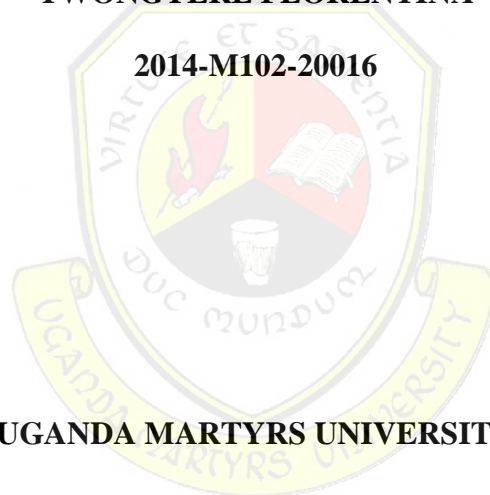


**THE EFFECT OF SUPERVISION ON EMPLOYEE PERFORMANCE IN PRIVATE
SECURITY COMPANIES**

CASE STUDY: SARACEN UGANDA LIMITED

TWONGYERE FLORENTINA

2014-M102-20016



UGANDA MARTYRS UNIVERSITY

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CASE STUDY: SARACEN UGANDA LIMITED

**A POSTGRADUATE DISSERTATION PRESENTED TO THE FACULTY OF
BUSINESS ADMINISTRATION AND MANAGEMENT IN PARTIAL FULFILLMENT
OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE MBA -
MASTERS IN BUSINESS ADMINISTRATION AND MANAGEMENT OF
UGANDA MARTYRS UNIVERSITY**

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ABSTRACT

The study was conducted to examine the relationship between supervision and employee performance in Private Security Companies. The objective of the study was to investigate the effect of control on employee performance, to determine the influence of personal initiative on employee performance, to establish the influence of participation on employee performance and to examine the influence of bureaucracy on employee performance. Saracen Uganda Limited was used as the case study where sampling techniques were used to select a sample of 120 respondents. Qualitative and quantitative research methods were both used and data collected using questionnaires, interviews with it being analyzed using SPSS.

The study findings showed that there is a positive significant relationship ($r = 0.371^{**}$, $p < 0.01$) between control and employee performance and a positive significant relationship ($r = 0.746^{**}$, $p < 0.01$) between bureaucracy and employee performance. The study further showed that there is no significant relationship ($r = 0.191$, $p > 0.01$) between personal initiative and employee performance and also no relationship ($r = 0.057$, $p > 0.01$) between participation and employee performance

The findings revealed that control and bureaucracy significantly predict employee performance while personal initiative and participation do not predict employee performance.

The study recommended that the top management of Saracen Uganda Limited should ensure that the staff is controlled and monitored and they follow all the required protocol and hierarchy so as to lead to performance improvement.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study examined the effect Supervision has on Employee Performance in Private Security Companies particularly in Saracen Uganda Limited. This study is driven by the fact that despite the best efforts of private security companies to ensure high performance levels among their employees there are still challenges particularly in the supervisory section. This chapter presents the background to the study, statement of the problem, main objective of the study, research questions, conceptual framework, and significance of the study, scope of the study and definition of the terms.

1.1 Background of the study

Bernard (2005) defines supervision as the ability of superiors to influence the behavior of subordinates to take a particular course of action or the skill of influencing people towards achieving the organization's goals. Supervision is also described as the action of overseeing and managing employees in a workplace. Virtually all organizations are hierarchical, as they consist of a series of levels of management, each of which is responsible to the one above it, and responsible for the one below it. Supervision is one of the most important responsibilities of a manager. Supervisors monitor and direct the work of employees, making sure that the company's goals are carried out and its personnel policies are upheld. It is crucial in ensuring that an employee performs their tasks to the expectations of the organization so that its goals can be realized. The role of supervision is to provide direction to employees, set priorities, assign work, ensure quality and resolve complex problems. Mills (1997) asserted that supervision has a direct

effect on staff performance. The presence or absence and quality of supervision can affect performance either negatively or positively. The primary role of supervisors is making sure that staff gets work done in an effective, efficient and timely manner. This in turn means that you are responsible for how your staff behave and perform at work. A supervisor's display of exemplary conduct at work is an essential responsibility (Lev, 2010). It is argued that, effective supervisors make the effort to get to know their staff, to understand their goals and views, to assist them to develop their skills and career prospects, to safeguard their health and safety and to provide guidance and leadership (Lev, 2010).

Stoner (2002) describes employee performance as the ability of employees to attain organizational objectives through effective execution of assigned tasks with the aim of achieving organizational goals. Employee performance is the actions or the completion of errands that were done by individuals within specific period of time (Swasto, 1996) In order for employees to work towards achieving the firm's objectives in an effective and efficient manner it is important that the outcome of their efforts is overseen by the firm. Winter (1992) informs that the 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. As indicated by ArunaVayuvegula in the article *Factors Affecting Employee Performance – Training Options* (2002) skills and knowledge, role clarity, employee attitude, right tools and resources and work environment and culture inclusive of supervision affect how employees perform.

Mitchell and Ambrose (2007) indicate that abusive supervision can contribute to deviant behavior like theft, absenteeism, sabotage, aggression all which poses a threat to the success of the firm. On the other hand, supervision where a supervisor sets realistic timelines for specific tasks, employees or subordinates earn the supervisor respect (Boles, 2000). Cropanzano, Rupp and Bryne (2003) notes that every employee is important and will contribute when they feel their

inputs are important to the company. If they perceive a lack of interest from management or no one is following through, they will cease future input. When an employee understands that their input is valuable, they will keep a mindset to look for improvement.

It is therefore important to note that relationships employees have with their supervisor are more vital than other interpersonal relationships developed at the workplace (Tepper et al 2009). Supervisors therefore need interpersonal skills, technical skills, knowledge and employ methods like monitoring, support and evaluation to encourage performance. Wiles (1967) stated that supervision is an effective tool that can be used to promote good results as far as staff performance is concerned. Based on the above scenario the researcher therefore intends to determine the effect supervision has on employee performance.

Background on Private Security Companies.

The definition of a Private Security Organizations (PSO) includes any organization that undertakes private investigation of facts or character of a person or one which performs services of watching, guarding or patrolling for the purpose of providing protection against crime, but does not include the Ugandan Police Force, Prison Service or Armed Forces. Such an organization, however, ought to be registered under the Companies' Act. Currently Uganda has about 58 registered Private Security Companies (PSCs) of which it employees are registered with the Uganda Private Security Organizations Association (UPSA). The major security companies are G4S, Securicor, Security Group, Saracen Uganda Limited, Tight Security, KK Security, Askar to mention but a few. Most of them however operate in the central part of Uganda with a few outpost offices in the rural areas to cater for some clients who still require security services. These organizations have risen in number and have come about as a result of the inability of the Uganda Police Force and Army to offer adequate security to the ever growing Ugandan population. Analysis has proved that companies using the services of PSCs have a lesser chance

of being victims of burglary. With such evidence, coupled with inadequate resources in the Police Force, cries of police inefficiency and ineffectiveness especially from property owner, it was therefore deemed necessary to relinquish some police functions to private security organizations as one way of addressing the problem (Sakira 2004). PSOs work closely with the National Police Force. Ugandan law envisages that they should complement one another in the protection of life and property. PSCs carry out services like undertake private investigations, Cash-in-transit and cash services, Radio alarm response services, Central station monitoring (of CCTV and access systems), Perimeter protection and access system, Electronic security systems, Fire alarm and equipment, Satellite tracking systems, Manned guarding and dog patrols etc. The government does not employ PSCs in the same way that private individuals or businesses do but however works hand in hand with them to protect life and property.

1.1.2 Background of the case study

Saracen Uganda Limited is a private security company that was established in Uganda in 1996. Its main headquarters are located at Plot 38 Rotary Avenue, Lugogo By-Pass in Kampala with several other branches located all over Uganda. Saracen serves to fulfill the need for specialized and professional security services for example guarding, electronic security, canine, investigations, specialized security training, vehicle tracking and fleet management and sale of security equipment. Saracen is comprised of a management team of former senior ex-servicemen from the Police, Army and Special Forces officers from countries like South Africa, United Kingdom, Zimbabwe and Uganda that use their experience to ensure the best possible service for their clients. The company employs about 5,000 guards who serve more than 300 clients at over 3,400 sites scattered in different parts of Uganda.

1.2 Statement of the problem

Efforts have been made by Private Security Companies to ensure that employees' performance is of the highest quality by offering an adequate salary, providing transport to site, providing medical services and training. People in most parts of the country consider that the rate of crime has increased due to the presence of private security companies despite the additional security they provide to the community. This is shown in the 2011 Annual Police Report that indicates that private guards committed 339 crimes thus showing a declination of performance of guards as evidenced by the involvement in criminal activity. Based on this the researcher sought to find out what effect supervision would have on how employees performed or carried out their duties.

1.3 General Objective

The general objective of the research is to explore the effect of supervision on employee performance.

1.3.1 Objectives of the study

- a) To investigate the effect of control on employee performance at Saracen Uganda Limited.
- b) To determine the effect of personal initiative on employee performance at Saracen Uganda Limited.
- c) To establish the influence of participation on employee performance at Saracen Uganda Limited.
- d) To examine the influence of bureaucracy on employee performance at Saracen Uganda Limited.

1.4 Scope of the Study

1.4.1 Geographical Scope

Saracen Uganda Limited has more than 20 branches in different parts of Uganda and as a result the researcher specifically focused on Saracen Uganda Limited's Kansanga branch. This site was chosen because of its relevance to the research.

1.4.2 Subject scope

The study mainly focused on control, personal initiative, participation and bureaucracy and the effects of these variables on employee performance in regards to attendance, quality of work done, compliance to company policy and discipline.

1.4.3 Time Scope

The study period for this research was January-October 2016.

1.5. Significance of the study

This study can assist other similar organizations to discern what supervisory practices work best to improve on the performance of employees.

1.6 Definition of Terms

a. Supervision

Bernard (2005) defines supervision as the ability of superiors to influence the behavior of subordinates to take a particular course of action or the skill of influencing people towards achieving the organization's goals.

Employee Performance

Stoner (2002) describes employee performance as the ability of employees to attain organizational objectives through effective execution of assigned tasks with the aim of achieving organizational goals.

