Impact of Supervision Style on the Workflow: An Empirical Study from Bahrain

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Abstract: The objective of this research effort is to examine the impact of supervision style on the workflow (perceived organizational support, decision-making & job satisfaction) at the Ministry of Labor and Social Development in Bahrain. Two hundred employees were surveyed through a comprehensive inventory method. The analysis depended on the outcomes of the questionnaire survey that was given to the sample members of employees of the ministry. The researchers hypothesized that there is a positive significant relationship between supervision style and workflow (perceived organizational support, decision-making & job satisfaction) of employees at the Ministry of Labor and Social Development in the Kingdom of Bahrain. The findings reveal that there is a positive significant relationship between supervision style and the workflow (perceived organizational support, decision-making & job satisfaction) at Ministry of Labor and Social Development in the Kingdom of Bahrain. Moreover, the results indicate that there is no significant relationship between supervision style and workflow (perceived organizational support, decision-making & job satisfaction) at the Ministry of Labor and Social Development in the Kingdom of Bahrain due to the demographics (gender, age, qualification and years of experience).

Keywords: Supervision Style, Workflow, Organizational Support, Decision-Making, Job Satisfaction, Kingdom of Bahrain.

INTRODUCTION

Supervision is the leadership and direction of work and subordinates in accordance with the goals and strategies of the organization that were previously established by the senior management, in addition to the transfer of data and information to subordinates in a timely and proper way (Mereziq, 2008). Supervision style affects the workflow which is represented accordingly to different studies (Abdeldatem et al, 2019; Al Alawneh & Al Enzi, 2015; Al Fadeel & Somaya, 2015), (Al Shanti, 2015)] in three dimensions (perceived organizational support, decision-making & job satisfaction). Supervision is of two styles, positive which affects positively on the workflow through facilitating the flow of information, clarifying decisions, following up and correcting deviations to improve the work of subordinates (Al Otaibi, 2013), and negative that affects negatively on the workflow resulting in low level of employees satisfaction, which leads to low level of commitment, low level of integration and to work behaviors against productivity (Burton & Hoobler, 2011).

The rest of this paper is organized as follows: Literature review is presented in section (2). Section (3) introduces the methodology. Discussion and results of statistical analysis are explained in section (4), while conclusions are in sections (5).

THEORITICAL FRAMEWORK AND LITERATURE REVIEW

Supervision is defined as a leadership process whose primary goal is to improve employee performance (Berg, 2016). It is also knows as a process that helps the employee to improve his performance (AlOtaibi, 2013). It also helps the employee to discover knowledge and build skills to improve his work practices (Aldulaimi and Abdeldayem, 2018; Ibtahim et al, 2016).

Positive oversight is represented in preventive, corrective, creative, constructive and developmental supervision. It has a significant positive impact on work. It is the creation of organizational link between policy makers, decision makers, and policy and decision implementers, in facilitating information flow and clarifying decisions from senior management to employees and in verifying that activities are carried out according to the work plan, and in follow up on deviations and errors in work and in improving the work of subordinates and qualifying them to carry out their work in accordance with the standards required in the work environment (Isermann, 2017).

On the other hand, negative supervision is known as the perceptions that employees form about the extent to which direct supervisors exhibit hostile behavior (Ibrahim & Hasanain, 2016). It results in negative directional and behavioral returns from victims of this supervision, such as low levels of satisfaction, commitment and merger of employees and their reluctance to organizational citizenship behaviors and anti-productive work behavior and deviation in the workplace (Burton & Hoobler, 2011).

Furthermore, organizational support is known as the degree to which an employee realizes that the organization cares about him, values his efforts and contributions, takes care of him, just as the employee appreciates the efforts and rewards provided by the organization and looks at that the organization appreciates his contributions and cares about his well-bring (Eisen berger, 2016). Also it is defined as all the forms of materials and moral aid that the organization voluntarily gives to its employees, which I represented in the image of the organization's concern with the employees and by increasing their well-being and appreciation for them (Homod, 2002).

It is the choice of an alternative from among several alternatives after extensive study and analysis of the aspects of the problem that are the subject of decision-making and it is to derive the provisional choice of practical behavior that can be implemented in a specific situation and is that choice according to some criteria for one alternative from among two or more possible alternatives, the decision-making process is the core of administrative process (Darwish and Abdeldayem, 2019; Mahmood, 2010).

