



# International Journal of Research Publication and Reviews

Journal homepage: [www.ijrpr.com](http://www.ijrpr.com) ISSN 2582-7421

## “EFFECTIVE SUPERVISION AND CONTROL OF EMPLOYEES” WITH REFERENCE TO VASANTHAM CREATIONS , AT HOSUR

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### ABSTRACT

Effective supervision and employee control play a critical role in enhancing productivity, maintaining quality standards, and ensuring employee satisfaction within the jewellery manufacturing sector. This study aims to evaluate the current supervision and control practices implemented at Vasantham Creations (Jewellery), a leading jewellery enterprise in Hosur. Through a structured questionnaire distributed to employees across various departments, the research assesses the effectiveness of supervisory methods, communication flow, monitoring systems, and employee feedback mechanisms. The data collected was analyzed using statistical tools and diagrammatic representations to interpret trends and employee perceptions. The study found that while supervision at Vasantham Creations is generally consistent and goal-oriented, there is room for improvement in areas such as employee autonomy, grievance handling, and performance tracking systems. The research concludes that a balanced approach combining supportive supervision and structured control mechanisms can significantly improve employee morale and organizational efficiency. Recommendations have been proposed to enhance supervisory training, implement digital monitoring tools, and promote transparent communication channels.

### INTRODUCTION

In today's competitive and rapidly evolving business environment, organizations must ensure operational efficiency, employee satisfaction, and consistent performance to maintain their position in the market. One of the key elements that contribute to achieving these goals is effective supervision and control of employees. Supervision involves guiding, supporting, and monitoring employees to help them perform their tasks efficiently, while control mechanisms ensure that employee actions are aligned with organizational objectives.

The jewellery industry, particularly in India, is known for its craftsmanship, detailed production processes, and customer-oriented service. In such a labor-intensive and quality-driven sector, the role of supervisors becomes even more critical. They are responsible not only for maintaining productivity and quality standards but also for managing employee behavior, motivation, and engagement. Without strong supervision and control practices, companies risk decreased productivity, poor quality, high turnover, and operational inefficiencies.

This study focuses on Vasantham Creations (Jewellery), a reputed jewellery company located in Hosur, which is known for its innovative designs and skilled workforce. As the company continues to grow, understanding and improving its supervision and employee control practices is essential for maintaining high standards and workforce efficiency.

The purpose of this research is to evaluate the existing supervisory methods, assess the effectiveness of employee control measures, and identify areas for improvement. By analyzing employee feedback and organizational practices, the study aims to provide actionable insights and recommendations to enhance overall performance and employee satisfaction at Vasantham Creations.

### RESEARCH BACKGROUND

In today's competitive business environment, organizations across all sectors are increasingly recognizing the importance of effective supervision and employee control as key drivers of performance and productivity. Supervision ensures that employees receive the guidance, support, and feedback needed to perform their duties efficiently, while control mechanisms help maintain discipline, monitor progress, and align individual efforts with organizational goals.

The jewellery manufacturing industry, known for its precision, craftsmanship, and customer-centric approach, demands a high level of employee coordination and quality control. Vasantham Creations, a reputed jewellery firm based in Hosur, operates in a dynamic market where timely production, design accuracy, and employee discipline are essential to meet customer expectations and maintain brand reputation.

As the company continues to grow and diversify its operations, ensuring effective supervision and implementing suitable employee control strategies have become increasingly important. This research was initiated to understand how supervision is practiced at Vasantham Creations, how control mechanisms are integrated into the workflow, and how these factors influence employee performance and satisfaction.

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## LITERATURE SURVEY

A literature survey reviews previous research and theoretical perspectives relevant to the topic, offering a foundation for understanding key concepts such as supervision, employee control, performance management, and workplace behavior. The following literature provides insight into the theories and practices that support the current study.

### 1. Supervision in the Workplace

According to Koontz and O'Donnell (2005), supervision is a process of overseeing employee performance and guiding them toward organizational goals. Effective supervision involves planning, organizing, and monitoring tasks while also providing leadership and motivation.

### 2. Employee Control Mechanisms

Anthony (1965) identified three levels of control: strategic, management, and operational. In employee control, operational control is most relevant, as it includes real-time monitoring of day-to-day tasks and correcting deviations to maintain discipline and output consistency.

### 3. Leadership and Supervisory Style

Hersey and Blanchard's Situational Leadership Theory (1977) emphasizes that the effectiveness of supervision depends on adapting leadership styles to the maturity and capability of the employee. Supportive and participative leadership encourages better performance and engagement.

