

**A STUDY ON THE SUPERVISORY PATTERN AND LEADERSHIP STYLE IN  
DECCAN PUMPS, COIMBATORE.**

**By**

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**A PROJECT REPORT**

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**MASTER OF BUSINESS ADMINISTRATION**



**CENTRE FOR DISTANCE EDUCATION**  
**ANNA UNIVERSITY CHENNAI**  
**CHENNAI 600 025**

**July, 2009**

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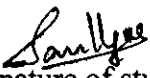
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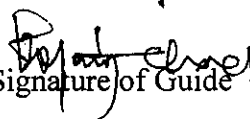
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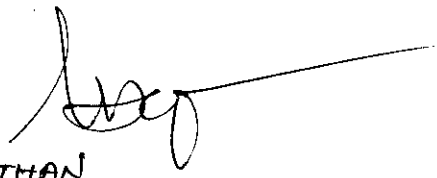
  
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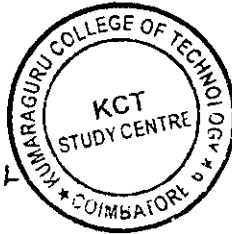
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She has done a very good work. I am very satisfied in her project work. So I  
appreciate her and wish her a bright future.

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Place:- Coimbatore

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M.SANDHIYA

## ABSTRACT

Topic of this study is "Supervision pattern and Leadership style" in Deccan Pumps. The study was conducted for a period of six weeks. The study is confined only in Coimbatore unit.

This study is conducted to know about the relationship between supervisors and the subordinates. Factors like job knowledge, human relations, leadership style, consulting with employees, innovative ideas were taken into consideration which contributes to the leadership style. The primary study was collected with the help of interview schedule. The secondary data is collected from various books, internet and company registers. Systematic Random sampling method and census study been carried out. The sampling is done in various departments of the organization for the supervisors and subordinates. As the supervisors are 7 from all the departments they are taken into census study. And the employees working in the firm are of 90 but only 30 were taken as a sample size. This study is confined only to the production plant. Tools used for data analysis and interpretation are chi-square, factor analysis and weighted average. The limitation of the study is that the respondents may give biased answers.

The important finding of the study is that there is significant relationship between supervisor and subordinate and the leadership style that is been followed in the organization.

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# *GENERAL INTRODUCTION*

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## GENERAL INTRODUCTION

Human Resource Management (HRM) is concerned with the “people” dimension in management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to high levels of performance, and ensuring that they continue to maintain their commitment to the organizational objectives. This is true regardless of the type of organization- government, business, education, health, recreation, or social action. Getting and keeping good people is critical to the success of every organization, whether profit or nonprofit, public or private.

Those organization that are able to acquire, develop, stimulate, and keep outstanding workers will be both effective and efficient. Those organizations that are ineffective risk the hazards of stagnating or going out of business. Survival of an organization requires competent managers and workers coordinating their efforts towards an ultimate goal.

HRM is process consisting of four main functions – acquisition, development, motivation, and maintenance of human resources. The acquisition function begins with planning. Relative to human resource requirements, we need to know where we are going and how we are going to get there. This includes the estimating of demands and supplies of labor. Acquisition also includes the recruitment, selection, and socialization of employees.

The development function can be viewed along three dimensions. The first is the employee training, which emphasizes skill development and the changing of attitudes among workers. The second is management development, which concerns itself primarily with knowledge acquisition and the enhancement of an executive’s conceptual abilities. The third is career development, which is the continual effort to match long-term individual and organizational needs.

The motivation function begins with the recognition that individuals are unique and that individuals are unique and that motivation techniques must reflect the needs of each individual. Within the motivation function, alienation, job satisfaction, performance appraisal, behavioral and structural techniques for stimulating worker performance, the importance of linking rewards to performance, compensation and benefits administration, and how to handle problem employees are reviewed.

The final function is maintenance. In contrast to the motivation function, which attempts to stimulate performance, the maintenance function is concerned with providing those working conditions that employees believe are necessary in order to maintain their commitment to the organization.

Personnel departments were once called "Health and Happiness" departments. The people assigned to deal with personnel issues were often individuals who were past their prime. The personnel department was seen as a place where minimal damage to the organization's ongoing operations. Individuals in the personnel department were perceived as those responsible for planning company picnics, vacation schedules, and retirement parties. Personnel, as an activity, were seen as a necessary, but unimportant, part of the organization.

# *INTRODUCTION*

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## 1.1. INTRODUCTION TO THE TOPIC

Leadership is an important and necessary skill for achieving individual, group and organizational performance. The first level supervisors influence attitudes and expectations that encourage or discourage performance, secure or alienate employee commitment, reward or penalize achievement. It is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it towards goals.

Management activities such as planning, organizing and decision making are dormant cocoons until the leader triggers the power of motivation in people and guides them towards goal. Leadership involves other people; therefore where there are leaders there must be followers. Leadership can arise in any situation where people have combined their efforts to accomplish a task. Leadership is the capacity to frame plans that will succeed, and the facility to persuade others to carry them out, in the face of all difficulties.

The leadership first deals with the capacity to frame plans that have a high probability of success, i.e. the plan should be realistic; the leader should have full information about resources and the environment in which the plan has to be implemented. The second part deals with the implementation. The plan has to be implemented by those who are working for the leader. This capability is called persuasion, i.e. inspiring and motivating at one end and ruthlessly compelling at the other.



The leaders should have the influencing ability to exert power over others. Many people possess or are given power, but few only use it. The leaders should also have a rapport with others so that they can create willingness among others to cooperate. It requires a deep understanding of motivation and the ability to perceive the needs of others. Leaders first establish rapport, and then use their powers of influence and persuasion to activate individuals and groups in the pursuit of worthwhile goals.

The role of a leader can be explained with theories such as behavior theory, interaction-expectancy role theory, exchange theory, perceptual and cognitive theories. Similarly theories based on the environment of the leadership are situational theory and contingency theory. The humanistic theories also have various leadership traits and approaches. The key element of these theories is active role of self motivated people who shapes leadership in their interaction with the organization. The aim of leadership is to change the organization to provide freedom for individuals to realize their own potential for fulfillment.

Several models exist which attempt to understand the relationship between style and situation. The various such leadership models are:

### **1. Fiedlers's Contingency Model:**

Fiedlers's model assumes that group performance depends on the leadership style. The main factors that are considered in this model are Leader- member relations, task structure and position power. High levels of these three factors give the most favorable situation, low levels, and the least favorable. Relationship - motivated leaders are most effective in moderately favorable situations. Task-motivated leaders are most effective in either end. Fiedler suggests that it may be easier for leaders to change their situation to achieve effectiveness, rather than change their leadership style.

## **2. Heresy- Blanchard Situational Theory:**

This theory suggests that leadership style should be matched to the maturity of the subordinates. Maturity is assessed in relation to a specific task and has two parts i) Psychological Maturity and ii) Job Maturity. As the subordinate maturity increases, leadership should be more relationship-motivated than task-motivated. For the degree of subordinates of subordinate maturity, from highly mature to highly immature, leadership consists of: delegating to subordinates, participating with subordinates, selling ideas to subordinates.

## **3. Path-Goal Theory:**

Evans and House suggest that the performance, satisfaction and motivation of a group can be affected by the leader in a number of ways like, i) Offering rewards for the achievement of performing goals ii) Clarifying paths towards these goals iii) Removing performance obstacles iv) Directive leadership v) Supportive leadership vi) Participative leadership vii) Achievement oriented leadership and supportive behavior increases group satisfaction, particularly in stressful situations, while directive behavior is situations. It is also suggested that leaders who have won have influence upon their supervisors can increase group satisfaction and performance.

## **4. The Veridian Leadership Model:**

At Veridian, leadership is an attitude, not a position. Leadership is more than excellent day-to-day business performance; it includes embracing new ideas, raising the bar on customer service, making difficult decisions grounded in values, and having the courage and will to succeed at entirely new levels.

The three traditional and most basic kinds of leadership are:

- Autocratic or Directive leadership,
- Democratic or Consultative leadership,
- Free-Reign or Participative leadership.

The autocratic leader commands and expects compliance. is dogmatic and positive, and leads by the ability to withhold or give rewards and punishment. The democratic or participative, leader consults with subordinates on proposed actions and decisions and encourages participation from them. This type of leader ranges from the person who does not take action without subordinates' concurrence to the one who makes decision but consults with subordinates before doing so. The free-reign leader uses his or her power very little, if at all, giving subordinates a high degree of independence in their operations. Such leaders depend largely on subordinates to set their own goals and the means of achieving them, and they see their role as one of aiding the operations of followers by furnishing them with information and acting primarily as a contact with group's external environment.

As leadership is the art or process of influencing people so that they contribute willingly and enthusiastically toward group goals. Leadership requires follower ship. There are various approaches to the study of leadership, ranging from the trait to the contingency approach. Only the traditional leadership style identifies the three different styles of leadership.

The techniques of leadership can be learned, provided the individual has strength of character and the energy this responsibility demands. So the supervisor should strive to match his or her leadership style and approach to the specific situation and to the personalities of subordinates.

In general terms, the difference between employees and their supervisors is that the employees perform their own work using their technical knowledge manually, whereas supervisors control the work of others using their technical knowledge theoretically combined with supervisory techniques.