The importance of decision-making at work include: the importance of the individual decision-making process emerges through the decisions he makes and is influenced by it and it affects others. The manager, for example, takes a decision when he signs a letter or answers a question of one of the subordinates or appoints one of the employees or agrees to authorize an employee or motivate an employee etc. The importance of taking decisions at the level of small groups emerges from the influence of the behavior of the group member on the behavior of the members of the group to which he belongs, and which as a whole affects the decisions and organizational policies in different organization. Example of small groups are committees. The importance of taking decisions process at the organization level arises as a result of the large size of organizations and their openness to the external environment and the speed of environmental changes. The reason for the importance of organizational decision making is because they are affected and affect individuals and groups inside and outside the organization (Gelda, 2009).

Job satisfaction is defined as the extent to which the job provides its occupants with results of positive values. It is a feeling that results from fulfilling the employee's gratification as a result of satisfying the various needs of him, so a feeling of comfort and safety is created, in order to provide the appropriate conditions for work, such as working hours, wages, promotions and respect and all matters that are related to his performance of work tasks and the work environment, which reflects on his stability and his stay in the organization (Abdeldayem and Darwish, 2018; Al Fadeel & Somaya, 2015).

There is a strong relationship between employee satisfaction and customer satisfaction as employees who are satisfied with their work contribute to creating customer satisfaction that leads to increased profits, achieving organizational goals, and creating a competitive advantage (Emara, 2014). Job satisfaction is considered as one of the most important factors that hekp in predicting work turnover. The more an employee is satisfied with his work, the more

motivation leads him to stay at work (Al Alawneh & Al Enzi, 2015). The employee's satisfaction with his job is challenging and pushes to innovation and increases productivity, encourages organizational loyalty and honesty, and improves his performance encouraging him to provide his best skills and experiences (Al Shaikh & Others, 2017).

METHODOLOGY

Research problem

On the basis of various studies that confirmed the importance of supervision style and its positive and negative effects on the workflow, where it greatly affects the motivation of employees and their performance and reflects on their productivity and their level of job satisfaction and their level of absence from work, researchers wanted to identify the impact of supervision style on the workflow (perceived organizational support, decision-making & job satisfaction) of employees at the Ministry of labor and social development in the Kingdom of Bahrain.

The problem of research could therefore be expressed in the following key question:

"What is the impact of supervision style on the workflow (perceived organizational support, decision-making & job satisfaction) at the Ministry of labor and social development in the Kingdom of Bahrain?

The main question results in the following sub-questions:

- What is the reality of the supervision style at the Ministry of Labor and Social Development in the Kingdom of Bahrain?
- What is the reality of the workflow at the Ministry of Labor and Social Development in the Kingdom of Bahrain?
- What is the reality of the relationship between the supervision style and the workflow at the Ministry of Labor and Social Development in the Kingdom of Bahrain?

Importance of the research

This study addresses one of the important topics in the field of business administration which is the supervision style that have a significant impact on the workflow at the Ministry of Labor and Social Development in the Kingdom of Bahrain. This research leads to recommendations and suggestion to increase the effectiveness of the supervision style and benefit decision-makers in the ministry in activating the impact of it on the workflow of its employees.

Research objectives

- Identify the reality of supervision style at the Ministry of Labor and Social Development in the Kingdom of Bahrain.
- Identify the reality of workflow at the Ministry of Labor and Social Development in the Kingdom of Bahrain.
- Identify the impact of supervision style on the workflow at the Ministry of Labor and Social Development in the Kingdom of Bahrain.
- Identify the statistically significant differences with regard to the impact of supervision style on the workflow at the Ministry of Labor and Social Development in the Kingdom of Bahrain due to the demographics (gender, age, qualification & years of experience).
- Make some recommendations and suggestions to increase the effectiveness of the impact of supervision style on the workflow of the Ministry of Labor and Social Development in the Kingdom of Bahrain.

Research Hypotheses

The study has two main hypotheses:

H1: There is a positive significant relationship between the supervision style and the workflow (perceived organization support, decision-making & job satisfaction) of employees at the Ministry of Labor and Social Development in the Kingdom of Bahrain.

Three subsidiary hypothesis can be derived from the above mentioned main hypothesis as follows:

H1.1: There is a positive significant relationship between the supervision style and perceived organizational support of employees at the Ministry of Labor and Social Development in the Kingdom of Bahrain.

H1.2: There is a positive significant relationship between the supervision style and decision-making of employees at the Ministry of Labor and Social Development in the Kingdom of Bahrain.

H1.3: There is a positive significant relationship between the supervision style and job satisfaction of employees at the Ministry of Labor and Social Development in the Kingdom of Bahrain.

