Chapter 10. Phase VI: Semi-structured Interviews: A Revisit

The sixth and the final phase can be understood as a feedback phase. A brief report including the research outcomes of the earlier phases (i.e. Phase I to V) were shared with six employees who belonged to the organization that was studied in fifth phase of the present study.

The respondents focused mainly on four topics: remuneration, politics, subordinate-superior communication, and stress. The respondents reported pay as a major source of unwillingness to participate in organizational activities (which included in-role and extra-role communication). One of the respondents linked remuneration with politics: *the top management should understand the problems faced by the employees. There is high level of inflation, and our payment can’t even fulfill basic needs. In my opinion, politics starts from there: people fight for their share of the limited pie*. The respondent further linked remuneration with the level of stress: “*see, if the payment is so low that you cannot even pay the school fee of your children, then you would start to work outside the organization; you will take another job simultaneously. But that would be too demanding as it would demand too much energy. The quality of the work would go down, you would feel stressed for the whole day.*”

On the topic of subordinate-superior communication, the respondents identified coordination as the central and most important element: the respondents were of the view that a proper coordination was needed for proper communication. When asked to share their views on the issues that could plague subordinate-superior communication, one of the respondents identified the need for trust building measures: “*from time to time, both of them should sit together and discuss their hesitations in a straightforward manner. Meetings can help clear many doubts, else the distances would keep on increasing.*”

Another respondent shared his views that such trust building measures were by and large absent as the organization did not provide necessary time for development of trust based subordinate-superior ties. The respondent raised an important issue, that of transfer of the seniors in quick successions: “*see they are not allowed to continue in their work, you need two to four months to understand the system, and once they (the seniors) are able to fully comprehend the way things go on here, they are transferred.*"
For proper subordinate-superior cooperation to develop, you need at least six months, but they are transferred within that period. So a new senior would come, he too would take his time to understand things, and then he too is transferred.” The respondent further emphasized that for proper subordinate-superior communication to take place, subordinates should be allowed to work with the same superior for a longer period of time.

A female respondent further raised the issue of gender differences between the subordinate-superior dyad and emphasized its possible effects: she was of the view that the gender differences within the dyad could lower subordinate’s willingness to communicate in-role and extra-role information to the superior.

In light of the preceding discussion, it might be reasoned that future studies would stand benefitted if they include the following variables apart from the organizational variables included in the present study: gender differences within the subordinate-superior dyad, subordinate’s satisfaction with remuneration, and the number of months since the subordinate has been working under her/his superior.