In modern terms the supervisors should concentrate more on developing the co-operation and direct involvement of employees who, it is hoped, will behave more responsibility and feel committed as result, emphasis is placed on teamwork, participation, autonomy and flexibility key factors that allow employees to work within

much wider control limits. Indeed, the supervisor must adopt roles associated strongly with coordination, advice, adaptability and associated specialists, to be successful.

Supervisory management is distinctly a part of management. Supervisory Management is represented by foremen, supervisors and departmental chiefs. Supervisory management level is above the operations and below the middle management in an organization. Supervisors translate plans into actions. It is their job not only to get things done but to get things done willingly and harmoniously through employees.

Supervisor involves overseeing or watching with authority that the progress of the performance of those who work under him. In the field of management, it refers to the day-to-day guidance and leading and motivating the operators. And also he looks after the operational management which is the transformational activities (inputs and outputs).

The functions of a supervisor are as follows:

- Planning the activities classifying and assigning jobs to workers.
- Guiding workers about work procedures.
- Managing and arranging necessary materials, tools etc, for the workers.
- Providing on the job training to workers.
- Supervisor and control of functioning of workers.
- Solving problems of workers relating to jobs.
- Communicating the problems of workers which all not solved at his level.
- Providing feedback to management about the nature of work environment in his section.
- Maintaining discipline among workers, developing sight type of approach in them and maintaining good human relations.

## FACTORS GOVERNING EFFECTIVE SUPERVISION

**i. Favorable work climate:**

Favorable work climate can secure acceptance of his authority voluntarily from his people so that obedience and loyalty can be easily secured from the subordinates.

**ii. Personal maturity and Sensitiveness:**

The supervisor acquires sensitiveness to the feeling of others and capacity to understand and feelings and emotions of those working under command.

**iii. Human Relations :**

The supervisor tries to consider each persons weakness and how men work together before he makes any job assignment.

**iv. Job knowledge:**

The supervisor has sufficient knowledge and information to understand any technical problem quickly and to device the best workable solution.

**v. Self development and Subordinate development:**

The effective supervisor is deeply interested in the development of human resources. He gives equal emphasis on his personal growth as well as on the growth of his subordinates.

**vi. Knowledge and execution of company plans and policies:**

The supervisor knows fully the plans and policies of management and he execute them thoroughly. He also keeps up with changes in corporate policies and procedures and gives full information of such changes to his subordinates.

## 1.2. REVIEW OF LITERATURE

People often want to know they can become good and effective leader in their own field of work. This paper will search the attribute of a leader. The foundation of leadership depends on the character of a person. The effectiveness of a business leader depends substantially on his character, supported by his knowledge of managing an enterprise. There is often an argument about what is important, leadership or management. Leadership and management are not the same nor are they interchangeable. Management is a very useful tool in the hands of a leader. In the words of Peter Drucker, 'Management is doing things right, leadership is doing the right things.'

Scholars have defined leadership in multiple ways: the creative and directive force of morale (Munson, 1981); the process by which an agent induces a subordinate to behave in a desired manner (Bennis, 1959); the presence of a particular influence relationship between 2 or more persons (Hollander & Julian, 1969); an interpersonal relationship in which others comply because they want to, not because they have to (Merton, 1969) Hogan, Curphy & Hogen, 1994); transforming followers, creating visions of the goals that may be attained, and articulating for the followers the way to attain these goals (Bass, 1985; Tichy & Devanna, 1986); the process of influencing an organized group toward accomplishing its goals (Roach & Behling, 1984); actions that focus resources to create desirable opportunities (Campbell, 1991); the leaders job is to create conditions for the team to be effective (Ginnet, 1996) etc. According to Andrew (1998), some view leadership as the personal relationship between the individual and the group: others as the process of striving toward common goals and values: still others as aspects of behavior, whether desired and in control of the individual or alternatively, reactive and driven by forces in the environment.

# *COMPANY PROFILE*

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## 2. COMPANY PROFILE

**DECCAN INDUSTRIES**, incorporated in the year 1981 is a landmark in the Pump City of Coimbatore. The firm has a built up area of 3700sq.mt and again an uncovered area of 6500sq.mt is used for stocking raw materials. The company has manpower of 90 employees. The company projects its supremacy through extensive quality control and wide range of products. Product's quality is achieved with the use of modern technology like CAD/CAM, CNC machines, special purpose machines and active involvement of employees. Various functional departments of the firm are linked through computer networks, which speeds up processes with accuracy and facilitate immediate responses to satisfy customer's needs.

The components and the final product go through rigorous Inspection at the testing rig, which is fully equipped with latest measuring equipments. The company's vision is 'Service to Mankind' by way of providing energy efficient products with in-house technology and designs to serve agricultural and domestic consumer community. The company also has sister concerns namely, 'Marks Industries', 'Deccan Pumps Private Limited' and 'Deccan Enterprises' that are involved in manufacturing and trading activities. Each product manufactured by the firm has established itself successfully in the competitive market scenario because the company's core competence is 'Product differentiation'.



## 2.1 COMPANIES HR POLICIES

Company follows different HR policies like

### RECRUITMENT, SELECTION, PLACEMENT AND INDUCTION:

Internal recruitment is based on the requirement of manpower and a notice will be displayed on the notice board, inviting applications from the employees with requisite qualification and experience for the vacant position. Interview will be conducted for the applied employees and if suitable employee is identified she / he will be selected for the position.

If appropriate individual is not identified internally HR department will invite suitable candidates with corresponding job profile, either from the data bank, Manpower consultant or through newspaper advertisement.

After the scrutinizing the applications received, candidates with suitable qualifications will be called for personal interview through interview call letters. Once the interview is over, the suitable candidates will be short-listed and the Interview Evaluation Sheet will be forwarded to the Managing Director, appointment order will be send to the selected candidates for joining duty.

After completing the necessary formalities for joining, the candidates will be taken to the concerned Head of the Department and after obtaining the necessary guidance, he / she will be placed in the respective department.

As per the ISO standards, and as part of the On-the-Job training, as and when an employee join for duty, he / she will be provided with an induction training syllabus for the concerned department. The performance of the employee as to the acquaintance of the ISO standards and job knowledge will be reviewed by the concerned Head of the Department after a month from the date of joining, and the same will be submitted to the HR department, who in turn will access the employee based on the rating by the HOD.

#### **LEAVE POLICY:**

Every employee will be eligible for casual leave / training leave as per the rules and regulations of the company from time to time. Privilege leave shall be granted only at the absolute discretion of the sanctioning authority. Application for the above shall be submitted 2 days prior to the date of availing leave, after obtaining prior sanction from the concerned authority.

Leave for the sickness shall be granted in accordance with the provisions of the Employees State Insurance Act. All the leave applications and overtime slips shall be routed through the security Personnel. Employees can submit their leave application to their section head.

#### **WAGE AGREEMENT:**

It is mutually agreed that in order to improve the productivity, jobs will be merged wherever possible to meet the requirement and restructuring of the manpower will be carried out wherever and whenever possible and induction of additional manpower will be avoided. Annual increments are not automatic and workmen will be eligible for annual increments only on the basis of performance based on evaluation through performance appraisal, attendance and behavior. Absence without leave will be treated as break in service and employees who have not attended duty are required to submit the leave application.

## 2.2 PRODUCT PROFILE

The company is engaged in manufacturing the following products:

- Submersible pumps for bore wells of different sizes ranging from 100mm to 250mm and above. The capacity range of these pumps falls between 0.5 and 2HP for single phase operations and 3 to 120HP in the three-phase category.
- Open well submersible pumps with capacity range from 3 to 120 HP In the three phase category is a product with immense popularity for its ease of handling, high discharge and trouble free operation especially in the agricultural sector.
- Mini submersible pump crowned as 'SUB-SEVAK' is a new launch and is a first of its kind. These pumps have a capacity range from 0.5 to 2.0 HP both in single phase as well as in three-phase. Its efficiency and capacity to pump more water to high rise buildings has earned it a very high reputation and has helped it create a strong foothold in the domestic market sector.
- Double stage jet pumps speak of product differentiation from the conventional jet pumps in the market because of its operation at higher depths and absence of control valves.

**PRODUCT FEATURES:**

Special product features create a strong competence and have established our brands through the length and breadth of the country. The features are:

- All the motors manufactured operate at very low voltages and are specifically designed to withstand the wide voltage fluctuations prevailing in rural areas.
- We offer submersible pump sets for agricultural use that are specially designed, to save energy for operations under 240/460 Volts single phase power system.
- Absence of control valves in jet pumps.
- Mini submersible pumps fitted with as many as 10 impellers help develop higher heads to use in flats etc. contrary to mono blocks which has only one impeller.
- Absence of threaded joints in both pump and motor to facilitate for easy dismantling and assembling during service.

**AFTER SALES SERVICE:**

The pump sets coming out of our factory pass through highly rigid quality control. Due to this, it normally does not require any immediate after sales service. However, in case of any specific requirement, they are well equipped with trained service staff that is always at our disposal to render satisfactory service to the customers. All our distributors and dealers are also well trained to attend the repairs and services, most dealers have service stations and are well equipped with spares. Priority is given at the factory for repair works and the pump sets are dispatched after due service on the same day itself. The company also has three branches at Bangalore, Secunderabad and Chennai for sales and prompts service to its customers.