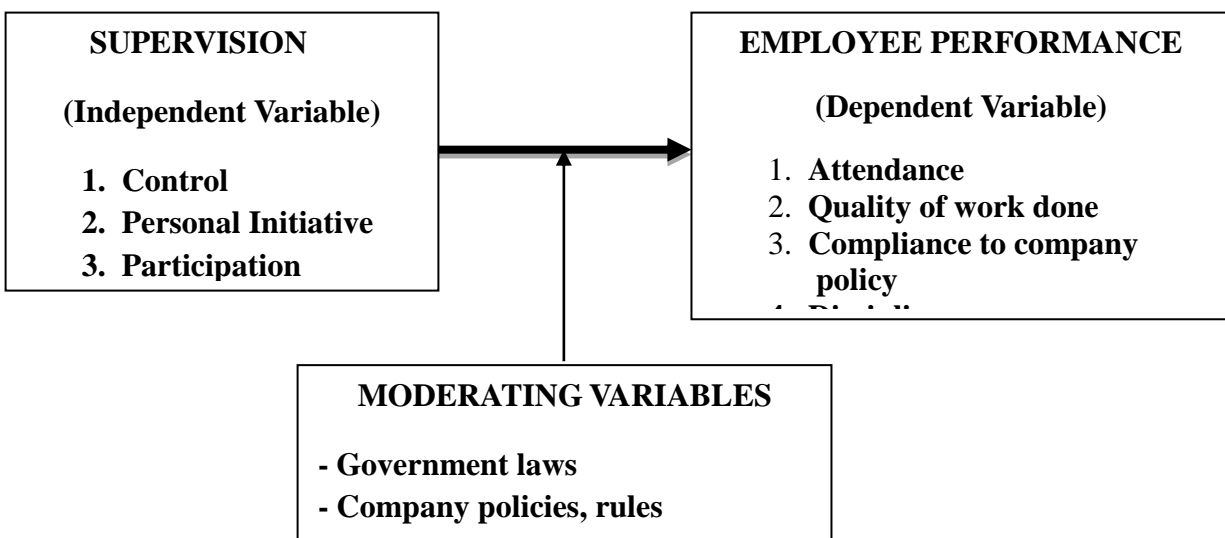
b. Performance

Dharma (1991) said that performance is something that is done or products formed and offered by a group of people.

c. Private Security Company

Private Security Organizations (PSO) includes any organization that undertakes private investigation of facts or character of a person or one which performs services of watching, guarding or patrolling for the purpose of providing protection against crime, but does not include the Ugandan Police Force, Prison Service or Armed Forces

1.7. CONCEPTUAL FRAMEWORK



Source: Wagner (2008)

Figure 1: Conceptual Framework

The conceptual framework above describes the relationship between Supervision which is the independent variable and Employee performance which is the dependent variable. Supervision has been broken down into four variables namely; control, personal initiative, participation and bureaucracy which were derived from democratic, laissez-faire, democratic and bureaucratic supervision respectively. Employee performance is measured by attendance, quality of work, compliance to company policy and discipline. The relationship between supervision and employee performance can be moderated by factors government laws and company policies, rules and regulations.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

Literature review is mainly concentrated on the relationship between supervision and employee performance in the private security companies. In regards to this particular study, supervision is contextualized into control, personal initiative, participation and bureaucracy. Employee performance alternately is contextualized as attendance, quality of work, compliance to company policy and discipline.

Theoretical review

2.1.1 Democratic supervision.

Democratic leadership was first popularized by behavioral researcher Kurt Lewin in the 1930's and 1940's. Gastil (1994) defines democratic leadership as "Distributing responsibility among the membership, empowering group members and aiding the group's decision making process". According to Shawn Grimsley (2016), democratic supervision in an organization involves the redistribution of power and authority between employees and managers to provide employee involvement in decision making. It is a style found in human resource theory and participative management where the supervisor facilitates the conversation, encouraging people to share their ideas, and then synthesizing all the available information into the best possible decision. The democratic supervisor must also be able to communicate that decision back to the group to bring unity the plan is chosen.

The democratic supervision style is a very open and collegial style of running a team. Ideas move freely amongst the group and are discussed openly. This style is needed in dynamic and rapidly changing environments where very little can be taken as a constant. In the fast moving

organizations, every option for improvement has to be considered to keep the group from falling out of date.

According to Leadership toolbox (2016) democratic supervision offers a great deal of flexibility to adapt to better ways of doing things, when situations change frequently for example creative groups (advertising, design), consulting, a big portion of the service industry, education among others. Democratic supervision can bring the best out of an experienced and professional team as it capitalizes on their skills and talents by letting them share their views, rather than simply expecting them to conform. Supervision in this case maximizes the flourishing of individual personalities, expressions and idiosyncrasies.

As indicated by Leadership Toolbox in their article Leadership Styles: Democratic leadership style (2016), for a democratic supervisor to thrive in this style he/she needs to;

- a) Keep communication open: If the marketplace of ideas is going to be open for business, everyone needs to feel comfortable enough to put their ideas on the table. The democratic supervision style thrives when all the considerations are laid out for everyone to examine.
- b) Focus the discussion: It's hard to keep unstructured discussion productive. It's the leader's job to balance being open to ideas and keeping everything on-topic. If the conversation begins to stray, remind everyone of the goal on hand and then steer it back. Make sure to take note of off-topic comments and try to return to them when they are pertinent.
- c) Be ready to commit: In the democratic supervision style, you get presented with so many possibilities and suggestions that it can be overwhelming and difficult to commit. But as

the leader, when the time comes, you have to choose and do so with conviction. The team depends on the clear and unambiguous mandates to be committed.

- d) Respect the ideas: You and your team might not agree with every idea, and that's ok. It is important, however, that you create a healthy environment where those ideas are entertained and considered --not maligned-- or the flow of ideas will slow to a trickle.
- e) Explain, but don't apologize: You want the advocates of the solutions that were not selected to understand that their thoughts were considered and had validity, but that ultimately you had strong reasons to go a different direction. It's important that the decision be communicated, but you should not apologize for deciding on what you think.

Unfortunately, it is also somewhat slow to make a decision in this structure, so while it may embrace newer and better methods; it might not do so very quickly.

The democratic supervision technique generally will do a better job creating job satisfaction because it fosters a sense of participation, control and autonomy. Greater employee participation in decision making may also lead to greater innovation and creative solutions to problems. As supported by Anita Lyons (1957), modern supervision emphasizes not rigid techniques but principles of learning and growth.

Modern democratic supervision respects personalities and individual differences. Anita (1957), found the democratic supervision to provide opportunities for the best individual expression of individual differences.

2.1.2 Laissez-faire supervision.

Laissez-faire supervision developed by Kurt Lewin et al (1930) is based on the desire to allow members the freedom to use their talents and skills in accomplishing job responsibilities. This philosophy of practice is often articulated as, “Hire good people and then get out of their way.” As a result, members view supervision as an admission to failure; that is, as something to submit to when they encounter a situation they are unable to handle on their own. According to Gill (2016), laissez-faire supervision is based on trust, and people who enjoy a wide degree of latitude in making decisions and working on projects autonomously are often most comfortable with laissez-faire leaders.

Gill (2014) observes although laissez-faire supervision does not fit every organization, industry or situation; some workplaces thrive under laissez-faire leaders. Such workplaces may include; Advertising agencies, Product design firms, Startup social media companies, Research and development departments, Venture capital investment companies, High-end architectural and specialized engineering firms though not all the mentioned work well under this supervision style. Laissez-faire supervision style is particularly relevant to startup firms, where innovation is crucial to a company’s initial success.

Laissez-faire supervisors hire experts and allow them autonomy to make decisions. The end goal of all this is perfecting products, systems and services through trial and error. During the creative phase, a laissez-faire management style may work well. Once a creative campaign or customer service program is launched, however, quality assurance processes and deadlines require attention to detail that may be better suited for autocratic supervision.

People who are self-starters, who excel at individualized tasks and who don't require ongoing feedback from other team members often prefer working under laissez-faire managers. Successful laissez-faire leaders typically work with people who; have strong skills, extensive education or experience, are self-motivated and driven to succeed on their own, have proven records of achievement on specific projects and are comfortable working without close supervision

Laissez-faire supervision style allows experts to function productively and challenges them to take personal responsibility for their achievements and failures all the while motivating people to perform optimally and gives them latitude to make correct decisions that might not be supported in a more structured environment. Laissez-faire supervision also reinforces successful performance and leads to a higher retention of experts who thrive in creative environments that support autonomous decision-making

One criticism of the laissez-faire supervision method is that it tends to favor success-oriented people rather than those who solve society's most pressing problems. Thus, if laissez-faire supervision is used inappropriately in organizations, projects or settings, it can create more problems than it resolves. If groups or team members lack sufficient skills, experience or motivation to complete projects, the organization suffers. Mismatched laissez-faire supervision style may; result in a lack of accountability for organizations, groups or teams and failure to achieve goals, demonstrates a failure to properly advise, coach or educate people, which leads to low performance, lead to ineffective time management by teams, resulting in ambiguous objectives and missed deadlines

According to Cherry (2016) on the downside; laissez-faire supervision is not ideal in situations where group members lack the knowledge or experience they need to complete tasks and make

decisions. Some people are not good at setting their own deadlines, managing their own projects and solving problems on their own. In such situations, projects can go off-track and deadlines can be missed when team members do not get enough guidance or feedback from leaders. In some situations, the laissez-faire style leads to poorly defined roles within the group. Since team members receive little to no guidance, they might not really be sure about their role within the group and what they are supposed to be doing with their time.

Laissez-faire leaders are often seen as uninvolved and withdrawn, which can lead to a lack of cohesiveness within the group. Since the leader seems unconcerned with what is happening, followers sometimes pick up on this and express less care and concern for the project. Some leaders might even take advantage of this style as a way to avoid personal responsibility for the group's failures. When goals are not met, the leader can then blame members of the team for not completing tasks or living up to expectations.

If group members are unfamiliar with the task or the process needed to accomplish the task, leaders are better off taking a more hands-on approach. Eventually, as followers acquire more expertise, leaders might then switch back to a more declarative approach that gives group members more freedom to work independently. (Cherry, 2016)

2.1.3 Authoritarian/autocratic supervision.

Authoritarian supervision was developed by Kurt Lewin et al (1930) where in this type of supervision the autocratic leader makes as many decisions independently as possible and maintains control of the decision making processes. This leader tends to retain responsibility and limit delegation and consultation with others. People who work well in a rigid environment with clear directives and routine goals typically prefer authoritarian leaders.

Authoritarian supervision style is an older form of supervision, often considered outdated, but this style remains common. According to Lockwood (2015) authoritarian supervision has advantages that include:

Less stress: while the autocratic leader may have stress related to responsibility, the leader does not have the stress of his or her fate being in the hands of others.

There is also increased efficiency where the leader's oversight, presence, and expectations often result in people working to capacity at least while the leader is present.

There is a rapid decision-making: The leader does not need to have meetings or make compromises to reach a decision, so the leader can respond quickly to changes or needs.

Faster problem-solving: The leader who is heavily invested in all aspects of work can often spot problems quickly and come up with solutions.

There is also less oversight: Because this leader makes decisions independently without consultation of staff, there is often less interaction and oversight into the manner in which the leader works or makes decisions.

Lockwood (2015) continues to point out the downsides where the autocratic leader strictly enforces his/her rules, but staff members often feel left out of process and feel their ideas are not expected or appreciated. Because of this, staff may not be supportive, and this results into disadvantages:

Negative work environment: The autocratic leader is often viewed with resentment because staff members feel they are not valued or appreciated. This can lead to lack of support and efforts to undermine the leader. People simply don't like to be ordered around—regardless of the skills or abilities of the leader. Impaired staff development: Staff members are not able to gain experience and skills they need in order to advance or assume supervision responsibilities.

