

MODELLING THE PERFORMANCE OF SUBORDINATE, & EFFECTIVE BOSS-SUBORDINATE RELATIONSHIP ON THE CONTEXT OF EXPERIENCE: AN ISM APPROACH

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ABSTRACT:

The main purpose of this paper is to identify the key dimensions contributing to the effectiveness of dimensions of supervisor-subordinate relationship and to examine their interrelationship to way of their subordinates' performance. The said dimensions have been identified by reviewing the literatures and by expert opinion. Through the ISM (Interpretative Structural Modelling), the structural relationships among the above said dimensions are developed that explain their properties. The result shows that prior work experience, free & fair communication, skill & behaviour of boss, supportive work environment and precision & clarity are the critical dimensions for effective supervisor-subordinate relationship that led to subordinates' favourable attitude and enhanced performance. Nine dimensions out of ten are psychologically driven and 'performance' is the only physically visible dimension, which implies that effective boss-subordinate relationship should be internalized rather than visualized. Through a qualitative technique, ISM dimensions of effective authority-subordinate relationships are identified and co-related in a strategic-planning approach. This study followed a qualitative research technique (ISM), but it would be an added advantage, if any quantitative technique will justify the outcomes of this study. Some more expert-opinions may explore any new dimensions of boss-subordinate relationships, which can enhance the industry implications of the study.

Key words: Boss-subordinate, Relationship, ISM, Performance, Work-experience

1. INTRODUCTION:

It is a well-known fact that effective workplace relationship is most crucial for the success of the organization, where the understanding of boss-subordinate relationships comes to the forefront that lies in the managers' habit of creating productive (or counterproductive) work-environments. In this context, Kohn & O'Connell (2007) point out 6 habits of highly effective supervisors, where a habit states that "treat others as you like to be treated", which means if employees know that their supervisors are treating them with the same respect and dignity then, they feel less of a disdainful subordinate relationship. The relation of an employee with his/her supervisor is probably the most important relationship they have at work, which makes the employees think seriously regarding

excellence of relationship. Knippen *et al.* (1991) suggests necessary steps to change a supervisor habit relating to the information problem, acceptance of total responsibility for the problem, benefits of minimizing the problem, unanimous solution, the meetings with positives, and follow up for results. As a result, the leader's expectations from subordinates regarding involvement, collaboration, being initiative, staying current, anticipation of growth, and the player for all seasons; and subordinates' expectations from boss regarding clarity of direction, goals setting, feedback, and becoming decisive and timely (Bossidy, 2007) can be compatible to each other. So, both the subordinate and the supervisor should concentrate to build a healthy relationship with each other. So, supervisors should listen the employees, involve them in decision making and at the end solicit feed-backs that help the employees to grow, where the supervisor and the employees can work together to achieve the results collaboratively and ultimately employees go higher in their career conversations (Scott, 2017). A good quality of manager-subordinate relationship brings a positive result for the company and help for the development of the company (Zuchowski and Brelik, 2017) by developing employees' positive attitude towards their job and organization as a positive exchange between superior and subordinate through discussion on work related problems, and involvement in the decision-making process impacts the performance of the employees (Gaur & Ebrahimi, 2013). And positive work relationships are important contributors to psychological safety and learning behaviours in organizations (Carmeli *et al.*, 2009) because higher perceived quality of supervisor-subordinate relationship led to a more articulated dissent compared to a low perceived quality supervisor-subordinate relationship (Kassing, 2009). Further, subordinates experienced significantly more positive emotions if they reported being in high-quality LMX (leader-member exchange) relationship than those employees in low-quality LMX relationships (Tse and Troth, 2013). So, employees who experience high quality relationships and work widely, show higher commitment, satisfaction and productivity as compared to those who work in less quality relationship and less widely (Golden and Veiga, 2008). In this back-drop, following research problem is defined.

1.1 Problem statement :

Whether the drivers of subordinates' attitude and performance can be hierarchically related in the context of mutual expectation, interest, trust, communication, message, skills of boss, and work-experience?

