

SUPERVISION ON STAFF PERFORMANCE IN PUBLIC SECTOR: CASE OF GHANA

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Abstract

The paper examines the impact of supervision at College of Science; To find out the impact of supervision on staff performance. The purpose of this paper is to investigate the impact of supervision on staff performance at public sector organization. The paper concluded that Performance and supervision correlate and the task or the organization is to choose one best type of supervision that will fit his organization and use it. The choice of supervision types is dependent on the behaviour of the worker and the expertise knowledge of the supervisor. Public organization are therefore expected to embrace supervision and to establish the mechanisms and systems that enable supervision to ensure effective implementation of policies. Public organization are also advice to employ both the top-down and the bottom-up approach to implementation of policies

Background

Supervision is used around the world as a public management tool that promotes effective service delivery in public institutions. Supervision is accepted as a denominator of effectiveness, efficiency and high performance in both large and small, private and public organizations around the world (Apenten, 2012). A study by the world bank found that when it comes to performance, the hallmark of public institutions' private organizations is supervision (Pretty,2003). Supervision in Africa dates back to the beginnings of western education in Africa. In Uganda, for example, he set up the education department in 1924 to take responsibility for the advice, curriculum development and overseeing their implementation (Regina & Nairobi, 2016). A study on the Kenya Certificate of Secondary Education, indicated that supervision leads to high and positive performance among staff and thus to high performance in students (Regina & Nairobi, 2016). According to her, good performance is impossible without proper supervision and school performance is at stake. Because teams and individuals are social environments, supervision is a social dimension that can affect the performance of an individual's team for better or worse.

Education professionals and researchers have used various terms to mean supervision, including monitoring, directing, and guidance (Moorar in Kochhar, 2005). The act or process of directing a person or a group of people is termed as supervision. Nwaogu (2006), defined supervision as a process of helping, monitoring, consulting and stimulating development to improve the quality of work. Under surveillance is the stimulation of teacher career growth and development, selection and modification of educational goals, teaching materials, teaching methods, and evaluation of

teaching (Segun, 2004). Supervision often involves informing, directing, refreshing, motivating, inspiring, enhancing, and monitoring individual groups in the hopes of obtaining their support so that the supervisor can carry out his or her duties (Bessong, 2009). Supervision is considered to be one of the main factors contributing to the effective performance of staffs in public organizations, so supervision plays a very important role in improving the performance of staffs. Teachers' supervision in schools is expected to be a regular function of Circuit supervisors, according to (Mankoe, 2006), because teachers in basic schools do not receive frequent in-service training.

While public sector management seems easy in theory, it is more difficult in practice than finding a place in titanic. Some organizations achieve higher performance, while others struggle to deliver services effectively. This made it very curious to find out what made the difference in performance. Performance is the result of the efforts made by staffs while performing their duties. It is about service delivery and customer / customer satisfaction. According to desired behaviors and the valuable consequences these behaviors produce. In other words, it is to get people to do what we ask of them in a way that contributes to the goals of the business decision making and delegation (Glickman, (2007). Supervision is a likely factor that can also affect the performance of an organization. However, sufficient attention and recognition has been shown in the private sector of the commercial organization, not in the public sector.

Stating Problem

Supervision has the potential to either support or hinder the effective performance of staffs in public administration at KNUST. Organizations face challenges that can affect staff performance, including supervisory issues. In this research, efforts were made to examine the impact of supervision on staff performance. The success and failure of any policy depends on supervision, as it has become an integral part and process of primary schools in order to improve performance (Sergiovanni, 2002). The main goal of this paper is to investigate the impact of supervision on the performance of staffs in a public organization. The paper examines the impact of supervision on the College of Science; To determine the impact of supervision on staff performance. The aim of this paper is to look into the effects of supervision on the performance of staffs in a public sector organization. Knowledge of the impact of supervision is essential in informing decision-makers in the public sector.

