



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**THE EFFECT OF SUPERVISION ON EMPLOYEES' PERFORMANCE: THE CASE
OF FINE GENERAL SERVICE SHARE COMPANY**

BY

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of my advisor, Goitom Abreha (Asst.Prof.). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

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ACRONYMUS

FGS	Fine General Service
GDP	Growth Domestic Product
HR	Human Resource
PMSC	Private Military and Security Company
PSC	Private Security Company
PSGA	Professional Security Guard Association
PA	Performance Appraisal
SOP	Standard Operating Procedure
SMP	Security Management Plan
SPSS	Statistical Package for Social Science
NPP	Normality probability plot
ANOVA	Analysis of variable

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ABSTRACTS

The purpose of this study was to analyze the effect of supervision on employee performance at Fine General Service Share Company. The study was highlighted the need for effective supervision in an organization. The study looked at what constitutes effective supervision administration on organizations and the benefits that are to be obtained thereof. The study adopted descriptive research design and a mixed research approach which include the distribution of a well -designed research instrument questionnaire out of the total population of 150 to 109 respondent (employee) in fine general service using simple random sampling and interview for the client of Fine General Service by using purposive sampling the researcher tried to find out nature of supervision carried out by fine general service and to what extent does supervision have effect on employee performance, accordingly we identify if this appear to affect the performance of employees' in Fine General Service with the help of supervision dimension like organizational culture, job character, personnel difference and team work .The data was analyzed using SPSS (version 21),while the document are tabulated, analyzed and interpreted using frequency count and percentage, while relation is determined based on correlation analysis and the effect of supervision on employee performance was determined using regression analysis .The finding of the study will be expected to indicate the effective supervision has a positive bearing on employee performance. The finding of this study was a helpful tools which could be used to provide solution to individual dissatisfaction to work process and employee performance, for management decision to improve supervision activities to ensure the performance of the employee and a bench mark for further researchers The researcher try to recommend that organizational problem are internal not external and therefore the implementation of supervision must be accompanied mechanism or policies that create the opportunity to harness performance. Therefore the main aim and focus of the management should be on augmenting the supervision activities and its corresponding dimensions, so as to aggravate the performance of the employee.

Key Words: Supervision, employee performance

CHAPTER ONE: INTRODUCTION

The business environment has evolved to the extent that every area of organizational performance is significantly important to achieve competitiveness. The effect of supervision in the security guard environment will help to enhance employee performance in the company. The ability of a private security company to have employee performance is inhibited by appropriate supervision practice. This study will focus the effect of supervision on employee performance.

1.1 Background of the Study

Nowadays customers expect a higher product/ services quality than ever before because they have more choices and have better knowledge about the product/service offerings. The challenge for any business to stay competitive is to determine what is customers wants, it is important that employee performance are constantly monitored and reviewed for it to be abreast with changes and developments. Today, supervision appears to be sporadic and quite often, serves as a token activity that is unable to achieve the objectives for which it is intended (Openteng, 2015).

Supervision is the ability of superiors to influence the behavior of subordinates to take a particular course of action (Bernared., 1992). It is the art of influencing people towards achieving organizational goals. The significance of supervision for enhancing the performance of employee in an organization cannot be ignored in the developmental process of any country.

Supervision is then seen as a control mechanism which has the task of correcting the activities of individuals and groups to ensure that their performance is in accordance with plans. Plans must be made, but in most cases might not be achieved unless activities are monitored, and deviation from plans identified and corrected as soon as they become apparent.

Managers use their positions to influence the behavior, actions of subordinates to take a particular course of action (Bernared., 1992). In some cases however managers have conflicting interests with those of the organization and such managers are usually autocratic and rarely

consider employee interests hence registering low performances from their subordinates. According to (Hertzberg, 1968), performance is: let an employee do what I want him to do. Employee performance is obtained by measuring individual activities to ensure that organizational goals are consistently being met in an effective and efficient manner (Point, 2003).

Currently private security companies are often among the largest group of armed actors in a country and have a significant number of small and medium domestically owned private security companies .These companies offer a diversity of service but focus mostly on guarding of residence, business and transactions (for example home, embassies, banks, cash transfers). It is difficult to estimate the size of the sector and it varies from state to state.

In Addis Ababa, private security companies employed approximately 2800-9000 people (Hassen, 2010). Kenya's industry also expands significantly following the wastage mall terror attacks, today there are about 2000 companies which hire approximately 400000 officers (Diphorn,2015) , South Africa has the largest security industry on the continent (8144 companies) valued a bought two percent of country's total GDP (Gumedze, 2010).

Proper regulation helps to insure that in the course of serving their particular private interest, private security companies and their agents contribute to public safety and security by providing a deterrent property crime and securing public space. They are also important partner in community policing strategies, reporting suspicious behavior and relaying security concerns to the police. In the absence of effective public regulation, private security companies "was naturally prioritized the need of owners and shareholders over those of the public at large" (Richard, 2007).

Performance of employees forms the basis for organizational productivity and it is important for organizations to supervise and encourage its employees to bring out their best at work (Winter, 1992). Employee performance is affected by organizational practices and culture, job characteristics, personal differences, team work but most importantly the supervision (Point, 2003). Basing on the above scenario, the researcher took Fine General Service registered Private

Security Companies' as a case due to the experience and the number of employees the company has the research therefore intends to establish whether supervision has effect on employee performance due to the fact that the number of Private Security Companies' are increasing from time to time. Private security personnel are getting visible around the country guarding business, homes and advising transnational companies and embassies on risks and dangers to their assets and employees, (Yasin, 2016). Thus in order to gain a comparative advantage over the market and to provide reliable service for the customer private security companies need to make sure about the performance of their employee

1.2 Background of Fine General Service

In Ethiopia, the Private Military and Security Company industry is currently at an early stage; however, there are already close to one hundred companies in operation. The evolution of the industry in the country can be characterized by three periods (**Hassen, 2010**); first, the changing of government (early part of the 1990's, initial stage) was marked by a high number of demobilized soldiers and high rates of unemployment due to an unstable socio-political situation. The second phase (since 2005) followed economic growth and high privatization in the country. This led to the entry of PSCs into the market (expansion stage), which led to an increased demand for security. The third stage of the industry's growth was in 2008- 2009, when demand for PSCs intensified due an increase in development and international actors in the country.

As Major Hailu Hunde mentioned (Manager of Fine General Service),the Company is established by former security guards employed by the Embassy of Canada, when the Embassy decide to outsource the security service to private security companies, the security guards request the Embassy to give them the responsibility of the security services by establishing an association then the Embassy decide the employee to form an association called professional security guard association in 1998 ,then due to struggle from the labor union and structural adjustments , the member of the association decide to establish as a Share Company, Fine General Service Share Company in the year 2000.

1.3 Statement of the Problem

A critical assessment of the attitude of employee towards work for which they have been employed, make one wonder what the state of supervision in Fine General Service (FGS) has been. Some people who need the services from Fine General Service (FGS) offices think that performance of Employee has not been encouraging due to the fact that they have to spend long hours, if not days, before they are able to receive what they need from those employees.

Supervision is an effective tool that could be used to promote good results as far as Employee performance is concerned. It is also acknowledged that there is always a link between supervision and effective work, but this will be perfectly true only when the needed resources and commitment are available and are put to judicious use (Wiles., 1996). Though Employee performance may not be the only criterion for measuring effectiveness of supervision, it is important that all stake holders of Security firms make it relevant to be used here as a proxy for measuring effectiveness of supervision.

There is a positive influence of supervision and professionalism on staff performance (Cand, 2017). The supervisor monitors job performance, conveys professional values, knowledge, and skills, and provides emotional support to the supervisee (Harkness, 2002); (; (Tsui, the roots of social work supervision ;An historical review the clinical supervision, 1997). Most academic literature written in the area of the private security industries in Ethiopia have concerned on the role and the relationships of private security industry with public security institution (Desta,2011) and activities, challenges and opportunities of private security in Ethiopia, especially in Addis Ababa (Yasin, 2016).

Despite the efforts by Fine General Service to train employees, organize seminars and increase employee salaries in a bid to improve employee performance, it has continued to record very low employee performance over the years; yet performance of employees forms the basis of organizational productivity. There have been cases of poor supervision from the superiors which contributes on the poor employee performance in the Fine General Service (Human Resource Performance Report, 2016). This, therefore, compelled the researcher to identify the effect of

supervision on the employees' performance in Fine General Service, by conducting an in depth research

Therefore, considering the importance of supervision, as well as lack of evidenced information on employee performance, this research mainly focused on the effect of supervision on employee performance in Fine General Service (FGS). The researcher focused on how supervision concept is internalized in Fine General Service (FGS) and its effect on employee performance.

1.4 Research Question

1. What is the nature of supervision carried out by Fine General Service S.C?
2. To what extent does supervision have effect on employee performance at Fine General Service S.C?
3. Does this appear to affect the performance of its employees”?

1.5 Objectives of the study

This study has general and specific objectives, which are as follows:

1.5.1 General objectives

The general objective of these researches is to identify the effect of supervision on employee performance.

1.5.2 Specific objectives

The specific objectives of this research is

1. To identify the nature of Supervision at Fine General Service S.C
2. To examine the effect of supervision on employee performance at Fine General Service S.C
3. To examine the challenges faced in the performance of employee at Fine General Service Share Company

1.6 Significance of the Study

Most literature related to PSCs are focused on challenge and opportunities which face the company and the employees too, But these study may help management of Fine General Service because they can use the findings to know the importance of supervision and to appreciate the impact that the supervision has on employee performance.

The finding and recommendation of this study would help as an input for Fine General Service Share Company to improve its supervisory activities to benefit both employee and the organization as well as to improve employee and supervision (managerial relationships) and to create an enabling work environment. It would also help policy maker to understand problem and possible solution to give research based solutions.

Therefore, the main significant of the study are the following

- The finding will help the company to reveal weakness and strength of current supervision system of the company to enable management rectify weakness and to maintain strength;

- The study will help also to bring attitudinal change in the part of supervision and manager towards the employee performance of the organization

- The study can also serve as an insight for further research on the topic.

1.7 Scope of the Study

The study on the effect of supervision on employee performance was delimited to only one service firm, Fine General Service S.C (FGS) in Addis Ababa City Administration. Source of Data collection was delimited to employees and clients of the company by using questionnaire and interview and the researcher used a blend of mixed research approach to use the advantage of triangulation since identification of supervision on employee performance is related with organizational culture, job character, personal difference and team work (Point,2003). The period within which the research must be completed for submission was less than one academic year.

1.8 Operational Definition of Key Terms

SUPERVISION: Supervision means: determining what has been done, that evaluates the performance and if necessary apply corrective measures so that the work will correspond with plan (Rulandaris, 2017).

PERFORMANCE: Performance is often defined simply in out- put terms the achievement of quantified objectives. But performance is a matter not only of what people achieve but how they achieve it.

1.9 Organization of the Study

The study has five chapters one discussed the introduction, background of the study, back ground of Fine General Service, statement of the problem, research question, research objective, significance of the study, limitation of the study, scope of the study, operational definition of key terms and organization of the study.