Unbalanced workload: The leader's workload may become unmanageable because of the person's inability or unwillingness to delegate. In the long run, this can result in increased stress, decreased efficiency, and burnout.

Dependency: When the leader makes all decisions, the staff may become very dependent on the leader, expecting more and more with less and less personal investment. Less feedback: Staff members often feel intimidated and afraid to point out problems, especially since they had no involvement in decisions about the process, so problems may go unreported and unaddressed.

Lockwood (2015) argues that autocratic leaders are especially effective in crisis situations when time is a critical element or in complex short-term projects. They are also effective in working environments with a rapid turnover of employees because the strict centralized control results in less time required for staff supervision development and training. However, the supervision style may, in fact, contribute to rapid turnover

Some autocratic leaders are very effective because they have a clear vision and effective decision-making skills, but in many cases, people who are unsure of their abilities and lack supervision skills retreat into autocratic supervision because they simply don't know what else to do and believe that this type of supervision exemplifies good supervision by showing they are in charge (Lockwood, 2015)

2.1.4 Bureaucratic supervision.

The term bureaucracy was birthed in 1789 shortly before the French Revolution. Weber (1947) describes bureaucracy as a system of control based on rational rules with the goal of achieving

maximum efficiency. This style of supervision follows a close set of standards where tasks are done in an exact, specific way to ensure safety and/or accuracy. Bureaucratic leaders work “by the book.” They follow rules rigorously, and ensure that their people follow procedures precisely. You will often find this supervision role in a situation where the work environment is dangerous and specific sets of procedures are necessary to ensure safety. A natural bureaucratic leader will tend to create detailed instructions for other members of a group.

The downside of this supervision style is that it’s ineffective in teams and organizations that rely on flexibility, creativity, or innovation.

Employees in bureaucracies are promoted based on their ability to conform to the rules. Bureaucratic supervision is based on strict hierarchies and often depends on written job descriptions and organization charts to explain the hierarchy and their relationships. Bureaucratic supervisors, combine a top-down management style with strict adherence to policies and procedures within an organization. Leaders are empowered by the offices they hold and are held accountable to the next level in the hierarchy, and the organizational structure is rigid and often has strict delineation of tasks and authority. Bureaucratic supervision does not require that the top supervision have personal influence on the organization, because regardless of who is the top executive the rest of the organization is in place and can run itself, if need be (Spahr, 2015)

This type of management style is best used by established companies that want to become more efficient and more effective. It appeals to leaders who do not like to micromanage the organization, but rather choose to delegate tasks, knowing that the organization’s structure is in place to support his requests.

Spahr (2015) emphasizes that this style suits employees who like structure and who are comfortable knowing exactly what is expected of them and who thrive on rules and regulations. Bureaucratic organizations are best for people for whom thinking outside the box is not part of the job description.

The advantages of bureaucratic supervision is that: The structure is highly repeatable, It allows a company to easily manage people who do repetitive tasks, like working on a manufacturing line or stocking shelves, It is a perfect management style for large companies, military organizations and government departments, who count on reliable results.

On the downside, the bureaucratic supervision style does not work for start-up companies, where success depends on ingenuity and flexibility. This supervision style doesn't prosper in organization where employees are expected to be free thinkers and think outside the box or those organizations that are heart-based and more people-oriented.

Governments and billion-dollar companies cannot function without some form of bureaucracy. Entrepreneurs who want to grow their businesses from one store to a thousand rely on bureaucratic management as well.

This supervision style lends itself to structure, rules, and policies. It is most successful when staffed by people who are comfortable knowing what to expect and what is expected of them. It's also required for organizations that depend on consistent results, like police departments, auto manufacturers and banks. Bureaucratic supervision depends on a strict structure for management and the need to create quality, consistent output from the workers. (Spahr, 2015)

In conclusion these supervision styles are not mutually exclusive as most good leaders use a mix of styles. For example, a leader may take an autocratic approach to implementing some changes,

such as requiring compliance with reporting in protocols, while taking a democratic or participatory approach to other decisions, such as developing methods to decrease in absenteeism on site.

Different leaders may approach the same supervision style from a slightly different perspective as well, so just because leaders follow the same style, this doesn't mean their supervision styles mirror each other.

In general, consistency in supervision regardless of the style of supervision is preferable to inconsistency.

Literature Review

2.2.1 Supervision

Bernard (2005) defines supervision as the ability of superiors to influence the behavior of subordinates to take a particular course of action or the skill of influencing people towards achieving the organization's goals. Virtually all organizations are hierarchical, as they consist of a series of levels of management, each of which is responsible to the one above it, and responsible for the one below it. Supervision is one of the most important responsibilities of a manager. Supervisors monitor and direct the work of employees, making sure that the company's goals are carried out and its personnel policies are upheld. Managers use various tools to evaluate, motivate and reward employees and have the added responsibility of leading, organizing, planning and coordinating activities critical to a department, unit or area of business operations. A manager does what it takes to keep production high and operations running smoothly, both of which require effective controls over employees. (Hornstein, Donald, 2006)

It is also largely argued that supervisors require at least three kind of skills, which include; Technical job-related skills, so that they understand the kind of work their staff is doing and can offer advice when required; Organizational and Conceptual skills, which enable them to visualize outcomes and establish priorities; Interpersonal/people management skills. It is imperative that when employees perform poorly, they should seek feedback from managers. In return, managers should give constructive feedback to employees, so that they can improve their performance. However, this kind of meaningful exchange about employee performance is often precluded by managers themselves. Some managers have an overly supportive style and feel uncomfortable giving negative feedback. Other managers are intolerant of failure and react harshly to feedback- seeking from poor performers. This causes employees to stop asking for

feedback or even to avoid discussing performance with their managers entirely, (Moss and Sanchez, 2004)

The ability to delegate effectively is not easy, especially for people who are new to management but if delegating skills are not developed, the supervisor will become overloaded and the staff discontented. Delegation is part of staff empowerment. An effective supervisor spends a large proportion of his/her time supervising and the minor part delegating duties to subordinates that they have noted to be able to carry out tasks accordingly. Their main objective of supervision is to ensure that the staff is fully occupied and working efficiently (Lev, 2010). However Portny (2002) presented that good managers should be capable of recognizing and accepting the Law of Comparative Advantage, this dictates that people should spend their time where they realize the greatest benefits from their efforts.

Supervisors are responsible for the monitoring the performance of their employees and a study by Ainsworth et al. (2002), identified the main components of performance management which include: Performance planning setting and agreeing on goals and targets; Regular performance review and discussion reviewing progress against goals and targets Performance evaluation measuring and evaluating performance against goals and targets and identifying and verifying gaps in performance; and Corrective and adaptive action developing strategies to close performance gaps.

Managers should identify those tasks which they are best qualified to perform and then rank them according to importance and benefit. All other things being equal, it is in everyone's best interest for managers to do only those tasks of highest importance and to delegate the rest to others. Bendelta (2015) mentioned that without a flexible performance management strategy, the rules and restrictions placed on the initiative tend to cripple its success. Not every organization

knows this from the start, but find further down the line that their development plans have become cumbersome and restrictive. It is therefore important to have supervision as part of the management strategy to ensure that employees have direction and monitoring.

2.2.2 Employee performance

Employee performance is defined as the attained outcome of actions with the skills of employees who perform in some situation (Prasetya & Kato, 2011). According to Suhartini (1995) employee performance is a mutual result of efforts, abilities and perception of tasks. Good performance is the step towards achievement of organizational aims hence more effort is required to improve the employee performance. Dharma (1991) said that performance is something that is done or products formed and offered by a group of people. Employee performance is the actions or the completion of errands that were done by individuals within specific period of time (Swasto, 1996)

A study by Khan & Jabber, (2013) defined employee performance as employee productivity and efficiency as a result of employee growth, and it impinges on the organization's performance. Each employee's productivity has an impact on organization's goals therefore it is essential that each individual employee should be managed. Performance of the employees plays a key role for organizations as employees are the asset for the organization. Organizations have learned the importance of the people in the organization in that without them the organization's objectives could not be accomplished. Retaining existing employees is answered by attractive compensation, friendly leadership, balance between work life conflicts and healthy work environment, (Khan & Jabber, 2013).

The presence of strong, negative emotions in the workplace has a very serious impact on employee productivity and performance. When people feel frustrated, guilty, ashamed, angry, humiliated or held in contempt, they adopt defensive behavior to protect themselves, such as

withdrawal, dissociation, competition and politicking. In turn, workers engaging in these kinds of behavior contribute to communication problems, and themselves suffer from apathy and fatigue, which in turn increases error rates and reduces productivity. But the consequences of negative emotion do not stop there. Over time, workplace distress can cause workers to experience physical, mental and psychosomatic disorders that increase society's health care costs and reduce overall economic performance, (Hornstein & Guerre, 2006).. And without clarity on goals and measures, as well as responsibility for them, employees will experience these interventions as negative. In short, a hierarchy of personal dominance will continue if fundamental changes are not made to the design principle that characterizes the organization, (Hornstein & Guerre, 2006). Khan& Jabber (2013) argued that a leader is the one who leads to an organization. He makes sure that the purpose for which an organization is made is fulfilled. In other words, a leader is one who is capable of moving the organization in the direction set by him which he deems fits. While having certain leadership competencies and skills, a leader should have the ability to adapt to different leadership styles and behaviors to achieve organizational goals and objectives. At the individual level, leaders who are able to persuade, stimulate and direct employees will often be rewarded by devotion and performance of their employees (Mosadegh & Yarmohammadian 2006).

Supervisors usually check the performance of employees through a number of ways and numerous administrative decisions in organizations are or should be based on systematic data about employee performance and also of relevance here is the issue of legal liability, (Lev, 2010). Similarly, Khan & Jabber (2013), measured employee performance on a number of independent variables and found that it was strongly dependent at 5% level of significance with leadership and at 10% level of significance depended on compensation. The working

environment was not found to influence employee performance as its effect was weak and insignificant.

Important to note, is that performance appraisal should identify the skills, knowledge and capability of the employee. It should identify who is working effectively and taking responsibility and who is having difficulty with their job. By using this information, jobs and responsibilities can be adjusted so that the capabilities of each employee are being used most effectively (Lev, 2010). The final function of appraisal is to assist employees to develop their potential by identifying strengths and weaknesses in their work and by assessing needs for training and development (Lev, 2010).

Compensation is the major element that affects the employee performance, since if employees are satisfied that the organization is offering a good compensation then their motivation is at a higher level and as a result their work performance is also better off. Robbins (2001) said that when employees feel happy about their compensation they are more motivated towards their work and the performance of the company also boosts. Cameron & Pierce (1996) said that many organizations use pay, promotion and benefits to give more confidence to better performing employees. Management of the organization often anticipates this depending on the strengths and responsibilities of such employees and these expectations are different from organization to organization. Teseema & Soeters (2006); and Shahzad et al. (2008) have described that there is a significant relationship among employee performance and compensation practices.