2. LITERATURE REVIEW:

2.1 Subordinates' Performance driven by their attitude & mutual trust with Boss

If an employee feels emotionally or socially attached at work, then it will directly or indirectly affect the performance of the employees as employees' attitude is associated with the departmental performance (Adsit *et al.*, 1996), where increase in the superior subordinate relationship will enhance the employees' attitude towards the work and ultimately increase the employee-commitment (Babalola *et al.*, 2014; Awan and Islam, 2015). So, employees' attitude towards work along with organizational commitment can influence employee's job performance (Susanty *et al.*, 2013); and on the other hand, supervisors' dominating and avoiding attitude leads to negative subordinates' outcome (Lian and Tui, 2012). Hence, it can be interpreted that sub-

ordinates' performance can be driven by their work-attitude. Taking the discussion ahead, it can be said that antecedents of trust are supervisor attributes, subordinate attributes, and interpersonal processes; and consequences of trust are subordinates' work behaviour; subordinates' attitude towards the supervisor; and organisational level effects (Nienaber *et al.*, 2015). Thus, it can be inferred that attitude and performance are driving to each other.

A high-quality relationship between supervisor and their subordinates is crucial to boost the performance of the employees (Kuzua and Ozilhan, 2014; Awan and Tahir, 2015; Tsitmideli *et al.*, 2016; Conway, 2018) because employees' freedom to choose their own work schedules will increase the work-quality and productivity (Fapuhunda, 2014). Further, subordinates' who have strong bonding with their supervisors, more autonomy, supervisor support, and developmental opportunity at work do increase their productivity (Guan and Frenkel, 2018). Thus, mutual trust among subordinate and boss is positively related to subordinates' performance (Brower *et al.*, 2009). However, employees' higher communication-exchange with their co-workers, and lesser exchange with their supervisor, is positively related to their creative performance (Munoz-Doyague and Nieto, 2011).

Trust in the supervisor (Conway, 2018; Rahman and Taniya, 2017), perceived organizational support, leader member exchange and reward systems (Conway, 2018), feedback and guidance from superiors, encouraging expression of employee opinion (Sequeira and Dhriti, 2015), communication, shared goals and values along with leadership (Rahman and Taniya, 2017) are some of the important antecedents of employee-supervisor interaction which have positive correlation with employee performance. Complementary research-outcomes say that trustworthiness of supervisor determines the quality of their relationship with subordinates that leads to interpersonal liking (Varma *et al.*, 2020), where quality of the supervisor-subordinate relationship affects the performance evaluation because management support, organizational climate, job environment, adoptability (Diamantidis and Chatzoglou, 2018) are related to subordinates' performance. Further, supervision is an important consideration for the satisfaction of the employees that enhance their productivity level (Omotayo *et al.*, 2015). So, collaborative relationship, partnership relationship, and engaged relationship (Joseph, 2016) can contribute to employees' performance. On the other hand, important drivers of trust are ability, integrity, and benevolence (Nitzl and Hirsch, 2016) and supervisor trust in the subordinates positively influences subordinate autonomy that in turn positively influences subordinates' trust in the supervisor (Seppala *et al.*, 2011). Hence, it can be inferred that trust and performance can drive to each other. Further, competence is the least important dimension; and honesty and goodwill are the most important dimensions of trust in relationship between employee-manager (Krot and Lewicka, 2012), where receptivity, availability, and discreteness are important for supervisor; and availability, competence, discreteness, integrity and openness are more important for subordinates to build quality relationship (Werbel and Henriques, 2009). The above antecedents are again strengthening the inference that mutual trust can drive attitude and performance of subordinates.