Review Literature

The Conceptual Framework

The word "vision" means to see, so the word "supervision" can be read as an oversight, supervision of one's shoulder, and supervision of "super" in the sense of excellent or special: to assist someone in broadening their technical knowledge and skills. Professional learning and growth are supported by supervision, yet covers monitoring and improving performance in the context of effective governance. The concept was conceived differently in different dimensions. The concept of educational supervision can be defined as “the provision of therapy and guidance on matters of personal, professional, and educational growth in the sense of the participant's experience in providing healthy and adequate patient care”. Via meetings, observation of practice, examination, and pastoral care, physicians are expected to provide educational measures during their training period (Department of Health, 2007) aimed at helping students improve self-sufficiency in the learning of skills and knowledge. It is important that the supervisor expresses any concerns as soon as possible.

Mentoring, coaching, and appraisal. Mentoring, coaching, and assessment are all forms of supervision that require a common set of interpersonal and communication skills: n Mentoring is where a more experienced peer provides advice and encouragement, or when colleagues meet to provide mutual support n Coaching is a method of supervision aimed at unlocking one's ability to maximize one's performance n Assessment is a systematic process aimed at improving one's professional performance (Launer 2006a), n Appraisal is a systematic method that is used to improve a person's professional performance, ability, and career growth ideas. (Peyton, 2000).

Forms of Supervision

Supervision is a slippery and dynamic concept that takes many forms and types (Apenteng, 2012). In one aspect, supervision can be classified as strict and flexible supervision. Strict supervision is detailed monitoring and supervision and supervision of subordinates in the performance of their tasks. Under strict supervision, the superior is always with the staffs, and the behavior and attitude of the staffs are also monitored. Flexible supervision refers to types for which the supervision does not follow the details and the process and process of staffs in the performance of their tasks. Supervision oversees only the final result. Here the superior comes to the workers once in a while. On the other hand, supervision was grouped according to the behavior of superiors towards staffs. Four types were identified here. The first, autocratic supervision: this is an authoritarian technique

of supervising workers, where the superior has absolute power and influence and requires full obedience for the workers. Everything is done strictly according to his instructions and never otherwise. Interventions and opinions of subordinates / staffs are not welcome. The second type, if the surveillance is in the open or otherwise known as laissez-faire monitoring. This type of supervision gives the staff maximum freedom and discretion. The manager has little or no influence on the work of subordinates. In other words, workers have full freedom to do their job. Subordinates are only advised to respond to complaints and resolve their own problems, such as minor conflicts between staffs. The third type is democratic oversight: here the superior works on the basis of mutual consent and discussion or consultation with subordinates in the decision-making process. This is also called participatory or consultative supervision. Subordinates' suggestions are warmly welcomed and considered, they take the initiative and exercise free judgment. The result is job satisfaction and better staff morale, which really motivates them to perform effectively. The final type is bureaucratic supervision / regulated supervision: In this type, certain work rules and regulations are set by the supervisor and all subordinates are obliged to follow these rules and regulations very strictly. Violation of these rules and regulations is seriously supervised by a superior. This brings stability and uniformity in the organization.

Supervision and Performance

Performance is simply the effectiveness of an organization in achieving its goal. Organizational success relies on its staffs, hence the need to focus on the elements that will impact the motivation and performance of staffs from the point of view of (Liao *et al.*, 2007). Organizational effectiveness is described as the success and efficiency with which a company achieves its goals and objectives; depending on the business sector, methods of measuring organizational effectiveness include profitability, growth rate, and customer satisfaction. To maintain good staff performance, an appropriate supervisory system is required, as such; the fundamental tasks of every organization globally in the management of human resources is effective and appropriate supervision mechanism.

Supervision has many effects on performance: individual worker efficiency and overall organizational efficiency. The supervisor's main task is to inspire the community to perform well in order to fulfill predetermined tasks and goals.

Respect, consideration, complexity, empowerment, the use of open-ended questions, and non-judgment are all skills that are used in successful supervision. Good supervision, according to studies, boosts morale and work satisfaction while also reducing stress and burnout. (Butterworth *et al*, 1996; Begat *et al*, 1997; Cutcliffe *et al*, 2001). Many emotionally stressful occupations require constant professional oversight at all stages of their careers. Supervision also leads to professional growth by encouraging reflective practice. Professionals in the healthcare field are increasingly being asked to include proof of reflective practice as part of their occupational revalidation. The inverse care rule (Hart, 1971) states that the most lonely and poor doctors are the ones who are least likely to be supervised. To put it another way, doctors who are least able to focus on their job, either because they work alone or because their psychological skills are lacking, can benefit the most from the ability to be supervised.