However, according to Maritz (1995); and Bass (1997) good leadership is the most significant factor for monitoring, evaluating and encouraging the employee performance. Outstanding organization has outstanding leadership and growing organizations replicate their performance. Leaders are efficient when they cast influence on their subordinates for accomplishing the

organizational objectives (Jones & George, 2000). A study by Bass (1997) also found leadership to be the most important aspect for determining organizational performance. Therefore it is important to know the leadership progress and its impact on employee performance. On the whole the intention is to check the leadership growth and its influence on employee performance. Similarly Muda et al (2014), study on the determinants of employee performance in Islamic banks found motivation and communication to simultaneously influence employee's performance while only communication was found to have a partial effect on employee performance.

2.2.3 Control and employee performance

Mockler (1970) defines management control as a systematic effort by business management to compare performance to pre-determined standards, plans or objectives in order to determine whether performance is in line with these standards and presumably in order to take remedial action required to see that human and other corporate resources are being used in the most efficient way possible in achieving corporate objectives. Recently, research has begun to focus on how employees' response to formal controls can be influenced by specific aspects of the imposed control and where supervisor demands complete obedience at all times (Christ, Sedatole&Towry 2011). This study extends this line of research by providing evidence as to how and why two types of formal controls, preventive controls and detective controls, affect employee performance and motivation.

Romney &Steinbart (2009, 200) define preventive controls as controls that “deter problems before they arise” and detective controls as controls designed to “discover problems after they occur and where supervisor involve people in decision making.” These types of formal controls differ in two fundamental ways. First, preventive controls restrict employees' autonomy by prohibiting certain behaviors (e.g., employees cannot enter data or make a payment unless

authorized to do so). Alternatively, detective controls maintain the decision rights of employees and therefore do not limit their autonomy and bosses rarely delegate tasks to them (Christ et al. 2008). Second, the feedback provided by preventive controls is never delayed whereas detective controls can provide immediate or delayed feedback. Importantly, companies can often choose to impose either preventive or detective controls to address the same control objective.

Sessoms (2016) suggested that one way of gaining control over employees is to exercise control early on by influencing hiring decisions, by hiring employees who have the skills, education and training needed to fit well with your team of workers. Attention to staffing, an important manager responsibility, can help prevent problems with employees and work assignments. Similarly Leadership Toolkit (2016) agrees that good supervision affects organizational results and the overall work environment. As a strong supervisory team that contributes to a positive work environment and enables employees to feel successful can it provide your organization with a competitive advantage in attracting and retaining talented employees - which is critical in a sector that faces challenges in recruiting and retaining top employees.

Sessoms (2016) also mentioned that a manager will gain control over his/her employees if s/he performs his/her duties well; by implementing clear policies and procedures and distribute job descriptions for each worker; developing strategies for supervising difficult employees. Where, an employee who constantly challenges authority needs honest discussion about consequences and help correcting the behavior through goal-setting and evaluation; Avoid micromanaging your employees, such as exercising excessive control and focusing on inconsequential details; Encourage self-control by implementing policies that recognize and reward full engagement, achievement of objectives and continuous improvement. That is help your employees discover the benefit in committing to the company's success by ensuring they understand management

decisions; and Communicate with employees so they are well-informed about the company, its activities and its vision. Encourage staff to ask questions and offer feedback. As effective communication creates trust and encourages employees to assume ownership of the contributions they make as valued members of the company.

Hattrup (1993) found that an optimal span of control would consist of three or four levels of reporting typically are sufficient for most organizations, while four to five are generally sufficient for all organizations but the largest organizations. An ideal span of control in an organization, according to modern organizational experts is approximately 15 to 20 subordinates per supervisor or manager. However, some experts with a more traditional focus believe that 5-6 subordinates per supervisor or manager is ideal. And in general the optimum span of control depend on various factors including: Organization size, Nature of an organization, Nature of job, Skills and competencies of manager, Employees skills and abilities and Type of interaction between supervisors and employees.

2.2.4 Personal Initiative and employee performance.

Frese& Fay (2003) describe personal initiative as a work behavior defined as self starting and proactive that overcomes barriers to achieve a goal. Personal initiative (PI) is work behavior characterized by its self-starting nature, its proactive approach, and by being persistent in overcoming difficulties that arise in the pursuit of a goal (Frese et al. 1996; Frese et al. 1997).

Employees demonstrate initiative by doing their jobs to the best of their ability without being watched over and going above and beyond to complete tasks assigned. The level of initiative among employees is determined by the level of controls they have at work. It is highly associated with the laissez faire supervision style. Gill (2016) mentions that organizations or departments run by laissez-faire leaders frequently are either in the incubator phase of product development or

they're engaged in highly creative businesses. This supervision style is particularly relevant to startup firms, where innovation is crucial to a company's initial success. These businesses tend to prosper under leaders with laissez-faire characteristics. They hire experts and allow them autonomy to make decisions. The end goal is perfecting products, systems and services through trial and error.

Employers today are seeking individuals who want to do their job to the very best of their ability every day. This may mean working some overtime, including evenings, or weekends. A study by Andreas et al (2014) found personal initiative to predict job performance where there is freedom to make decisions concerning completion of tasks. However, implicit in this direct initiative performance relationship were found to be a more complex process dynamics that can be better understood when contextual antecedents, moderators, and mediators are considered.

In a study by Frese& Fay (2001), they argue that future workplaces will require people to show more personal initiative than before, and that current concepts of performance and organizational behavior are more reactive than desirable. The facets of personal initiative are developed along the lines of goals, information collection, plans, and feedback. Personal initiative is seen to sharpen and partly modify the concepts of reciprocal determinism, organizational citizenship behavior, innovation, entrepreneurship, work performance, intrinsic motivation, and self-regulation.

Personal initiative is distinguished it from a passive approach characterized by the following features: doing what one is told to do, giving up in the face of difficulties, not developing plans to deal with future difficulties, and reacting to environmental demands. Traditionally, the employee has often been viewed as somebody to be socialized into the job and into the company

culture and their supervisor only provides guidance and support when asked or needed (Van Maanen, 1976).

Global competition was seen to drive the demand for personal initiative in employees on jobs where supervisor delegates authority and tasks by (Frese & Fay, 2001; Ilgen & Pulakos, 1999), as they argued that jobs will now require a higher degree of personal initiative than today's because of global competition, the faster rate of innovation, new production concepts, and changes in the job concept. Global competition reigns not only on the company level but also more and more on the individual level as well. Employees and self-employed individuals, particularly in the highly paid western world, continuously have to take the initiative to develop their knowledge and skills in order to remain competitive on the world market. A faster rate of innovation implies that creative ideas have to be implemented quickly: Implementation requires personal initiative both in those who have creative ideas as well as in the employees who convert creative ideas into concrete products.

Additionally, companies that tap into the creative potential of their employees are said to benefit in the competition for opportunity shares (Hamel & Prahalad, 1994). New production concepts have increased responsibility for production, service, and quality issues (Murphy & Jackson, 1999; Wall & Jackson, 1995). This implies that employees have to make decisions on their own, and they have to follow through on these decisions. The just in time approach is one example: Rather than products being pushed onto the market to find their customers, products are pulled in by orders from the customer; buffers that prevent breakdowns in case of problems are removed. This implies that poor coordination may lead to a full breakdown in production. As a result, coordination has to take place on the lowest organizational level. Therefore, employees have to be aware of what is happening before and after their own areas of production (or service), and

the success of this system depends on people taking initiative when they sense that things are not working out well. Finally, there have been changes in the job concept (Bridges, 1995).

Temporary work is on the increase, whereas job security is in decline. People are assigned to projects and not to jobs. For example, Microsoft has no regular working hours; people are accountable to their project team, which is, in turn, accountable to the larger project. When a project ends, employees move on to another project (Bridges, 1995). When employees are working outside a rigid structure, they have to motivate themselves and they have to rely on their own decisions, which, once again, emphasize the role of personal initiative.

All of the above-mentioned trends increase the importance of personal initiative. In many respects, individual responsibilities are increased. To be able to keep pace with changing requirements in knowledge and skills, people have to develop them actively. The change in the job concept makes it necessary for people to actively engage in continuous participation on the labor (or better, project) market. Jobs will be created only when a large number of members in a given society show personal initiative

2.2.5 Participation and employee performance

Employee participation describes the involvement of employee in decision making which is concerned with shared decision making in the work situation and where supervisor allows me to contribute in decision making (Mitchell, 1973). Locke & Schweiger, (1979) defined employee participation as a joint decision making between managers and subordinates. According to Noah (2008), it is a special form of delegation in which the subordinates gain greater control, freedom of choice with respect to bringing the communication gap between the management and workers. It refers to the degree of employee involvement in organization's strategic planning activities. A company can have deep or shallow employee participation in decision making where supervisor encourages discussion and sharing of ideas (Barringer & Bleudorn, 1999). The employee

participation in the planning process leads to potential innovation, which may facilitate opportunity and recognition in the organization, (Zivkovic et al. 2009). Managers provide opportunities for participation of subordinates in decision making on the basis of their merits as it has been proved by researchers to have improved organizational performance (Witte, 1980; Sagie & Aycon, 2003).

Anita (1957) found that modern supervision emphasized not rigid techniques but principles of learning and growth where teacher participation in study and self-improvement led towards the goals of democratic supervision. Similarly Hackman & Oldham (1980) discovered that from a motivational point of view, employee participation is a key element of intrinsic motivational strategies that facilitate worker growth and development.

Summers & Hyman (2005) found that the economic changes in the UK's industrial relations climate required employers to seek more efficient and flexible means of production. This led to the innovation which bred the employee participation. For some employers, employee participation style is rooted on economic assumption; where changes in employees' attitudes and behavior are achieved through financial participation, by offering employees a stake in the firm and supervisor acts as mediator among the staff (Summers & Hyman, 2005)

Employee participation schemes are sometimes introduced as part of restructuring packages. When employees are faced with an insecure environment participation may induce compliance and not the attitude changes necessary for employees' commitment to the enterprise, (Summers & Hyman, 2005). This is most effective in an atmosphere of trust and open communication. If employers perceive that they will be punished for disagreeing, providing negative feedback, or making mistakes, open communication will be extinguished, mitigating the positive influence of participation. Participation quickly becomes reduced to 'Pseudo participation' in which employee input is accepted only if it conforms to organizational or managerial demands or

preferences. The end result is a diminished level of motivation and commitment as well as an increase in employee cynicism (Popovich, 1998)

Employee participation has a number of faces. One of these is employee participation in decision making which covers collective bargaining, consultation and various kinds of communication. Another is financial participation, which covers share option schemes and profit sharing schemes. Studies by (Poutsma, Hendrickx&Huijgen 2003; Poutsma, Kalmi& Pendleton 2006; Ligthart, Poutsma& Brewster, 2009) have explored the relationship between these three form of employee participation and produced different findings.

Gollan& Markey, (2001) concluded that employee participation may improve management relations in general, since employees may be more likely to accept decisions that they helped to make. Deliberations between employee representatives and management may improve the quality of decisions. However unequal employee performance attenuates the effectiveness of participation. If employees perceive bias or favoritism in managerial behavior, it accelerates perceptions of inequity, (Roberts & Reed, 1996).