### 4. Motivation and Job Performance

Armstrong (2014) highlighted the role of supervisors in employee motivation. He explained that constructive supervision, recognition, and consistent feedback enhance employee morale, leading to improved job performance and loyalty.

### 5. Supervision in the Manufacturing Sector

Gupta and Patel (2019) studied supervision practices in the Indian jewellery sector and found that skilled supervision was essential in maintaining quality control, timely production, and minimizing employee turnover. They emphasized the need for clear communication and standardized operating procedures.

### 6. Control Systems and Accountability

Robert Simons (1995) introduced the concept of "levers of control," showing how control systems can empower employees rather than restrict them. Clear expectations and accountability systems create a structured yet flexible work environment.

### 7. Gaps in Existing Research

While many studies examine supervision in manufacturing and service sectors, limited research exists specifically on small- and medium-sized jewellery companies in semi-urban areas like Hosur. This study aims to bridge that gap by examining supervision and control at Vasantham Creations.

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## METHODOLOGY

The research methodology outlines the systematic approach used to collect, analyze, and interpret data relevant to the study. This section describes the type of research, data collection methods, sampling, tools used, and limitations.

### 1. Research Design

This study follows a descriptive research design aimed at understanding the current supervisory practices and control mechanisms at Vasantham Creations. Descriptive research is suitable for obtaining detailed, factual information about existing practices and employee perceptions.

### 2. Area of Study

The research was conducted at Vasantham Creations (Jewellery), located in Hosur, Tamil Nadu, a well-established firm known for its customized jewellery and skilled workforce.

### 3. Objectives of the Study

- To assess the effectiveness of supervision methods employed.
- To examine employee perceptions regarding control mechanisms.
- To identify areas of improvement in supervision and employee management.

### 4. Source of Data

- Primary Data: Collected through structured questionnaires distributed to employees across various departments including production, design, and sales.
- Secondary Data: Gathered from company records, HR manuals, previous research, journals, and online sources.

### 5. Sampling Method

- Sampling Technique: Simple random sampling
- Sample Size: 50 employees from different departments were selected to ensure representativeness.

### 6. Tools for Data Collection

- A pre-tested questionnaire containing both closed-ended and Likert scale questions.
- Interviews and informal discussions were also used to gain deeper insights.

### 7. Tools for Analysis

Data was analyzed using percentage analysis, mean score analysis, and graphical representations like bar charts and pie charts for better interpretation. MS Excel and Google Sheets were used for organizing and visualizing the data.

### 8. Limitations of the Study

- The study is limited to one organization and may not be generalized across the industry.
- Responses may be subject to personal bias or reluctance to share negative opinions.
- Time constraints limited the depth of interviews and data collection.

