SUPERVISOR'S RELATIONSHIP AND ITS IMPACT ON EMPLOYEES' COMMITMENT AND INVOLVEMENT: A STUDY WITH REFERENCE TO ITES SECTOR IN CHENNAI CITY

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ABSTRACT: Supervisor plays an important role in the management of employees. Employees view management through the supervisors, hence the role of supervisors is vital in today's management. This paper made an attempt to understand the employee's perception towards supervisory relationship and its impact on their commitment and involvement. Descriptive statistics and correlation were used to carry out the objective, and it was found that supervisory relationship and employee's commitment and involvement are highly correlated. Employees sought sharing of information regarding company's performance by their supervisors.

IndexTerms: **Supervisory Relationship, Commitment and Involvement, Good Work Place Practices, ITES**

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"It's not about money, it's about people you have and how you've led"

Steve Jobs

SUPERVISORY RELATIONSHIP: AN OVERVIEW

Supervisor is a person whose job is to supervise someone or something (Cambridge Dictionary). Supervisor is an important link in the chain of command, he takes a dual role; as an employee for the management and as a managerial person for his team members. He needs to always balance his role. Supervisory management is pervasive in all forms of organization. An employee joins a company for its brand, but stays in a company due to his commitment to his supervisor. In otherwords employees leave an organization because of their supervisors. It is the supervisor who bridges the objectives of the organization and the goals of employees.

Employees are the most valuable assets to any organisation. Products or services are delivered with value addition, only with the efforts of employees. Internal customers are to be satisfied in order to satisfy the external customers. Internal customers i.e., employees are satisfied it they are under good supervision. All companies in general and ITES companies in particular offer many welfare measures to the employees like flexi timings, paid holidays, innovative projects, work from home options, many new incentives and perks. Employees could entice these perks only with the approval of supervisors. Supervisors also have the challenge of managing diverse workforce, differences ranging from age, cultures, nativity, and educational background. Nature of work in ITES Companies is time bound, innovative, based on collaboration with foreign teams, all of which necessitates the supervisor to be proactive in maintaining good relationship with his entire team.

REVIEW OF RELATED LITERATURE

Supervisors should identify the development needs of the employees in consultation with them. He should come out of his traditional role and discuss before assigning new tasks with employees. He should lead by example, and discuss the expectations with employees to ensure mutual understanding and employee buy in. Supervisors need to monitor day to day performance and provide both positive and negative feedback. The article highlights that supervisors instead of micro managing, should focus both on individual and team dynamics, affecting work environment (**hrcouncil.ca**).[1] Harmonious employee relations have significant role in increasing the performance of employees in the organisation. Employee relations make subordinates to be more responsible and enthusiastic in their work which in turn increases their performance. The study concludes that employee relations have a significant positive influence on the performance of employee and employee engagement (**http://scholarsmepub.com/sjbms**).[2]

Jochen Narayanan *et al* **(2014)[3]** Supervisors ensure that Organisations translate plans into actions, they achieve this by effective supervision. The authors highlighted the importance of supervision from various other articles, which highlights that leaders' action have a significant impact on employees. When supervisors are mindful ie empathetic on their employee's concern, the performance of employees and their wellbeing increases. The distinguishing attribute of a supervisor is that his performance is not on his individual contribution, but based on his interrelationship with his subordinates. Leader mindfulness was positively related to employee's work life balance and overall job satisfaction and negatively related to employee emotional exhaustion and deviant behavior. On the contrary, when supervisors are mindless, ie absent minded in their interactions with employees may be perceived as not being respectful and incompetent.

Ramadoss *et al* **(2014)[4]** Employee's trade effort and dedication to their organisation for incentives, such as pay, fringe benefits, esteem, approval and care. Supervisors plays a critical role as these rewards are dependent on his appraisal and feedback. Thus employee friendly policies are contingent on supervisor's discretion. Supervisors supportive actions viz providing information on work-life balance policies, affirms that he is concerned of his workers, and increases his subordinates commitment to organisation. For ensuring this support, there should be parity of authority and responsibility, as it is stated in this article, when employee's feels that their supervisor has powers, then their commitment to organisation improves.