In part, the growing privatization of State-owned companies has contributed to wider employee ownership. The wide range of financial participation schemes that exist can be classified into the following broad generic categories, which may co -exist and/or overlap: Profit-sharing and Employee share/stock ownership. Profit-sharing, in the strict sense, means the sharing of profits between providers of capital and providers of labor, by giving employees, in addition to a fixed wage, a variable part of income directly linked to profits or some other measure of enterprise results (past performance). Contrary to traditional bonuses linked to individual performance, profit-sharing is a collective scheme applied to all or to a large group of employees.

Employee share ownership provides for employee participation in enterprise results in an indirect way (on the basis of participation in ownership), either by receiving dividends or by the

appreciation of employee-owned capital, or a combination of both. While such schemes are not directly related to company profits, they are related to company profitability and so enable participants to gain indirectly from the company's added value (future performance).

The main reasons for adopting a financial participation scheme differ. Profit sharing schemes appear to be adopted mainly for the shorter term productivity effects that they may deliver. Employee share ownership plans appear to address longer term objectives such as alignment and more commitment to company goals, while schemes that offer options may provide both productivity and retention of employees (Poutsma & Van den Tillart, 1996). It must be noted that in many cases profit shares and shares or options are not evenly distributed among personnel.

These schemes are much more focused on key personnel and even in case of broad eligibility schemes may have a distribution pattern related to salary levels. Various reviews of the empirical evidence (Doucouliagos, 1995; Jones et al., 1993; Kruse & Blasi, 1997; Kruse et al. 2004) conclude that complementarities between financial participation and other forms of participation have a beneficial impact on productivity and performance outcomes. The study of Kruse et al. (2004) found that employee ownership and direct participation enhances peer control of shirking behavior of co-workers, an important 'solution' for the free rider problem.

Robinson & Zhang (2005) found little evidence to support the notion that an employee share ownership contributes to the protection of valuable human capital; instead they re-emphasize the influential and independent role that ESO (Employee Stock Options) plays. Of the participative arrangements analyzed, only the size of trade union membership provided any, albeit statistically weak, evidence that it may complement the workings of employee share ownership. In this regard, trade unions may strengthen the perceived 'weak' voice and control element of employee share ownership as well as provide broader safeguards in terms of wages, working conditions and employment stability, which are required if these valuable investments in human capital are

to be made. Another research project that casts some doubt on complementarity between financial and other forms of participation is from Kalmi, Pendleton & Poutsma, (2005). They used a variable seldom used in this research but highly relevant, that is, the level of participation in equity based plans. When introducing this variable in the equation, higher participation in equity-based plans, but not in profit sharing, is found to be associated with more successful outcomes. No one of the other forms of employee participation was found to contribute to the success of financial participation. The main message from this research and that of Robinson & Zhang is that the effects of financial participation develop more or less independently of other forms of employee participation.

Amy McMillan found employee involvement or participative decision making, to encourage the involvement of stakeholders at all levels of an organization in the analysis of problems, development of strategies, and implementation of solutions. Employees are invited to share in the decision-making process of the firm by participating in activities such as setting goals, determining work schedules, and making suggestions. Similarly, Anita (1957) found that by helping each teacher to grow and develop himself more fully, the supervisor will help the person toward a better adjustment which in turn reflects the quality and quantity of the teaching and so augment the children's growth.

A participative supervision style offers various benefits at all levels of the organization. By creating a sense of ownership in the company, participative management instills a sense of pride and motivates employees to increase productivity in order to achieve their goals. Employees who participate in the decisions of the company feel like they are a part of a team with a common goal, and find their sense of self-esteem and creative fulfillment heightened. With participative supervision employees are more receptive to changes; helps employees gain a wider view of the

organization, and enhance creativity and innovation are two important benefits of participative management, (Coye & Belohlav, 1995; Weiss, 1998).

In order for participative management to work, managers must be willing to relinquish some control to their workers; managers must feel secure in their position in order for participation to be successful. Often managers do not realize that employees' respect for them will increase instead of decrease when they implement a participative management style.

Amy McMillan also found that, employees must be willing to participate and share their ideas as democratic supervision which brings on participation of employees will not thrive with employees who are passive or simply do not care. Many times employees do not have the skills or information necessary to make good suggestions or decisions.

Carl (1948) derived that through empirically identified variables that could assist in delineating the role of the supervisor within the school, the supervisor, in his exercise of influence and power, must rely more on the formal than the informal power structure. If the supervisor can modify his own role behavior to a "supportive style" of supervision, he can, to a degree, exercise positive influence outside the formal hierarchical structure; although his adjustment to this supervision style must relate to formal role expectation. The best means at his disposal to exert influence and to exercise power is his own technical competence.

Genevive & Santosuosso (1957) found that educational administrators and supervisors can best obtain knowledge of ineffectual, irritating, and generally poor administrative practices from those who are affected by some practices which include the teachers. They suggested that the organization and operation of a supervisory program should be based on what we know about human relations. This knowledge should be fully utilized to preserve the integral tie between supervisors, administrators, and staff personnel.

2.2.5 Bureaucracy and employee performance.

Weber (1947) describes bureaucracy as a system of control based on rational rules with the goal of achieving maximum efficiency. According to Weber, the attributes of modern bureaucracy involve precise detailed definitions of duties and responsibilities of each person or office.

Anaba et al (2012) assesses the effects of office bureaucratic on the organizations performance in Ghana. The objective was to find out why organizations practice bureaucracy. The findings did show that Kumasi Metropolitan Assembly is one of the highest bureaucratic structures governed by Law and Acts of Ghana. The study also found bureaucracy to have the worst impact on employee performance than any other constraining factor to the employees. This is because 65.3 per cent of the employees were found to be ever ready to embrace a less bureaucratic structure to avoid the undesirable aspect of the bureaucratic process. Much as the study found bureaucratic structure to yield positive results for the organization. Similarly, Mary & Leisha (2009), found that Government reinvention advocates assert that less bureaucratic work environments spark higher creativity, more risk taking, and greater productivity in public employees

A study by Anaba et al. (2012) assessing the bureaucratic effects on organizational performance, proposed that since bureaucracy structures have a direct effect on employee performance where the supervisors expect compliance of all rules and regulations. Organizational health and success in the future may depend more on organizational structure than on access to capital and market monopolies.

Bendelta (2015) criticized bureaucracy for getting in the way for performance management. In a survey by the Society of Human Resource Management (SHRM), only 55 percent of employees said their performance management appraisals were effective implying the performance strategies through the mode of supervision are not doing their sole purpose of making teams better and this was largely attributed to bureaucracy.

Bendelta (2015) found three major short falls of the bureaucratic system which include the following; the supervisor maintaining written records of all rules, decisions and administrative actions, systems that are excessively compliance-driven, rules-based and bureaucratic will often deliver outcomes that are counter-intuitive to their original intent. This is because too many rules confuse the plan, while a good strategy is clear and concise. Secondly, through forced decision-making, rankings, due processes, administration, ratifications and approvals, the authenticity of performance conversations and the resulting outcomes for an individual and the manager can be lost. Thirdly, as managers become more conditioned to the 'process and bureaucratic' approach hence becoming less agile and feel more constrained in their ability to manage performance, to the point where they will avoid it because the system makes it too time-consuming and difficult to reach an outcome. However, despite the criticisms of the bureaucratic system of supervision, Heckman, Smith and Taber (1996), found bureaucratic performance standards to increase efficiency in government. Similarly, other researchers have argued that, bureaucracies are efficient administrative systems capable of dealing with complex problems through rational calculation. (HaraldGroven, 2012)

Furthermore Anaba et al. (2012) discussed that bureaucracy long existence as an organizational structure cannot be overlooked in large organizations especially in government institutions. It is noted with the hierarchical division of labor in organizations and years ago it meant something positive, connoting a rational, efficient method of organization - something to take the place of arbitrary exercise of power by authoritarian regimes. Bureaucracy brought the same logic to government work that the assembly line brought to the factory. With the hierarchical authority and functional specialization, they made possible the undertaking of large complex tasks. Any organization seeking to achieve its goals, would consider various forms or structures since the structure can affect the performance of the organization. Fincham& Rhodes (1999) said that in

all areas of economic life industry, government, public and private services- there are complex and highly developed administrative structures which reflect the growth of bureaucratic forms of organizational work. Across the world, many large organizations are characterized by bureaucratic process and procedures, because it serves as a check and balance for employers and employees who might want to indulge in practices that contravene the rules and regulations of such institutions.

In conclusion these supervision styles are not mutually exclusive as most good leaders use a mix of styles. For example, a leader may take an autocratic approach to implementing some changes, such as requiring compliance with reporting in protocols, while taking a democratic or participatory approach to other decisions, such as developing methods to decrease in absenteeism on site.

Different leaders may approach the same supervision style from a slightly different perspective as well, so just because leaders follow the same style, this doesn't mean their supervision styles mirror each other. The relationship between the variables derived and employee performance show how and what style best works in different disciplines.

In general, consistency in supervision regardless of the style of supervision is preferable to inconsistency.

CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

This chapter describes a comprehensive plan and methodology of collecting data that was used in the study. This section covers the research design, the study population, the sample size and selection of sample, the sampling techniques and procedures, the data collection methods, the procedures of data collection, the data analysis, and the measurement of variables

3.1 RESEARCH DESIGN

The study was carried out using case study method. The case study research method is defined as an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used (Yin, 1984). (Tellis, 1997) observes that by the researcher using both quantitative and qualitative data, case study helps explain both the process and outcome of a phenomenon through complete observation, reconstruction and analysis of the cases under observation.

The researcher employed both qualitative, quantitative methods and cross sectional survey. Quantitative research method comprises variables like correlations, numerical data, and statistics while Qualitative research method comprised of variables that cannot be quantified for example personality, behavior etc. An amalgamation of this numerical and text data helped the researcher have a thorough understanding of supervision and employee performance. Cross sectional study was also used to analyze the data collected at that specific point of time.

3.2 Area of the Study

The study was carried out at the Saracen Uganda Limited office in Kansanga. The researcher used this office due its relevance to the study.

3.3 Study Population

The study covered a population of 120 guards consisting of senior and junior security officers at Saracen Uganda Limited. These particular individuals were selected as they are subordinates that are under various supervisors and can be relied upon to provide reliable information on how supervision affects their performance.

3.4 Sample Size

Given that the study population is 120, a sample size was selected to be used as representative of the outlook of the total population. Krejcie and Morgan's (1970) tables' were used to determine the sample size as seen below:

Category	Target	Sample Size
	Population Size	
Junior Security Officer	80	66
Senior Security Officer	40	36
Totals	120	102

Table 3.4: Sample size tabulation

The above sample size was obtained from the Krejcie and Morgan's (1970) tables using a degree of accuracy/margin of error of 0.05 with a confidence level of 95%.