## DATA ANALYSIS

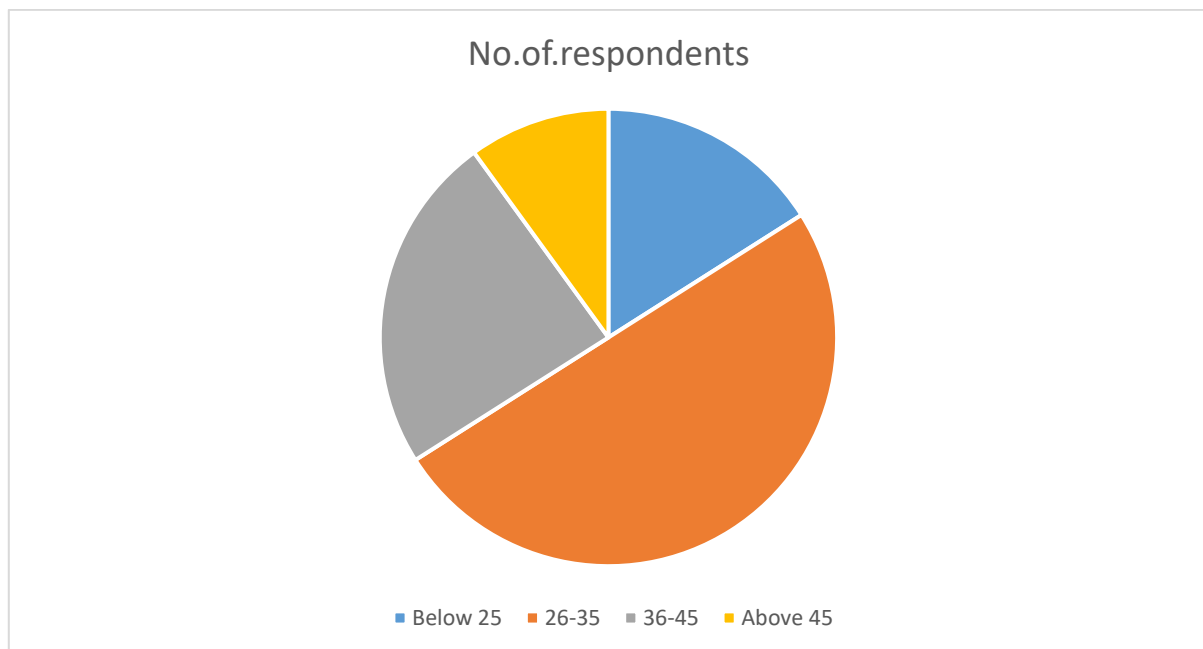
**Table 4.1 Age Group of Respondents**

Age group	No.of.respondents	Percentage(%)
Below 25	8	16%
26-35	25	50%
36-45	12	24%
Above 45	5	10%

### Interpretation

The data shows that the majority of respondents fall within the 26–35 age group (50%), followed by those aged 36-45(24%) and below 25 (16%). A smaller portion of the respondents are aged 45 and above, accounting for a combined 10%.

**Age group of respondents**



**CHART NO 4.1**

**Table 4.2 Department-Wise Distribution**

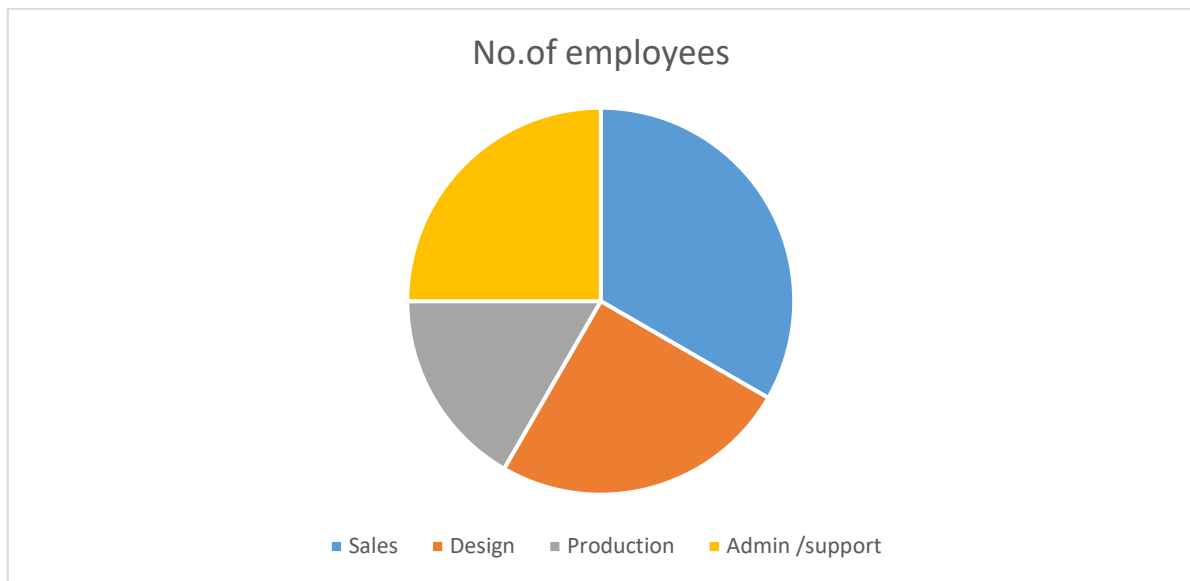
Department	No.of employees
Sales	20
Design	15
Production	10
Admin /support	15

### Interpretation

The majority of respondents belong to the Sales (30%) and Design (23%) departments, indicating their significant representation in the workforce at Vasantham Creations (Jewellery). The Production department (20%) also forms a considerable portion, followed by Control Administration (23%). This distribution highlights that the frontline and creative teams are more actively involved in the organization's operations and are thus essential in

understanding the effects of supervision and control. It also suggests that supervisory practices may need to be tailored by department to address role-specific dynamics and expectations.