Chapter two looked at the review of related literature. As it relate to the study. Chapter three dealt with the research design and methodology source of data, data collection method, data collection procedure, and sample technique and data analysis which is used in the data collection and how the data is analysed.

Chapter four deals with data analysis and presentation .Chapter five focused on summary of the study, conclusions and recommendations.

CHAPTER TWO: REVIEW OF RELATED LITRATURE

2.1.1 Definition of Supervision

Supervision is a management function which ranks at the bottom, but that do not mean that the function is less important means of other functions for supervision has actually been around since the establishment of the organization structure itself. Supervision means: determining that has been done, that evaluate the performance and if necessary apply corrective measures so that the work will correspond with plan. In an organization or company, supervision is frequently done by a leader to his subordinates in the delegation of authority, duties and responsibilities. Supervision in the context of management is to oversee all of the tasks done by the subordinates in order to avoid mistakes, both technical and process (Rulandaris, 2017).

Supervision is the element of administrative process, which is concerned with effort to guide the day to day activities of the work group by stimulating direction and coordinating the workers and their effort cultivating good working personal relationship so that they all work towards means of achieving targets (Ukeji., 1992).

Supervision has direct effect on employee's performance (Mills, 1997). Supervisors assign tasks and clear responsibilities for performing those tasks and further, they expect from the assignees accuracy and punctuality. we may conclude that supervision is not just about the position one occupies in an organization or the delivery of instructions to satisfy the achievement of company system objectives, but rather supervision is a developmental process to support and enhance individuals' acquisition of the motivation, autonomy, self-awareness, and skills necessary to effectively accomplish the job at hand.

Assessing employee performance, program outcomes, tests and materials consultant performance and analysis of test result- all are parts of the evaluation role. Supervisors are regularly expected to initiate general needs assessment and to conduct community surveys and follow-up activities of employees. The organization of this information and translation of this data into company improvement plans are expected roles for supervisor (Wiles., 1996).

2.1.2 Roles of Supervision

Supervision (controlling) can be considered as an activity to locate, correct crucial irregularities in the outcome of the planned activities. Supervision is done by the leaders of the duties and obligations in leading an organization, company or government agency. The direction and purpose of supervision is a manifestation of increased efficiency, effectiveness, rationality and order in the achievement of objectives and the implementation of tasks of an organization, company or government agency (Rulandaris, 2017).

To assist the company in becoming effective and in promoting company improvement, a strategy is necessary to harmonize differing expectations of employees. Collaborative company planning and the production of a company Plan can provide a framework for the development of such a strategy

Supervision is considered a means to enhance staff development. It helps to equip the supervisee with the professional knowledge and skills necessary to do the job effectively, "...every employee must know essential company goals". It seems like common sense that everyone knows the company's overall goals. It's amazing when you talk to co-workers who don't completely grasp it. As a supervisor, you can't just assume your subordinates are knowledgeable..." (Wanger, 2001).

Based on his view it will be prudent for private security guard company to strengthen supervision that aims at guiding and coordinating the work of employee's and all connected with this sector in such a way that performance target are achieved .Supervision aims at learning through planning devising ways of improving employee professionally and releasing their creative abilities and talent so that they will improve performance. Ideally it is better if a line manager does not take the role of supervisor (Roche et al; 2007). A trusting relationship between supervisors is necessary for supervision to work well. A lack of trust can undermine and influence what is being shared in the session (Sultcliffe, 2006).

Sharing power and responsibilities with employees will make them more committed to organizational goals and also fit with contemporary leadership styles that stress employee participation and empowerment and they are often used in knowledge base organization where employee knowledge is a source of competitive advantage (Beardwell, 1997).

Supervision is a form of experiential learning. Supervision is reflection on action or indeed, reflection-in-action to result in reflection for action. In the present we consider the past to influence the future. They continue to summarize their assertion into these benefits of supervision. They are of the view that supervision offers reflective space to practitioners (insight for improvement). Furthermore it offers opportunity to keep up to date with professional development and finally helps to identify strengths and weaknesses (Corrie, 2006).

Nonetheless, having supervision in place does not always establish desirable effects. The supervisor should have sound knowledge and understanding of all facilities and process areas for the site he or she is responsible for. The supervisor should be familiar with all applicable Standard Operating Procedures (SOPs) to know what action is to be taken when needed.

Therefore the supervisor should be fully briefed at the commencement of duty on all activities that are due to take place. Employees of Fine General Service (FGS) are supposed to contribute effectively in their performance. The performance that each Employee might contribute represents the various factors such as the functions and roles assigned to them; the organizational structure in which they operate; their workload; and work management. In addition, the performance of the employee can be supervised according to the tasks or responsibilities given to them (Gysbers, 2006).

The researcher is in support of this concept in that each individual's work adds up to achieving goals of the organization. It is therefore crucial for administrators to set standards for the employee to keep them aligned in their field of work or to formulate the kind of motivational approaches to increase the performance of the individual. Therefore, supervision of the Fine General Service Employee is the most effective way that the administration perceives to successfully aim their targets of improvement among their Employees.

2.1.3 Importance of Supervision

Due to the increasing demand for accountability in the last decade, supervision is now regarded as an administrative necessity; it is a means to ensure quality of service to clients and to satisfy regulating bodies, Supervisors report key information about service delivery to the top management of the agency. The agency must be accountable and responsive to the needs of clients in order to receive the support of the community (Tsui, 2004).

The most important skills for a supervisor is “tuning-in” or developing a well-developed sense of the new worker’s background, values, culture, expertise and habits. The supervisor should develop a degree of empathy by taking the time to familiarize him or herself with the supervisee and his or her experience of entering into a new supervisory relationship, the focus of supervision should be on establishing mutual trust between the supervisee and supervisor and on developing a mutually agreed upon supervisory contract. While the contract can be a formal or informal agreement, it is essential that the negotiation process include open communication and, as a result, the supervisee begins to develop a sense of trust in the supervisor (Shulman, 1993).

A new social work supervision model which incorporates the interrelationships between four parties: the agency, the supervisor, the staff, and the client (Tsui, Social work supervision: context and concepts. Thousands Oaks, CA; SAGE, 2005a). Tsui also suggests that research which assesses the context of supervision as well as the supervisor-supervisee relationship is necessary to better understand the process of supervision. Additionally, efforts to improve supervision would necessarily include efforts to address the physical, interpersonal, cultural and psychological environment in which supervision occurs. The physical environment refers to the actual space or venue where the supervision session is held. The interpersonal context refers to the dynamics between the supervisor and supervisee. The cultural context refers to the norms and values of the society in which the supervisor and supervisee are practicing. Finally, the psychological context addresses the attitudes, beliefs and feelings the supervisor and supervisee bring to their sessions.

Supervisors may initiate efforts to address negative organizational factors as a component of supportive supervision. In addition to facilitating the worker's healthy response to stress related to organizational context, the supervisor can actively engage in the process of trying to improve the organizational context through facilitation of better working relationships across teams or better interagency relationships, for example. The supervisor can advocate for reduced caseloads, recognition for outstanding performance and policies which support a specific multi-level response to crises for the staff (e.g. death of a client or worker being threatened or assaulted). (Kadushin, 2002).

2.1.4 Supervision Competencies

A competency is a clustering of knowledge, skills, and abilities that is directly related to effective leadership performance, the supervisory competency model has a lot of key behaviors, it doesn't include all behaviors for all jobs. It is designed to be a framework, [http://: www human hr training Oakland Country Supervisory Competency Model](http://www.humanhrtraining.com/OaklandCountrySupervisoryCompetencyModel) (accessed Nov, 2018)

Interpersonal Skills

Building Positive Working Relationships: Developing and using collaborative relationships with internal and external partners and customers to facilitate the accomplishment of work goals.

Leadership Skills

Identifying and mobilizing resources: Supervising appropriate staff and resources consistent with organizational goals.

Managerial/Supervisory Skills

Decision-Making: Identifying and understanding issues, problems, and opportunities; comparing data from different sources to draw conclusions; using effective approaches and facilitating others in choosing a course of action or developing appropriate solutions; taking appropriate action that is consistent with available facts, constraints, and probable consequences.

Supervision contributes to competent professional practice that serves the best interests of client's findings which translate into the goal of supervision (Gilbert, 2009). Supervision work is formal and person-to-person. It involves communicating with the staff. For these reasons and others, supervisors must be specialists in basic human relations. Thus, supervisors must be particularly good listeners, hearing not only what is said but also what is not said. Supervision also includes a special capacity to motivate others to work. Supervisors must possess a special series of conferencing ability as they work in small groups to improve performance. Finally, supervisors are regularly public relations specialists. Through supervisors that the company management hears the voice of subordinates (Asieou, 1978).

The primary task for supervisors is to improve performance for workers and if supervisors work most often at work place with their staff, then a major role is that of staff development or in-service specialist. Supervisors need the skill of being able to see workers need when planning staff development. Making in-service work is a skill of the instructional supervisor. For improved employee performance, Heads of the management first conducts needs assessment, which reveals weaknesses and strengths of employee. Though this appropriate session is organized for staff which in turn sharpens the skills of employees, make them confident in delivering for the best performance (Joyce B. a., 1988).

2.1.5 The Challenges of Supervision

Management and leadership are not only important, but are a large part of today's business and public works industries. Every public and most private facility need capable supervisors. One common problem with most supervisors and managers is that they cannot find the time or resources to improve their supervisory skills. In fact, many firms conduct employee performance reviews, but often the review sessions are awkward, difficult, and rarely structured to analyze problems or suggest ways to improve performance. Within the supervisory structure, performance reviews need to encompass at least three steps: goal setting, progress review, and performance review. One of the most convincing ways to achieve successful review results is in the training of supervisors and employees to both practice the art of performance review (Tepper, 2000).

There are two key factors which make research on supervision challenging. The first is that staff supervision, unlike field instruction supervision, is embedded in an organizational context. It is difficult to separate supervision from other organizational factors which contribute to both worker attitudes and their practice with clients. Secondly, the power differential between the supervisor and the supervisee, the importance of performance evaluation to the worker's success in the agency, and the confidential nature of the supervisory process make it difficult to recruit supervisee and supervisor research participants (Tsui, 2005).

Supervisors find that they cannot depend on supervision sessions to monitor the progress of service programs and must rely on additional informal meetings with staff. Front line staff thinks that opportunities for professional development are neglected and that supervision sessions are too administratively oriented. A supervisor's life experiences, such as marriage, parenting, sickness, and separation, are viewed as assets, which increase the supervisor's understanding of staff members as human beings and strengthen the staff's acceptance of the supervisor's seniority. The developmental stages of the supervisor, the supervisee, and the supervisory process affect the format and structure of supervision, the purposes of supervision, the supervisory relationship, and the use of supervisory authority. The combination of the stages of

the three variables (the supervisor, the supervisee, and the process) makes the interaction of the supervisory practice very dynamic and complex, (Tsui, 2005).

2.1.6 Supervision at Fine General Service

Fine General Service has a good practice and oversight responsibilities to monitor employee performance on an ongoing basis to ensure professional and appropriate conduct. This may include reviewing policies and materials, undertaking periodic audits, potentially associating with or supporting training and considering any allegation of unlaful or abusive acts by employee. Speaking to employees and local community members who come in to regular contact with employee can also provide valuable insight.