Required Sample Size [†]									
Population Size	Confidence = 95.0%				Confidence = 99.0%				
	Degree of Accuracy/Margin of Error				Degree of Accuracy/Margin of Error				
	0.05	0.035	0.025	0.01	0.05	0.035	0.025	0.01	
10	10	10	10	10	10	10	10	10	
20	19	20	20	20	19	20	20	20	
30	28	29	29	30	29	29	30	30	
40	36	38	39	40	38	39	39	40	
80	66	73	76	79	71	76	78	80	
120	92	104	111	119	102	110	115	119	
150	108	126	137	148	122	135	142	149	
200	132	160	177	196	154	174	186	198	
250	152	190	215	244	182	211	229	246	
300	169	217	251	291	207	246	270	295	
400	196	265	318	384	250	309	348	391	
500	217	306	377	475	285	365	421	485	
600	234	340	432	565	315	416	490	579	
700	248	370	481	653	341	462	554	672	
800	260	396	526	739	363	503	615	763	
900	269	419	568	823	382	541	672	854	
1,000	278	440	606	906	399	575	727	943	
1,200	291	474	674	1067	427	636	827	1119	
1,500	306	515	759	1297	460	712	959	1376	
2,000	322	563	869	1655	498	808	1141	1785	
2,500	333	597	952	1984	524	879	1288	2173	
3,500	346	641	1068	2565	558	977	1510	2890	
5,000	357	678	1176	3288	586	1066	1734	3842	
7,500	365	710	1275	4211	610	1147	1960	5165	
10,000	370	727	1332	4899	622	1193	2098	6239	
25,000	378	760	1448	6939	646	1285	2399	9972	
50,000	381	772	1491	8056	655	1318	2520	12455	
75,000	382	776	1506	8514	658	1330	2563	13583	
100,000	383	778	1513	8762	659	1336	2585	14227	
250,000	384	782	1527	9248	662	1347	2626	15555	
500,000	384	783	1532	9423	663	1350	2640	16055	
1,000,000	384	783	1534	9512	663	1352	2647	16317	
2,500,000	384	784	1536	9567	663	1353	2651	16478	
10,000,000	384	784	1536	9594	663	1354	2653	16560	
100,000,000	384	784	1537	9603	663	1354	2654	16584	

3.4 Sampling Procedures and Techniques

Mugenda and Mugenda (1999) define sampling as a formulation of a procedure of selecting the subjects or cases to be included in the sample. The study used stratified and simple random sampling.

3.4.1 Stratified sampling

Stratified sampling is where the researcher divides the population into separate groups called strata. This technique is advantageous because it makes it possible to reduce the sample size required to achieve a given precision or increase the precision with the same sample size.

3.4.2 Simple Random Sampling

Simple random sampling involves allocating equal chance to the selected elements in the population (Mugenda and Mugenda, 1999). In this technique all subjects of the sample size are given equal probability and anyone can be picked. This helped to minimize bias and favoritism thus simplifying the analysis of the results.

3.5 Data Collection Instruments

3.5.1 Questionnaire

According to Mugenda & Mugenda (2003) collection of data involves use of a researcher administered questionnaire which contains both structured closed-ended questions and structured open-ended questions. The questionnaire was designed in correlation to the research questions guiding the study. Questionnaires were appropriate and inexpensive for collecting the necessary information. The questionnaires were self-administered by respondents so as to prevent undue influence by the researcher. The Likert scale was applied to the questionnaire on

values assigned and ranked 5 to 1 in order of; 5-Strongly Agree (SA), 4-Agree (A), 3- Neither Agree nor Disagree (U), 2-Disagree (D) and 1-Strongly Disagree (SD).

When it comes to data analysis, the mean of the findings will be measured according to the scale below

MEAN

1-2.4 Disagreed Position

2.5-3.4 Mid position or not sure position

3.5 -5 Agreed position

3.6 Validity and Reliability of Research Instruments

3.6.1 Validity

This refers to the correctness and accuracy of data collected using the instruments like the questionnaire, interview guide. It can also be the extent to which the research results can be accurately interpreted to the people that read the findings. Content validity measures the extent to which the content of the instrument corresponds to the content of the theoretical frame work of the study (Amin, 2005). Data validity was be measured by the Content Validity Index (CVI). In cases where the average percentage is found to be above 50%, the content was considered to be valid. The formula below was used to check for validity of the research questions:

$$CVI = \frac{R}{R+N+IR} = 34/34+0+3=0.919*100=92\%$$

Where;

R is Relevant,N is Neutral, and IR is irrelevant. The closer the value is to 1, the more valid the instrument (Amin 2005)

Similar interview questions was asked of all the interviewees and answers cross checked with the information provided. Validity is the property of a research instrument that measures its

relevance, precision and accuracy (Sarantakos, 1993). Validity measures the quality of the process of measurement.

3.6.2 Reliability

Reliability was established using SPSS Reliability Analysis Scale (Alpha coefficient). This is because of its easy and automatic applicability which fitted a two or more point rating scale. The instruments of the research were based on the Likert type five-point scale. The researcher will use Alpha co-efficient because it is easy and automatic to apply.

Table 3.7.2 Cronbach’s Alpha Value for reliability of the study tools

Variables	Number of items	Cronbach's Alpha
Control	8	0.800
Personal Initiative	8	0.756
Participation	6	0.739
Bureaucracy	5	0.782
Employee performance	6	0.821

Source: Primary Data (2016)

Table 3.7.2 above shows that all the dimensions of the independent variable as well as dependent variable gave Cronbach’s alpha values above 0.6 when reliability test was conducted. This implied the tools used in the study were reliable for data collection as asserted by (Sekaran 2003).

3.7 Data Management and Analysis

3.7.1 Quantitative Data Analysis

After obtaining data the information was analyzed and all errors removed and coded accordingly. Statistical packages of data analysis for example Excel and SPSS was employed to tabulate the raw data and provide comparisons that ease the analysis. The collected data was analyzed using quantitative analysis which consists of six major activities namely, data preparation, counting, grouping, and relating, predicting and statistical testing. Data preparation involved all forms of manipulations that are necessary for preparing data for further processing such as coding, categorizing answers to open-ended questions, editing and checking as well as preparation of tables; counting, including the mechanical task of registering the occurrence and frequency of the occurrence of certain responses. Grouping and presentation involved ordering of similar items into groups. Data was then be distributed and presented in the form of tables and graphs. Establishing relationships involved cross-tabulation and statistical tests to explain the occurrence, direction and strength of relationships, while predicting - a process of extrapolating trends to be identified in the study into the future help the researcher to conduct statistical testing. The researcher used the Pearson Correlation Co-efficient to determine the extent of the relationship between the two variables which can be positive or negative indicating a direction of either (-1.00 or +1.00).The researcher also used the regression analysis to test the hypothesis of the study and use the SPSS package to establish the effect of the independent variable on the dependent variable.

3.7.2 Qualitative Data Analysis

Qualitative data was categorized for easy analysis from the report format. The researcher used content comparisons, logical analysis, expert judgment and subjective

analysis was also used to enrich the information given with vivid reporting. This helped shade some light on particulars the researcher may not be able to quantify.

3.8 Procedure for Data Collection

A letter of Introduction from the school faculty was obtained and delivered to the place of study. Early notification was given so as enable the respondents prepare accordingly. Research instruments for example questionnaire and interviews were pre checked to ascertain their validity and reliability. Questionnaires were distributed to the respective individuals and follow up done on when they can be collected. One on one interviews were scheduled at the time of convenient for both the interviewer and interviewee. After data is collected it was categorized into quantitative and qualitative and analyzed accordingly

Measurement of Variables

The researcher used the five point Likert scale comprised of 5 codes namely; (5=Strongly Agree, 4=Agree, 3 =Uncertain, 2=Disagree and 1=Strongly Disagree. The independent variable Supervision was measured using the following constructs: Control, Initiative, Participation and Bureaucracy. The dependent variable Employee performance was measured using the following variables; Attendance, Quality of work done, Compliance to company policy and Discipline.

3.10 Ethical Considerations

Ethical considerations that were addressed include:

Confidentiality – respondents were informed upfront that their names were not required on the questionnaire and that all information acquired was for academic purposes only.

Consent from the Head of Human Resource – a letter of request from the Faculty was obtained to be presented to the Human Resource seeking permission to have access to the respondents.

Voluntary participation – the respondents were informed upfront that participation in the questionnaire was of free will and voluntary.

3.11 Limitations of the Study

The researcher faced the following challenges:

The process required working within the stipulated schedule as it necessitated the researcher to be present before parade time at 6am in the morning and 4:30 pm in the evening when most of the guards are present in order to have them be interviewed and answer questionnaires.

There was a language barrier as some of the respondents found it difficult to communicate in English and as a result it was necessary to do a native tongue translation equivalent to the questions asked. This can also be attributed to the level of education.

There was resistance as some of the respondents were afraid to fill in the questionnaires because they believed their answers would be reported back to their supervisors.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents the response rate, which shows the number of participants that actually participated in the study. The chapter also presents the background information of respondents

which shows the common demographic characteristics of respondents that participated in the study. The study examined the effect of supervision on employee performance in Private Security Companies with specific reference to Saracen Uganda Limited. The study was guided by four research objectives which looked at investigating the effect of control on employee performance at Saracen Uganda Limited, determining the effect of initiative on employee performance at Saracen Uganda Limited, establishing the influence of participation on employee performance at Saracen Uganda Limited and examining the influence of bureaucracy on employee performance at Saracen Uganda Limited. The study presents descriptive results from questionnaire in form of means and standard deviations. In the study qualitative results from interviews were presented in form of quotations and narrative themes as per respondents' views in regard to each objective of the study while quantitative data was analyzed and presented using correlations and regressions to show the nature of relationship and the level of magnitude the independent variable has on the dependent variable.

4.1 Response Rate

The study sample size was 102 but 74 respondents actually participated representing a response rate of 72.5% in both questionnaires and interviews, others did not participate in study with claims of being busy or uninterested. This response rate was well above the recommended 60% response rate as per Guttmacher Institute, (2006) which asserts that for a study to be considered with satisfactory results it should have a response rate above 60% in the overall study. Therefore, the study results can be relied upon for academic and non-academic purposes by readers and users.

4.2 Demographic Information of Respondents

To establish the background characteristics of the respondents, the study focused on gender of respondents, duration in service at Saracen Uganda Limited, position of the respondent and level of education. The study looked at the gender of respondents as this helped to establish the majority sex of respondents that participated in the study and the level of education helped to establish whether respondents would give views that are relevant and useful to the study and duration gave an overview on peoples' experience over time how supervision has influenced the employee performance in private companies.

4.2.1 Gender of Respondents

The study sought to establish the gender of respondents which was categorized as male and female. The Respondents were asked about their gender and the findings were analyzed using descriptive statistics as presented below.

Table 4.2.1: Gender of Respondents

Gender of the Respondent	Frequency	Percent
Male	41	55.4
Female	33	44.6
Total	74	100

Source: Primary Data (2016)

The study findings in table 4.1 above show that 55.4% of the respondents were male and 44.6% were females. This therefore shows that Saracen Uganda Limited has a higher population of male staff than female staff.

4.1.2 Duration of service at the Saracen Uganda Limited

The study sought to establish the duration in service of respondents at Saracen Uganda Limited which was categorized as less than 1 year, 2 - 3 years, 4 – 5 years, 6 – 10 years and above 10 years. The respondents were requested to indicate the duration in service at Saracen Uganda Limited and the findings were analyzed using descriptive statistics and are presented below.