2.2 Mutual expectation and satisfaction of mutual interest on precision & clarity of message

Mutual interest was positively associated with the quality of relationship between manager and subordinate that in turn is related to higher levels of perceived organizational support and altruism (Uhl-Bien and Maslyn, 2003) while only the negative reciprocity group showed lower levels of performance and conscientiousness. Further, high-quality supervisor–employee relationships are positively related to the level of employees’ job satisfaction and employees enjoy the certain benefits like mutual trust, support from their supervisor, effective communication, consideration, and esteem, and consequently they perform more (Stringer, 2006). So, mutual relationship, partnership relationship, and engaged relationship can be treated as most essential contributors to the individual performance (Joseph, 2016). Complementary outcomes says that best way to make the supervisor and subordinate relationship effective is the mutual exchange based on trust and respect that ultimately become the base for psychological encouragement, shared expertise, and personal loyalty (Burdett, 1991). Thus, inference that mutual interests are satisfied by understanding the mutual expectations.

Leader’s expectations from subordinates are get involved, generate ideas, willingness to collaborate, willingness to initiate, stay current, anticipate, drive own growth, and be the player for all seasons, whereas behaviour that a subordinate expects from leader are clarity of direction, set goals and objectives, give frequent, specific, and immediate feedback, and be decisive and timely (Bossidy, 2007). Further, receptivity, availability, and discreteness are perceived to be more important for supervisors; and availability, competence, discreteness, integrity, and openness are perceived to be important for subordinate to build the quality of relationship (Werbel and Henriques, 2009). From the above expected factors and perceived factors, it can be said that precision and clarity in communications along with trust, communication, and approachability can be the important dimensions for effective superior-subordinate relationship (Gaur and Ebrahimi, 2013); and mutual expectation becomes prerequisite to develop an effective working relationship of supervisor and subordinates (Gabarro and Kotter, 2005). So, the mutual interest and mutual expectations can be driven by precision and clarity of message.

2.3 Free & Fair Communication, Skill & behaviour of boss leads to support work environment for sub-ordinate

Free communication and information flow between the supervisor and subordinate can lead to effective relationship between supervisors and subordinates (Ngu, 2016; Samarasinghe, 2017; Baker and Mustaffa, 2008) by building subordinates’ satisfaction (Winska, 2010). Further, effective communication, work recognition, fair policies and practices, job satisfaction, feedback and guidance from superiors, encouragement for employee opinion (Sequeira and Dhriti, 2015); communication, training, teamwork, friendliness, respect for individuals, and information sharing are important (Idowu and Ndidiamaka, 2018) for interpersonal relationships at work. Superior’s communication with the subordinate focusing on direction regarding workers’ roles, uncertainty reduction, and empathetic language that shows humanity reaffirm employees’ self-worth, trust in their relations (Majovski, 2016), and loyalty (Therkelsen and Fiebich, 2003). Complementary,

subordinates who perceive the manager as more open for communication are motivated to solve their interpersonal conflict (Kay and Christophel, 1995). So, positive exchange between superior and subordinate by discussing work related problems, and by involvement in the decision-making process, can positively influence the performance of the employees (Gaur and Ebrahimi, 2013). So free & fair communication can create develop a conducive work environment, because effective communication (Sequeira and Dhriti, 2015; Rahman and Taniya, 2017; Muda *et al.*, 2014) of employees with their authority is related to their performance.

Appreciation, feedback, downward communication, perceived supervisory communication competence, and skill & behaviour of the supervisor are some of the important elements of subordinates' satisfaction that in turn result in positive outcome of the subordinates (Winska, 2010), because compatibility, communication and interaction settings between workers improve or hinder interpersonal relationship in workplace (Patricia, 2015). Further, attributes of supervisors' behaviour such as perceptual discrepancy, supportive behaviour (Mehboob *et al.*, 2011), leadership skills, competency, and knowledge about work, transparency, and accountability of management (Ailabouni *et al.*, 2008) are the important factors for subordinates' satisfaction and performance respectively. Additionally, supervisors' expertise, special skill, knowledge, follower attention, respect, admiration are effective tools to get subordinates' attitudinal compliance and behavioural compliance (Cenkei, 2018) that in turn lead to positive subordinate outcomes. On the other hand, difficult job-goals assigned by boss

can create superiors' anger and anxiety that in turn leads to abusive supervision (Mawritz *et al.*, 2014). So, appropriate skill and behaviour drives desired work-environment.

