



EFFECTIVE SUPERVISORS

Dr. R. Karthikeyan*

Abstract: *Effective supervisors are necessary in all settings where employees need guidance and supervision to complete tasks, serve customers and meet deadlines. Corporations, private and public organizations, and educational institutions are some of the environments that search for effective supervisors. A skilled supervisor is an effective communicator, problem-solver and employee motivator. Drawing out the potential of workers requires insights into their strengths and developmental needs. The main focus of the study is to analyze the effectiveness of such supervisors' role in the performance of their subordinates. The sample size of the study was 90 subordinates of various private textile units in and around Tirupur. Primary data was collected with the help of structured questionnaire and the secondary data through websites and journals. Collected data was analyzed with the help of various statistical tools and it was found that supervisors in private textile units in and around Tirupur were doing their role effectively in order to enhance the performance of their subordinates.*

Keywords: *Effectiveness, Organization, Performance, Subordinate, Supervisor*

*Assistant Professor, Department of Management Studies and Research, Karpagam University, Coimbatore District, Tamil Nadu, India



INTRODUCTION

Supervisor has got an important role to play in factory management. Supervision means overseeing the subordinates at work at the factory level. The supervisor is a part of the management team and he holds the designation of first line managers. He is a person who has to perform many functions which helps in achieving productivity. Therefore, supervisor can be called as the only manager who has an important role at execution level. There are certain philosophers who call supervisors as workers. There are yet some more philosophers who call them as managers. But actually he should be called as a manager or operative manager. His primary job is to manage the workers at operative level of management. An employee may be considered to be a supervisor if he/she has the power and authority to give instructions and/or orders to subordinates, and be held responsible for the work and actions of other employees, or those under their day-to-day control. Individuals holding such titles as team leader, overseer, coordinator, facilitator, or manager therefore may be considered as a supervisor.

REVIEW OF LITERATURE

Leftkowitz Joel (2010) revealed that supervisor's positive affective for subordinates is associated frequently with higher performance appraisal ratings, and with other findings such as greater halo, reduced accuracy, a better interpersonal relationship, and disinclination to punish poor performance.

J Occup Rehabil (2011) found that several factors influencing the return to work of workers with common mental disorders. Most of the supervisors interviewed were very open to finding ways to facilitate the return to work of these workers, but felt that the interventions used should take both their perspective and the constraints they face in the workplace into account. Subsequent studies on return to work should therefore focus equally on the individual and the workplace to ensure that the actions taken can be appropriately implemented and well received by all stakeholders, including supervisors, who are continually involved in front-line interventions.

Duane W. Dike (2012) studied on a new perspective that leader behavior, namely of front-line supervisors, was the most important factor related to morale and termination decisions, meaning the expectation of a change-attitude now fell on supervisors, not employees. Instead of expecting workers to rise to organizational expectations, supervisors, under this



new way of thinking, are expected to adapt behavior in ways that reflect intended organizational culture to create an attitude-equilibrium between workers and leaders.

Drennan, Fred S; Richey, David (2012) found that supervisors conduct training, and they serve as powerful role models. If eliminating unsafe acts or correcting unsafe conditions is the goal, the supervisor should instruct the team how to do so. When training employees on job hazards, the supervisor should provide guidance and direction to the safety effort. The prime responsibility of the supervisor is to develop his people so that they continually improve, to do a better job.

OBJECTIVES OF THE STUDY

- To study the effectiveness of supervisor's role in the performance of subordinates.
- To suggest suitable recommendations to improve the performance of supervisor.

RESEARCH METHODOLOGY

The research design used in this study was descriptive in nature. The sample size of the study was 90 subordinates of various private textile units in and around Tirupur. Primary data was collected with the help of structured questionnaire and the secondary data through websites and journals. Collected data was analyzed with the help of various statistical tools.

RESULTS AND DISCUSSION

Table – 1: Demographic factor wise distribution of subordinates

Sl. No.	Demographic factors	Percent	
1	Gender	Male	100.0
		Female	0.0
2	Age	20 to 30 years	3.3
		30 to 40 years	25.6
		40 to 50 years	32.2
		Above 50 years	38.9
3	Marital Status	Single	3.3
		Married	96.7
4	Family Size	0 – 2 members	84.4
		2 – 4 members	12.2
		More than 4 members	3.3
5	Educational Qualification	SSLC	35.6
		HSC	61.1
		UG	3.3
6	Monthly Income [In Rs.]	Below Rs 5,000	6.7
		Rs 5,001-10,000	8.9