It's important to set realistic timelines to complete tasks with subordinates through effective supervision. If the supervisor sets unrealistic goals, it says a lot about his/ her expertise. But, if a supervisor sets realistic timelines for specific tasks, employees or subordinates tend to respect if you set realistic timelines for specific tasks, his/ her decisions. And vice versa, a supervisor loses respect if he/ she don't set realistic completion timelines (Boles, 2000).

Supervision is the act of supervising or overseeing. It is not uncommon to find supervisees who are quite naive regarding their contribution to the supervisory process. While managing the supervision is, as we saw, the primary responsibility of the supervisor, the supervisee also has a large share of accountability as well (Hertig, 2004).

The performance of each individual should create an impression in the entire organization and like the business organizations, employee of Fine General Service are supposed to contribute effectively in their performance. The performance that each employee might contribute represents the various factors such as the functions and roles assigned to them; the organizational structure in which they operate; their workload; and work management.

The supervisee's role begins with his or her basic or general attitude towards the supervision and the supervisor. Ideally, we would expect a strong sense of commitment to the setting, schedule, and other aspects of the fixed frame, along with a true sense of openness to the supervisor's

teaching. Nevertheless, there should also be a capacity to evaluate independently what is offered and to keep a sharp ear open for the test of encoded validation in response to a supervisor's appraisal of the supervisee's work and his or her proposed alternative interventions (Lang, 1994).

More frequent supervision is strongly correlated with successful completion (Woodward, 2000). Employee of Fine General Service is supposed to contribute effectively in their performance. The performance that each employee might contribute represents the various factors such as the functions and roles assigned to them; the organizational structure in which they operate; their workload; and work management. In addition, the performance of the employee can be supervised according to the tasks or responsibilities given to them (Henderson, 2006). The researcher is in support of this concept in that each individual's work adds up to achieving goals of the organization.

2.1.7 Employee Performance

Performance in organizations can be separated in organizational performance and job performance (Otley, 1999). According to Otley, the performance of organizations is dependent upon the performance of employees (job performance) and other factors such as the environment of the organization. The distinction between organizational and job performance is evident; an organization that is performing well is one that is successfully attaining its objectives, in other words: one that is effectively implementing an appropriate strategy (Otley, 1999). According to performance is: let an employee do what I want him to do (Hertzberg, 1968).

Performance is often defined simply in out- put terms the achievement of quantified objectives. But performance is a matter not only of what people achieve but how they achieve it .The oxford English dictionary confirms this by including the phrase 'carrying out' in its definition of performance.' The accomplishments, execution, carrying out working out of anything ordered or understand. Performance appraisal means evaluating an employee's current or past performance related to the person's performance standards appraisal involves (Dessler, 2004) 'High performance result from appropriate behavior, especially discretionary behavior and the effective use of the required knowledge ,skills and competencies .

The concept of performance has been expressed by (Brumbranch, 1988) as follows performance means both behaviors and results. Behaviors emanate from the performance and transform performance from obstruction to action. Not just the instrument for results, behaviors and also outcomes in their own right-the product of mental and physical effort applied to tasks and can be judged apart from results.

The overall aim of performance management is to establish a high performance culture in which individuals teams take responsibility for the continuous improvement of business process and their own skills and contribution with in a framework provided by effective leadership. Specifically performance management is a bought aligning individual objective to organizational objectives and ensure that individual uphold corporate core values. It provides for expectation to be defined and agreed in terms of role responsibilities and, the aim is to develop the capacity of people to meet and exceed expectations and to achieve their full potential to the benefits of themselves and the organization.

2.1.8 Importance of Performance Appraisal

Performance appraisals a formal and structured system by which management measures, evaluate and accesses an employee's job related attribute, behaviors and outcomes. In most organizations performance is measured by Supervisory ratings, however these data are not very useful since they are highly subjective (Kostiuk,1989). Most jobs an objective measure of productivity does not exist. Also states that the consistency of worker performance is greatest when conditions of work are stable, but in practice work conditions never are stable. This makes it even harder to Measure Performances Objectively (Bishop, 1989). The performance of many employees probably will be measured despite the lack of availability of generally accepted criteria (Porter, 1982).

It is stated before that some researchers argue that a person's personality plays a more specific role in job performance (Mount, 1991).However, the effect personal characteristics and education have on performance is difficult to interpret, since those estimates are imprecise and the models who claimed that can interpret them are rejected as invalid (Follmann,1989).

However, Kostiuk and Follmann do argue that personality differences seem to be important in the relationship with performance. (Breugh, 1981) states in his research that there are four different performance dimensions on which employees are measured, named: quality, quantity, dependability and job knowledge. This theory combined with (Vroom, 1964) theory results in the work of (Hunter, 1986). He designed the route in which most employers can rate their employee's productivity.

The main objective of performance appraisal is to facilitate management in carrying out administrative decision relating to promotions, firings, lay-offs and pay increase. Currently, job performance of an employee is the most significant consideration for determining whether or not to promote a worker. Productivity expert recommend that when training ends, performance begins and its appraisal performance merges in to support productivity increase. Supervisors must recognize that employee development is a continuous cycle of setting performance goals providing training necessary to achieve the goals, assessing performance as to the attainment of the goals and setting new and higher goals. A performance improvement plan is made up of the following components. (Lioyed, 2004).

Where are we now? An answer to this question comes from performance appraisal process.

Where do we want to be? In this the evaluator and the person being evaluated should mutually agree on the areas that should be improved.

How does the employee get from where he she is now? The appraiser and appraiser must have a close consensus on the specific steps to be taken. These steps may include training the employee to improve performance. It should also contain the system adopted by the appraisal, and finally the evaluator must assist the employee in the achievement of performance goals, (Lioyed, 2004).

2.1.9 Supervision and Employee Performance

Supervision usually gives right direction to the people under supervision; enable them to take initiatives, take responsibilities to go ahead on their own. (Burton, 2006) Pointed out that one aspect of supervision is to train people, correct them, tell them what to do and also bring improvement in deficiencies in service provision.

If the primary task for instructional supervisors is to improve learning opportunities for workers and if supervisors work most often at work place with their staff ,then a major role is that of staff development or in service specialist. Supervisors need the skill of being able to ‘see’ workers need when planning staff development, thus, there must be a way of profile to the development of individual workers so that growth can be continuous in scheduling in service assistance. Making in service work, is a skill of the needs assessment, which reveals weakness and strength of staff .Though this appropriate session is organized for staff which in turn sharpen the skills of employs, make them confident in delivering the best performance (Joyce, 1988).

Appraising performance is both a difficult and an essential supervisory skill. The supervisor not the HR usually does the actual appraising and supervisor who rate his or her employees too higher or too low is doing disservice to them, to the company or to him or herself. Supervisor must be familiar with basic appraisal technique, understand and avoid problems that can cripple appraisal and know how to conduct appraisal fairly (Dessler, 2004).

2.1.10 Empirical Review of Literature

In the process of implementing formal organizational policies, supervisors interpret and enact these policies in different ways. This suggests that management has an important interest in designing effective training and management systems for frontline supervisors as well. Although some have speculated that first-line supervisors might lose their importance due to the flattening of organizational structures and the use of information technologies (Broedling,1986).

When a company has poor supervision, there is not enough responsibility for taking action for the prevention of problems, mistakes, accidents, and injuries. Poor supervision removes a very important part of the employee support process, eliminating the opportunity for reference, learning, and safety. After the initial training has been completed, supervision remains necessary for continuing skill and knowledge development among employees (Robertson, 2008)

(Lio, 2010), Investigate that supervisors have a central role to play in functional HR practices such as employee development and performance management in Pennsylvania state university, (Gittell, 2001; Hales, 2005; McGovern et al., 1997; Purcell & Hutchinson, 2007).

(Joyce, 1988), conduct a research on the effect of supervision on staff performance ,Supervision plays a major role in ensuring better staff performance and all the players must be encouraged to do what they are doing well. Because each individuals task contributes to achieving better performance. Staff job satisfaction should be the top priority of supervisors. When staff members feel secured recognized and allowed to use their skills and abilities better performance is assured, in Ga South municipal education directorate.

(Besigwa, 2016) , investigate Regarding the effect of supervision on employee performance, most of the respondents said that poor supervision affects team work and also said that poor supervision affects employee morale. Quality of supervision affects task completion and also effects on productivity of employees. There is a positive relationship between the quality of supervision and employee performance in Commerce of Makerere University.

There are several ways in which supervision and staff development are connected (Costa, 2018). One connection, according to (Mc Quarrie and Wood,1991) is through the use of data, supervision in staff development, study conducted in Canada. In their view, data from supervisory activities can be used in the planning and implementation of staff development to improve instructional practices and as a means of helping teachers to refine and expand skills acquired during in service training. The authors also contend that staff development is a prerequisite to effective supervision and may be used to prepare teachers and supervisors to participate in supervision programs by teaching them the skills they need to implement and maintain effective supervisory practices.

Even research conducted in the area of supervision and its various dimensions and their effect on employee performance has affirmed that perception of employees about supervision and its dimensions have significant influence on employee performance. Employee performance is affected by organizational practices and culture, job characteristics, personal differences, team work but most importantly the quality of supervision (Point, 2003). However, the author of this paper believes that supervision has tremendous value in improving performance of Fine General services employees.

2.1.11 Dimensions of Supervision

2.1.12 Organizational Culture and Practice

Organizational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the work place (**Schein, 1992**).employees must absorb the organizational culture at the maximum strength and the top management should provide a precise guideline and direction to motivate the employees in achieving the company's objectives

Research shows that if employee are committed and having the same norms and value as per organizations have, can increase the performance toward achieving the overall organization goals. The perceptions and beliefs of people that make up an organization's culture are advanced and refined by communications and interactions among people inside and outside the organization. These perceptions and beliefs can effect and can be effected by people's behaviors on such things as ways to proffer solutions to problems, how to carry out a job and how to communicate. These, in turn, affect an individual's job performance and satisfaction, and then affect an organization's performance. It has been shown that organizational culture can have a positive effect on competitive advantage, increased productivity and a firm's performance (Ulrich,1991).Organizational culture could affect an employee's participation and involvement (Glaser,1994).

Cultural anthropologist Edward T. Hall put it this way: Since much of culture operates our awareness, frequently we don't even know what we know. We pick (expectations and assumptions) up in the cradle. We unconsciously learn what to notice and what not to notice, how to divide time and space, how to walk and talk and use our bodies, how to behave as men or women .how to relate to other people, how to handle responsibility, whether experience is seen as a whole or fragmented. This applies to all people. The Chinese or the Japanese or the Arab are as unaware of their assumptions as we are of our own .We each assume that they're part of human nature. What we think of as "mind" is really internalized culture (kinickl, 1991).

2.1.13 Job Character

In relation to the job characteristics approach, research has revealed that the nature of an individual's job or the characteristics of the organization that the individual works for predominantly determines job satisfaction (Jex, 2002). Job characteristics focus on the relationship between work and the individual and deal with certain aspects of a job that can be altered to create higher job satisfaction (Miller, 1987).

