

**A STUDY OF
FACTORS RELATED TO SUPERVISORY PERFORMANCE
IN SOME MANUFACTURING UNITS**

by

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ABSTRACT

This study falls into the area of research on leadership. It was an attempt at understanding factors that are related to supervisory performance in some manufacturing industries. The study used Fiedler's contingency model of leadership effectiveness as its basic model, with some modifications, by including variables from outside the model. The objective of the study was to validate Fiedler's model in Indian work settings and extend the model, if possible.

The study examined thirteen individual and situational variables related to supervisory performance. There were as follows :

- (a) Individual variables - Age, education, experience, training, LPC score.
- (b) Situational variables - group atmosphere score, formal position power score, and five job dimensions - skill and variety, task identity, task significance, autonomy and feedback.
- (c) Supervisory effectiveness variable.

A questionnaire covering these was used for data collection and it was supplemented with personal interviews with the sample. The sample consisted of 231 supervisory personnel from seven manufacturing industries.

For the purpose of this study, the term "supervisor" refers to persons performing leadership functions on the shop floor, whose responsibilities include technical, operational and personnel functions. Thus, it essentially covers those personnel who work in line positions in toolroom, assembly, finishing and other such departments.

The data collected were analysed using various multivariate statistical methods and specific hypotheses on the relationship between variables were tested.

The study also reports an attempt made by this researcher in developing a projective test for supervisory behavior and attitudes.

The results of the study show that the contingency model of leadership effectiveness can be extended by further work, by including other variables like education, experience and so on. It also highlighted the advantage of using cognitive-interactive approaches in leadership research. The dissertation discusses the scope for future work in this area.

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