Tayyaba Akram *et al* **(2016)[5]** highlights the effect of relational leadership on three different stages of employee innovative work behavior, in IT industry of china. Technological advancement, global competition has pushed organisations to a difficult competitive situation. Leaders play a crucial role in shaping organisation work climate, in which social aspect is considered the base of relational supervision. The article concluded that good supervisory leadership and employee work behavior are related to each other. When employees feel that the supervisors are supportive, they participate in more innovate activities. The vital finding of the study is that better relations with leaders improve employees' work involvement. In a competitive business environment, relational leadership can be used as an ultimate source for competitive advantage.

Technology and changed working environment has made the traditional supervisory function obsolete, like monitoring, enforcing, timekeeping and policing. Contemporary work environment sophisticated by automated time keeping tools, a shift in compensation structures from performance oriented pay to results oriented pay, flexi time where employees can choose their OT and output levels, has reduced the work for supervisors. This means every supervisor has to add value to his product, process and people. He can help employees cope with stress levels, tapping into the emotional intelligence, to find out what actually motivates them. Facilitator for employees, to access knowledge and resources **(brighthub.com).[6]**

Companies are in the verge of training their supervisors, as the supervisors of today have to manage multigenerational diversity, veterans (who are born between 1922 and 1943), baby boomers (1943 and 1960) Generation X (1960 and 1980) and Generation Y (1980 and 2000). Supervisory relationship thus proves to be vital in any organizational setup **(www.robbertbitting.com).[7]**

RESEARCH GAP

Few studies have been conducted in the area of supervisory practices. They have taken different dimensions of supervision, various mediating factors, but given a partial weightage to ITES companies, and also workplace practices. This study has made an effort to understand the relationship between supervisory practices, employees' commitment and involvement, and work place practices.

OBJECTIVES OF THE STUDY

The objective of the study is to understand the supervisory practices, and how supervisors influence employee's commitment and involvement.

HYPOTHESIS

H_0: There is no significant relationship between Supervisory Practices and Employee's Commitment and Involvement.
H_1: There is a significant relationship between Supervisory Practices and Employee's Commitment and Involvement.

METHODOLOGY

The study is analytical in nature. The study has been carried out with the objective of finding the relationship between Supervisory Practices and Employee's Commitment and Involvement, by using primary and secondary data. Hypothesis formulated has been tested with statistical tools. Based on the analysis and the literature review, suggestions were made to the ITES companies and other supervisors.

SAMPLING

ITES employees are more in numbers, but reaching them is quite difficult. Hence convenience sampling has been used to collect information from 150 ITES employees, few low level managers were included in the study.

QUESTIONNAIRE DESIGN

Questionnaire consists of 6 demographic variables, and 3 questions soliciting employee's opinion on supervisory practices, employee's commitment and involvement, good workplace practices, using Likert Scale ranging from strongly agree to strongly disagree.

LIMITATIONS OF THE STUDY

- The Study is limited with 150 samples, as there is constraint on time, and also lesser accessibility.
- The study has been conducted from employee's perspective only, thus excluding supervisory participation.

DATA ANALYSIS AND INTERPRETATION

Data collected from 150 ITES employees were analysed to reach the set objective. Tools like descriptive statistics, and correlation were used to bring out meaning to the raw data. Demographic variables were presented with percentage analysis. Reliability test was used to find out the reliability of the three factors supervisory practices, commitment and involvement of employees, good workplace practices. The paper has been designed in such a way that the statistical tools were presented in simple tables followed by interpretation.

TABLE 10.1 DEMOGRAPHIC VARIABLES

Demographic Variable	Frequency	Percentage
Age of the respondents		
20-25	75	50
25-30	48	32
30-35	15	10
35-40	8	5
Above 40 years	4	3
Role of the employees		
Production staff	138	92
Team leader	4	2.7
Lower management	2	1.3
Middle management	5	3.3
Upper management	1	0.7
Gender		
Male	65	43
Female	85	57
Marital Status		
Single	112	75
Married	38	25
Qualification		
UG	39	26

PG	73	49
Professional degree	27	18
M.Phil	9	6
Ph.D	1	0.7
Others	1	0.7
Monthly Income		
Less than 15,000	103	69
15000 to 25000	34	23
25000 to 35000	10	6
35000 to 45000	1	1
More than 45000	2	1
TOTAL	**150**	**100**

(Source: Computed)

Table 10.1 shows the demographic variables, in a nut shell. The study was conducted among 150 respondents who are working in ITES companies in Chennai city. Majority of the respondents are aged between 20 and 25 years, ie 50%, and 57% of the respondents are female employees. 75% of them are single and nearly 50% of them have undergone post graduation. 92% of the employees responded were production staff. Due to stringent conditions prevailing in ITES companies it was difficult to collect responses from other level of employee's. 69% of the respondents earn below Rs.15,000.