According to (Oldham, 1980), a job characteristic is an aspect of a job that generates ideal conditions for high levels of motivation, satisfaction, and performance. There is a positive relationship among the job characteristics, individual differences in need strength and employee's motivation, satisfaction, performance and absenteeism on the job (Acquah, 2017). Those individuals who have high levels of "growth need strength" are particularly affected by certain job characteristics. Growth need strength is defined as the need for personal growth, development, creativity, and challenge (Lawler, 1971).

Job redesign positively affect on the ability, effort and capability of the employees however, if employees not satisfied with the job then it may cause turnover intentions, increasing costs, decreasing profits and ultimately customer unhappiness with the organization (Wright., 2003). Job redesign has to do with changing some aspects of the job to suit the employees and make them perform effectively to the achievement of organizational goals. The attention on job redesign has a direct relationship with job characteristics theory as propounded by (Lawler, 1971). The job characteristics theory describes the relationship between job characteristics and individual employees' responses to work. (Oldham, 1980), define the five job characteristics as follows:

Skill variety: variety: the degree to which a job requires a variety of different activities in carrying out the work, involving the use of a number of different skills and talents of the person.

Task identity: the degree to which the job requires completion of a whole, identifiable piece of work; that is, doing a job from beginning to end with visible outcome.

Task significance: the degree to which the job has a substantial impact on the lives of other people, whether those people are in the immediate organization or in the world at large.

Autonomy: the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedure to be used in carrying it out.

Job feedback: the degree to which carrying out the work activities required by the job provides the individual with direct and clear information about the effectiveness of his or her performance.

2.1.14 Personal Difference

All employees are not equal in their working and they have different modes of working like some have highest capability regardless of the incentive but other may have occasional jump-start. If they are handled effectively, the result can be greater productivity and increased employee morale. Mostly the motivation of the employees is ignored in small companies. The reason is being employers' constant pressure to increase productivity, profitability and revenue growth and it often overshadows the importance of how an unengaged workforce can negatively affect performance (Hom, 2008).

In Fine General Service, employees are given allowances, benefits and other motivational awards which are intended to increase employee performance. It is not yet clear though whether motivation has an effect on employee performance in the company. What make you you? What characteristics do you share with others? Which one set you apart? Perhaps you have a dynamic personality and dress and act accordingly. The personal/emotional needs dimension is multi-faceted. Included among the indicators are a large number of items which attempt to assess cognitive deficits (Kinicki, 1991). Problem solving, interpersonal relationship skills, inability to understand feelings of others and narrow thinking (Robson). In this project it will be discussed to find the effectiveness personnel difference in employee's performance in any company. Role of supervision or management is also a very important role in getting the success of profitability of the organization (Maslach, 2001). In Fine General Service, personnel difference plays a critical

role as the decision making and implementation of the useful decision is the major part of the supervision and management.

2.1.15 Team Work

In today's society, there has been so much emphasis on pride and personal achievement at work Place; where by the concept of teamwork seems to be overlooked by managers and employees, Due to this management sees less essence of teamwork as a major tool of performance which has Lead them to poor performance and productivity in the industry market. Team can be described as a group of people who work together to achieve the same goals and objectives for the good of the service users and organizations in order to deliver a good quality of service. Team building, planning events and activities have the potential to bring the people you employed to a strong sense of direction, workable plans and solutions, a powerful feeling of belonging with and on the team and clear strategic customer-focused values (Boakey, 2015).

A team is a formal group of members who interact at a high level and work together intensely to achieve a common group goal. When teams are effective, they draw on the abilities and experiences of their members to accomplish things that could not be achieved by individuals working separately or by other kinds of work group (Jones., 2003).

Teams are especially appropriate for conducting tasks that are high in complexity and have many interdependent subtasks. Organizations which have emphasized more on teams have results in increased employee performance, greater productivity and better problem solving at work (Cohen, 1999). Today, business competition, customer expectations, new technology, and many other developments, it is more critical than ever to build teamwork in your organization. Scholars and practitioners suggest that effective team behaviors can facilitate the improvement of performance when organizations face new challenges. Understanding the impact of teamwork on performance is important because teamwork is viewed by some researchers as one of the key driving force for improving a firm's performance (Jones., 2003).

2.16 Conceptual Framework of Supervision

Supervisors can also set their own network for information to disseminate as a staff developers aim at organizing the appropriate training to meet the needs of the subordinates. Supervision is a very person oriented activity. It requires knowledge and skills to be sure (Pajak, 2009), but the human element is paramount as one practitioner asserted, “you always have to remember that people are more important than thing,” Thus the supervision theory concerned on supervisory factor and their influence on supervision outcome like employee performance. Based on supervisory theory, there are relational factors such as organizational culture, job character, personal difference and team work that influence employee performance, according to (point,2003) which states among the factor which influence employee performance is organizational culture, job character, personal difference and team work, hence the researcher tried to develop the conceptual framework of the research accordingly .The conceptual framework of the research is presented below.

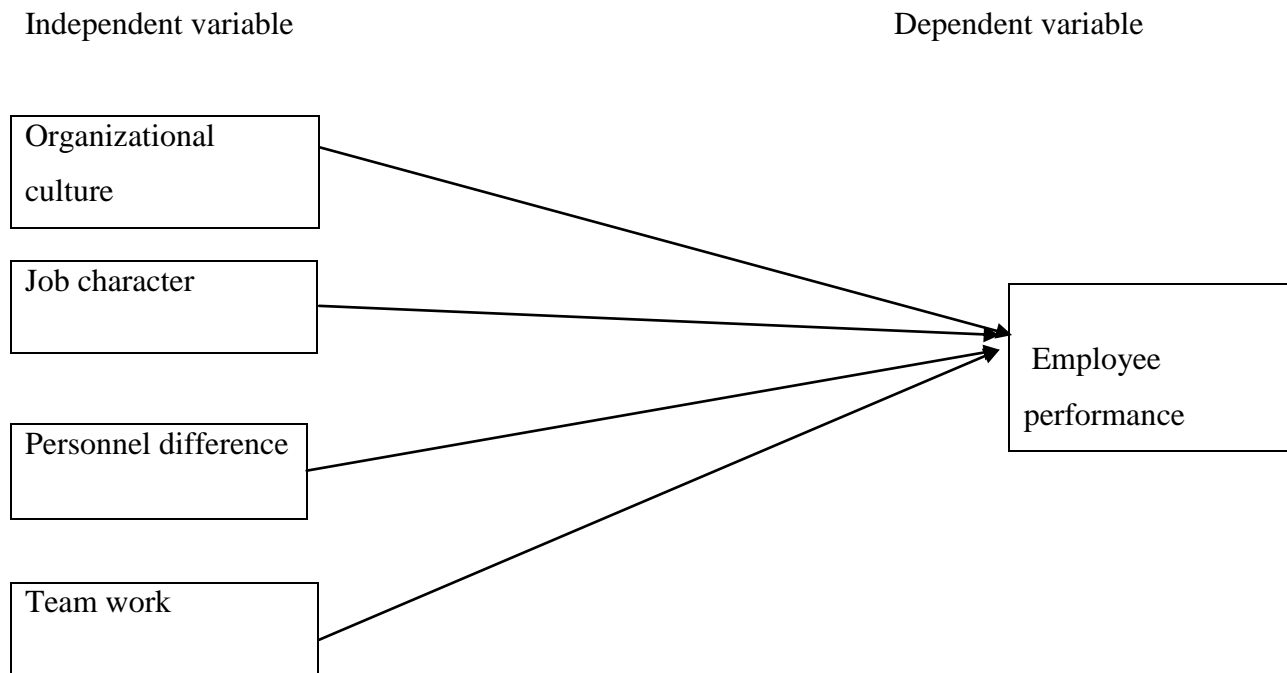


Fig 2.1 conceptual framework of the research

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

This chapter deals with the methodology of the study where research design and methodology, research method, sample and sample technique, source and data collection method, method of data analysis, ethical consideration, validity and reliability, time schedule and research budget are discussed.

3.1 Research Design and Methodology

The research design depends on the type of research and the kind of information that is going to collect. Academic researches' purpose can be exploratory, descriptive, or explanatory (Yin., 1994). According to (Yin ,1994) which strategy to use in the research can be determined by looking at three different conditions which are (1) the type of research question posed, (2) the extent of control an investigator has over actual behavioral events, and (3) the degree of focus on contemporary than as opposed to historical events.

Thus this research is explanatory since the effect of supervision on employee performance was descriptive and causal.

3.2 Research Method

Choosing a data collection method is the next step in the process, and this entails deciding how to conduct the research as well as how to collect the data needed. Research can be divided in two types depending on what kind of data the research will be based on. Quantitative research deals with information that can be quantified, data that can be given numbers and that can be analyzed by using programs, such as the statistical computer program SPSS. The other type of research is qualitative, which is focused on gathering information in the form of words (Bryman, 2007).

Since effect supervision on employee performance at Fine General Service Share Company the researcher utilize a mixed research approach in collecting and analyzing data in order to better understand the research problem.

3.3 Sample and Sampling Technique

Sampling is a procedure of choosing a quantity of people to participate in a particular research, whereby the people chosen generally signify the greater cluster from which they were chosen, (Schindler, 2000)

Sampling can be explained as a specific principle used to select numbers of population to be included in the study. We have two different types of sampling technique, probability: each population member has a known, non –zero chance of participating in the study. Randomization or chance is the core of probability sampling technique, non –probability: sample group member are selected none randomly, there for, in non probability sampling only certain members of the population has a chance participate in the study, the researcher aim is to use the employee of Fine General Service and clients by simple random and purposive sampling respectively.

with the assumption of n is the sample size, N is the total target population from the human resources management department alphabetical lists of all employee = 150 and e is the level of precision or sampling error 5% at 95% confidence interval (± 1.96), Thus the researcher calculated the sample size based on the formula developed by (Israel, 2009) at $+/_$ level of precision. $n = N / (1 + N(e)^2)$

where n - sample population

N – Total number of population

e^2 – The desired level of precision

$$n = 150 / (1 + 150 \times (0.05)^2) = 109$$

3.4 Source and Data Collection Method

Administration of questionnaire and personal interaction which views on the topic for discussion (Kothari, 1990) denotes the questionnaire as the most essential tool because of its capability to gather a great amount of data in a reasonably fast time span. (Creswell, 1998), States that it assures secrecy and privacy of the basis of information by secrecy while at the same time ensuring standardization.

Effect of supervision on employee performance in Fine General Service, Permission from the company manager is accepted to carry out the study. The researcher first met the company managers and explained to them, the purpose of the study .They in turn informed their subordinates and encouraged them to cooperate with the researcher .The researcher go ahead and collect basic information including list of staff, qualification, age, rank and work experience .The researcher arranged for the agreed date and time for the administration of the questionnaires. Questionnaires designed are based on relevant issues in the literature review as well as the study.

The main instrument used to obtain data for the study was questionnaires and interview. In the case of the questionnaires, closed ended question will be asked to gather information from respondent's questions, respondents are given the opportunity to organize their information and express their view on the subject of the study. The closed –ended questions on the other hand were designed in a way to guide respondents to choose from possible response given on the questionnaire. In addition, qualitative data was collected using semi-structured interview with the client of the company.