Negative Effects of Supervision

Supervision is double edged blade. It has both positive and negative effects. According to bureaucratic supervision practices, it causes delays and inefficiency in job supervision as the worker has to go through many interconnected complex rules and regulations in order to perform a task. This can delay the decision-making process and the allocation of resources for implementation. Also, autocratic supervision tends to kill the staff's creativity, initiative, and problem-solving skills because their views and suggestions are not welcome (Dangara, 2015). Moreover, it has been claimed that maintaining strong and effective supervision is enormous. This is why most organizations ignore supervision, embrace authorization. This is the authoritarian and bureaucratic supervision system of effectively established organizations, it caused enormous financial cost, which apparently increased the cost of production of the organization (Apenteng, 2012; Nasution *et al.*, 2017). Supervision sometimes creates conflict and confusion between workers and their supervisors. They may have different interests and goals, and this will lead to delays and deviations in achieving the goals of the organization if a consensus is not established goals (*Supervision-Today-8th-Edition-Chapter-1-Supervision-Fundamentals.Pdf*, n.d.) (Kumar *et al.*, 2017).

Challenges of Supervision

Supervision has now been recognized and considered one of the most effective ways to improve performance and easily achieve an organization's goals. However, the establishment of supervisory mechanisms and systems often faces some challenges.

Supervisory position: The boss sits between managers and workers in a grim position. Managers expect him to speak for them and to convey and translate knowledge and advice from management to staff and vice versa. This is one of the most serious surveillance issues.

Inadequate supervisory authority: The supervisor is required to convert managerial ideas and expectations into organizational outcomes. The issue is that it is not granted enough authority to make operational decisions and is not recognized as a member of management. Because of his role, he is often faced with the decision of who to please. It is revealed to the displeasure of workers if it pleases bosses, and vice versa. To be efficient at his role, a supervisor must maintain the same gap between the two parties and reconcile their opposing attitudes and priorities.

Supervisory union pressure: The supervisor has direct contact with the workforce. He is often able to deal with the question of union pressure and intervention in his unit's "natural working." He has no leverage over their condition, making his job more difficult. Supervision has been criticized: One of the most influential concerns with monitoring is that it is vulnerable to scrutiny. Several units of specialist staff also provide guidance, recommendations, orders, and observations to the supervisor. It must consider the possible consequences of its actions on the thought of these specialist personnel units at any point of its service. It is difficult for him to tell whether those experts are advising, assisting, or interfering with his work, and whether they are making their own conclusions or questioning his work.

Insufficient supervision time: One of the issues with supervision is that it takes up a lot of the supervisor's time to maintain notes, fill out paperwork, send statements and memoranda for top management's gain, and so on, do the real supervisory work. **Supervisor's education level:** In most cases, the supervisor's education level is modest. He lacks the intellectual finesse needed to comprehend management and supervision dynamics. It also lacks ample strength and prestige. As a consequence, he is comparatively unequal in relation to the obligations of his position.

Another significant issue with management is that it is not always easy for the boss to make his community members understand the organization's standards and criteria. This is due to the fact that the majority of his coworkers are illiterate.

Measures to Improve Supervision

A supervisor must have full control of his work unit in order to supervise effectively. It should be given appropriate control, authority, and status. A supervisor should also be given detailed information and expertise on all issues concerning the operation of his or her work unit. In addition, the supervisor should be given sufficient help to share his workload, which should be done under his direct supervision. A supervisor, in my opinion, needs opportunities for advancement to senior management positions in order to be more successful. This will inspire him and boost his self-assurance. If a company has all of the above arrangements in place, supervision issues may be avoided.

Conclusion

In any business or service you provide, monitoring is key to achieving efficiency and achieving higher goals. The article concludes that Performance and supervision are correlated and the task or organization is to choose a type of monitoring that is best suited to your organization and use it. The choice of the type of supervision depends on the employee's behavior and the professional knowledge of the supervisor. Therefore, the public organization must undertake oversight and establish monitoring mechanisms and systems to ensure the effective implementation of the policies. Public institutions are also advice on using both top-down and bottom-up approaches to implement policies.

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