatively high interactions.

Suggestions

- The results of the analysis show that the organizations chosen for the research have a deficiency in the subordinate and superior relationship that is currently in place. These organizations are employing a variety of ways to address the poor working relationships that exist. The informal interaction between bosses and subordinates is one of the main strategies employed in these companies. This can be made easier by giving employees enough time off in between shifts so that they can socialize with one another informally. According to the current research, these exchanges can make their relationship stronger. Informal contact

among employees can improve their ability, attitude, and sense of teamwork.

- • As shown by the current research, informal interaction is crucial, but formal engagement is equally important. The results of the current study make it evident that formal interactions between coworkers can boost teamwork, attitude, and skill. They can also build trust between superiors and subordinates. Regular meetings held in a formal context to assess the workers' day-to-day development can facilitate these formal contacts.
- For an organization to function properly and grow steadily, the superiors and the subordinates are important. Whenever a problem arises between these two, the organization needs to analyze the situation properly and give an unbiased verdict to build trust among the workers in the organization.
- The current study also showed that the best way to resolve issues between subordinates and superiors is through open dialogue. All the other beneficial elements, including trust, communication, conflict resolution, teamwork, attitude, and abilities among the employees, can be fostered through open conversations. The organization may, whenever and wherever practicable, facilitate open conversations.
- By planning regular gatherings for all employees, including superiors and subordinates, the relationship between subordinates and superiors can be further enhanced. The relationship between the employees deepens as they get to know one another's families.
- Another strategy to strengthen relationships among employees is to arrange family trips for everyone on the team, including supervisors and deputies.
- According to the current survey, men are the only ones who hold positions of authority in all organizations. This could be problematic for the female subordinates. Therefore, if companies can choose female executives, it will increase the relationship between superiors and subordinates. Similarly, the current study found that only illiterates were appointed to positions of authority in all the organizations studied. When it comes to educated subordinate workers, this is yet another concern. They might think they are being given orders by a person with little education. The only



option for organizations to eradicate these issues is for them to exclusively hire superiors who have a degree.

- Support from the superior can go a long way in helping the subordinates accomplish the objectives of the organization. To avoid discouraging their subordinates, bosses must make sure they provide them with enough encouragement.
- When subordinates complete a task precisely, they require praise in addition to encouragement. One of the best ways to ensure that employees continue to perform well is to show them appreciation.

Sometimes employees want to work independently, unhindered by management or monitoring. To boost employee productivity, bosses must grant subordinates the autonomy they require whenever it is possible or necessary.

Conclusion

This study's primary goal is to comprehend the superior-subordinate relationships that exist among Rajapalayam's textile mill workers. In the study's textile firm in Rajapalayam, the analysis demonstrates how to raise job satisfaction levels among superiors and subordinates to meet organizational goals.

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