Table 4.2: Duration at Saracen Uganda Ltd

Duration at Saracen Uganda Ltd	Frequency	Percent
less than 1 year	28	37.8
2-3 years	15	20.3
4-5 years	8	10.8
6-10 years	12	16.2
Above 10 years	11	14.9
Total	74	100

Source: Primary Data (2016)

From table 4.2 above, the highest number of respondents have worked less than 1 year at 37.8%, followed by 2 – 3 years at 20.3%, followed by 6-10 years at 16.2% and lastly above 10 years had 14.9% and 4-5 years at 10.8%. The findings show that most of the respondents have served the Saracen Uganda Limited less than one year. This implied that majority of the employees have worked at the Saracen Uganda Limited for less than 1 year and therefore can be able to use their experience to respond to the instrument.

4.1.3 Position held at Saracen Uganda Limited

The research examined the position held at Saracen Uganda Limited by the respondents which was categorized as junior security staff and senior security staff. The respondents were requested

to indicate their positions and the findings were analyzed using descriptive statistics and are presented below.

Table 4.3: Position held at Saracen Uganda Limited

Position held in Saracen Uganda Ltd	Frequency	Percent
Junior Security Officer	55	74.3
Senior Security Officer	19	25.7
Total	74	100

Source: Primary Data (2016)

The study findings in table 4.3 above show that 74.3% are Junior Security Officers, 25.7% are Senior Security Officer. This therefore shows that the majority of the respondents from the Saracen Uganda Limited are Junior Security Officers.

4.1.4 Level of education of the respondents

The study sought to ascertain the education level of respondents which is categorized as below diploma, diploma and degree. The respondents were requested to indicate their education level and the findings were analyzed using descriptive statistics and are presented as below

Table 4.4: Education Level of Respondents

Education Level of Respondents	Frequency	Percent
Below Diploma	18	24.3
Diploma	53	71.6
Degree	3	4.1
Total	74	100

Source: Primary data (2016)

The results in table 4.4 above shows that a big number of respondents are diploma at 71.6% followed by below diploma holders at 24.3% and lastly degree holders at 4.1%. The implication

for the above results is that a big number of respondents are diploma holders meaning they were able to understand the research instrument very well hence giving accurate answers.

4.5 The effect of Control on employee performance at Saracen Uganda Limited

The study sought to establish the respondent's opinion on the effect of control on employee performance at Saracen Uganda Limited. The following were the findings;

Table 4.5: Descriptive statistics of control.

No	Item	N	Min	Max	Mean	Std. Deviation
	My supervisor demands complete obedience at all times	74	1	5	3.96	1.091
	My supervisor rarely involves me in decision making	74	1	5	3.42	1.443
	My supervisor rarely delegates tasks to me	74	1	5	3.34	1.573
	My supervisor takes credit for work done	74	1	5	2.76	1.343
	My supervisor only uses on way communication	74	1	5	3.22	1.197
	My supervisor dominates all interactions	74	1	5	3.50	1.263
	My supervisor closely monitors me when carrying out my duties	74	1	5	3.59	1.384
	My supervisor individually directs and controls all activities	74	2	5	3.61	.919
	Overall Mean	3.42				

Source: Primary Data (2016)

The mean of the data analysis will be measured according to the scale below

MEAN

1-2.4 Disagreed Position

2.5-3.4 Mid position or not sure position

3.5 -5 Agreed position

In question 1, the respondents were requested to state whether their supervisor demands complete obedience at all times. The findings indicated a mean of 3.96 which implied that the majority of the respondents agreed with the statement and a standard deviation of 1.091 which implied that there were varying views among the respondents. This means that the majority of the respondents agreed that their supervisor demands complete obedience at all times with some respondents disagreeing to the statement.

In question 2, the respondents were asked to state whether their supervisor rarely involves them in decision making. The findings indicated a mean of 3.42 which implied that the majority of the respondents were unsure of their position on the statement and a standard deviation of 1.443 which implied that the respondents had differing views about the statement.

In question 3, the respondents were further requested to state whether their supervisor rarely delegates tasks to them. The findings indicated a mean of 3.34 which implied that many of the respondents were unsure of their position on the statement and a standard deviation of 1.573 which implied that the respondents had varying views on the statement. This means that majority of the respondents agree their supervisor rarely delegates tasks to them but some respondents did not agree.

In question 4, respondents were requested to state whether their supervisor takes credit for work done. The findings indicated a mean of 2.76 which implied that the majority of the respondents were unsure of their position on the statement and a standard deviation of 1.343 which showed that the respondents had varying views about the statement. This means that much as the majority of the respondents disagreed, some respondents agreed.

In question 5, the study wanted to establish whether their supervisor only uses one way communication. The findings indicated a mean of 3.22 which implied that majority of the respondents were unsure of their position on the statement and a standard deviation of 1.197 implied that there were varying views about the statement among the respondents. This means that much as the respondents agreed to their supervisor only uses one way communication, some totally disagreed with it.

In question 6, the respondents were requested to state whether their supervisor dominates all interactions. The findings indicated a mean of 3.50 which implied that the majority of the respondents agreed with the statement and a standard deviation of 1.263 which implied that there were varying views among the respondents. This means that the majority of the respondents agreed that their supervisor dominates all interactions with some respondents that disagreeing to the statement.

In question 7, the respondents were asked to state whether their supervisor closely monitors me when carrying out my duties. The findings indicated a mean of 3.59 which implied that the majority of the respondents agreed to the statement and a standard deviation of 1.384 which implied that the respondents had differing views about the statement.

In question 8 the respondents were asked to state whether their supervisor individually directs and controls all activities. This is showed by the mean of 3.61 and the standard deviation of 0.919 which implied that majority of the respondents agreed with the statement. This implies that their supervisor individually directs and controls all activities at Saracen Uganda Limited.

In interviews it was revealed that sometimes supervisors delegate authority and tasks to employees whom they have identified to be capable but still continuing to direct and control all the activities of the employees.

Table 4.6: Correlation analysis between Control and Employee Performance

Correlations			
Variable		Control	Employee Performance
Control	Pearson Correlation	1	.371**
	Sig. (2-tailed)		.001
	N	74	74
Employee Performance	Pearson Correlation	.371**	1
	Sig. (2-tailed)	.001	
	N	74	74
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 8: Correlation analysis between Control and employee performance

Correlation analysis showed a positive significant relationship ($r = 0.371^{**}$, $p < 0.01$) between control and employee performance. This means that control positively affects employee performance. This means that control is important because it determines how the employee performance will be. These findings are in agreement with Romney & Steinhart (2009) who observes that preventive controls are controls that “deter problems before they arise” and detective controls as controls designed to “discover problems after they occur.” These types of formal controls differ in two fundamental ways. First, preventive controls restrict employees’ autonomy by prohibiting certain behaviors (e.g., employees cannot enter data or make a payment unless authorized to do so). Alternatively, detective controls maintain the decision rights of employees and therefore do not limit their autonomy and bosses rarely delegate tasks to them (Christ et al. 2008).

4.3 The effect of personal initiative on employee performance at Saracen Uganda Limited

The study sought to establish the effect of personal initiative on employee performance at Saracen Uganda Limited. Findings from questionnaires were computed to obtain means, standard deviations, correlations and regressions while findings from interviews were obtained and are presented in thematic statements or quotations and results are presented below. Respondents were required to respond to a number of statements on work process redesign used in the organization. The following were the results.

Table 4.8: Descriptive statistics of Personal Initiative

No	Item	N	Min	Max	Mean	Std. Deviation
	My supervisor trusts me to complete all tasks assigned	74	1	5	2.77	1.041
	My supervisor gives me freedom to make decisions concerning completion of tasks	74	1	5	2.89	1.117
	My supervisor encourages open communication	74	1	5	2.76	1.145
	My supervisor only provides guidance and support when asked or needed	74	1	5	3.23	.900
	My supervisor delegates authority and tasks	74	1	5	2.81	1.372
	My supervisor praises accomplishments and rewards success	74	2	5	3.54	1.009
	My supervisor encourages solving problems and managing challenges	74	1	5	2.93	1.186
	My supervisor provides tools and resources needed to complete tasks	74	2	5	4.08	.543
	Overall Mean=3.14					

Source: Primary Data (2016)

The mean of the data analysis will be measured according to the scale below

MEAN

1-2.4 Disagreed Position

2.5-3.4 Mid position or not sure position

3.5 -5 Agreed position

In question 1, respondents were required to state whether their supervisor trusts them to complete all tasks assigned. The findings indicated a mean of 2.77 which implied that the majority of the respondents were uncertain of their position on the statement and a standard deviation of 1.041 which implied that the respondents had varying views on the statement. This means that much as the majority of the respondents disagree that their supervisor trusts them to complete all tasks assigned at Saracen Uganda Limited while other respondents agreed to the statement.

In question 2, the researcher also wanted to establish whether freedom to make decisions concerning completion of tasks is a personal initiative. The findings indicated a mean of 2.89 which implied that majority of the respondents were uncertain of their position on the statement and a standard deviation of 1.117 which implied that the respondents had varying views on the statement. This means that much as the majority of the respondents disagreed to the statement, there were also a number of respondents that agreed to the statement of freedom to make decisions concerning completion of tasks at Saracen Uganda Limited.

In question3, respondents were further required to state whether their supervisor encourages open communication. The findings indicated a mean of 2.76 which implied that the majority of the respondents were uncertain of their position on the statement and a standard deviation of 1.145 which implied that the respondents had varying views on the statement. This means that majority of the employees agree that their supervisor encourages open communication, while minority employees think otherwise.

In question 4, respondents were also required to state whether their supervisor only provides guidance and support when asked or needed. The findings indicated a mean of 3.23 which implied that the majority of the respondents were uncertain of their position on the statement and a standard deviation of 0.900 which implied that the respondents had varying opinions about the statement.

In question5, the researcher wanted to ascertain whether their supervisor delegates authority and tasks. The findings indicated a mean of 2.81 which implied that the greater percentage of the respondents were uncertain of their position on the statement and a standard deviation of 1.372 implied that there were some varying options of the respondents. This means that majority of the respondents were disagreed that their supervisor delegates authority and tasks; however there are a minority that did not find it viable.

In question6, the researcher wanted to ascertain whether their supervisor praises accomplishments and rewards success. The findings indicated a mean of 3.54 which implied that the greater percentage of the respondents agreed with the statement and a standard deviation of 1.009 implied that there were some varying options of the respondents. This means that most of the respondents agreed that their supervisor praises accomplishments and rewards success; however there are some few respondents that disagreed.

In question7, respondents were required to state whether their supervisor encourages solving problems and managing challenges. The findings indicated a mean of 2.93 which implied that the majority of the respondents were uncertain of their position on the statement and a standard deviation of 1.186 which implied that there were some varying opinions among the respondents about the statement. This means that many of the respondents disagreed that their supervisor encourages solving problems and managing challenges.