Sl. No.	Demographic factors		Percent
		Rs 10,001-15,000	50.0
		Rs 15,001-20,000	34.4
7	Work experience in the current organization	0 - 2 years	6.7
		2 - 4 years	8.9
		4 - 6 years	0.0
		6 – 8 years	0.0
		8 – 10 years	25.6
		Above 10 years	58.9

Source: Primary Data

Table – 2: Weighted Average Score Analysis of various statements about Supervisor

Statements about Supervisor	SD	D	NA	A	SA	W. Sum	W. Avg.
My supervisor listens to my views and ideas	6	9	12	37	26	332	4.43
I am able to be open with my supervisor	6	11	19	28	26	327	4.36
Supervision sessions are flexible	4	5	23	35	23	338	4.51
My supervisor pays attention to my spoken feelings and anxieties	9	5	18	34	24	329	4.39
My relationship with my supervisor allows me to learn by experimenting with different practices	5	15	5	30	35	345	4.60
I respect my supervisor as a manager	6	8	12	33	31	345	4.60
My supervisor treats me with respect	8	9	11	37	25	332	4.43
My supervisor is open-minded in supervision	6	12	20	26	26	324	4.32
Feedback on my performance from my supervisor does not feel like criticism	5	9	24	28	24	327	4.36
My supervisor makes sure that supervision sessions are kept free from interruptions	5	6	16	36	27	344	4.59
Regularity of Supervision sessions by the my supervisor	4	10	14	30	32	346	4.61
My supervisor is approachable	4	11	11	31	30	333	4.44
My supervisor is interested for my career development	6	4	18	33	29	345	4.60
My supervisor encourages me to reflect learning's on my practice	6	8	11	33	32	347	4.63



Statements about Supervisor	SD	D	NA	A	SA	W. Sum	W. Avg.
My supervisor is knowledgeable	6	4	15	40	25	344	4.59
My supervisor gives me helpful feedback on my performance	4	6	21	33	26	341	4.55
My supervisor pays attention to my level of competence	6	8	11	37	28	343	4.57
My supervisor helps me to identify training needs for me	6	6	18	32	28	340	4.53
Overall, I am satisfied with my supervisory relationship	7	11	9	40	23	331	4.41

Source: Primary Data

Total Weighted Average [19 statements] = 85.52

Average of Total Weighted Average = $85.52/19 = 4.50$ (Agree)

From the above table, overall average on the individual weighted averages on 19 statements, works out to be 4.50. This implies that the subordinates/ respondents agree with all the statements about their supervisor and also it shows that the supervisor maintains a smooth and cordial relationship with them which reflects positively on their performance.

SUGGESTION

Supervisors can increase their employees' effectiveness and productivity by providing a competitive work environment with clearly defined expectations, comprehensive job training and flexible job designs, and performance-based salaries.

CONCLUSION

A supervisor is responsible for the day-to-day monitoring the performance of small group. The supervisor should possess proper experience and skill set to accomplish the same. The supervisor's job is to guide his group of employees towards the achievement of goal and see that all his team members are well trained productive, and he should resolve problems as and when they arise. Based on the study, it was clear those supervisors in private textile units in and around Tirupur were doing their role effectively in order to enhance the performance of their subordinates.

REFERENCES

1. Avedon, Marcia, defining the balance, supportive supervisor; the effects of supervisor's job experience on attributions and agreement in performance appraisal, the George Washington University, 2006.



2. Belen Bande Vilela, research based on the analysis of supervisor, Crane field University, 2009.
3. Break. E. Michael Pierce, Improving supervisory performance through feedback from subordinates (survey, management, development, employee) Florida Atlantic University, 2002.
4. Clemente, Corey Lynn, The relationship between perceived supervisory roles, styles, and working alliances and students' self – efficacy in speech- language pathology practicum experiences, Touro University International, 2006.
5. Cole, Elizabeth Ayres, Leadership development: Does supervisory support matter? The Fielding Institute, 2007.
6. Grove, Tina. M, using an evaluative case study to determine the impact of a learning intervention for newly promoted supervisors using the core feedback model, Capelle University, 2008.
7. Hoffmann, Arthur W, the relationship between nonsupervisory employees' self assessment of their supervisory skills and the amount of satisfaction, Western Michigan University, 2006.
8. Hutchens, James William JR, a descriptive study of the effects of selected dimensions of leadership style on follower performance: a dimension of supervisory effective in an organization, Florida State University, 2008.
9. Houle Lucie, impact of women supervisor in an organization, University De Monstresl, 2010.
10. Hoese, Jo Ann, An exploratory investigation of group supervision: trainees, supervisors and structure, The University of Winconsin- Madison, 2008.