**Department distribution**



**CHART 4.2**

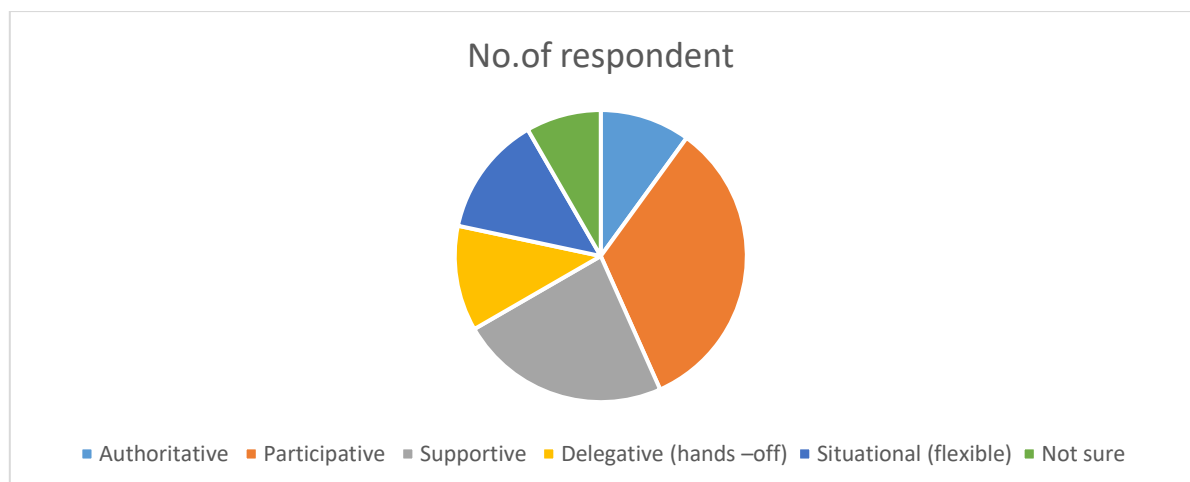
**Table 4.3 Preferred type of supervision**

Type of supervision	No.of respondent	Percentage (%)
Authoritative	6	10%
Participative	20	33%
Supportive	14	23%
Delegative (hands –off)	7	12%
Situational (flexible)	8	13%
Not sure	5	9%

#### Interpretation

The majority Authoritative (10%), participative (33%), supportive (23%), delegative (12%), situational (13%), not sure (9%), in their type to be supervision analysis on their company

**Type of supervision**



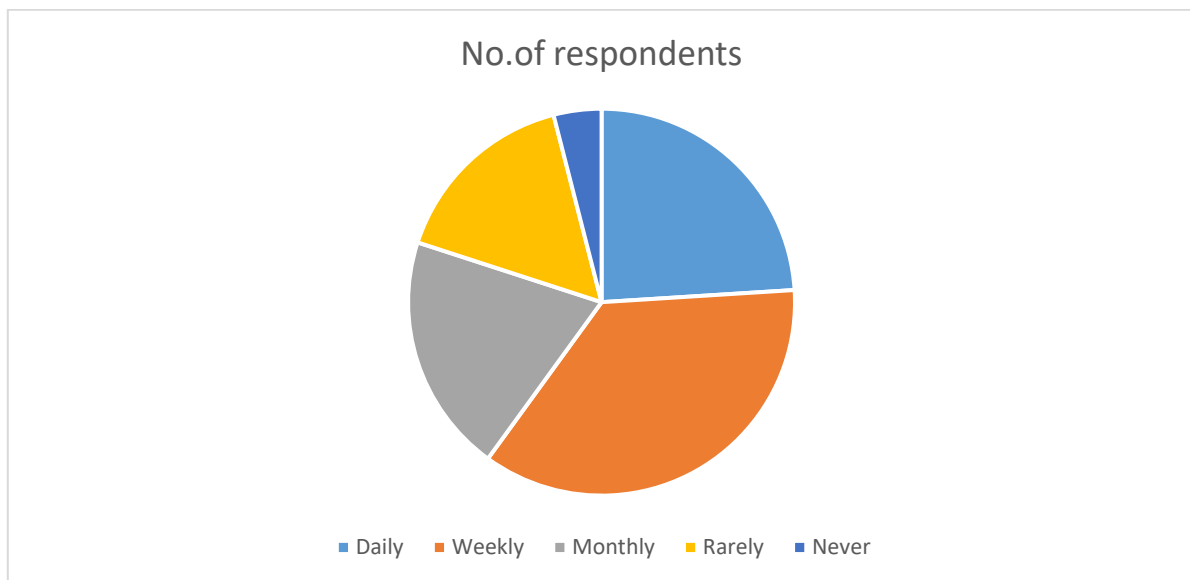
**Chart 4.3**

**Table 4.4 Supervisor provides regular feedback**

Frequency	No.of respondents	Percentage(%)
Daily	12	24%
Weekly	18	36%
Monthly	10	20%
Rarely	8	16%
Never	2	4%

**Interpretation**

Indicates that 75% of respondents receive consistent feedback from their supervisors at Vasantham Creations (Jewellery), reflecting an effective system of performance communication and monitoring. This regular feedback likely contributes to better job clarity, motivation, and employee development.