H2: There is a positive significant differences relating to the impact of supervision style on the workflow (perceived organization support, decision-making & job satisfaction) of employees at the Ministry of Labor and Social Development in the Kingdom of Bahrain due to the demographics (gender, age, qualification and years of experience).

Research Framework

Figure (1) below illustrates the research framework of the study. As mentioned earlier, the objective of this research effort is to examine the impact of supervision style on the workflow (perceived organizational support, decision-making & job satisfaction) at the Ministry of Labor and Social Development in Bahrain. Hence, the research framework shows both the independent variable (supervision style) and the dependent variable (workflow) along with its sub variables (perceived organizational support, decision-making & job satisfaction),
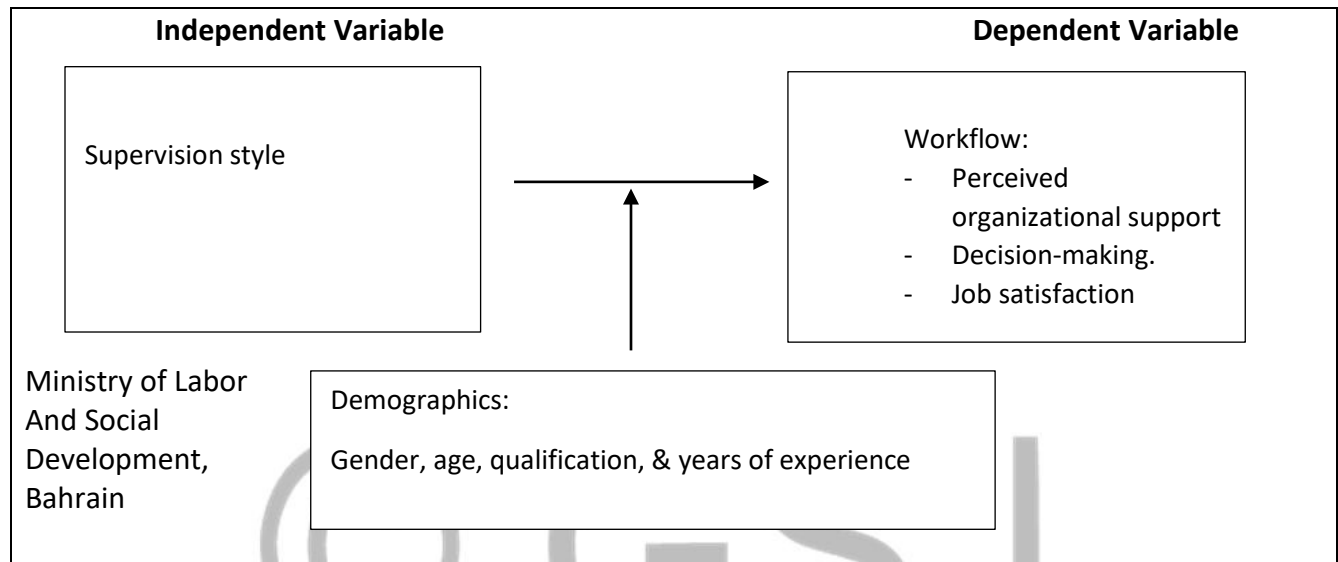
Figure 1 (Research framework)

Population of the Research

The research selected a simple random sample (n=283) of employees of the Ministry of Labor and Social Development in the Kingdom of Bahrain out of a population of (945) employees. The sample provided information through filling a survey questionnaires, which is considered the core data for this research.

Data Collection

A five-point Likert scale was used to collect questionnaire survey as follows:

5	4	3	2	1
Always	Often	Sometimes	Rarely	Never

A number of 283 questionnaires were circulated and a total of 205 were collected, five of them were incomplete, so they were discarded. 200 were considered with a response of 71%.

RESEARCH FINDINGS AND RESULTS

Pearson correlation co-efficient

Table (1) below shows that all correlation co-efficient are significant at the level of (0.01) which indicate validity of the scale.