### **2.3. SIGNIFICANCE OF THE STUDY**

Relationship between supervisors and subordinates is of extreme importance in an industrial organization. The purpose of the study is to get the overall view of the employee supervisory leadership style and the effectiveness of it among the employees.

By discovering the attitude of the supervisor and subordinates on factors related to supervision, a firm can correct bad situation and thereby improve supervisory pattern and the leadership style. An organization can benefit materially if it knows what individual attitude contributes to supervisors - subordinate's relationship.

A better knowledge about the what both the parties i.e. supervisors and subordinates expect from each of them, and what are the difficulties experienced by them, the management can devise any training programmers to supervisors, seminars or general awareness programmers etc to equip them in what they lack.

#### **2.4. STATEMENT OF THE PROBLEM**

Supervisory pattern and Leadership style becomes one of the main factors which perform the mutual understanding of the supervisor and the subordinates in the plant to a maximum extend. No industry can survive if they are not maintaining the supervisory style which further helps an employee to work in that environment. In the case of Deccan Pumps Limited, they have experienced supervisors who contribute for the betterment of the company and they are mainly focused on quality standards.

By improving the leadership style the organization can perform far better than what is been carried out at present and the productivity can be increased. Human Resource plays an important role in an organization. An organization which can manage human resource in efficient and effective manner means that the organization can achieve its objectives and goals without any difficulty. From this we can understand that only a well maintained supervisory pattern and the leadership style can make an organization as healthy industrial environment.

## 2.5. OBJECTIVES OF THE STUDY

### **Primary objective:**

To study the supervision pattern and the leadership style followed currently in the company.

### **Secondary objective:**

- Study on the supervision pattern followed by the first line supervisor.
- Study on the nature of supervisory leadership style.
- Study the effectiveness of the supervisory leadership style among the employees.
- Study on the supervisor – subordinate relationship.

## 2.6. LIMITATIONS OF THE STUDY

- The study was confined to only one company, DECCAN PUMPS.
- The time constraint was a limited factor.
- There was bias from the respondents.
- Most of them were not willing to be interviewed.



## *METHOD OF STUDY*

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### 3. RESEARCH METHODOLOGY

- **RESEARCH**

Research in common parlance refers to a search of knowledge. It is defined as a scientific and systematic search for pertinent information on a specific task. In fact, research is an art of scientific investigation. The search for knowledge through objective and systematic method of finding solution to a problem is research.

- **RESEARCH METHODOLOGY**

Research methodology is a way to systematically solve the problem. It may be understood as a science of studying how research is done scientifically. In research it is the responsibility of the researcher, to expose the research decisions to evaluate before they are implemented. He has to specify very clearly and precisely what decision he selects and why he selects them, so that others can evaluate them also.

- **RESEARCH DESIGN**

Descriptive research studies are those studies, which are concerned with describing the characteristics of a particular individual or a group. Studies concerned with specific predictions and concerns of individual group or situation deals descriptive research studies. The study is been carried out with the supervisors and subordinates of various branches under the production department. After the interview schedule is carried out for the supervisors it was also carried over to the subordinates.

## **AREA OF STUDY**

This study was undertaken at Deccan Pumps, Coimbatore. They manufacture water pumps and there are various departments like welding, painting, assembling and packing which comes under the production department. This study is been carried out in all the departments.

## **UNIVERSE**

The universe of the study refers to the employees working at Deccan Pumps, Coimbatore. The total numbers of supervisors in production department are 7. The total numbers of employees in production department are 90.

## **SAMPLING TECHNIQUE**

The respondents are selected through census study for the supervisors and random sampling method is used for the subordinates as there are large in number.

## **SAMPLE SIZE**

The total size of the sample for study is 7 for the supervisors and a census study is done for them. And a sample size of 30 is taken from the subordinates of the various departments were there are 90 employees under various departments.

## **DATA COLLECTION METHOD**

In dealing with any real life problem, it is obvious that data at hand are inadequate and hence it becomes necessary to collect the data that are appropriate. Depending on the sources of information available, data can be classified as:

- ✧ Primary Data
- ✧ Secondary Data

**PRIMARY DATA**

Communication and observation are the two basic means of obtaining primary data. The research was done with the help of interview schedule that proved to be effective in collecting the relevant information.

**SECONDARY DATA**

Secondary data was collected from the company records and the manuals provided by the company. And also through the internet the researcher collected information that is required for the study.

**TOOLS USED FOR ANALYSIS**

- 1. WEIGHTED AVERAGE**
- 2. FACTOR ANALYSIS**

*ANALYSIS &  
INTERPRETATION*

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#### 4. DATA ANALYSIS & INTERPRETATION

Data analysis is the act of transforming data with the aim of extracting useful information and facilitating conclusions. Depending on the type of data and the question, this might include application of statistical methods, curve fitting, selecting or discarding certain subsets based on specific criteria, or other techniques. Respect to Data mining, data analysis is usually more narrowly intended as not aiming to the discovery of unforeseen patterns hidden in the data, but to the verification or disproval of an existing model, or to the extraction of parameters necessary to adapt a theoretical model to (experimental) reality.

##### INTERPRETATION

Interpretation is the process establishing, either simultaneously (known as simultaneous interpretation) or consecutively (known as consecutive interpretation), oral or gestural communications between two or more speakers who are not able to use the same set of symbols. By definition it is available as a method only in those cases where there is a need for interpretation - if an object (of art, of speech, etc.) is obvious to begin with, it cannot draw an interpretation. In any case the term interpretation is ambiguous, as it may refer to both an ongoing process and a result.

The researcher has used the liker scale method to rate the supervisory pattern and the leadership style. Liker scale is where the respondent is asked to respond to each of the statements in terms of several degrees, usually five degrees of agreement or disagreement.

The respondents are asked to express their opinion considering certain factors in any of the following ways:

5 – Always true, 4 – Frequently true, 3 – Undecided, 2 – Occasionally true,

1 – Never true

Similarly when the subordinates were asked to rate their supervisors

they replied in one of the following ways:

5 – Strongly agree, 4 – Agree, 3 – Undecided, 2 – Disagree ,

1 – Strongly disagree.

## PART - A

### SUPERVISION PATTERN- SUPERVISORS VIEW

The supervisors were interviewed to know about the supervision pattern that they currently follow. There are various factors under which the supervisors view themselves according to the supervision they do in the firm. Under each factor there are various other factors which speak about the quality and pattern of the supervision that the supervisors follow. Following analysis is made based on the observation made by them.



#### 4.1 JOB KNOWLEDGE – OBSERVATION OF THE SUPERVISORS

| <b>Factors</b>                                  | <b>Total Score</b> | <b>Average Score</b> |
|-------------------------------------------------|--------------------|----------------------|
| Giving clear instructions                       | 35                 | 5                    |
| Clearing the doubts                             | 31                 | 4.42                 |
| Implementing new technologies                   | 19                 | 2.71                 |
| Individuals responsibility for defining the job | 29                 | 4.14                 |

Every supervisor should know about the job very clearly because the subordinates may not be much expertise in the field. If the supervisors have very good job knowledge they can easily solve the technical problems and device the best workable solution.

The table shows the self assessment made by the supervisors themselves citing that they give clear instructions to the employees were all the supervisors have strongly agreed assessing an average of 5. They give oral instructions to the employees so that there will not be any error in between.

Similarly the other factors like clarity and responsibility also have an average of 4.5 which shows that these factors are also high. The supervisors do not show much of interest towards new technologies and only an average of 3.

From the table its clear that the supervisors do not focus much on the new technologies instead they keenly focus on the factors like giving clear instructions, clearing the doubts of the employees and the responsibility that is been assigned to the subordinates are clearly defined by the supervisors.

#### 4.2 HUMAN RELATIONS – OBSERVATION OF THE SUPERVISORS

| <b>Factors</b>                                 | <b>Total Score</b> | <b>Average Score</b> |
|------------------------------------------------|--------------------|----------------------|
| Correcting the mistakes of the supervisors     | 23                 | 3.28                 |
| Friendliness towards the employees             | 33                 | 4.71                 |
| Maintaining a good relationship                | 32                 | 4.57                 |
| Discussing personal matters with the employees | 21                 | 3                    |
| Giving counseling if necessary                 | 22                 | 3.14                 |
| Being impartial to all the employees           | 29                 | 4.14                 |

Human relations is an important trait that every supervisor should consider. This factor helps in coordinating the employees so that the employees feel very much comfortable with their supervisors and move friendly with them.

The above table shows that the supervisors are friendly with their subordinates scoring 4.7. They also maintain a good relationship with their subordinates a score of 4.5. The supervisors are not partial to any of the subordinates in the organization which is of 4.14.

The other factors that are related to human relations are correcting mistakes is of 3.28 showing that the supervisors do not take immediate action. While it comes to the discussion of personal matters the supervisors they don't take much of interest in discussing it so its only 3. And the supervisors do not give much of counseling to their subordinates and its only 3 as an average.

From the table it is known that on all the factors only 3 of them show a high i.e. friendliness towards employees, maintaining a good relationship and being impartial to the employees and the other factors are of medium.

#### 4.3 LEADERSHIP STYLE - OBSERVATION OF THE SUPERVISORS

| <b>Factors</b>                                    | <b>Total Score</b> | <b>Average Score</b> |
|---------------------------------------------------|--------------------|----------------------|
| Final decision taken by supervisor                | 29                 | 4.14                 |
| Giving constructive warning                       | 25                 | 3.57                 |
| Showing power to help the employees               | 24                 | 3.42                 |
| Indicate or report about the job that is going on | 23                 | 3.28                 |

Leadership style is one of the main aspects of any organization because the employees must be controlled and they have to be coordinated to a specific goal.

