



A Study on impact of Supervisor's Behavior on the productivity of employees in the tanneries of Kanpur

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1. Abstract

Kanpur, one of the biggest leather and textile industries hub of the country situated on the vantage point of National Highway-2 and National Highway-25 is house to some of the best leather craft-skill/workforce (Kanpur Logistics Park, n.d.). The industries that were set up during British India comprises of tanneries, slaughterhouses and commercial units that undergo soaking, liming, bating, pickling, neutralizing, fixing oiling and buffing of animal skin at different parts of the city due to its premier location. The employees who are working in these industries also come with a lot of experience from past generations. Whereas the industries, who seek these employees are being clubbed, shortened or sealed due to different environmental, geopolitical and economic reasons. However, the healthy work environment always faces wrath of time: Managers dealing with creating and meeting demands as well as keeping the right fit candidate for the job. This often creates problem between the duo. Bosses become stricter and employees feel less connected leaving the production process strained.

This research paper employs a liker scale-based questionnaire to find out the impact of boss's behavior on the productivity of the employees in the tanneries of Kanpur. The researcher has made interesting conclusions on the basis of data collected from the employees who are working at different levels in the mentioned industries. The data was analyzed using SPSS and graphical representation has been obtained from same platform to present the results.

The study can be used by the industrialists and the future researchers to carry out a more detailed work.

Key words: Employee satisfaction, Supervisor's Behavior, Tanneries, Kanpur

2. Introduction

Supervisors are generally known to be holding a line between front line officers and top managers as they are directly responsible for meeting the goals as decided by the enterprise, while they also play a significant role in understanding, training and retaining employees at the workplace. They do play different roles in the lives of different employees like a perfect actor because they know the need of the hour, assigning work, sanctioning leaves, disseminating responsibilities, handling critical situations and many other facets that drive workforces to do the job. When these small things are affected, so is the productivity at the workplace affected.

Supervision is said to be the most delicate function of a manager which may levy direct and proportionate action on the productivity of the staffs. For a good supervision, there must be a good supervisor at workplace. A good supervisor/supervisee relationship is not only beneficial to the individuals but critical to the success of the organization.

The study was conducted in the tanneries of Kanpur as per the keen interest of the researcher towards the place she lives in. The researcher wanted to shed some light on the working style of the employees who hail from the leather industries – specially the tanneries.

3. Literature Review

(Bernard Oladosu, 2014) concluded that supervision is a development-oriented process which is designed to support an individual's level of motivation, its autonomy, the self-awareness, and the required skills in order to accomplish the given assignments. Supervision is termed as a very rewarding element when it is rightly applied and it is detrimental when applied for all the other reasons. (Brad & Leila, 2012) in their research said that sound presenteeism is possible when employees work with their cognitive energy. Their study further investigated the supervisor's behavior is directly associated with employee presenteeism. A questionnaire was used to ask "How often the employees experience job-stress-related presenteeism?" and also the similar questions were also asked about their supervisors' behavior. Their findings supported the hypothesis that the boss's behavior is linked to job performance.

(Shin Uk, Byeong, ByoungGwon, Jung, & Jung Woo, 2017) in their study entitled Association between supervisors' behavior and wage workers' job stress in Korea: analysis of the fourth Korean working conditions survey concluded that the supervisor's behavior does influence the job-related stress among workers. It is required to increase the education and awareness regarding the effects of immediate/descending supervisor's work behavior on job related stress. (Muhammad Asif & Kamal bin Ab, 2017) in their study entitled Impact of Supervisor Support on Job Satisfaction: A Moderating role of Fairness Perception studied the importance of supervisor's support along with the major issues related to the same component in line with

job satisfaction. Their study has outlined the importance of supervisor support and also has pointed the hints toward the noteworthy perceptions that buffer these relationships. They outlined the crucial role of the supervisor towards job satisfaction of employees. (Abdul Ghafoor & M.Tafique, 2015) in their research work entitled “Impact of working environment on employee’s productivity: A case study of Banks and Insurance Companies in Pakistan” studied about the impact of working environment on the productivity of the employees. And their findings suggest that the organizations are required to develop strategies which are useful in developing a conducive working environment at the workplace. As the employees play a vital role in the overall progress of the financial institutes and insurance companies, huge time, efforts & resources are required to train and retain the workers. Thus, evolving a conducive working environment is needed everywhere.