Both primary and secondary source of data are used for the study. Questionnaires, and observation formed the primary data .While internet source materials, journals, textbooks formed the secondary data .The secondary data assist that the researcher to compare the study with related literature as well as the guiding analysis of the study. The primary data on the other hand provide a clear description of the reality of effect of supervision on employee performance in Fine General Service.

3.5 Method of Data Analysis

After collecting the data through questionnaire, the process of analysis began. Analysis of data in this research was done by using statistical tools like regression and correlation models. Regression analysis was used to see how much the independent variable supervision explains or influences the dependent variable, which is employee performance. Correlation analysis was also conducted to measure the strength of the association between supervision dimensions and employee performance. And also descriptive analysis was used for the demographic factors such as gender, age, educational level, and the length of relationship with the Industry.

The data gathered by the use of semi-structured individual interview was analyzed quantitatively. Tools like tables and percentage were used to present the data, and the analysis was performed by using SPSS software version 21.00. In order to reduce the possibility of getting wrong answers, different actions were taken to ensure the soundness of this study.

Data was collected from reliable sources, from respondents who are employee of the Company.

2. The questionnaire was based on literature review to ensure the soundness of the results.
3. SPSS software version 21.00 was used to analyze the data and special care was given to Process the data coding.

3.6 Ethical Consideration

It maintained utmost confidentiality and anonymity of the respondents. The study guarantees that the respondents were given freedom to partake and share voluntary throughout the study, the researcher strived to follow the study ethical rules, specific written and verbal consent was coerced in to giving information he felt was not relevant to be revealed in terms of safety or individual reasons, information is treated as confidential and information that is gathered is utilize for the aim of this study and no revelations were made to any other party in order to shun away from avoid plagiarism, all research sources used in the study is accredited data collected is presented and analyzed as accurately as possible.

3.7 Validity and Reliability

3.7.1 Validity:

Validity is used to indicate if the things measure what they are intended to measure (Yin, 1996) Content validity was used in the study to analyze if the questionnaires answered the study queries. Alterations and add-ons to the study instruments as well as sessions and deliberations with the supervisor were done to bring out content validity. Validity of the research can be explained as an extent which requirements of scientific. Research method has been followed during the process of generating research findings.

3.7.2 Reliability:

Table 3.1 Cronbach's alpha test for independent variable

Dimensions	Cronbach's alpha	No of item
Organizational culture	.798	4
Job character	.843	5
Personnel difference	.824	5
Team work	.719	6

Source, own survey, 2018

Reliability refers to the extent of which the same answer can be obtained using the same instruments more than one time. In simple terms if your research is associated With high levels of reliability, other researcher needs to be able to generate the same results, using the same research methods under similar conditions it is noted that reliability problems cope up in many forms. Reliability is a concern every time a single observer is the source of data, because we have no certain guard against the impact of that observers subjectively, (Babbie,2010,).

Reliability issues are most of the time closely associated with subjectivity and once a researcher adopts a subjective approach towards the study, then the level of reliability of the work is good to be compromised ,(Wilson,2010).

For this study Cronbach's alpha will be used to assess the internal consistency of variables in the research instrument .Cronbach's alpha is a coefficient of reliability used to measure the internal consistency of the scale ; it represent as a number between 0 and 1 .According to (Zikmund,2010), scales with coefficient alpha between 0.6 and 0.7 indicate a fair reliability. Thus, for this study a Cronbach's alpha score of .70 or higher is considered adequate to determine reliability, thus table 3.1 indicates the Cronbach's alpha for all independent variable is more than 0.7.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter is dedicated to describe the major findings and analyses of the sample population based on the data gathered from the respondents of Fine General Service Share Company Employee. All the data was collected through self administered questionnaires to analyze the effect of supervision on employee performance in Fine General Service. The employee of Fine General Service, 109 employee were selected as a sample respondent by using simple random sampling method and the interview was conducted with the client of the company by purposive sampling .

The data obtained from the respondents were summarized using frequency distribution by using SPSS version 21. The data, as has been discussed in the preceding chapter, were gathered from primary source through semi structured in-depth individual interviews with the client of the company and questionnaires filled out by employee.

In terms of organization, this chapter is put into four subparts. Following the first subpart, which deals with the descriptive analysis, comes the second subpart that discusses the correlation analysis between the variables of the topic under study. The third subpart is one that presents the regression analysis. Bringing the information gotten from the data analyzed, the last subpart discusses the results reached upon.

Table 4.1. Response rate of Questionnaires Administered

Employee			
	Correctly filled and returned	Not correctly filled and returned	Not returned
Number	93	11	5
Percentage	85%	10%	5%

Source; own survey, 2018

The supervision effect analysis of the sample data was gathered through structured questionnaires and the questionnaires were designed and distributed to 109 employee, only 93 questionnaires were filled and returned back to the researcher. Of these, 7 were discarded due to invalid or incomplete data entries and 9 were not returned. Thus, the samples comprising of a total of 93 respondents were used for analysis with 85% response rate. As a 30% response rate is considered acceptable (Sekaran,2003), the response rate of 85% for this study was very good.

4.2 Demographic Characteristics of Respondents

Item	Valid	Frequency	Percent
Gender	Male	84	90.3
	Female	9	9.7
	Total	93	100
Age	20-29 years	17	18.3
	30-39 years	31	33.3
	40-49 years	33	35.5
	50-59 years	12	12.9
	Total	93	100
Level of education	Grade 12 complete	18	19.4
	Certificate	15	16.1
	College diploma	51	54.8
	1 st degree	9	9.7
	Total	93	100
Position	Dep't manager	66	9.7
	Operation manager	3	3.2
	HRM manager	4	4.3
	Stock controller	5	5.4
	Security guard	8	8.6
	Supervisor	7	7.75
	Total	93	100
Length of service in the company	Below a year	9	9.7
	1 year	4	4.3
	2 years	9	9.7
	3 years	14	15.1
	4 years and above	57	61.3
	Total	93	100

Source, own survey, 2018

The result of personal profile of the respondents is summarized in the table below which is divided in five parts.

The first item of table 4.2 shows gender of the respondents, among the total population 90.3% of the respondents are male and 9.7 % of the respondents are female. Item two in the below table presents employee age of the respondents 18.3% of them between 20-29 years, 33.3 % of them between 30-39 years, 35.5 % of them between 40-50 years and 12.53 % of them are between 50-59 years. This implies that majority of the employee were between 30-39 years old. On item three of table the education level of the respondents 19.4% of them twelve complete only ,16.1 % of them certificate, 54.8.% of them college diploma, 9.7% of them first degree this implies most of the employee were diploma holders. The fourth item, item 4 shows 9.7% of the employees are from department manager, 3.2% were from the department of human resource manager, 4.3% are stock controller, 8.6% of the employee are from the security guard and the remaining 7.75% from supervisors from this we can conclude that most of the employee which is participating from the department manager. The last item shows length of service in the company 9.7% of them below a year, 4.3% of the employee are stay in the company for one year, 9.7% for two years, 15.1% of them stay for three years and 61.3% stay for four years and above. This implies that the majority of the employee which is staying in the company for four years and above will dominate with 61.3% among the employee related with length of service in the company.

4.2 Supervision dimension analysis

Descriptive analysis is the basic transformation of raw data in a manner that describes the basic characteristics of the data to help the researcher to comprehend, recognize and manipulate the data into the information that can be easily described (Zikmund.W et. al., 2010). Firstly, data collected from the Fine General Service was analyzed by comparing the mean scores of the four types of supervision.

Table 4.3 Respondents View on organizational culture dimension of supervision.

No.	Statement		Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean
1	The company is very controlled and structured place formal procedure generally govern what people do	Freq.	32	40	4	12	5	2.08
		%	34.4	43	4.3	12.9	5.4	
2	The company is very result oriented a major concern is with getting the job done people are very competitive and achievement oriented	Freq.	37	37	8	6	5	2.02
		%	39.8	39.8	8.6	6.5	5.4	
3	The company is very personal place it is like an extended family people seems to share a lot of them selves	Freq.	32	26	20	11	4	2.70
		%	34.4	28	21.5	11.8	4.3	
4	The company emphasize human development high trust openness and participation persist	Freq.	6	7	19	36	25	2.72
		%	6.5	7.5	20.4	38.7	26.9	

Source own survey, 2018

According to table 4.3 among the four items under organizational culture as a dimension of supervision The Company is very controlled and structured place formal procedure generally govern what people do highest number of respondent representing 40 or 43% of the respondent were found to be disagree. The other 32 or 34.4% of the respondents were strongly disagreeing, while the remaining respondent 4 or 4.4%, 12 or 12.9% and 5 or 5.4% are neutral, agree and strongly disagree.

The next question that the majority of respondent were found to be disagree states that, the company is very result oriented a major concern is with getting the job done people are very competitive and achievement oriented .37 respondent which represent 39.8% of the total respondent were disagree while 30 respondent representing 30.85 said that they are strongly disagree. While the remaining 5.4%, 6.5% and 8.6% are strongly agree, agree and neutral respectively.

The third question that the majority of respondent were found to be strongly disagree was a bought the company is very personal place it is like an extended family people seems to share a lot of themselves. The response implies that 32 respondent, representing 34.4% and 26 respondent, representing 28% were strongly disagree and disagree respectively, while 20 respondent are neutral or they do not have idea a bought the case.

When respondent replied to the idea that, the company emphasize human development high trust openness and participation persist, in a contrary a total of 38.7% of respondent were agree and 26.9% strongly agree, while 7.5% and 6.5% were disagree and strongly disagree respectively ,the remaining 20.4% were neutral.

The above analysis indicate that current organizational culture dimension of supervision conducted in Fine General Service did not sufficiently address the performance of the employee, we can also analyzed the organizational culture dimension from the table above by analyzing the grand mean due to the agreement that mean score is calculated to show the average response of each question that was included under each dimension and to reach the grand mean of each dimension. Mean score 4.51-5.00 is excellent or very good,3.51-4.50 good,2.51-3.50 average or

moderate,1.51-2.50 fair and 1.00-1.50 is poor (Poonlar Btawee,1987) as cited by Hailu supervision dimension of organizational culture has a grand mean of 2.38 which is fair, to conclude we can say that the effect of organizational culture on the performance of employee in Fine General Service is not as such significant, Organizational culture could affect an employee’s participation and involvement (Glaser, 1994).

Table 4.4 Respondents View on job character dimension of supervision.

No.	Statement		Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean
1	I receive information from immediate supervisor on my job performance	Freq.	3	6	16	34	34	2.90
		%	3.2	6.5	17.2	36.6	36.6	
2	My job depends my ability to work with others	Freq	2	11	13	32	35	2.74
		%	2.2	11.8	14	34.4	37.6	
3	I act independently of my supervisor in performing my job	Freq	7	15	10	32	29	2.56
		%	7.5	16.1	10.8	34.4	31.2	
4	There is a similarity of task I perform in atypical work day	Freq	4	9	3	29	48	2.50
		%	4.3	9.7	3.2	31.2	51.6	
5	There is a good opportunity to talk informally with other employee in the companies	Freq	10	10	1	33	39	3.10
		%	10.8	10.8	1.1	35.5	41.9	

Source own survey, 2018

According to table 4.5 among the five items under job character as a dimension of supervision I receive information from immediate supervisor on my job performance highest number of respondent representing 34 or 36.6% of the respondent were found to be strongly agree and agree with the same range. The other 3 or 3.2% of the respondents were strongly disagree, while the remaining respondent 6 or 6.5%, respondent were disagree, while 16 or 17.2% of them are neutral.