A supportive work environment creates a healthy relationship between supervisors and workers that in turn support work-family integration (Fletcher *et al.*, 2018). Further, work environment, condition of respect & support, justice perception, relationship with superiors, self-satisfaction and self-learning are the important dimensions of employee relationship (Kuzua and Ozilhan, 2014) because perceived supervisory support at the workplace enhances employees' satisfaction with communication of supervisors and organization-based self-esteem (Dasgupta *et al.*, 2012). Thus, it can be inferred that skill and behaviour of boss along with free & fair communication can drive the supportive work environment.

2.4 Prior work-experience as the context for drivers of performance

Prior work experience can be the dominant enablers for an effective manager-subordinate relationship (Pandita *et al.*, 2017) because employees' prior work experiences about past relationship guides their current behaviour and expectations (Berscheid, 1999). Aside, task performance, adaptive performance, and contextual performance leads to subordinate performance (Pradhan and Jena, 2017). So, inference can be drawn that prior work-experience of employees (sub-ordinates) can be the context for drivers of their performance.

3. Research Objectives:

The main objectives of this research-work are given below.

- To identify the dimensions contributing to the attitude and performance of subordinates.

- To examine the hierarchical relationships of identified dimensions.
- To classify the dimensions in different categories with an orientation of industry implications.
- To develop a model reflecting the interrelationship among the dimensions to make the boss-subordinate relationship effective in a strategic planning approach.

4. Research Methodology

In this study, first the dimensions of supervisor-subordinate relationship are identified through extensive literature review; further ISM has been applied to emphasize the interrelationships among the dimensions contributing to effective supervisor-subordinate relationship. ISM methodology suggests that it requires expert opinion based on various expert opinion techniques such as: brainstorming, nominal techniques, etc in developing the contextual relationship among the factors (Talib and Rahman, 2017). So, in the panel of experts from stock broking firms who participated in the brainstorming sessions, there were, in total 10 experts including 5 academicians and 5 industry experts from stock broking firms. Industry experts were considered to be those who had a minimum of 10 years of experience in their respective field.

4.1 Application of ISM:

To develop a structural model among the factors and to determine relationship between dependent and drivers, ISM (Interpretative Structural Modelling) methodology is used. ISM is an interactive learning process and is a combination of three modelling languages that are words, diagraphs and discrete mathematics which offer a methodology to organize complex issues (Janes, 1988). Further, ISM is a pair comparison method to evolve hierarchical relationships among a set of elements that helps to convert ill structured models into well-articulated models (Sushil, 2017), which is helpful for conceptualization and theory building in organizational research. ISM has been used in the past by many researchers to solve the complex issues in an efficient manner (Janes, 1988; Warfield, 1999; Sushil, 2017; Singh and Gupta, 2019; Das *et al.*, 2020).

5. Analysis, results & discussions:

The steps involved in developing a model (Farris and Sage, 1975; Janes, 1988; Malone, 1975; Attri *et al.*, 2013; Mandal and Deshmukh, 1994; Katiyar *et al.*, 2017) by the approach of Interpretative Structural Modelling (ISM) are explained as follows.

1. Identification of the variables: On the basis of literature review and expert opinion list the variables.
2. From the identified variables a contextual relationship among the variables is established.
3. Develop a Structural Self Interaction Matrix (SSIM) from the variables, which indicate pair wise relationship among the variables.
4. Develop initial reach ability matrixes from SSIM and then check transitivity to reach the final reach ability matrix.
5. Partitioning of reach ability matrix into different levels (Verma *et al.*, 2018).
6. Develop a conical matrix from the partitioned reach ability matrix by clubbing variables according to their position.
7. Draw the digraph (the ISM model) based on the final reachability matrix & conical matrix.

8. Assess theoretical inconsistency of the ISM model and make essential changes.

5.1 Structural Self-Interaction Matrix (SSIM):

After determining the contextual relationship between the elements/variables, SSIM is developed. In addition to the extensive literature review, the contextual relationship between two elements (i & j) is determined by experts’ opinions through management techniques like in-depth interviews (Attri *et al.*, 2013; Verma *et al.*, 2018, Talib *et al.*, 2011) and for analysing the contextual relationship of factors, ‘leads to’ type is chosen which means one variable leads to other (Jyoti *et al.*, 2010; Mandal and Deshmukh, 1994; Thakkar *et al.*, 2007).