Table 1 Pearson correlation co-efficient

Statement	Correlation Co-efficient	Statement	Correlation Co-efficient	Statement	Correlation Co-efficient
1	0.381	21	0.530	41	0.672
2	0.429	22	0.520	42	0.233
3	0.536	23	0.481	43	0.681
4	0.384	24	0.447	44	0.700
5	0.307	25	0.346	45	0.681
6	0.500	26	0.583	46	0.496
7	0.384	27	0.623	47	0.524
8	0.517	28	0.406	48	0.505
9	0.593	29	0.337	49	0.495
10	0.542	30	0.419	50	0.339
11	0.383	31	0.442	51	0.337
12	0.300	32	0.527	52	0.257
13	0.326	33	0.273	53	0.366
14	0.504	34	0.545	54	0.361
15	0.645	35	0.513	55	0.557
16	0.523	36	0.423	56	0.388
17	0.523	37	0.302	57	0.435
18	0.406	38	0.465	58	0.407
19	0.340	39	0.559	59	0.368
20	0.574	40	0.588	60	0.390
				61	0.519

Reliability

The data were analyzed using SPSS and statistical results of Cronback Alpha are as follows:

Table 2 Cronbach's Alpha

Dimensions	Cronbach's Alpha
Supervision Style	0.85
Workflow: - Perceived organizational support (0.84) - Decision making (0.89) - Job Satisfaction (0.88) - Average (0.90)	0.88
Total	**0.865**

Table (2) indicates that the Cronbach's Alpha is 0.865. This result indicates a high level of internal consistency for the research in question.

Analysis of the demographic variables of the research

Table 3 Distribution of the research sample according to gender

Variable	Number	Percentage
Males	102	51%
Females	98	49%
Total	**200**	**100%**

It is clear from the analysis of the research community by gender (Table 3) that males and females alike are willing to work in the ministry in question.

Table 4 Distribution of the research sample accordingly to age

Variable	Number	Percentage
Less than 30 years	47	23.5%
30 – less than 40 years	49	24.5%
40 – less than 50 years	70	35%
50 years and above	34	17%
Total	**200**	**100%**

It can be seen from table (4) that the company depends on employees belonging to middle age.

Table 5 Distribution of the research sample according to qualification

Variable	Number	Percentage
Less than secondary certificate	42	21%
Bachelor	125	62.5%
Post Studies	33	16.5%
Total	**200**	**100%**

Table (5) indicates that the largest percentage hold a Bachelor's degree.

Table 6 Distribution of research sample according to years of experience

Variable	Number	Percentage
Less than 5 years	50	25%
5 and less than 10 years	78	39%
10 years and above	72	36%
Total	**200**	**100%**

Table (6) reveals that most of employees in the ministry in question have long experience

Analysis of answers to the questionnaire variables:

Table 7 Analysis of the research sample answers to the questionnaire variable (Supervision style, dimension of positive technical supervision)

Sr.	Statement	Mean	Standard deviation	Mean Interpretation
1	Creates conditions to help work	3.740	1.076	Often
2	Application of safety and security at work	3.650	1.050	Often
3	Distributes the work fairly to the employees	3.705	1.002	Often
4	Follows up staff achievement	4.120	0.954	Often
5	Quality control of work.	4.230	1.064	Often
6	Monitor the attendance of employees to their work	3.860	0.957	Often
7	Not wasting staff time on tasks outside the framework	4.470	0.736	Often
8	Transfer management instructions to employees as they are.	4.290	0.860	Often
9	Transfer employees demands to management as they are.	3.750	1.406	Often
10	Defending employees demands	4.095	0.954	Often
Total		**3.991**	**1.006**	**Often**

Results presented in table (7) show that the general average of the variable (supervision style, positive technical supervision) reached (3.991), which shows that the sample points of view relating to the positive technical supervision in the ministry in question are positive.

Table 8 Analysis of the research sample answers to the questionnaire variable (Supervision style, positive social supervision)

Sr.	Statement	Mean	Standard deviation	Mean Interpretation
1	Gives consideration to employees opinions and suggestions	4.590	0.628	Always
2	Helps solve employees personal problems	3.890	1.310	Often
3	Motivating employees at work	3.810	1.118	Often
4	Assists employees in speeding up work	3.765	0.982	Often
5	Accepts some employee errors in order to protect them.	4.595	0.635	Always
6	Resolving employees disputes	3.850	0.939	Often
7	Acknowledging the effort that employee put into work	3.960	0.950	Often
8	Gives appreciation to the employee	4.235	0.750	Often
9	Estimates the employee's effort when they are good at work.	4.065	0.957	Often
Total		**4.084**	**0.919**	**Often**

Results presented in table (8) show that the general average of the variable (supervision style, positive social supervision) reached (4.084), which shows that the sample points of view relating to the positive social supervision in the ministry in question are positive.