The next question that the majority of respondent were found to be strongly agree states that, My job depends my ability to work with others .35 respondent which represent 37.6% of the total respondent were strongly agree while 32 respondent representing 34.4% said that they are agree. While the remaining 14%, 11.8% and 2.2% neutral, disagree and strongly disagree respectively.

The third question that the majority of respondent were found to be agree was a bought, I act independently of my supervisor in performing my job. The response implies that 32 respondent, representing 34.4% and 29 respondent, representing 31.2% were agree and strongly agree respectively, while 10 respondent are neutral or they do not have idea a bought the case, the rest 16.1% and 7.5% were disagree and strongly disagree.

When respondent replied to the idea that, There is a similarity of task I perform in atypical work day the, a total of 51.6.% of respondent were strongly agree and 29% agree, while 3.2% , 4.3% and 9.7% were neutral, strongly disagree and neutral respectively.

The above analysis indicate that current job character dimension of supervision conducted in Fine General Service sufficiently address the performance of the employee, we can also analyzed the job character dimension from the table above by analyzing the grand mean due to the agreement that mean score is calculated to show the average response of each question that was included under each dimension and to reach the grand mean of each dimension, thus the above table we can easily calculate the grand mean which is 2.76 ,from the observed mean score we can infer the job character supervision dimension affect the employee performance moderately.

Table 4.5 Respondents View on personal difference dimension of supervision.

No.	Statement		Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean
1	The company has the ability to attract and retain its personal	Freq.	3	13	11	25	44	3.90
		%	3.2	14	11.8	26.9	44.1	
2	I enjoy the people that I work with	Freq	3	7	2	37	44	4.10
		%	3.2	7.5	2.2	39.8	47.3	
3	The difference in personal play a vital role for employee performance	Freq	9	9	11	49	15	3.25
		%	9.7	9.7	11.8	52.2	16	
4	There is a similarity of task I perform in atypical work day	Freq	6	6	10	44	27	3.56
		%	6.5	6.5	10.8	47.3	29	
5	The problem solving ability of the employee align with employee performance	Freq	1	8	7	30	47	4.15
		%	1.1	8.6	7.5	32.3	50.5	

Source own survey, 2018

As shown on table 4.5, majority of respondent tends to prefer the company has the ability to attract and retain its personal 44 respondents or 44.1% and 25 respondent or 26.9% were strongly agree and agree respectively, 2.2% were found neutral or do not sure the case. Whereas, only 7 respondents or 7.5% disagree, and three respondent left strongly disagree.

For the question, I enjoy the people that I work with 44 respondents or 47.3% strongly agree and 37 respondents or 39.8% agree, while 3.2%.2.2% and 7.5% were strongly disagree, neutral and disagree respectively.

The difference in personal play a vital role for employee performance, majority of the respondents 49 or 52.2% agree and 15 respondents or 16% strongly agree, whereas 11

respondents do not know the case or they are neutral. The rest 9 respondents or 9.9% strongly disagree and disagree respectively.

As shown in the table 4.6, majority of respondent, there is a similarity of task I perform in atypical work day 44 or 47.3% agree and 27 respondent or 29% strongly agree, while 10 respondent or 10.8% of them do not know the case or they are neutral. For the fifth item which is the problem solving ability of the employee align with employee performance, the majority of respondent 47 or 50.5% strongly agree and 30 respondent or 32.3% agree, the remaining 1.1%, 7.5% and 8.6% are strongly disagree, neutral and disagree respectively.

From the above analysis it can be concluded that the supervision dimension which we call it personal difference will influence the performance of the employee, when we look the grand mean for this dimension we can get that 3.79 since it is between 3.51 and 4.50 the personal difference in Fine General Service with good result, employers' constant pressure to increase productivity, profitability and revenue growth and it often overshadows the importance of how an unengaged workforce can negatively affect performance (Hom, 2008).

Table 4.6 Respondents View on Team Work dimension of supervision.

No.	Statement		Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean
1	I have previous experience with team work	Freq.	3	6	3	30	51	4.29
		%	3.2	6.5	3.2	32.3	54.8	
2	My team member communicate well together	Freq	32	16	7	15	23	2.80
		%	34.4	17.2	7.5	16.1	24.7	
3	All team member share in decision making process	Freq	6	7	8	41	37	3.90
		%	6.5	7.5	8.6	44.1	33.3	
4	Team members set guidelines to avoid conflict	Freq	3	10	7	42	31	4.00
		%	3.3	10.8	7.5	45.2	33.3	
5	All team members abilities are used well to accomplish our goals	Freq	3	8	7	42	31	3.95
		%	3.2	10.8	7.5	45.2	33.3	
6	I am satisfied with the performance of the team	Freq	6	8	8	35	36	4.26
		%	6.5	8.5	8.6	37.6	38.7	

Source own survey, 2018

According to table 4.6 among the 6 set of item under supervision dimension of team work higher number of respondents representing 54.8% were found to be strongly agreed a bought the idea that I have previous experience with team work. The other 32.3% and 6.5% are agree and disagree respectively, whereas 3.2% of them are strongly disagree and neutral respectively.

The next question the majority of respondent were found to be strongly disagree stated that my team member communicate well together 32 respondent which represents 34.4% of the total respondents were strongly disagree while 23 respondents representing 24.7% said that they are strongly agree, the remaining 16 respondent representing 17.2% and 15 respondent or 16.1% were disagree and agree respectively, while only 7 respondents are neutral.

The third question that the majority of the respondents were found to be agree was a bought all team member share in decision making process the response implied that 41 respondents representing 44.1% and 37 respondents ,representing 33.3% were agree and strongly agree respectively, while the remaining 6.5%, 7.5% and 8.6% were strongly disagree, disagree and neutral.

When respondent replied to the idea that team members set guidelines to avoid conflict 39.8% and 38.7% have strongly agree and agree respectively, while 11.8% of the total respondent disagree and the remaining were 3.3% and 6.5% of the respondent were strongly disagree and neutral respectively.

45.2% of the respondents were agree on team members abilities are used well to accomplish our goals and 33.3% the respondent were also strongly agree ,while 3.2% of the respondents strongly disagree, whereas 10.8% of the respondents and 7.5% disagree and neutral respectively.

As per the response collected 38.7% and 37.6% of the respondents were strongly agree and agree respectively on that satisfaction of the team on employee performance, while the remaining 8.6% and 6.5% are disagree and strongly disagree. In general majority of the respondents tended to strongly agree and agree for all 6 set of item listed under team work dimension on supervision. From the above mentioned result we can infer that team work has a significant impact on the performance of the employee, when teams are effective, they draw on the abilities and experiences of their members to accomplish things that could not be achieved by individuals working separately or by other kinds of work group (Jones., 2003). We can also analyze the grand mean for the team work dimension on supervision which is 3.8, thus we can easily understand that team work will play a good role for the performance of the employee.

Table 4.7 Respondents View on Employee Performance of supervision.

No.	Statement		Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean
1	I believe that supervision has a direct effect on employee performance	Freq.	3	11	7	28	44	3.90
		%	3.2	11.8	7.5	20.1	47.3	
2	Supervision contribute in any way to employee performance	Freq	6	8	8	35	35	4.10
		%	6.5	8.6	8.6	37.6	37.6	
3	Supervision shape the attitude of employee for better performance	Freq	3	11	7	28	44	3.65
		%	3.2	11.2	7.5	30.1	47.3	
4	The appraisal data are used as an inputs for recognition and encouragement of high performance	Freq	3	10	7	42	31	3.52
		%	3.2	10.8	7.5	45.2	33.3	
5	The performance review are conducted with high quality and care	Freq	6	8	8	35	36	3.6
		%	6.5	8.6	8.6	37.6	38.7	

Source own survey, 2018

Employee performance refers to the knowledge, skills and abilities of the employee to make more informal professional decision or to solve problem. According to the above table 4.7, for question 5, majority of the respondents, that is, 42 of the 93 respondents or 45.2% agree with its existence while 31 or 33.3% of them strongly agree on the performance of the employee. Generally 45.2% of the respondents answered that the performance date used as an inputs for recognition and encouragement of high performance is part of employee performance of the companies. Answering the question of many employees which eventually lead to higher level of employee performance which indicate that Fine General Service emphasizes in human development high trust and participation persist.

Among the 93 respondents for question 4, 42 of them are agree on the appraisal data used as inputs for recognition and encouragement of high performance while 31 respondent strongly agree for question 5, the performance review are conducted with high quality and care 37.6% agree and 38.7 of them are strongly agree. Difference in personnel play a vital role for the performance of the employee and it is part of the supervision. Improving the company personal difference will create conducive environment for employees to perform their jobs eventually that will increase their performance level.

As shown in the above table the mean score for item one which is supervision has a direct effect on employee performance is 3.06 this shows us that employee accepts that supervision has a direct effect on employee performance. The second item which is supervision contribute in any way to employee performance with a mean score of 3.72. This mean score indicate that most employee agree related with the contribution of supervision on employee performance moderately. The third item is supervision shape the attitude of employee for better performance with a mean score of 3.63 and the appraisal data are used as inputs for recognition and encouragement of high performance with mean score of 3.52 is to the nearest with the item four which we discuss above and the last item the performance review are conducted with high quality and care with a mean score of 3.60 is the least among all in Fine General Service. As stated in the above paragraph employee performance will be influenced by supervision since the mean score for the above table shows a good result for all measure of employee performance.

4.3 Correlation Analysis between Supervision Dimension and Employee Performance

A correlation analysis with Pearson's correlation coefficient (r) was conducted on modified supervision variables in the study to explore the relationships between supervision dimensions and employee performance. Pearson's correlation coefficient (r) which measures the strength and direction of a linear relationship between two variables is used. Values of Pearson's correlation coefficient are always between -1 and +1. A correlation coefficient of +1 indicates that the two variables are perfectly related in a positive sense; a correlation -1 indicates that the two variables are perfectly related in negative sense and a correlation coefficient of 0 indicates that there is no linear relationship between two variables. The guidelines suggested by (Field, 2005) is correlation coefficient 0.1– 0.29 is weak; 0.3 – 0.49 is moderate; and > 0.5 is strong. The relationship between supervision dimension and overall employee performance is presented in table 4.9.