Existence of relationship among two elements of this study are represented by four symbols; where ‘V’ represents relation of element ‘i’ to element ‘j’, ‘A’ represents relation of element ‘j’ to element ‘i’, ‘X’ represents relation ‘i’ and ‘j’ in both directions’, and ‘O’ represents non-existence of relationship among ‘i’ & ‘j’. Some acronyms will be used from here onwards, TEO (trust on each other), FFC (Free & fair communication), MEX (mutual expectations), PWE (prior work experience), SAT (Subordinate attitude), SWE (Supportive working environment, PCL (precision & clarity), SPE (subordinate performance), SBB (skill & behaviour of boss), and MIN (mutual interest).

Table-1a: SSI matrix											Table-1b: Initial to final reachability matrix									
j \ i	10	9	8	7	6	5	4	3	2	1	1	2	3	4	5	6	7	8	9	10
TEO	V	A	V	A	A	X	A	A	A	■	1	0	0/1*	0	1	0	0	1	0	1
FFC	V	X	V	V	X	V	O	V	■	■	1	1	1	0	1	1	1	1	1	1
MEX	X	A	O	A	O	V	O	■	■	■	1	0	1	0	1	0	0	0/1*	0	1
PWE	O	V	O	O	O	V	■	■	■	■	1	0/1*	0	1	1	0	0/1*	0/1*	1	0/1*
SAT	A	A	X	A	A	■	■	■	■	■	1	0	0	0	1	0	0	1	0	0/1*
SWE	V	V	V	V	■	■	■	■	■	■	1	1	0/1*	0	1	1	1	1	1	1
PCL	V	A	O	■	■	■	■	■	■	■	1	0	1	0	1	0	1	0/1*	0	1
SPE	A	A	■	■	■	■	■	■	■	■	0/1*	0	0	0	1	0	0	1	0	0
SBB	V	■	■	■	■	■	■	■	■	■	1	1	1	0	1	0/1*	1	1	1	1
MIN	■	■	■	■	■	■	■	■	■	■	0/1*	0	1	0	1	0	0	1	0	1

Source : Authors’ compilation from analysis

5.2 Initial Reachability Matrix:

The SSIM (table-1a) is converted into the initial reachability matrix (table-1b) by replacing V, A, X and O by 1 and 0 as per below-mentioned rules.

I: If the (I, j) entry in the SSIM is V, then (I, j) entry in the initial reach ability matrix becomes 1 and the (j, i) becomes 0.

Ii: Like if the (I, j) entry in the SSIM is A, then (I, j) entry in the initial reach ability matrix becomes 0 and the (j, i) becomes 1.

Iii: If the (I, j) entry in the SSIM is X, then (I, j) entry in the initial reach ability matrix becomes 1 and the (j, i) also becomes 1.

Iv: If the (I, j) entry in the SSIM is O, then (I, j) entry in the initial reach ability matrix becomes 0 and the (j, i) also becomes 0.

5.3 Final Reachability Matrix:

The final reach ability matrix (table1b) is developed after completing the transitivity check as described in step 4. This matrix is providing the input for ISM model and conical matrix that shows driving power and the dependence power of each variable, which is calculated by adding them horizontally and vertically, is also shown.

5.4 Level Partitions:

After developing the final reach ability matrix, partitions (table-2) are made to divide the final reach ability matrix into different levels, then reach ability and antecedent sets for each element are found (Singh and Gupta, 2019). The reach ability set consists of the element itself and other elements which it may facilitate to accomplish, whereas the antecedent set consists of the element itself and the other elements, which may facilitate in accomplishing it (Sagheer *et al.*, 2009). Then the intersection of both reach ability and antecedent sets are obtained for all elements. If the variables of reach ability and intersection sets match with each other, then that level is allotted in the top place of hierarchy model of ISM. This process is repeated until the lowest level of the hierarchy model was identified.