Table 9 Analysis of the research sample answers to the questionnaire variable (Supervision style, negative technical supervision)

Sr.	Statement	Mean	Standard deviation	Mean Interpretation
1	Lack of clarity in the tasks assigned to employees	1.805	1.097	Rarely
2	Assigning the employee with tasks outside his official work frame.	1.885	1.028	Rarely
3	Marginalization of the role of employees in work.	1.725	0.891	Rarely
4	Lack of clarity in business decision-making process.	1.540	0.838	Rarely
5	Dealing sharply with employees	1.500	0.814	Never
6	Informs employees that they lack merit at work	1.880	1.159	Rarely
7	Hides facts from employees	1.505	0.777	Rarely
8	Criticizes employees	1.890	1.181	Rarely
9	Failure to give the employee the due appreciation when performing the difficult	2.140	1.097	Rarely

	tasks			
Total		**1.763**	**0.980**	**Rarely**

Results presented in table (9) show that the general average of the variable (supervision style, negative technical supervision) reached (1.763), which shows that the sample points of view relating to the negative technical supervision in the ministry in question are negative.

Table 10 Analysis of the research sample answers to the questionnaire variable (Supervision style, negative social supervision)

Sr.	Statement	Mean	Standard deviation	Mean Interpretation
1	Underrated and ironic of staff	1.930	1.010	Rarely
2	A blatant statement against employees shallowly their thoughts and feelings	2.295	1.083	Rarely
3	Ignore or deal with the employees as if he doesn't exist	1.990	1.027	Rarely
4	Interfering in personal affairs of the employees	2.030	1.017	Rarely
5	The employees are reminded of their past mistakes and failure	1.660	1.118	Rarely
6	Failure to keep promises.	2.395	1.079	Rarely
7	Not to allow employees to communicate with each other	2.155	1.033	Rarely
8	Underestimating employees in front of others.	1.960	1.002	Rarely
9	Negative comments on employees in front of others	1.995	1.154	Rarely
Total		**2.466**	**1.058**	**Rarely**

Results presented in table (10) show that the general average of the variables (supervision style, negative social supervision) reached (2.466), which shows that the sample points of view relating to the negative social supervision in the ministry in question are negative.

Table 11 Analysis of the reached sample answers to the questionnaire variable (Workflow, perceived organizational support)

Sr.	Statement	Mean	Standard deviation	Mean Interpretation
1	I consider the ministry supportive of my goals and values	4.020	1.027	Often
2	The ministry gives a helping hand when I am	3.830	1.104	Often

Sr.	Statement	Mean	Standard deviation	Mean Interpretation
	having problems			
3	The ministry cares about my well-being	3.735	1.123	Often
4	The ministry helps me to do my job in a way that shows my capabilities	3.675	1.130	Often
5	The ministry appreciates my efforts and contributions to work	4.150	0.693	Often
6	The ministry cares about my general satisfaction with work.	3.745	1.080	Often
7	The ministry is showing me care and attention at work	3.885	1.104	Often
8	The ministry is interested in my opinions at work.	3.915	1.055	Often
Total		**3.869**	**1.395**	**Often**

Results presented in table (11) show that the general average of the variable (workflow, perceived organizational support) reached (3.869), which shows that the sample points of view relating to the perceived organizational support are positive.

Table 12 Analysis of the reached sample answers to the questionnaire variable (Workflow, decision-making at work)

Sr.	Statement	Mean	Standard deviation	Mean Interpretation
1	I have the ability to choose the most appropriate times to make decisions at work.	3.211	0.817	Sometimes
2	I have enough experience to make a successful decision at work	4.160	0.811	Often
3	I build my decisions at work on knowing the facts	4.091	1.012	Often
4	When I make a decision at work, I follow it well in implementation	4.470	0.870	Often
5	I realize the importance of timing in making decisions at work	4.598	1.001	Always
6	I gather the facts I need before making a decision at work	4.600	0.720	Always
7	I participate in discussions continuously to make decisions at work	3.210	1.680	Sometimes
8	I use past experiences when deciding at work	4.349	0.912	Often
Total		**4.086**	**0.988**	**Often**

Results presented in table (12) show that the general average of the variables (workflow, decision-making at work) reached (4.086), which shows that the sample points view relating to decision-making work are positive.