TABLE 10.2 RELIABILITY TEST

Factors	No of items in each factor	Cronbach alpha	Result
Commitment and involvement	10	0.889	Highly reliable
Supervisory practices	13	0.915	Highly reliable
Good workplace practices	10	0.901	Highly reliable

(Source: Computed)

Table 10.2 shows the reliability of the three factors used in the study. It highlights that supervisory practices, employee's commitment and involvement, and good workplace practices are highly reliable, as the Cronbach alpha value is more than 0.85.

TABLE 10.3 CORRELATION BETWEEN SUPERVISORY PRACTICES, EMPLOYEE'S COMMITMENT AND INVOLVEMENT AND GOOD WORK PLACE PRACTICES

	Commitment and involvement	Supervisory practices	Good workplace practices
Commitment and involvement	1	0.732	0.616
Significance two tailed		0.000	0.000
N	**150**	**150**	**150**
Supervisory practices		1	0.543
Significance two tailed			0.000
N			**150**

(Source: Computed)

Table 10.3 shows the relationship between commitment and involvement and supervisory practices. The significance value is 0.000 which is less than 0.05, clearly indicates that supervisory practices has a significant relationship with commitment and involvement of employees. Also there is a positive relationship between good workplace practices and employee's commitment and involvement. Supervisory practices have a very high relationship with employee's commitment and involvement i.e 73%. Good workplace practices and supervisory practices are positively related, as the significance value 0.000 is less than 0.05.

TABLE 10.4 PERCEPTION TOWARDS SUPERVISORY PRACTICES

Variables	Mean	S.D
Happy with the supervisor	**4.41**	0.998
Superior knows your name	**4.16**	1.087
Superior is impartial	**4.09**	1.070
Superior is cordial	**4.09**	1.137
Superior plays an important role in fixing remuneration or incentive	4.03	1.049
Information about organisation goals and strategies are given	3.99	0.976
Clear roles and responsibilities are given	3.94	1.222
Superior is good at conflict resolution	3.81	1.026
Superior is technically sound and help in carrying out tasks	3.80	1.221
Superior listens to problems	3.71	1.224
Superior is approachable	3.68	1.260
Superior asks suggestions from employee's in solving a problem	3.63	1.267
Superior shares organisations' performance with employee's	3.61	1.326

Source: computed

Respondents highly acknowledged their superiors' managerial abilities like knowing the names of the subordinates, being impartial, cordial. These were the top three ranks given by the respondents, as they highly accepted that they were happy with the supervisors, mean score being 4.41, 4.16, 4.09. Respondents felt that their superiors do not share Organisations' performance with them, (mean score 3.61) which is least rated factor. The mean values of all the questions relating to supervisory practices is more than 3.5, which can be taken as a positive relationship between superiors and subordinates.

SUGGESTIONS

- ITES employees give importance to relational supervision than to technical supervision. Hence the supervisors are expected to improve on their relationship with their subordinates.
- Supervisors play an important role in making the work environment conducive for the employees. Supervisors should always work on this background.
- Supervisors have to share organisations' performance with employees, as employees would feel attached to the organisation and feel valued if they are aware of the importance of their contribution to the organizational objectives, and where their organisation stands.

CONCLUSION

The study has been carried out with the objective of finding out the impact of supervision among ITES employees. It was found that they are happy with their supervisors, as they felt that supervisors are cordial, approachable and very importantly they recognize their names, which creates a binding relationship with their supervisors. As the subordinates' perception towards their supervisors improves, their commitment and involvement to the organisation also improves. This throws light on the important issue of attrition in every organisation, as today Organisations find it difficult to retain employees. When companies train their supervisors to exhibit good supervisory practices, and improve on their relational supervision, retention of employees become an easy task. The study also highlights that good workplace practices adopted by the company has an impact on supervisory practices. To conclude the organisations' work place practices yield to good supervisory practices, which in turn improves employees' commitment and involvement. Good supervisors achieve target through better employee relations practices.

SCOPE FOR FURTHER RESEARCH

- The study can be conducted among middle level managers, as it would bring a different premise of higher level of supervision.
- The study can also be conducted among other service sectors like healthcare, hospitality etc
- It can be further extended to impact of supervision on teamwork among ITES employees.

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