In the above table the supervisors make the decision in which ever issue that comes to them and it is of 4.14. The employees are very much focused on their work so the supervisors do not give a constructive warning is 3.57.

The power of the supervisors not influence the employees much so is only 3.42. And the supervisors ask their subordinates to report them only to an extent i.e. 3.28.

The table shows that the supervisors are the final decision maker in every aspect even though they discuss with their employees on which their highly focused. And the other factors such as giving constructive warning, showing their leadership power to help the employees and reporting about the job that is going on in the plant is not of much importance.

#### 4.4 CONSULTING EMPLOYEES - OBSERVATION OF THE SUPERVISORS

| <b>Factors</b>                          | <b>Total Score</b> | <b>Average Score</b> |
|-----------------------------------------|--------------------|----------------------|
| Consult employee in determining the job | 28                 | 4                    |
| Giving new ideas                        | 26                 | 3.71                 |
| Freedom to give the suggestions         | 31                 | 4.42                 |

Consulting employees is a skill where the supervisors ask suggestions and ideas from the employees. When the supervisors consult with their employees they find a suitable solution which is favorable for both of them.

The table above shows that the supervisors consult subordinate in determining, the job specifying about what the subordinate should be doing as the score obtained is 4. The supervisors get new ideas from the subordinates it is 3.71. They also get suggestions from the subordinates so that they can improve themselves is 4.42.

From the table it shows that all the factors under consulting employees are of equal importance. And these factors are very much constituting to the skills of the supervisors.

#### 4.5 INNOVATIVE IDEAS - OBSERVATION OF THE SUPERVISORS

| <b>Factors</b>                         | <b>Total Score</b> | <b>Average Score</b> |
|----------------------------------------|--------------------|----------------------|
| Encourage the employees to be creative | 28                 | 4                    |
| Implementing new methods               | 26                 | 3.71                 |

Every supervisor should have innovative ideas in the process because he should differentiate himself from the other co-workers or the subordinates.

From the above table it is known that the supervisors highly encourage the creativity of the employees and also appreciate them and it is 4 which are strongly agreed. New methodologies are keenly observed and they are discussed with the subordinate which is of 3.71.

The table clearly says that the supervisors encourage the employees to be creative in the work that is been given and they also try out new methodologies so that the work can be easily done.

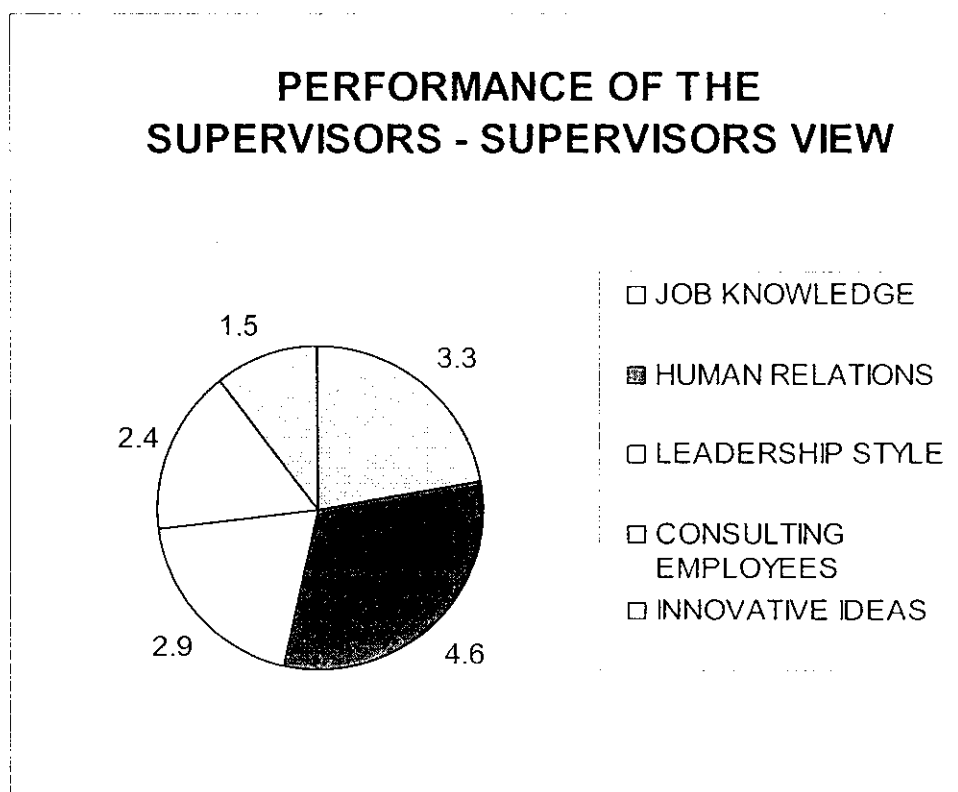
#### 4.6. PERFORMANCE OF THE SUPERVISORS – SUPERVISORS VIEW

|   |                                                   | Total score | Average score |
|---|---------------------------------------------------|-------------|---------------|
|   | <b>a. JOB KNOWLEDGE</b>                           |             |               |
| 1 | Giving clear instructions                         | 35          | 5             |
| 2 | Clearing the doubts                               | 31          | 4.42          |
| 3 | Implementing new technologies                     | 19          | 2.71          |
| 4 | Individuals responsibility for defining the job   | 29          | 4.14          |
|   | <b>b. HUMAN RELATIONS</b>                         | Total score | Average score |
| 1 | Correcting the mistakes of the supervisors        | 23          | 3.28          |
| 2 | Friendliness towards the employees                | 33          | 4.71          |
| 3 | Maintaining a good relationship                   | 32          | 4.57          |
| 4 | Discussing personal matters with the employees    | 21          | 3             |
| 5 | Giving counseling if necessary                    | 22          | 3.14          |
| 6 | Being impartial to all the employees              | 29          | 4.14          |
|   | <b>c. LEADERSHIP STYLE</b>                        | Total score | Average score |
| 1 | Final decision taken by supervisor                | 29          | 4.14          |
| 2 | Giving constructive warning                       | 25          | 3.57          |
| 3 | Showing power to help the employees               | 24          | 3.42          |
| 4 | Indicate or report about the job that is going on | 23          | 3.28          |
|   | <b>d. CONSULTING EMPLOYEES</b>                    | Total score | Average score |
| 1 | Consult employee in determining the job           | 28          | 4             |
| 2 | Giving new ideas                                  | 26          | 3.71          |
| 3 | Freedom to give the suggestions                   | 31          | 4.428         |
|   | <b>e. INNOVATIVE IDEAS</b>                        | Total score | Average score |
| 1 | Encourage the employees to be creative            | 28          | 4             |
| 2 | Implementing new methods                          | 26          | 3.71          |

From the above table the factors that are compared shows that the supervisors mainly focus on consulting employees and innovative ideas which are high among all the other factors. The other 3 factors like job knowledge, human relations, leadership style are of medium and high combination.

#### 4.6.1. PERFORMANCE OF THE SUPERVISORS - SUPERVISORS VIEW

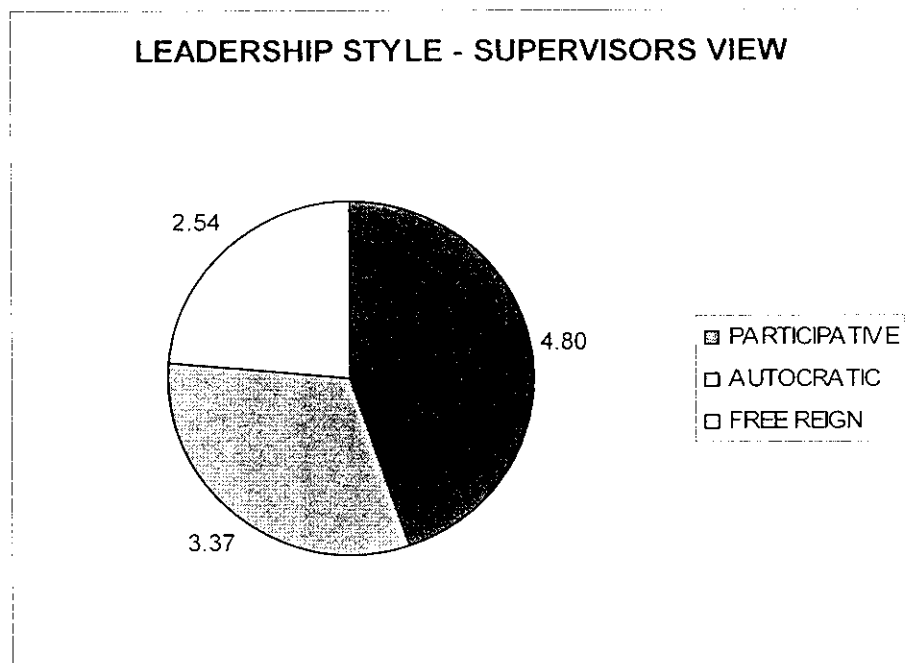
| FACTORS              | AVERAGE SCORE |
|----------------------|---------------|
| JOB KNOWLEDGE        | 3.2           |
| HUMAN RELATIONS      | 4.5           |
| LEADERSHIP STYLE     | 2.8           |
| CONSULTING EMPLOYEES | 2.4           |
| INNOVATIVE IDEAS     | 1.5           |



The above graph shows that among all the factors the supervisors maintain good human relations and it is 22.86. The factors like job knowledge are of 16.29, leadership style is 14.43, and consulting employees 12.14 and innovative ideas is of 7.71.