Table-2: Level Partitioning

Iteration 1				
Dimensions	Reachability Set	Antecedent Set	Interaction Set	Level
1	1,3,5,8,10	1,2,3,4,5,6,7,8,9,10	1,3,5,8,10	I
2	1,2,3,5,6,7,8,9,10	2,4,6,9	2,6,9	
3	1,3,5,8,10	1,2,3,6,7,9,10	1,3,10	
4	1,2,4,5,7,8,9,10	4	4	
5	1,5,8,10	1,2,3,4,5,6,7,8,9,10	1,5,8,10	I
6	1,2,3,5,6,7,8,9,10	2,6,9	2,6,9	
7	1,3,5,7,8,10	2,4,6,7,9	7	
8	1,5,8	1,2,3,4,5,6,7,8,9,10	1,5,8	I
9	1,2,3,5,6,7,8,9,10	2,4,6,9	2,6,9	
10	1,3,5,8,10	1,2,3,4,5,6,7,9,10	1,3,10	
Iteration 2				
2	2,3,6,7,9,10	2,4,6,9	2,6,9	
3	3,10	2,3,6,7,9,10	3,10	II
4	2,4,7,9,10	4	4	
6	2,3,6,7,9,10	2,6,9	2,6,9	
7	3,7,10	2,4,6,7,9	7	
9	2,3,6,7,9,10	2,4,6,9	2,6,9	
10	3,10	2,3,4,6,7,9,10	3,10	II
Iteration 3				

2	2,6,7,9	2,4,6,9	2,6,9	
4	2,4,7,9	4	4	
6	2,6,7,9	2,6,9	2,6,9	
7	7	2,4,6,7,9	7	III
9	2,6,7,9	2,4,6,9	2,6,9	
Iteration 4				
2	2,6,9	2,4,6,9	2,6,9	IV
4	2,4,9	4	4	
6	2,6,9	2,6,9	2,6,9	IV
9	2,6,9	2,4,6,9	2,6,9	IV
Iteration 5				
4	4	4	4	V

Source: Compilation by authors from analyses

The first iteration shows that ‘Trust on each other’, ‘subordinate attitude’ and ‘subordinate performance’ are recognized as dimensions of level-I and is placed in the top of the ISM model. In the next iteration, effective ‘mutual expectations’ and ‘mutual interest’ are identified with level-II. Likewise, ‘precision & clarity’ appears in level-III, three dimensions like ‘free & fair communication’, skill & behaviour of boss’, and ‘supportive work environment’ appear in level-IV, and the dimension, ‘prior work experience’ appears in lowest level (level V) of ISM model with the subsequent 3 iterations.

5.5 Conical Matrix:

Conical matrix (table-3) is developed by clubbing all the variables according to their levels across the columns and rows of the final reachability matrix. Further conical matrix is used to develop the final diagram and structural model (Attri *et al.*, 2017)

Dimensions	8	5	1	10	3	7	2	6	9	4	Driving power
8	1	1	1	0	0	0	0	0	0	0	3
5	1	1	1	1	0	0	0	0	0	0	4
1	1	1	1	1	1	0	0	0	0	0	5
10	1	1	1	1	1	0	0	0	0	0	5
3	1	1	1	1	1	0	0	1	0	0	6
7	1	1	1	1	1	1	0	0	0	0	6
2	1	1	1	1	1	1	1	1	1	0	9
9	1	1	1	1	1	1	1	1	1	0	9
4	1	1	1	1	0	1	1	0	1	1	8
6	1	1	1	1	1	1	1	1	1	0	9
Dependence	10	10	10	9	7	5	4	4	4	1	

Source: Compilation by authors from analysis

5.6 Development of the Digraph & ISM model:

On the basis of conical matrix (table-3), initial digraph including of transitive or indirect links is created by nodes and line. ISM model (figure-1) is developed by eliminating the indirect links from initial digraph. The top-level elements are placed at the top of the digraph and the next level dimension is placed at the second position and so on, till the bottom level element is placed at the lowest position in the digraph. Afterwards, final digraph is transformed into an ISM model with elements. Along with the nodes and lines (properties of digraph), element names are designed in a single figure. So, only the ISM model is placed.