(Jiang, et al., 2020) in their research article titled “Impact of supervisory behavior on sustainable employee performance: Mediation of conflict management strategies using PLS-SEM” investigated the relationships between supervisory behavior, sustainable employee performance, conflict management strategies whilst inquiring about the mediating effect of conflict management strategies. They concluded that there is a definite link between SB, CMS, and SEP. The CMS strategies may help organizations to enhance their own SEP’s. Supervisors and managers at SMEs can make strategies and choose the best suitable CMS for each situation to optimize the employees’ performance ultimately.

Over the last decades, a phenomenal increase in the importance of sustainable organizations was examined. The conception of sustainability emerged from “ecology,” denoting the capability of organizations and procedures to cultivate, raise, care, and to sustain

Past research has presented the idea of sustainable work performance and the impact of management and organizational practices on SEP.

Likewise, job performance has been a significant area in human resource management practices. Job performance is the level of an employee’s contribution to the effectiveness of a firm concerning the specific performance benchmarks associated with his/her job.

4. Research Methodology

- a. Statement of the problem – The study aims to identify and find out the impact of the Behavior of the bosses/supervisors/managers on the productivity of employees who are employed in the tanneries of Kanpur, Uttar Pradesh.
- b. Research Objective – To find out the relationship between supervisors’ behavior on the productivity of the employees.

- c. Population for the current study – Employees who are working in the tanneries in the Urban/Suburban areas of the Kanpur City.
- d. Size of Sample: 100 Employees
- e. Sampling Technique: Simple Random Sampling
- f. Tool Construction: Likert Scale based questionnaire consisting 10 questions.
- g. Data Collection: Both primary and Secondary data are considered for research.

5. Data Analysis and Interpretation

Statements	Total	F	Sig
You are kept updated about all new happenings at workplace	100	0.972	0.525
You are being compensated fairly	100	1.032	0.425
You enjoy a sound relationship with your immediate boss	100	1.223	0.177
You have open and restriction free access to your boss	100	0.7	0.918
You receive opportunities to improve your career prospects	100	1.347	0.087
Your boss treats you fairly at workplace	100	0.993	0.489
Your daily workload is satisfactory	100	1.367	0.077

A Questionnaire was distributed among 100 employees of the different tanneries of Kanpur. All 100 questionnaires were collected and analyzed using SPSS to understand the relationship of supervisor's behavior with productivity of the employees.

6. Conclusion and suggestions

The employees were quite satisfied with the bosses.

Also, it was also found that they were okay in terms of the pay & perks that they are getting at workplace.

The findings of the study defines that the employees who are working in different tanneries are directly influenced by their boss's behavior at par.

Following suggestions can be incorporated reduce employee turnover-

- i. Reviving the trend of hand-crafted leather items by promoting fine handmade leather goods.
- ii. Employing a counselor at workplaces so that the employees who are dealing with stress may consult him/her about the struggles he/she is dealing with. It may not only reduce the employee's turnover but may also encourage better productivity.
- iii. Providing training to the employees about the work that they are supposed to do.

- iv. Hire generous bosses – who can prioritize the happiness of employees instead of pressurizing them to do work.

Following are the crucial suggestions that may help in improving employee productivity –

- a. Adopt measures that promotes deploying awareness & importance about health quotient so that the employees can remain physically and mentally sound to take on their respective jobs and assignments.
- b. Establish target on jobs and associate rewards with them. This practice may boost productivity that is clogged due to other environmental factors like Boss's attitude, Technology or others.
- c. Brining a counselor onboard and understanding the employee's emotional quotient may lead to solve the problem of less productivity of many employees who are facing troubles in dealing with stress related to work/family.

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