#### 4.6.2 LEADERSHIP STYLE – SUPERVISORS VIEW

| Types of leadership style | Average Score |
|---------------------------|---------------|
| PARTICIPATIVE             | 4.80          |
| AUTOCRATIC                | 3.37          |
| FREE REIGN                | 2.54          |



The graph shows that participative kind of leadership style is been followed which is the maximum among the other type of leadership styles. The participative style is 4.80 which are high than autocratic which is 3.37 and free reign which is 2.54.



#### 4.7 'GOOD SUPERVISOR' – PERCEPTION OF THE SUPERVISORS

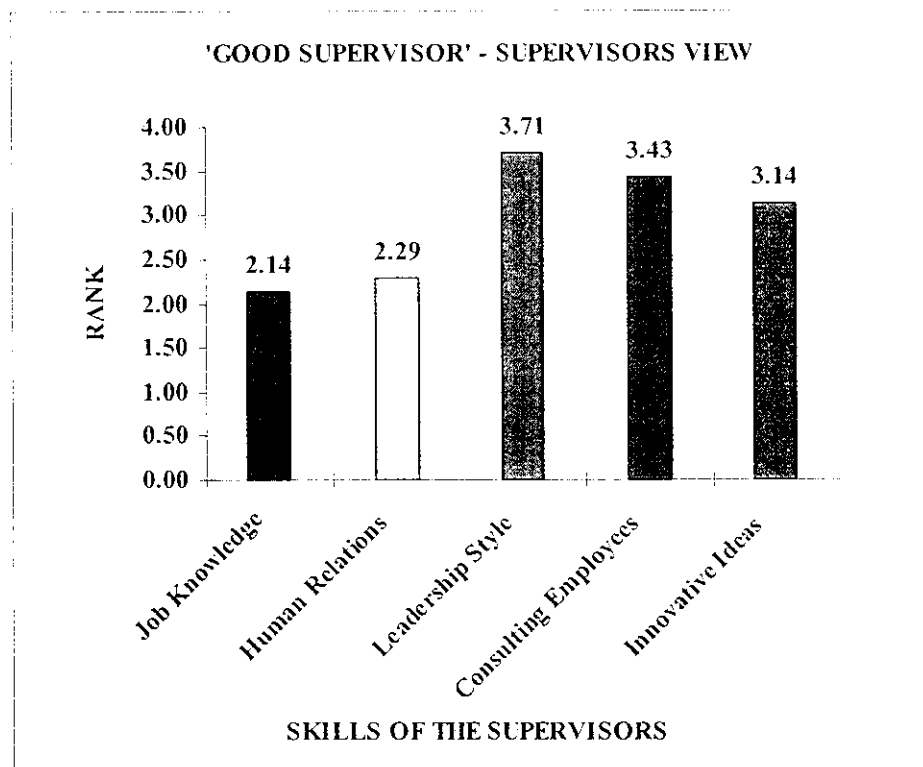
The supervisors were asked to rank the skills that are required to show themselves as a 'GOOD SUPERVISOR'. The lowest value acquires the highest position followed by the other skills. The ranking is done to know about the skills which show a supervisor as a 'GOOD SUPERVISOR'.

| FACTORS                 | I | II | III | IV | V | Average | Ranking |
|-------------------------|---|----|-----|----|---|---------|---------|
| a. Job Knowledge        | 2 | 2  | 3   | 0  | 0 | 2.14    | 1       |
| b. Human Relations      | 3 | 1  | 2   | 0  | 1 | 2.28    | 2       |
| c. Leadership Style     | 0 | 1  | 2   | 2  | 2 | 3.71    | 5       |
| d. Consulting Employees | 0 | 2  | 2   | 1  | 2 | 3.42    | 4       |
| e. Innovative Ideas     | 1 | 1  | 1   | 4  | 0 | 3.14    | 3       |

In the above table the leadership style followed is high that is 3.71. Next to that consulting employee is also high which is of 3.42. And innovative ideas are also high showing 3.14.

| FACTORS              | RANKING | AVERAGE SCORE |
|----------------------|---------|---------------|
| Job Knowledge        | 1       | 2.14          |
| Human Relations      | 2       | 2.29          |
| Leadership Style     | 5       | 3.71          |
| Consulting Employees | 4       | 3.43          |
| Innovative Ideas     | 3       | 3.14          |

#### 4.7.1. 'GOOD SUPERVISOR' – SUPERVISORS VIEW



The graph above shows that the supervisors first of all the supervisors should have good job knowledge and they also maintain a good human relation with their employees. The other factors are rated corresponding to the supervision pattern.

**PART B**

**SUPERVISION PATTERN - SUBORDINATES VIEW**

The subordinates were also asked to assess about their supervisors based on how they mingle with them, how they provide the facilities and so on. The subordinates are classified according to the various departments and the works allotted to them are varied. So the supervisors have been separated for each department. Similar questions as asked to the supervisors were asked also to the subordinates. In which they watch their supervisors in all the activities that they do and they have also rated them as high, medium and low.

#### 4.9. JOB KNOWLEDGE - OBSERVATION OF THE SUBORDINATES

| <b>Factors</b>                           | <b>Total Score</b> | <b>Average Score</b> | <b>Attitude level of the Subordinates</b> |
|------------------------------------------|--------------------|----------------------|-------------------------------------------|
| Provide clear instructions about the job | 143                | 4.76                 | HIGH                                      |
| Provide constructive feedback            | 84                 | 2.8                  | MEDIUM                                    |
| Highly focuses on quality                | 135                | 4.5                  | HIGH                                      |
| Capability of clearing doubts            | 120                | 4                    | HIGH                                      |
| Thorough knowledge about the job         | 107                | 3.56                 | MEDIUM                                    |

When the subordinates were asked to assess their supervisors they said that the clarity of job is high with average of 4.67 and they are given clear idea about the job. The subordinates do not get constructive feedback so it is only 2.8. The supervisors are highly focused on the quality standards which is of 4.5 as the company has received ISO certificate.

The subordinates clear their doubts with their supervisors and it is 4 as an average which indicates highly agreeable. The supervisors are not much expertise in the job because of less years of experience and it is only 3.56 which show a medium level of experience among the supervisors.

The table clearly defines about the subordinate's view of the supervision pattern their supervisors follow currently in the organization. The supervisors providing instructions, focusing on quality standards and the capability of clearing the doubts are very high. Whereas the other two factors such as providing constructive feedback and through knowledge about the job are only of medium level.

#### 4.10. HUMAN RELATIONS - OBSERVATION OF THE SUBORDINATES

| <b>Factors</b>                          | <b>Total Score</b> | <b>Average Score</b> | <b>Attitude level of Subordinates</b> |
|-----------------------------------------|--------------------|----------------------|---------------------------------------|
| Making resources available to all       | 118                | 3.93                 | HIGH                                  |
| Appreciating for doing a job well       | 82                 | 2.73                 | MEDIUM                                |
| Maintaining a cordial relationship      | 110                | 3.66                 | MEDIUM                                |
| Feeling secured with the supervisor     | 101                | 3.36                 | MEDIUM                                |
| Being Impartial                         | 109                | 3.63                 | MEDIUM                                |
| Discussing personal matters             | 71                 | 2.36                 | LOW                                   |
| Immediately reacting for all the things | 103                | 3.43                 | MEDIUM                                |
| Showing genuine concern                 | 94                 | 3.13                 | MEDIUM                                |

When the human relations skill is considered the subordinates assessed their supervisors saying that their supervisors make the resources available is high i.e. 3.93 compared to other factors. The supervisors appreciate their subordinates only to a certain extent which is 2.73 of medium level.

Similarly the other factors such as maintaining a cordial relationship with the subordinates which is of 3.66 and it is medium, the subordinates feel secured with them which is of medium level 3.36, showing that this is also medium, they experience that their supervisors are being impartial to all it is 3.63, the supervisors immediately react for all the things and it is 3.43, the supervisors show a genuine concern towards the employees 3.13 are all in a medium level. But discussing personal matters is not influencing much the supervisor – subordinate relationship which is only of 2.36 and it is of low level.

The table specifies that all the factors are contributing only a medium level towards the skills of the supervisor except discussing the personal matters with the employees which is low showing that the supervisors are only focused on the work and not on anything else. Similarly the subordinates agree that their supervisors make available of all the resources as of that in other departments.

#### 4.11. LEADERSHIP STYLE - OBSERVATION OF THE SUBORDINATES

| <b>Factors</b>                               | Total score | Average score | Attitude level of Subordinates |
|----------------------------------------------|-------------|---------------|--------------------------------|
| Final decision by supervisors                | 117         | 3.9           | HIGH                           |
| Instrumental in recommending for rewards     | 99          | 3.3           | MEDIUM                         |
| Playing the role of a coach                  | 103         | 3.43          | MEDIUM                         |
| Being indifferent in work related and others | 141         | 4.7           | HIGH                           |
| Supervisor takes the credit of the job       | 125         | 4.16          | HIGH                           |
| Being a role Model                           | 105         | 3.5           | MEDIUM                         |

The leadership style that is been followed in the organization by the supervisors is been assessed by the subordinates which shows that decision making is done by the supervisor only and it is 3.9 which of high level. The employees feel that their supervisors are very much different to the work and other things which s of 4.7. And similarly they say that they do the job and their supervisors get the credit which almost all strongly agreed and it is 4.16.