Table 4.8 Correlation matrix between supervision dimensions and employee performance

		Organizational culture	Job character	Personnel difference	Team work	Employee performance
Organizational culture	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	93				
Job character	Pearson Correlation	.632**	1			
	Sig. (2-tailed)	.000				
	N	93	93			
Personnel difference	Pearson Correlation	.549**	.764**	1		
	Sig. (2-tailed)	.000	.000			
	N	93	93	93		
Team work	Pearson Correlation	.532**	.540**	.643**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	93	93	93	93	
Employee performance	Pearson Correlation	.291**	.506	.648**	.688**	1
	Sig. (2-tailed)	.000	.060	.000	.000	
	N	93	93	93	93	93

**Correlation is significant at 0.01 level (2 -tailed)

Source: Own Survey, 2018

According to table 4.9 Pearson correlation matrix shows team work has positive strong associations with overall employee performance with a value of 0.688. As indicated in the same table the relationship between organizational culture and employee performance is a positive and weak with a value of 0.291. As indicated in table 4.9 job characters and personnel difference, are positively and strongly correlated with overall employee performance with a value 0.506 and 0.648 respectively. The highest positive strong inter correlation is between team work and employee performance and the least weak positive relation is between organizational culture and employee performance. Generally, when we see inter correlation between the supervision dimension and employee performance there is positive significant relationship which implies that the change made in one of the supervision dimension will positively motivate the other employee performance dimension.

4.4 Regression Analysis

Linear regression estimates the coefficients of the linear equation, involving one or more independent variables that best predict the value of the dependent variable. Regression analysis is a statistical process for estimating the relationships among variables. It focuses on the relationship between dependent variable and one or more independent variable, it also helps to understand how a typical value of dependent variable change when any one of independent variables varied, while the other independent variables held fixed. In this study the regression analysis uses modified supervision dimensions which are organizational culture, job character, personnel difference, and team work as independent variables to measure overall employee performance. The reason for using this multiple regression analysis is to examine the effect of these modified supervision dimension on employee performance towards Fine General Service Share Company.

Table 4.10 Model summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763 ^a	.582	.563	.586

a. Predictors: (Constant), organizational culture, job character, personnel difference, teamwork

Source: Own Survey, 2018

As table 4.10 shows there is positive statistical relationship between the independent and dependent variable. The coefficient of determination (R-square) indicates the proportion amount of variation in the response variable employee performance explained by the independent variable which is organizational culture in the linear regression model. The larger the R-square is the more variability is explained by the linear regression model. Thus 0.58 (58.%) of variation explained by independent variables (Organizational culture, Job difference, Personnel difference and Team work) in Fine General Service Share Company, the remaining 42% are other extraneous variables that can affect employee performance.

Table 4.11 ANOVA^b

ANOVA^s

Model		Sum of Squares	D f	Mean Square	F	Sig.
1	Regression	42.202	4	10.550	30.678	.000 ^b
	Residual	30.264	88	.344		
	Total	72.466	92			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Organizational culture, Job character, Personal difference, Team work

Source: Own Survey, 2018

From the ANOVA table it has been determined that $F=30.67$ and sig is 000 which confirm that supervision dimensions have significant impact on employee performance.

Table 4.12 Regression result of supervision dimension and employee performance

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Co linearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.066	.410		-.160	.873		
	Organizational culture	-.285	.102	-.285	-2.779	.007	.549	1.820
	Job character	.124	.148	.098	.841	.403	.352	2.841
	Personnel difference	.496	.158	.371	3.148	.002	.341	2.928
	Team work	.695	.122	.534	5.701	.000	.540	1.851

Dependent Variable: Employee performance

Source: Own Survey, 2018

On the coefficient table we find the beta value which measures how strongly each independent variable influences the dependent variable. The impact of, Team work, Personnel difference, Job character and Organizational culture on employee performance in Fine General Service Share Company 0.534, 0.371, 0.098, -.285, respectively. According to the above table employee performance is primarily predicted by higher level of Team work and Personnel difference. Job character is less, but Organizational culture doesn't have significant effect on considering employee performance in Fine General Service Share Company.

4.5 Assumption of Regression Model

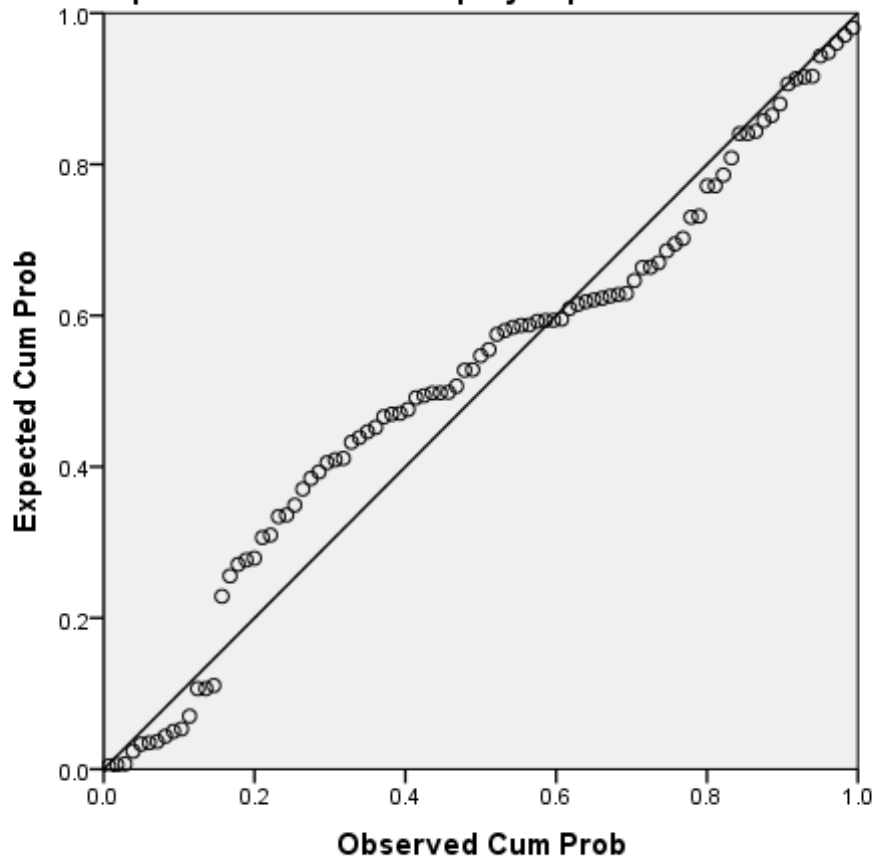
Before data analysis was conducted, the researcher examined the major assumptions of linear regression, which are assumption of normality, linearity, independence of residual and multicollinearity.

Assumption 1- Normality Test

Test of normality is about determining whether the data is well modeled by normal distribution or not. Normal distribution could be checked by graphical (Histogram or dot plot) method of tests. The normality assumption assumes a critical role when the study is dealing with a small sample size, data which are less than 100 observation, (Gujarati ,2004). Normality assumption is not treat if the sample size of the study more than enough. The researcher test is using normal probability plot(NPP), the decision rule is if the line is fitted line in the NPP is approximately a straight line, one can conclude that the variables of interests are normally distributed.(Gujarati, 2004).

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: employee performance



Assumption 2- linearity relationship

The model that relates the response y to the predictors $X_1, X_2, X_3, \dots, X_n$ is assumed to be linear in the regression parameters (Chatterjee & Hadi, 2012). This means that the response variable is assumed to be a linear function of the parameters ($\beta_1, \beta_2, \beta_2, \dots, \beta_n$) but not necessarily a linear (Zetihmel, 2009) function of the predictor variables $X_1, X_2, X_3, \dots, X_n$, as cited by, Matt N, Carlos A, and Duson's, K (2013). The result of this study shows that, there is a linear relationship between the independent variables and employee performance. This means that, for every increase in independent variable the dependent variable will increase and vice versa.

Assumption 3- Independence of residual Test

The value of Durbin-Watson statistic ranges from 0 to 4. As a general rule, the residuals are independent (not correlated) if the Durbin-Watson static is approximately 2, and an acceptable range is 1.5-2.5 (Babatunde, O. S, Oguntunde P. E, Ogunmola, A O and Balogun O.S,(2014). In this study Durbin-Watson is 2.116 which are acceptable.

Assumption 4- Multicoliniarity Test

Multicoliniarity refers to a situation in which there is an exact (or nearly exact) linear relation among two or more of the input variables, (Hawking, 1983) cited by (Ranjit, 2012). The VIF (Variance Inflation Factor) for each term in the model measures the combined effect of the dependences among the repressor on the variance of that term. One or more large VIF indicate multicoliniarity. Practical experience indicates that if any of the VIFs exceeds 5 or 10, it is an indication that the associated regression coefficients are poorly estimated because of multicoliniarity (Ranjit,2012).As shown in table 4.12 VIF result of the independent variable are 1.820,2.841,2.928 and 1.851. This shows that the results are less than five so the variables are perfectly not correlated and the Tolerance value in the table 4.12 shows more than 0.2 which is acceptable.

4.6 Content Analysis for the Client's Interview

4.6.1 Objectives with Employee performance

As the respondent says a business company's the grand objective is to make profit. So, all performance activities revolve with this objective. When it comes specifically to employee performance, Fine General Service wants to be viewed as exciting and refreshing in order to attract a potential customer who can use the service of the company. The respondent says that overall the objective depends on the performance of the employee and target customer since performance of employee have different attitude to accomplish assigned tasks. It can be creating quality, quantity, dependability and job knowledge with regards to the performance of the employee. The employee in Fine General Service adjust their interpersonal behavior in such changed circumstances to work successfully with a wide range of peers and subordinate, once the employee derive a certain amount of perfection in their assigned tasks they try to adapt their attitude and behavior to varied requirement of their job roles.

The interviewee states that high employee performance culture in Fine General Service in which individual team take responsibility for the continuous improvement of business process and their own skills and contribution with in a framework provided by effective leadership which have a repercussions effect on the performance of the employee. The interviewer conclude that the employee performance in Fine Genera Service is much more related with the following points like job role behavior, conscientious, initiative, disciplined effort, dealing with uncertain and unpredictable work situation, interpersonal adaptability, handling emergencies and crises proactively, citizenship performance and satisfaction with others. The employee performance in Fine General Service can be evaluated by the ability of the employee to maintain high standards of work, keep themselves update with new skills and knowledge that help them quickly adapt to change in their core jobs and guide their new colleague beyond their job preview.

4.6.2 Objective with Supervision on Employee performance

The respondent emphasized that, good labor relations must be built on a foundation of good management concerned with achieving its goals by the most effective and efficient means. Management of that nature realizes that good labor relations are essential in creating and maintaining a productive organizational environment. Good management, however, is not a series of unrelated actions which can programmatically and automatically be plugged into various organizational components. Among the organizational component we can mention supervision as an improvement of instruction, promoting effective employee performance, helping the employee in Fine General Service to become aware of their daily activities and its consequence for the employees, encourage human relation and monitor the daily activities.

As the interviewee describe establishment and subsequent administrative support and provision of guidance for a systematic ongoing employee performance program supported by modeling, coaching and collaborative problem solving should focus on means of linking new knowledge on ways of thinking and practice given existing knowledge, experience and values which is important in order to enhance the performance of the employee. As the interviewee states administrative supervision includes monitoring workload, case assignment; ensuring employee's are working within Fine General Service policies and procedures, and evaluating the employee's performance. The respondent try to emphasize the administrative tasks of supervision to trump practice related needs although many employee find administrative support from supervisor was positive experience since the support is related with the daily activities of the employee in order to achieve the performance of the employee to a higher extent.