**Supervisor provides regular feedback****Chart 4.4****SUMMARY OF FINDINGS**

Based on the data collected and analyzed, the following key findings were observed:

- 1. Clarity of Supervision:** A majority of employees agreed that the instructions and expectations from supervisors are clear and understandable, contributing to efficient task execution.
- 2. Communication Flow:** Internal communication between supervisors and employees is regular; however, some employees felt that upward communication (employee feedback) is limited.
- 3. Monitoring Systems:** Supervisors consistently monitor work progress, but there is limited use of digital or automated tools for tracking employee performance.
- 4. Employee Satisfaction:** Most employees expressed satisfaction with the supervision style but highlighted the need for more recognition and motivational support from supervisors.
- 5. Disciplinary Control:** Control mechanisms such as attendance tracking and behavioral monitoring are in place, but disciplinary procedures are sometimes viewed as inconsistent.
- 6. Training and Guidance:** Employees acknowledged receiving training and guidance when required, though some felt that more frequent skill-based training would enhance performance.
- 7. Grievance Handling:** A noticeable gap was observed in grievance redressal, as a portion of employees reported hesitation in approaching supervisors with issues.
- 8. Leadership Style:** Supervisors were described as approachable and moderately participative, but some employees preferred a more consultative leadership approach.
- 9. Motivational Practices:** Incentives and rewards exist but are not applied uniformly, leading to mixed opinions on fairness and motivation.

**10. Overall Control Climate:** The control environment at Vasantham Creations is structured but could be improved with better documentation, feedback loops, and a performance appraisal system.

Here is the finalized Conclusion section for your research on Effective Supervision and Control of Employees at Vasantham Creations (Jewellery), Hosur:

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## SUGGESTIONS & RECOMMENDATIONS

Based on the findings of the study, the following suggestions and recommendations are proposed to enhance the effectiveness of supervision and control at Vasantham Creations (Jewellery):

### 1. Improve Feedback Mechanisms

Establish a regular feedback system between supervisors and employees to ensure continuous performance improvement.

Encourage two-way communication to make employees feel heard and involved in decision-making.

### 2. Strengthen Grievance Redressal

Set up a formal and confidential grievance handling system to address employee concerns promptly and fairly.

Train supervisors in conflict resolution and interpersonal communication.

### 3. Introduce Modern Monitoring Tools

Implement digital tools and software for tracking employee attendance, performance, and task completion.

Automating basic supervisory functions will improve accuracy and transparency.

### 4. Conduct Regular Training Programs

Provide leadership and soft-skill training to supervisors to improve their ability to manage and motivate employees.

Organize skill enhancement programs for employees to boost job performance.

### 5. Promote Fair and Transparent Reward Systems

Ensure that rewards and incentives are distributed fairly based on merit and performance.

Recognize outstanding work regularly to motivate employees.

### 6. Encourage Participative Leadership

Promote a participative supervisory style where employees are involved in goal-setting, planning, and problem-solving.

This approach increases employee engagement and accountability.

### 7. Periodic Evaluation of Supervisory Practices

Conduct internal audits and surveys to evaluate the effectiveness of existing supervisory and control practices.

Modify and update practices based on employee feedback and organizational needs.

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## Conclusion

The research conducted at Vasantham Creations (Jewellery), Hosur, highlights the critical role that effective supervision and employee control mechanisms play in enhancing overall organizational performance. The findings reveal that while the company has established a structured approach to supervision, there is scope for improvement in areas such as grievance handling, motivational practices, and the adoption of modern monitoring tools. Most employees feel supported by their supervisors, and the communication within the organization is generally effective, though not always participatory.

It is evident that a balanced combination of directive supervision, constructive feedback, and fair control practices can positively influence employee morale, productivity, and job satisfaction. The study further suggests that when supervisors are trained to be more responsive, communicative, and motivational, it not only strengthens the employer-employee relationship but also leads to a more efficient and engaged workforce.

In conclusion, Vasantham Creations stands to benefit significantly by refining its supervision strategies, strengthening its control systems, and fostering a workplace culture that encourages open communication, recognition, and continuous improvement. These steps will ensure long-term sustainability, employee retention, and quality enhancement in a competitive industry like jewellery manufacturing.

Here is a properly formatted References section in APA style for your research report on Effective Supervision and Control of Employees at Vasantham Creations (Jewellery), Hosur:

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