The supervisors do not give much of recommendation and it is only at a medium level of an average 3.3 and also the factor which says about the supervisors coaching is 3.43 which are of medium level. The subordinates do not see their supervisors as their role model but it is only to a medium level of 3.5.

The table shows that the supervisors do not recommend their subordinates at all times, only in certain things they take their supervisors as a role and not in all. The final decision is taken only by the supervisor and sometimes they behave indifferent to their work subordinates and the subordinates strongly say that they do the job and their supervisors take the credit of it.

**4.12. CONSULTING EMPLOYEES - OBSERVATION OF THE  
SUBORDINATES**

| <b>Factors</b>                                   | <b>Total score</b> | <b>Average score</b> | <b>Attitude level of Subordinates</b> |
|--------------------------------------------------|--------------------|----------------------|---------------------------------------|
| Accepting the ideas of the subordinates          | 117                | 3.9                  | HIGH                                  |
| Presence or absence makes much difference        | 112                | 3.73                 | HIGH                                  |
| Providing learning opportunities                 | 119                | 3.96                 | HIGH                                  |
| Supervisor instrumental in employee advancements | 98                 | 3.26                 | MEDIUM                                |

The subordinates, when they assess their supervisors under the consulting employees fact they assessed saying that their supervisors accept their ideas which is of 3.9 and it is also high. Similarly the factors like indifferent to work of 3.73 and creating of learning opportunities which is of an average 3.96 are also high. But they say that their supervisors are showing only a medium level of helping them in their advancements only of 3.26.

All the factors quoted in the table are showing a high attitude level of the subordinates over their supervisors. Except that the supervisors do not help much in the advancements of the subordinates.

#### 4.13. INNOVATIVE IDEAS - OBSERVATION OF THE SUBORDINATES

| <b>Factors</b>                            | Total score | Average score | Attitude level of Subordinates |
|-------------------------------------------|-------------|---------------|--------------------------------|
| Giving challenging work                   | 89          | 2.96          | MEDIUM                         |
| Getting suggestions from the subordinates | 129         | 4.3           | HIGH                           |

While the subordinates assessed their supervisors on the basis of innovative ideas skill they say that the supervisors do not take more of challenging work which is at medium level of 2.96. And they also strongly agree that their supervisors ask suggestions from their subordinates and it is 4.3 which is at high level.

The table clearly indicates that the subordinates give their suggestions and it is also been acceptable in certain situations. The supervisors do not give much of the challenging works to them.



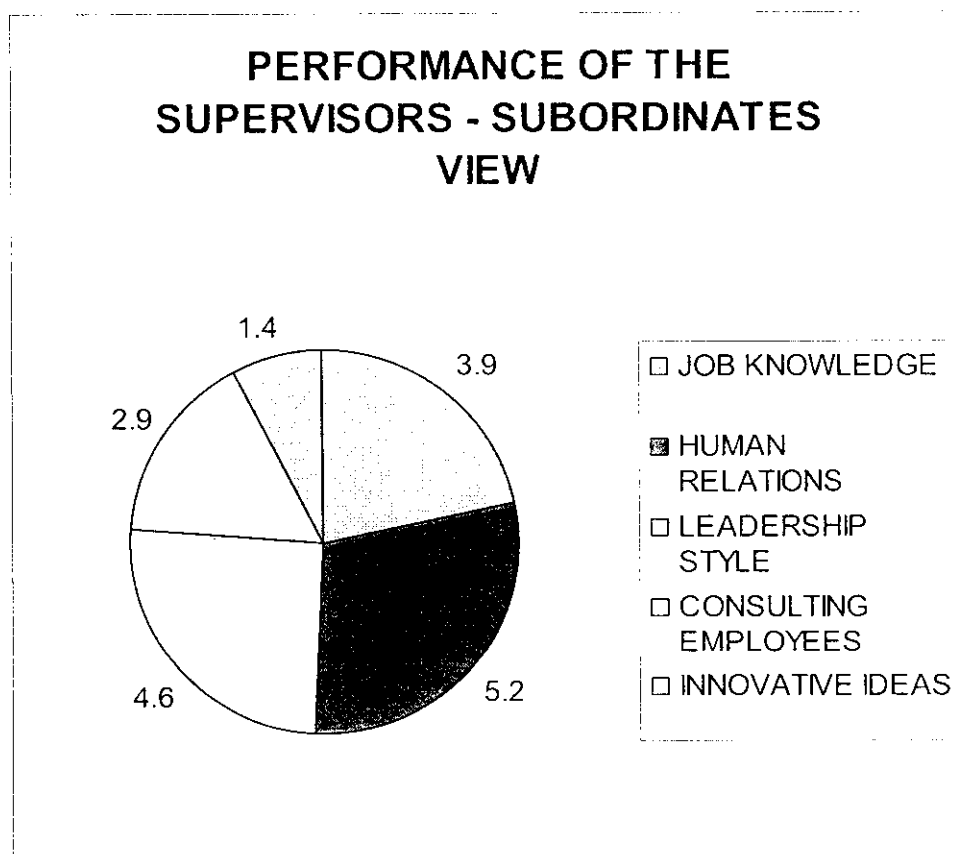
#### 4.14. PERFORMANCE OF THE SUPERVISORS – SUBORDINATES VIEW

|                                                  |             |               |                                |
|--------------------------------------------------|-------------|---------------|--------------------------------|
| <b>a. JOB KNOWLEDGE</b>                          | Total score | Average score | Attitude level of Subordinates |
| Provide clear instructions about the job         | 143         | 4.76          | HIGH                           |
| Provide constructive feedback                    | 84          | 2.8           | MEDIUM                         |
| Highly focuses on quality                        | 135         | 4.5           | HIGH                           |
| Capability of clearing doubts                    | 120         | 4             | HIGH                           |
| Thorough knowledge about the job                 | 107         | 3.56          | MEDIUM                         |
| <b>b. HUMAN RELATIONS</b>                        | Total score | Average score | Attitude level of Subordinates |
| Making resources available to all                | 118         | 3.93          | HIGH                           |
| Appreciating for doing a job well                | 82          | 2.73          | MEDIUM                         |
| Maintaining a cordial relationship               | 110         | 3.66          | MEDIUM                         |
| Feeling secured with the supervisor              | 101         | 3.36          | MEDIUM                         |
| Being Impartial                                  | 109         | 3.63          | MEDIUM                         |
| Discussing personal matters                      | 71          | 2.36          | LOW                            |
| Immediately reacting for all the things          | 103         | 3.43          | MEDIUM                         |
| Showing genuine concern                          | 94          | 3.13          | MEDIUM                         |
| <b>c. LEADERSHIP STYLE</b>                       | Total score | Average score | Attitude level of Subordinates |
| Final decision by supervisors                    | 117         | 3.9           | HIGH                           |
| Instrumental in recommending for rewards         | 99          | 3.3           | MEDIUM                         |
| Playing the role of a coach                      | 103         | 3.43          | MEDIUM                         |
| Being indifferent in work related and others     | 141         | 4.7           | HIGH                           |
| Supervisor takes the credit of the job           | 125         | 4.16          | HIGH                           |
| Being a role Model                               | 105         | 3.5           | MEDIUM                         |
| <b>d. CONSULTING EMPLOYEES</b>                   | Total score | Average score | Attitude level of Subordinates |
| Accepting the ideas of the subordinates          | 117         | 3.9           | HIGH                           |
| Presence or absence makes much difference        | 112         | 3.73          | HIGH                           |
| Providing learning opportunities                 | 119         | 3.96          | HIGH                           |
| Supervisor instrumental in employee advancements | 98          | 3.26          | MEDIUM                         |
| <b>e. INNOVATIVE IDEAS</b>                       | Total score | Average score | Attitude level of Subordinates |
| Giving challenging work                          | 89          | 2.96          | MEDIUM                         |
| Getting suggestions from the subordinates        | 129         | 4.3           | HIGH                           |

|                      |     |
|----------------------|-----|
| JOB KNOWLEDGE        | 3.9 |
| HUMAN RELATIONS      | 5.2 |
| LEADERSHIP STYLE     | 4.6 |
| CONSULTING EMPLOYEES | 2.9 |
| INNOVATIVE IDEAS     | 1.4 |

From the above table the subordinates assessed about their supervisors indicating that all the factors job knowledge, human relations, leadership style, consulting employees and innovative ideas are of high and medium levels only.