The respondent further describe employee knowledge, skills, abilities to make more informal professional decision or to solve problem better or may be to inquire in to their daily activities, such a goal permit supervision to focus on employee performance. The interviewer try to emphasize good supervision improve employee retention and may be critical to resilient practice which is provided regularity and within relationship where facilitation of reflection, the exploration of emotion, support for self care and constructive challenge, As long as Fine General

Service supervise for good reason regarding sound employee performance the interviewer believe that supervision serves these and other worthy ends.

4.6.3 Objective with Effort of Employee on performance

As the respondent says with the unpredictable business environment and intense business competition, Fine General Service are required to reach certain standards by improving employee performance to align with such great potential customer demands; otherwise, a lot of problems will surface, including running the risk to close down the business due to less employee performance.

The interviewee states that employee performance becoming the most determining factor to achieve the objectives of Fine General Service, due to the employee has the responsibility to meet the objective of the company employee will exert their potentials in depth at the same time the knowledge of the employee, skills and abilities to make more informal professional decision or to solve problem better is the indicator of the employee effort on performance. The respondent describe that the service in which the company provide for their customers and the number of customers Fine General Service has is related with the performance of the employee, thus the respondent conclude that the effort the employee with regard to performance is moderate, since the interviewee is among the customer which is using the service of the company one can easily analyze what kind of service is the employee offer for the customer accordingly we can easily observe the effort of the employee on their performance.

The respondent says that the employee in Fine General Service have the ability to acclimated and provide necessary support to the job profile in a dynamic work situation and they are also capable to accomplish their assigned task by adapting their attitude and behavior to the varied requirement of their job rules.

4.6.4 Objective which Enhance Employee Performance

The interviewees try to emphasize that human resources are vital for organizational excellence and they act as the main factor for achieving anticipated organizational objectives. This is aligned with the obligation for every employees to give full commitment to their employee and produce better results this all will enhance the employee performance in Fine General Service.

He also claims that Fine General Service should realize that the actions of motivating their employees are crucial in order to achieve the organizations' goals. The motivated employees relate to the manners of self satisfaction and commitment that are expected to produce better quality of work and oblige to the organizations' policies which will extensively materialize efficiencies and competitive advantage. Motivation increases the job involvement by making the work more meaningful and interesting as well as the fact that it keeps the employees more productive and improves their subsequent employee performance. According to the respondent internal motivation is also an important advantage since it increases the moral of the personnel.

The interviewee states that job stress is derived from a situation of job environment that poses threat to an employee performance. Moreover, job stress has been known universally as a social problem which has a combination of factors that disrupts the workers physically and psychologically and affects their health care as a whole, other than insurance coverage the objective of the company will face a problem thus the company manager in Fine General Service should have the responsibility to mitigate the job stress which is related to employee performance.

Finally, he states that the importance of communication cannot be denied for Fine General Service as applied to their ability to influence the subordinate as found in growing evidence linked with employee performance. With effective communication, Fine General Service able to have good coordination among the employee in an organization whereby the absence of it will reflect problems in running daily activities of employee performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIO

This chapter deals with summary conclusion and recommendations. In this chapter first, the findings which is made from chapter four is summarized then conclusions of the major findings are drawn. And at last, some possible recommendations are forwarded on the basis of the major findings of the study.

5.1. Summary of Major Findings

The objective of this study is to examine the effect of supervision on employee performance at Fine General Service Share Company. The study was conducted by distributing questionnaires to customers from 109 questionnaires 93 (85%) were returned and obtained valid and used for the analysis. To test the reliability of the scale Cronbach's coefficients (alpha) were computed for the 30 questionnaires administered for pilot survey and the Cronbach's coefficient (alpha) for all independent variable was more than 0.796 which is acceptable according to (George and Mallery,2003). The frequency statistics shows that majority of the respondents were male (90.3%) and most of the respondents were in the age group between 40 and 49 (35.5%). Most of the respondents had college diploma 54.8% and 9.7% of the employee are from the department manager, while the length of service in the company more than four years are 61.3%.

Pearson correlation coefficient of the four variables indicated that, except for the independent variable organizational culture there is strong relationship between job character, personnel difference and team work and dependent variable, employee performance which is more than 0.5. The correlation between organizational culture and employee performance (0.291).The correlation between job character and employee performance (0.506).while the correlation between personnel difference and team work with the dependent variable employee performance is 0.684 and 0.688 respectively, the summary made based on the findings of the study with the objectives of how does supervision will improve employee performance are affecting the performance of the employee with organizational culture, job character, personnel difference and team work as an objective.

Regarding to the extent of supervision on employee performance the findings show that the company use are generally fulfilling the stated objectives, the believes of the employee as supervision have a direct effect on employee performance, supervision contribute in any way to employee performance, the appraisal data used for recognition of employee performance and the performance of the employee is conducted with high quality.

The findings also states that the nature of supervision carried out and to what extent this supervision activity influence the performance of the employee in Fine General Service.

5.2 Conclusion

According to the Pearson correlation coefficient of the four variables, there is strong relationship between the three independent variables and dependent variable employee performance but the correlation between organizational culture and employee performance is weak with 0.291 in order to have strong correlation it should be more than 0.5 but for the remaining independent variable the correlation is more than 0.5.

The ANOVA must be considered to assess the statistical significance of the results. If the test equals 0 it means there is no relationship between the dependent and independent variables. As can be seen from the ANOVA in the analysis of this research, the independent variable significantly predicts the inquiry about the company, $F=30/P<.000$.

Organizational culture explains employee performance negatively -28.5% thus the company has the responsibility to improve the level of organizational culture by offering awareness to the employee of the company in order to enhance employee performance.

Job character explains employee performance with 9.8% by considering performance of employee regarding on job character the company can improve the level of job character which part of the job is compatible with the knowledge skills and abilities of the employee.

37.1% of the employee performance can be explained by personnel difference among other this dimension explain moderately when it is compared with others, since each individual have their own perception on the supervision activities the company conduct thus we can easily understand

that the personnel difference in the company explain moderately the performance of the employee.

53.4% of the employee performance can be explained by team work by considering employee performance effort and how they are coordinating to accomplish the assigned task through supervision. This kind of result can be achieved, if the company clearly states its objectives and select the supervision activities according to the objectives set. The study also revealed that the supervisors performed major roles such as setting means for staff development, it helps to equip the supervisor with the professional knowledge and skills necessary to do the job effectively and it is also an activity to locate, correct crucial irregularities in the outcome of the planned activity. They had clear vision about their roles and had commitment to them. They were however not able to provide the appropriate supervisory roles to their subordinates due to a number of challenges they face.

Generally, the results revealed that supervision has effect on employee performance with the exception of organizational culture of the company all the dimension of supervision explains employee performance.

According to the data collected from the interview the following conclusions are made.

Based on the findings above the following specific conclusions about how supervision influence employee performance can be stated:

- Objectives have shown to be of different importance to the company.
- The company keeps guide their new colleague beyond their job preview.

Based on the findings above the following specific conclusions about to what extent supervision influence employee performance can be denoted:

- The company takes into consideration many components when considering supervision, since supervision create enabling environment for the performance of employee
- The company's has used supervision for many years and this component helps to consider many variables and do the influence on employee performance, even though supervision didn't have common way of measuring employee performance.

Based on the findings above the following specific conclusions about the nature of supervision carried out in the company.

- The company can keep employees update with new skills and knowledge that helps them quickly adapts to change in their core jobs since supervision have the potential to know easily the knowledge, skills and abilities of the employee.
- The grand mean result indicate for the independent variable like organizational culture, job character, personal difference and team work is 2.3,2.7,3.7 and 3.8 respectively, we can interprets the influence of the supervision dimension on employee performance based on the statement for each variable is fair for organizational culture for the remaining it is average or moderate, thus from the above finding we can conclude that the effect of organizational culture on employee performance is not significant.

The company can retain employee and may be critical to resilient practice which is provided regularity and within relationship where facilitation of reflection, the exploration of emotion, support for self care and constructive challenge. To wrap up the supervision nature in the company is utilized through the four dimension like organizational culture, job character, personal difference and team work, the majority of the respondent disagree and strongly disagree for organizational culture, but for the remaining independent variable majority of the respondent agree and strongly agree, thus we can conclude that organizational culture do not address the performance of the employee, while the remaining have effect on employee performance.

5.3. Recommendations

Based on the major findings of the study and the conclusions drawn above, the following recommendations are made.

- The company should state clear objectives when using supervision, supervision must be more of ideas sharing and participatory than conventional or control oriented in order to improve on performance. In order to gather a wide range of knowledge as well as technical and inter personal skills, as indicated that when employee are given the opportunity to use their abilities and skills, they utilized their talents and perform wonderfully.
- The company should use supervision in accordance with the stated objectives.

- The company should implement the supervision activity aiming that the employee will have positive experience which increases their performance.
- The company should develop its own methods to measure effectiveness of supervision to use the supervision activities effectively for future.
- The company should train employees, to involve them in supervision and to create the feeling of belongingness and to influence the employees to improve their performance.
- Employees will be particularly attracted to companies with values that are congruent with their own, or that match what they consider to be ideal organizational values. This is most easily achieved by building supervision activities where a key underlying assumption is that "people are important," and where relationship-oriented values and behavioral norms are dominant.
- The company should use different administrative mechanism tools in line with supervision to make an extensive impact on employee performance.
- The company should work on motivating employees by giving rewards at specific interval.
- The company should work on maintaining the relationship gained during supervision to maintain employees in which their performance is good.
- Finally, it is believed that organizational problems are internal, not external and therefore, implementation of Supervision must be accompanied by mechanisms or policies that create the opportunity to harness employees' performance. Therefore, the main aim and focus of the management should be on augmenting the supervision activities and its corresponding dimensions, so as to aggravate the performance of the employee.

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ST MARY'S UNIVERSITIES

Dear Respondents,

The purpose of the research is to get information on effect of Supervision on Employee performance at Fine General Service Share Company in partial fulfillment of the Master of Business Administration degree from St. Mary University. Your participation is vital for the success of this thesis. Your information will be kept confidential and will be served for academic purpose only.

Thank you for your cooperation,

Sincerely,

Sebsebe Tesfaye

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5	The interpersonal relationship of the companies can influence employee performance					
6	The problem solving ability of the employees align with the performance of the employee					
TEAM WORK						
1	I have previous experience with team work					
2	My team member communicate well together					
3	All team member share in the decision making process					
4	Team member set guidelines to avoid conflict					
5	All team members abilities are used well to accomplish our goals					
6	I am satisfied with the performance of the team					
EMPLOYEE PERFORMANCE						
1	supervision has a direct effect on employee performance					
2	Supervision contribute in any way to employee performance					
3	Supervision shape the attitude of employee for better performance					
4	The appraisal data are used as inputs for recognition and encouragement of high performance					
6	The performance review are conducted with high quality and care					

Appendix 2

Section: 3 Lists of interview question for the clients

1. How do you evaluate the performance of the employee in Fine General Service?
2. Do you think supervision can enhance the performance of the employee in Fine General Service?
3. How do you see the effort of the employee on performance in Fine General Service?
4. Would you mention any thing you think important to enhance employee performance in Fine General Service?