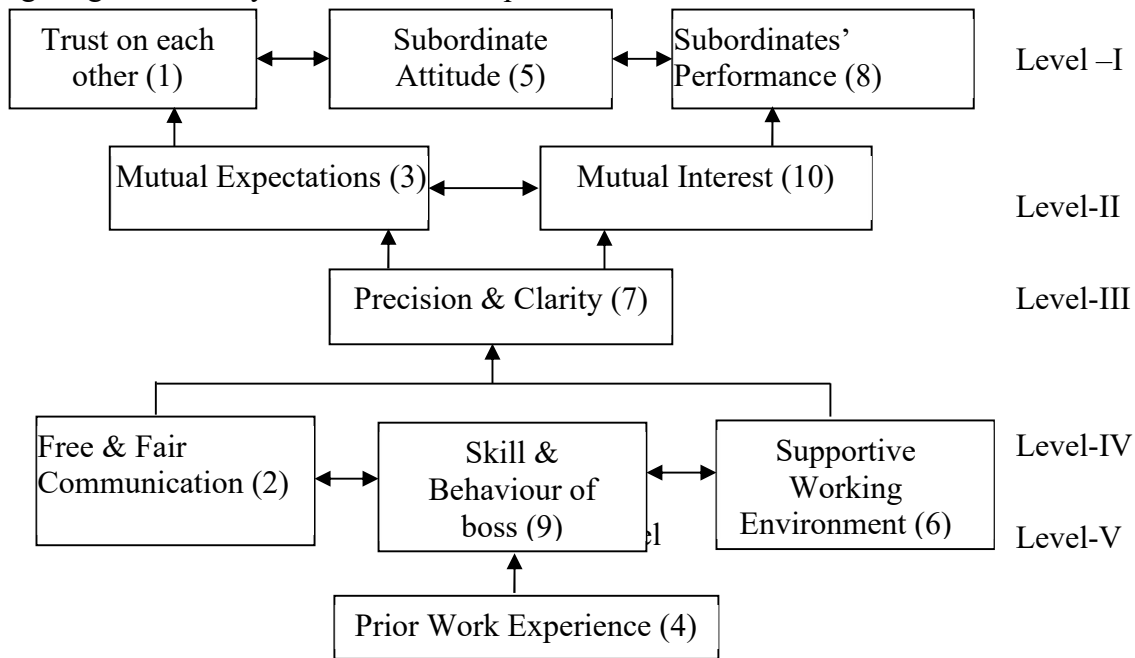


Figure-1: The ISM model

5.7 MICMAC

Source: Compilation by authors from analysis

MICMAC analysis is a cross-impact matrix multiplication applied to classification. The main objective of using MICMAC analysis is to analyse the driving power and dependence power of the concerned dimensions (Attri *et al.*, 2017; Talib and Rahman, 2017; Attri *et al.*, 2013; Tripathy *et al.*, 2018). On the basis of the driving and dependence power, the elements have classified into 4 groups similar to suggested by Mandal and Deshmukh (1994) that are autonomous barriers, dependent barriers, linkage barriers and independent barriers.

According to the driving power and dependence power of each element/factor, MICMAC analysis (figure-2) is performed. Here, each barrier is depicted on the digraph aligned with its driving power and dependence power with respect to conical matrix. By classifying the elements, the figure of MICMAC is divided into 4 clusters. Quadrant-I shows the first cluster, these are 'autonomous barriers' with weak driving and dependence powers. It is observed that no autonomous barrier exists. Quadrant-II shows the second cluster, known as the 'dependent barriers' having weak driving power but strong dependence power. In this study, five dimensions appear in this cluster, namely

‘trust on each other (1)’, ‘mutual expectations (3)’, ‘subordinate attitude (5)’, ‘subordinate-performance (8)’ and ‘mutual interest (10)’ carrying driving powers as 5,6,4,3, and 5 and dependencies as 10, 7, 10, 10, and 9 respectively.