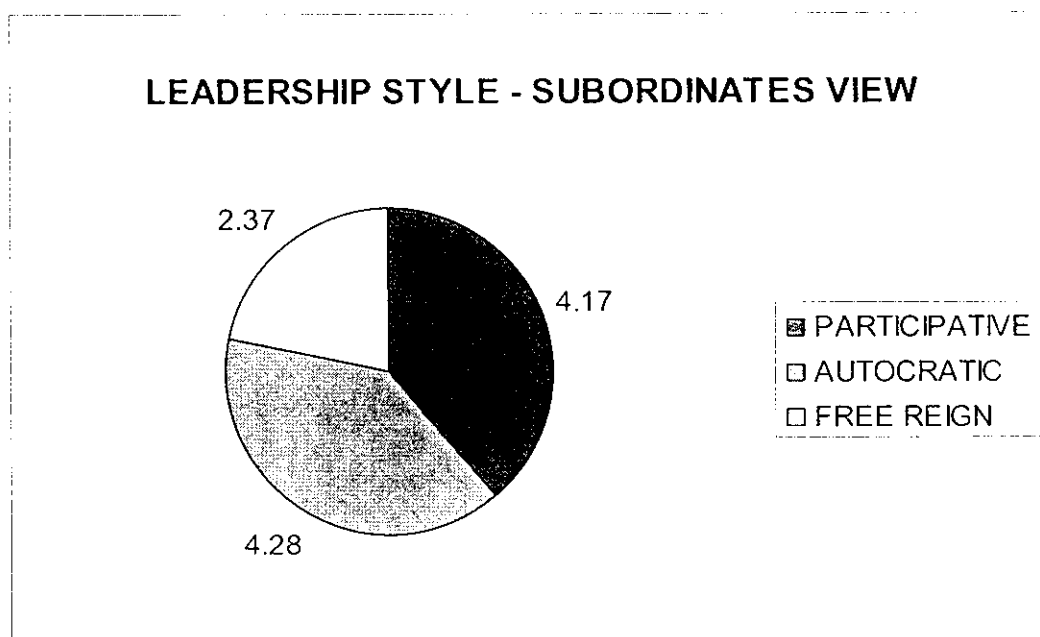
#### 4.14.1. PERFORMANCE OF THE SUPERVISORS – SUBORDINATES VIEW



The graph shows that even the supervisors agree that their supervisors maintain a good human relationship with them which is highly contributing to the supervision pattern. The other factors are followed accordingly.

**4.16. LEADERSHIP STYLE – SUBORDINATES VIEW**

| LEADERSHIP STYLE | AVERAGE SCORE |
|------------------|---------------|
| PARTICIPATIVE    | 4.17          |
| AUTOCRATIC       | 4.28          |
| FREE REIGN       | 2.37          |



The graph shows that the subordinates feel that the supervisors follow much of autocratic style is of 4.28 and the other styles such as participative is of 4.17 and the free reign style is of 2.37.

#### **4.15. 'GOOD SUPERVISOR' – PERCEPTION OF THE SUBORDINATES**

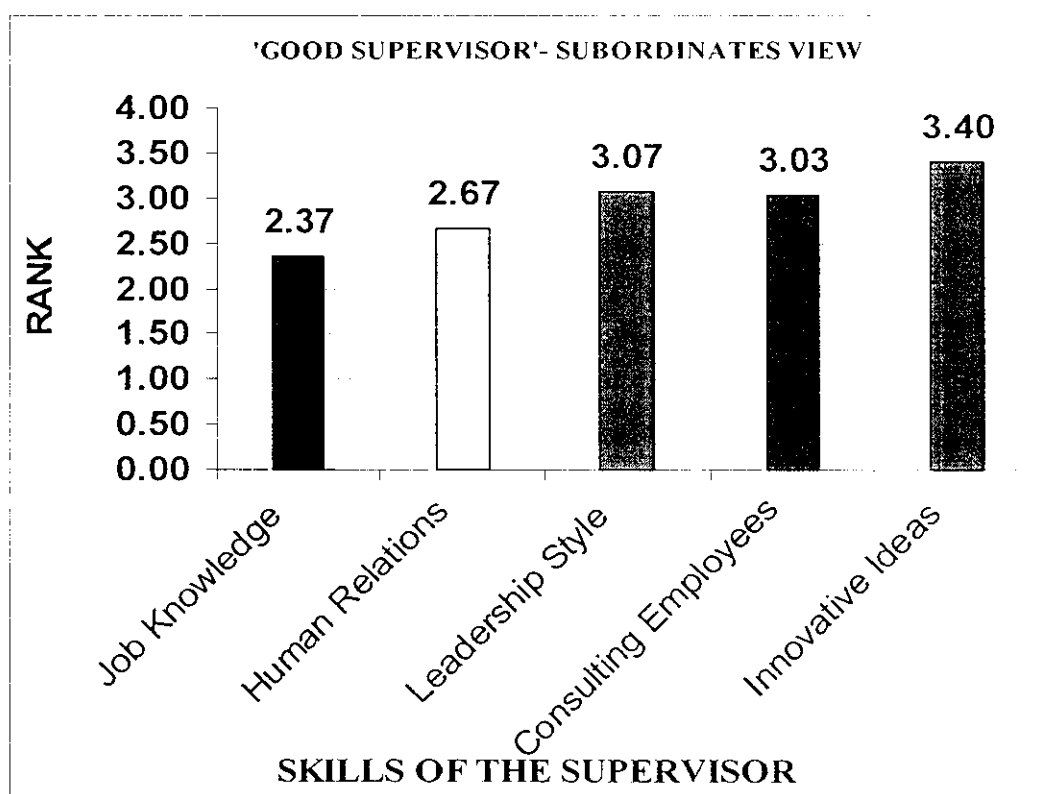
The subordinates have ranked the skills of the employees according to the various aspects which cover the supervision pattern and the leadership style. The lowest value gets the first rank and it gets followed by the other factors.

| FACTORS                 | I  | II | III | IV | V | Average | Ranking |
|-------------------------|----|----|-----|----|---|---------|---------|
| a. Job Knowledge        | 10 | 7  | 6   | 6  | 1 | 2.36    | 1       |
| b. Human Relations      | 10 | 6  | 4   | 4  | 6 | 2.66    | 2       |
| c. Leadership Style     | 4  | 8  | 6   | 6  | 6 | 3.06    | 4       |
| d. Consulting Employees | 6  | 6  | 6   | 5  | 7 | 3.03    | 3       |
| e. Innovative Ideas     | 2  | 6  | 8   | 6  | 8 | 3.4     | 5       |

In the above table the innovative ideas required for a supervisor high that is 3.4. Next to that Leadership style followed in the organization is also high of score 3.06. And consulting with employees is high showing 3.0333.

#### 4.15.1. 'GOOD SUPERVISOR' – PERCEPTION OF SUBORDINATES

| FACTORS              | AVERAGE SCORE | Ranking |
|----------------------|---------------|---------|
| Job Knowledge        | 2.37          | 1       |
| Human Relations      | 2.67          | 2       |
| Leadership Style     | 3.07          | 4       |
| Consulting Employees | 3.03          | 3       |
| Innovative Ideas     | 3.40          | 5       |



The graph shows that even the subordinates also agree that job knowledge is the most important and required factor for a supervisor next is the human relations factor and it is followed by the factors.

**4.17 COMPARISON OF THE LEADERSHIP STYLE – DIFFERENCE IN PERCEPTION OF THE SUPERVISORS AND THE SUBORDINATES**

| <b>TYPES OF LEADERSHIP STYLE</b> | <b>SUPERVISORS VIEW IN AN AVERAGE SCORE</b> | <b>SUBORDINATE'S VIEW IN AN AVERAGE SCORE</b> |
|----------------------------------|---------------------------------------------|-----------------------------------------------|
| PARTICIPATIVE                    | 4.80                                        | 4.17                                          |
| AUTOCRATIC                       | 3.37                                        | 4.28                                          |
| FREE REIGN                       | 2.54                                        | 2.37                                          |

When the supervisors assessed themselves they found that they are following a participative kind of leadership style which scored 4.80. Whereas the subordinates assessed their supervisors and they feel that the supervisors follow more of autocratic style which scored 4.28. So there is difference in the perception of the supervisors and the subordinates. And in some occasions they also follow the free reign style.

*FINDINGS  
&  
SUGGESTIONS*

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## 5. FINDINGS

The study that was conducted in DECCAN PUMPS, Coimbatore shows the following findings.

### **SUPERVISION PATTERN IN SUPERVISORS VIEW:**

- The supervisors were asked to assess themselves on the skills that a good supervisor should have.
  - The supervisors give clear instructions to their subordinates, clarify their doubts and they also say that each individual is responsible for determining their work which are found to be always true. The supervisors occasionally implement new technologies.
  - The supervisors are very friendly with their subordinates, they maintain a cordial relationship and there is no partiality on anybody which is always true. The supervisors rarely correct the mistakes, they do not discuss about the personal matters with their subordinates and if necessary counseling is given to the subordinates.
  - The supervisors strongly agree that they make the decisions. And occasionally they give warning if something goes wrong; the leadership power is used to help the subordinates in their growth; the supervisors wanted their subordinates to report about the work that is been going on.
  - The supervisors assessed that they always consult their subordinates for all the aspects such as getting suggestions and new methodologies that are to be implemented which are always true.
  - The supervisors encourage their subordinates to be creative and they also discuss about the new methodologies.
-



**LEADERSHIP STYLE IN SUPERVISORS VIEW:**

- The leadership style the supervisors follow in the firm is of participative style as the supervisors assessed themselves.
- They are autocrats when it comes to taking decision about a particular issue.
- The supervisors also follow free reign kind of leadership style in certain occasions.