Table 13 Analysis of the reached sample answers to the questionnaire variable (Workflow, job satisfaction)

Sr.	Statement	Mean	Standard deviation	Mean Interpretation
1	The tasks I do in the ministry are appropriate	3.855	0.882	Often
2	The ministry allows opportunities to increase my information and skills.	4.150	0.714	Often
3	I participate in influencing decision-making in the ministry	4.123	0.836	Often
4	My superiors support me in the performance of their assigned tasks	3.165	1.146	Sometimes
5	My relationships with employees are positive	4.165	0.855	Often
6	My relationships with my bosses are good	4.395	0.722	Often
7	The ministry provides my with job security	4.120	1.246	Often
8	I am proud of my affiliation with this ministry	3.870	1.200	Often
Total		**3.980**	**0.950**	**Often**

Result presented in table (13) show that the general average of the variable (workflow, job satisfaction) reached (3.980), which shows that the sample points of view relating to job satisfaction are positive.

Testing Hypotheses

To make sure that he main hypothesis (1) is correct "There is a positive significant relationship between supervision style and the workflow (perceived organizational support, decision-making at work and job satisfaction) of the employees at the Ministry of Labor and Social Development in the Kingdom of Bahrain", Multiple Linear Regression analysis were used where the results show the following:

Table 14 Multiple Linear Regression (perceived organizational support)

Dimensions	B	Beta	T-value	Sig.
Constant	4.249		5.715	0.001
Positive technical supervision	0.272	0.164	1.998	0.047
Positive social supervision	-0.122	-0.088	-1.091	0.277
Negative technical supervision	-0.130	-0.107	-1.397	0.164

| Negative social supervision | -0.350 | -0.257 | -3.422 | 0.001 |

Table 15 Multiple Linear Regression (decision-making at work)

Dimensions	B	Beta	T-value	Sig.
Constant	3.319		6.102	0.001
Positive technical supervision	0.438	0.305	4.176	0.001
Positive social supervision	-0.028	-0.023	-0.341	0.734
Negative technical supervision	-0.214	-0.203	-3.146	0.002
Negative social supervision	-0.361	-0.305	-4.819	0.001

Table 16 Multiple Linear Regression (job satisfaction)

Dimensions	B	Beta	T-value	Sig.
Constant	3.255		7.805	0.000
Positive technical supervision	0.413	0.362	5.140	0.001
Positive social supervision	-0.020	-0.021	-0.324	0.741
Negative technical supervision	-0.156	-0.186	-2.988	0.003
Negative social supervision	-0.279	-0.297	-4.852	0.001

According to the results presented in table (14,15,16), the main hypothesis (1) is accepted. In addition, results of the main hypothesis (2), "There are significant differences relating to the impact of supervision style on the workflow (perceived organizational support, decision-making at work and job satisfaction) of employees at the Ministry of Labor and Social Development in the Kingdom of Bahrain due to demographics (gender, age, qualification and years of experience) showed that there are no statistically significant differences at the level of (0.05) relating to the demographics (gender, age, qualification and years of experience).

CONCLUDING COMMENTS

The findings of this research effort reveal that the prevailing supervision styles in the Ministry of Labor and Social Development are positive, psychological Social and technical supervision. The highest levels of positive technical and administrative supervision in the ministry in question were represented in not wasting staff time on tasks outside the frame of work, supervisors conveyed management instruction to employees as they are, supervisors monitored work quality and follow-up employees to complete the work.

Further, the highest levels of positive social supervision were represented in the ministry in question in supervisors bear some of the employees' mistakes with a view to protecting them,

giving consideration to employees' opinions and proposals, giving appreciation to distinguished employees and appreciating the good efforts of employees. The highest level of negative technical and administrative supervision in the ministry in question were that some employees were not given the adequate appreciation when performing difficult tasks and some supervisors did not fulfil their promises.

In the light of conclusions formulated, the following recommendations were proposed: the necessity of holding workshops and seminars to enhance the practice of the positive technical and social supervision style in the ministry in question. The necessity of providing and developing more physical and moral incentives that improve the level of practicing the positive technical and social supervision style in the ministry in question. The necessity of working to spread awareness and knowledge of employees in genera and supervisors in particular of the negative effects of the practice of negative technical and social supervision in the ministry in question.

In addition, the results reveal the need for management to be the model in adopting managerial creativity and bearing the risk that may result for this in the ministry in question, the importance of working to raise the trends, values and culture that contribute to raising the level of happiness in the work environment of the ministry in question, the importance of working to raise the need to involve all employees in general and supervisors in particular in the ministry in question with social, cultural and entertainment programs that contribute to raising and maintaining formal and informal social relationships in the work environment, as well as the need to pay attention to strategies that can help to increase job satisfaction and spread the culture of happiness and creativity in the ministry in question.

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