10										
9		6	2,9					III		
8	4	IV								
7		Independent Barriers					Linkage Barriers			
6				7						
5						3		10	1	
4		Autonomous Barriers					Dependent Barriers		5	
3			I				II		8	
2										
1										
	1	2	3	4	5	6	7	8	9	10

Figure-2: MICMAC Analysis

Source: Compilation by authors from analysis

Coming to the discussion of quadrant-III, it representing the third cluster of barriers, the 'linkage barriers' carry strong driving and dependence power. These barriers are unstable due to the fact that any action on these barriers will have an effect on others and also feedback on themselves. In present study, there are no unstable dimensions. Quadrant-IV, the fourth cluster of barriers being known as 'independent barriers' carry strong driving power but weak dependence power. This study reflects five dimensions in this cluster such as ‘free & fair communication (2)’, ‘prior work experience (4)’, ‘supportive work environment (6)’, ‘precision & clarity (7)’ and ‘Skill & Behaviour of boss (9)’ having driver powers as 9, 8, 9, 6, and 9 and dependencies as 4, 1, 4, 5, and 4 respectively. So, the above-mentioned five factors (matters related to boss) are the key dimension making themselves truly independent and drivers of rest of the five factors of this study, mostly of the attitude and performance of the boss.

6. Summary findings:

The ISM model (figure-1) developed in the present research study consists of five levels, where dimensions like trust on each other, subordinate attitude and subordinates’ performance are

in the first (Top) level, carrying highest dependency power and lowest driving power in comparison to rest of the levels of the digraph. So, it can be inferred that performance of the employees working under some authorities can be the consequence of rest of the factors of study that are appearing analytically in the lower levels of the model.

In the second level, the factors like mutual expectations and mutual interest are appearing. This fact gives an indication to the strategists/planners of the service industry, especially of financial services that the achievements/targets, which serves the interests of both authority and subordinates, should be incorporated as the strategic elements for their strategic plans of marketing of financial products.

The only factor, 'precision & clarity' is appeared in the level-III of the ISM model, which refers that precision & clarity of message is crucial to make the matching of mutual expectations and the common interest of both higher authority and subordinate. It is found from the fourth level of digraph that free & fair communication, skill & behaviour of boss, and supportive work environment are driving to each other and also driving the factor 'precision & clarity'. This fact implied that skill, behaviour, communication effectiveness of authorities are making the message of authority clearer and more meaningful for their subordinates.

The lowest level (fifth) consists of the only dimension, prior work experience, carrying lowest dependency power and highest driving power. The dimension(s) constituting level-IV, level-III, and level-II are carrying gradually higher dependency power and lower driving power. Hence, it can be inferred that prior work experience is the fundamental to most of the strategies for the service industries, especially for financial services. Thus, strategically, it can be concluded that prior experience can form the context for communication effectiveness, behaviour of authority, of clarity of message boss, which in tern make the mutual expectations and common interest matched. These hierarchical linkages are developing positive attitude of subordinates through the factor trust, which are enabling the authorities for enhanced performance.

7. Originality/Novelty:

This study used a qualitative technique, (Interpretative Structural Modelling) to identify the major dimensions for building the effective relationship between authority and their subordinates in the way of subordinates' attitude and performance, which has not been studied till this research-work. Further, interrelationships among these dimensions are explored in strategic planning approach that are not examined according to the existing literature, where nine dimensions out of ten, are psychologically driven and 'performance' is the only physically visible dimension of effective boss-subordinate relationship. This outcome implies that effective boss-subordinate relationship should be internalized rather than visualized to accelerate the subordinates' performance.

8. Limitations & future research avenues:

This study followed a qualitative research technique (ISM), but it would be an added advantage, if any quantitative technique will justify the outcomes of this study. No primary data are involved in this study, but the future researchers can take opinion of employees of other service industries as the primary data to take the findings of this study to one step further. Some more

expert-opinions may explore any new dimensions of boss-subordinate relationships, which can enhance the industry implications of the study.

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