**SUPERVISION PATTERN IN SUBORDINATE'S VIEW:**

- The subordinates assessed the supervisors according to various skills as assessed earlier by the supervisors.
- The subordinates strongly agree that their supervisors clearly define about the job, they are highly focused on quality standards and they also clear the doubts of the subordinates.
- Whereas the subordinates are undecided about the supervisors giving constructive feedback and whether their supervisors have thorough knowledge about the job.
- The subordinates agree that their supervisors appreciate them, they have a cordial relationship, they feel secured with them, sometimes they show partiality, the supervisors do not often take immediate reaction and they show genuine concern rarely.
- The subordinates strongly agree that they do not discuss personal matters with their supervisors. And they strongly agree that their supervisors make all the resources available as in the other departments.
- The subordinates strongly agree that the supervisors make the final decision. They rarely recommend for rewards, they occasionally play the role of a coach and only in certain aspects the subordinates consider their supervisors as their role models.

- The subordinates strongly agree that their supervisor's presence or absence does not make many differences. The factor that is been strongly agreed by all the subordinates is that the supervisors take the credit for the job they do.
- The subordinates strongly agree that their supervisors accept the ideas, they behave indifferent in work related and other things and also they agree that the supervisors provide lots of learning opportunities. And they do not help much in the advancements of the employees.
- It is strongly agreed by the subordinates that the suggestions given by the subordinates are accepted and they are undecided the supervisors giving challenging works to them.

#### **LEADERSHIP STYLE IN SUBORDINATE'S VIEW:**

- The leadership style the supervisors follow in the firm is of autocratic style which is assessed by the subordinates on considering the behavior of supervisors.
- The supervisors are participative with their subordinates when it comes to getting suggestions and other factors.
- The supervisors also follow free reign kind of leadership style in certain occasions

#### **DIFFERENCE IN PERCEPTION OF LEADERSHIP STYLE BETWEEN THE SUPERVISORS AND THE SUBORDINATES:**

The supervisors feel that they are following participative style of leadership whereas the subordinates feel that they are autocratic. So there is a difference in the perception of the supervisors view and the subordinate's view.

## 6. SUGGESTIONS

- The supervisors can be very friendly with their subordinates.
- The supervisors can recommend the subordinates for rewards and also give feedbacks constructively.
- The supervisors can be lenient with their subordinates so that the subordinates feel free to go and discuss about their personal matters to their supervisors.
- The subordinates feel that their supervisors follow more of autocratic style, so they can try changing to participative style of leadership that makes the subordinates feel very comfortable with their supervisors.
- The supervisors can satisfy the needs of their subordinates.
- The supervisors can give the credit of the job to their subordinates rather they acquiring it.
- The supervisors can help their subordinates for their advancements and they can create more learning opportunities.
- The supervisors can implement new technologies if necessary.

## *CONCLUSIONS*

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## **7. CONCLUSION**

The study was conducted at DECCAN PUMPS, Coimbatore. From the study it can be concluded that the supervision that is been currently followed is moderate and the employees are follow their supervisors in the organization. The overall level of supervision in the organization is also satisfactory. The various factors like value job knowledge, human relations, leadership style, consultation with the employees and innovative ideas have an influence on the leadership style. The study of supervisory leadership style in an organization is very essential for the entire growth of the organization.

Today organizations are in need of employees to survive in this competitive environment, so it is essential to be aware of the various factors which have an influence on the level of supervision. Any firm can become more effective if the leadership is maintained well.

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# *ANNEXURES*

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## 9. ANNEXURES

### Annexure:1

#### A Study on supervisory leadership style (Supervisor's View)

1. I make myself clear about the job and then give instructions to my subordinates.  
Always True / Frequently True / Undecided / Occasionally True / Never True
2. I clear my subordinate's doubts on the work, so that there is no error in between.  
Always True / Frequently True / Undecided / Occasionally True / Never True
3. I read books on new technologies about the job and implement it through my subordinates.  
Always True / Frequently True / Undecided / Occasionally True / Never True
4. I always try to include my employees in determining what should or should not be done.  
Always True / Frequently True / Undecided / Occasionally True / Never True
5. I ask for employees ideas and input on upcoming plans and projects.  
Always True / Frequently True / Undecided / Occasionally True / Never True
6. Even though I consult my employees my decision will be the final one.  
Always True / Frequently True / Undecided / Occasionally True / Never True
7. I encourage my employees to be creative about their job.  
Always True / Frequently True / Undecided / Occasionally True / Never True
8. On occasions of committing error prompt warning is given.  
Always True / Frequently True / Undecided / Occasionally True / Never True
9. Each individual is responsible for defining their job.  
Always True / Frequently True / Undecided / Occasionally True / Never True
10. I use my leadership power to help my subordinate's growth.  
Always True / Frequently True / Undecided / Occasionally True / Never True
11. I give new ideas on how the work should be done without errors.  
Always True / Frequently True / Undecided / Occasionally True / Never True

12. While correcting mistakes, I do not worry about jeopardizing relationships.  
Always True / Frequently True / Undecided / Occasionally True / Never True
13. Friendliness to employees an important trait for a supervisor.  
Always True / Frequently True / Undecided / Occasionally True / Never True
14. I have always had a good relationship with my subordinates in and out of the company.  
Always True / Frequently True / Undecided / Occasionally True / Never True
15. I help them in the personal problems of my subordinates.  
Always True / Frequently True / Undecided / Occasionally True / Never True
16. I give counseling to my subordinates to improve their performance.  
Always True / Frequently True / Undecided / Occasionally True / Never True
17. I am not partial to any of my subordinates.  
Always True / Frequently True / Undecided / Occasionally True / Never True
18. I always wanted my subordinates to report about what is going on about the job assigned to them.  
Always True / Frequently True / Undecided / Occasionally True / Never True
19. I give freedom to my subordinates to give their suggestions.  
Always True / Frequently True / Undecided / Occasionally True / Never True
20. The following are some of essential characteristics of a good supervisor. Rank them accordingly:
- a. Job Knowledge
  - b. Human relations
  - c. Leadership pattern
  - d. Consulting employees
  - e. Innovative ideas

**Annexure: 2****A study on the effectiveness of supervisory leadership style( Subordinates view):**

1. Your supervisor gives clarity about your role and your job.  
Strongly agree/ Agree/ Undecided / Disagree/ strongly disagree
2. He allows you to participate in making decisions.  
Strongly agree/ Agree/ Undecided / Disagree/ strongly disagree
3. He makes all the resources available to you.  
Strongly agree/ Agree/ Undecided / Disagree/ strongly disagree
4. He gives constructive feedback.  
Strongly agree/ Agree/ Undecided / Disagree/ strongly disagree
5. Your supervisor appreciates for doing a job well.  
Strongly agree/ Agree/ Undecided / Disagree/ strongly disagree
6. He takes immediate action for your problems.  
Strongly agree/ Agree/ Undecided / Disagree/ strongly disagree
7. He always has a willingness to accept your ideas.  
Strongly agree/ Agree/ Undecided / Disagree/ strongly disagree
8. Sometimes you do the work and he gets the credit of it.  
Strongly agree/ Agree/ Undecided / Disagree/ strongly disagree
9. He has been a role model in all the ways.  
Strongly agree/ Agree/ Undecided / Disagree/ strongly disagree
10. My supervisor is very much indifferent to work related and others.  
Strongly agree/ Agree/ Undecided / Disagree/ strongly disagree
11. He is the final decision maker even after all the suggestions made by you.  
Strongly agree/ Agree/ Undecided / Disagree/ strongly disagree
12. My relationship with my supervisor is cordial?  
Strongly agree/ Agree/ Undecided / Disagree/ strongly disagree
13. I feel very much secured with my supervisor  
Strongly agree/ Agree/ Undecided / Disagree/ strongly disagree

14. He is instrumental in recommending you for rewards  
Strongly agree/ Agree/ Undecided / Disagree/ strongly disagree
15. He plays a role of a good coach.  
Strongly agree/ Agree/ Undecided / Disagree/ strongly disagree
16. My supervisor presence or absence might make much of differences  
Strongly agree/ Agree/ Undecided / Disagree/ strongly disagree
17. He is very impartial to the employees.  
Strongly agree/ Agree/ Undecided / Disagree/ strongly disagree
18. He gives you more challenging work.  
Strongly agree/ Agree/ Undecided / Disagree/ strongly disagree
19. He provides you lot of learning opportunities  
Strongly agree/ Agree/ Undecided / Disagree/ strongly disagree
20. He is highly focused on quality standards  
Strongly agree/ Agree/ Undecided / Disagree/ strongly disagree
21. He recommends you for higher learning and helps you for your advancements.  
Strongly agree/ Agree/ Undecided / Disagree/ strongly disagree
22. Your supervisor is capable of clearing your doubts.  
Strongly agree/ Agree/ Undecided / Disagree/ strongly disagree
23. You feel free to go to supervisor for any of the personal problems of yours.  
Strongly agree/ Agree/ Undecided / Disagree/ strongly disagree
24. He shows genuine concern towards you.  
Strongly agree/ Agree/ Undecided / Disagree/ strongly disagree
25. Your supervisors are thoroughly knowledge full.  
Strongly agree/ Agree/ Undecided / Disagree/ strongly disagree
26. These are the skills of a supervisor a good supervisor? Rank these Skills accordingly:
- a. Job knowledge
  - b. Human Relations
  - c. Leadership style
  - d. Consulting Employees
  - e. Innovative Ideas.