In question8, the researcher wanted to ascertain whether their supervisor provides tools and resources needed to complete tasks. The findings indicated a mean of 3.54 which implied that the greater percentage of the respondents agreed with the statement and a standard deviation of 0.543 implied that there were some varying options of the respondents. This means that most of

the respondents agreed that their supervisor provides tools and resources needed to complete tasks; however there are some few respondents that did not agreed to the statement.

Table 4.8: Correlation analysis between Personal Initiative and Employee Performance

Correlations			
Variable		Personal Initiative	Employee Performance
Personal Initiative	Pearson Correlation	1	.191
	Sig. (2-tailed)		.104
	N	74	74
Employee Performance	Pearson Correlation	.191	1
	Sig. (2-tailed)	.104	
	N	74	74

Source: Primary Data (2016)

Correlation analysis showed an insignificant relationship ($r = 0.191$, $p > 0.01$) between personal initiative and employee performance. This means that employee performance is not affected by personal initiative.

4.4 The Effect of Participation on Employee Supervision at Saracen (U) Limited

Respondents were required to respond to a number of statements on the effect of participation on employee supervision at Saracen (U) Limited. The following were the findings;

Table 4.9: Descriptive statistics of participation

No	Item	N	Min	Max	Mean	Std. Deviation

My supervisor allows me to contribute in decision making	74	1	5	3.01	1.104
My supervisor encourages discussion and sharing of ideas	74	1	5	3.09	1.049
My supervisor empowers by providing mentoring and coaching necessary for task completion	74	2	5	3.08	.840
My supervisor acts as mediator among the staff	74	2	5	3.68	.829
My supervisor is always available to offer guidance and control	74	2	5	3.39	1.031
My supervisor encourages me to learn and grow	74	2	5	3.18	.709
Overall Mean =3.24					

Source: Primary Data (2016)

The mean of the data analysis will be measured according to the scale below

MEAN

1-2.4 Disagreed Position

2.5-3.4 Mid position or not sure position

3.5 -5 Agreed position

In question1, the respondents were asked to state whether their supervisor allows me to contribute in decision making. The findings indicated a mean of 3.01 which implied that the majority of the respondents agreed with the statement and a standard deviation of 1.104 which implied that there were varying views among the respondents. This means that the majority of the respondents agreed that their supervisor allows them to contribute in decision making.

In question2, the respondents were requested to state whether their supervisor encourages discussion and sharing of ideas. The findings indicated a mean of 3.09 which implied that the majority of the respondents agreed to the statement and a standard deviation of 1.049 which implied that the respondents had varying views about the statement. This means that much as the majority of the respondents agreed to the statement, there are some respondents that did not agree to it.

In question3, the respondents were asked to state whether their supervisor empowers by providing mentoring and coaching necessary for task completion. The findings indicated a mean of 3.08 which implied that the majority of the respondents were uncertain of their position on the statement and a standard deviation of 1.840 which showed that the respondents had varying views about the statement. This means that much as the majority of the respondents agreed that their supervisor empowers by providing mentoring and coaching necessary for task completion, some respondents disagreed.

In question4, the respondents were asked to state whether their supervisor acts as mediator among the staff. The findings indicated a mean of 3.68 which implied that the majority of the respondents agreed with the statement and a standard deviation of 1.829 which showed that the respondents had varying views about the statement. This means that much as the majority of the respondents agreed that their supervisor acts as mediator among the staff, some respondents disagreed.

In question4, the study also wanted to find out whether their supervisor is always available to offer guidance and control. The findings indicated a mean of 3.39 which implied that the majority of respondents were uncertain of their position on the statement and a standard deviation of 1.031 which implied that the respondents also had varying views about the statement. This means that much as a majority of the respondents agreed to the statement, there were respondents that totally disagreed that their supervisor is always available to offer guidance and control.

In question5, the study also wanted to find out whether their supervisor encourages them to learn and grow. The findings indicated a mean of 3.18 which implied that the majority respondents were uncertain of their position on the statement and a standard deviation of 0.709 which implied that the respondents also had varying views about the statement. This means that much as the majority number of the respondents agreed to the statement, there were respondents that totally disagreed that their supervisor encourages them to learn and grow.

Table 4.10: Correlation analysis between Participation and Employee Performance.

Correlations			
Variable		Participation	Employee performance
Participation	Pearson Correlation	1	.057
	Sig. (2-tailed)		.627
	N	74	74
Employee performance	Pearson Correlation	.057	1
	Sig. (2-tailed)	.627	
	N	74	74

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

Source: Primary Data (2016)

Correlation analysis showed there is no significant relationship ($r = 0.057$, $p > 0.01$) between participation and employee performance. This means that participation is not a predictor of employee performance. These findings are in agreement with Halal and Brown (1981) who summed up cross objections to participative management stating that it creates unrealistic expectations and promises, is time consuming, generates mediocre decisions, confuses accountability and generates disruptive conflicts and loss of managerial authority.

4.5 The effect of Bureaucracy on employee performance at Saracen Uganda Limited

Respondents were required to respond to a number of statements on the effect of Bureaucracy on employee performance in private companies. The following were the findings;

Table 4.11 Descriptive Statistics of Bureaucracy

No	Item	N	Min	Max	Mean	Std. Deviation
	My supervisor expects compliance of all rules and regulations	74	2	5	4.36	.587
	My supervisor assigns tasks based on merit and expertise	74	2	5	4.26	.598
	My supervisor maintains written records of all rules, decisions and administrative actions	74	2	5	4.26	.703
	My supervisor emphasizes strict adherence to the hierarchy of authority	74	2	5	4.45	.577
	My supervisor makes decision based on rules and precedents set to achieve organisation goals	74	2	5	4.12	.776
	Overall Mean= 4.29					

Source: Primary Data (2016)

The mean of the data analysis will be measured according to the scale below

MEAN

1-2.4 Disagreed Position

2.5-3.4 Mid position or not sure position

3.5 -5 Agreed position

In question1, the respondents were asked to state whether their supervisor expects compliance of all rules and regulations. The findings indicated a mean of 4.36 which implied that the majority of the respondents agreed with the statement and a standard deviation of 1.586 which implied that there were varying views among the respondents. This means that the majority of the respondents agreed that their supervisor expects compliance of all rules and regulations.

In question2, the respondents were requested to state whether their supervisor assigns tasks based on merit and expertise. The findings indicated a mean of 4.26 which implied that the majority of the respondents agreed to the statement and a standard deviation of 0.598 which implied that the respondents had varying views about the statement. This means that much as the majority of the respondents agreed to the statement, there are some respondents that did not agree to it.

In question3, the respondents were requested to state whether their supervisor maintains written records of all rules, decisions and administrative actions. The findings indicated a mean of 4.26 which implied that the majority of the respondents agreed to the statement and a standard deviation of 0.703 which implied that the respondents had varying views about the statement. This means that much as the majority of the respondents agreed to the statement, there are some respondents that did not agree to it.

In question4, the respondents were further requested to state whether their supervisor emphasizes strict adherence to the hierarchy of authority. The findings indicated a mean of 4.45 which implied that many of the respondents agreed to the statement and a standard deviation of 0.577 which implied that the respondents had varying views on the statement. This means that majority of the respondents agree that supervisor emphasizes strict adherence to the hierarchy of authority but some respondents did not agree.

In question5, the respondents were requested to state whether their supervisor makes decision based on rules and precedents set to achieve organization goals. The findings indicated a mean of

4.12 which implied that many of the respondents agreed to the statement and a standard deviation of 0.776 which implied that the respondents had varying views on the statement. This means that majority of the respondents agree that their supervisor makes decision based on rules and precedents set to achieve organization goals but some respondents did not agree.

Table 4.12: Correlation analysis between Bureaucracy and Employee Performance.

Correlations			
Variable		Bureaucracy	Employee Performance
Bureaucracy	Pearson Correlation	1	.746**
	Sig. (2-tailed)		.000
	N	74	74
Employee Performance	Pearson Correlation	.746**	1
	Sig. (2-tailed)	.000	
	N	74	74
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data (2016)

Correlation analysis showed appositve significant relationship ($r = -0.746^{**}$, $p < 0.01$) between bureaucracy and employee performance. This means that employee performance is positively affected by bureaucracy. These findings are in agreement with the German sociologist Max Weber who argued that bureaucracy constitutes the most efficient and rational way in which one can organize human activity, and that systematic processes and organized hierarchies were necessary to maintain order, maximize efficiency and eliminate favoritism (Svedberg & Agevall, 2005).

4.6 Employee performance at Saracen Uganda Limited

4.13: Descriptive Statistics of Employee performance at Saracen Uganda Limited

No	Item	N	Min	Max	Mean	Std. Deviation
	Employees attend to work on time at the company	74	2	5	4.28	.562
	Employees comply with the company guidelines	74	2	5	4.15	.715
	Employees beat the set deadlines for assigned tasks	74	2	5	4.26	.575
	Employees report to work on the required regularity of days	74	2	5	4.28	.750
	Employees achieve targets set by the company	74	2	5	4.14	.799
	Employees complete all tasks assigned to them	74	2	5	4.03	.640
	Overall Mean=4.19					

Source: Primary Data (2016)

In question1, the respondents were requested to state whether Employees attend to work on time at the company. The findings indicated a mean of 4.28 which implied that the majority of the respondents agreed with the statement and a standard deviation of 0.562 which implied that there were varying views among the respondents. This means that the majority of the respondents agreed that the response rate had improved. However there were some respondents that disagreed to the statement.

In question2, the respondents were asked to state whether Employees comply with the company guidelines. The findings indicated a mean of 4.15 which implied that the majority of the

respondents agreed to the statement and a standard deviation of 0.715 which implied that the respondents had differing views about the statement.

In question3, the respondents were further requested to state whether employees beat the set deadlines for assigned tasks. The findings indicated a mean of 4.26 which implied that many of the respondents agreed to the statement and a standard deviation of 0.575 which implied that the respondents had varying views on the statement. This means that majority of the respondents agree that employees beat the set deadlines for assigned tasks but some respondents did not agree.

In question4, the respondents were requested to state whether employees report to work on the required regularity of days. The findings indicated a mean of 4.28 which implied that the majority of the respondents agreed with the statement and a standard deviation of 0.750 which showed that the respondents had varying views about the statement. This means that much as the majority of the respondents agreed, some respondents disagreed.

In question5, the study wanted to establish whether employees achieve targets set by the company. The findings indicated a mean of 4.14 which implied that many of the respondents agreed to the statement and a standard deviation of 0.799 implied that there were varying views about the statement among the respondents. This means that much as the respondents agreed employees achieve targets set by the company, some totally disagreed with it.

In question6, the study wanted to establish whether employees complete all tasks assigned to them. The findings indicated a mean of 4.03 which implied that many of the respondents agreed to the statement and a standard deviation of 0.640 implied that there were varying views about the statement among the respondents. This means that much as the respondents agreed employees complete all tasks assigned to them, some totally disagreed with it.

4.7 Regression Analysis.

It was necessary to determine which of the four dimensions of supervision (control, personal initiative, participation and bureaucracy) predicts employee performance more than the other.

This was achieved through conducting regression analysis. The following were the results;

Table 4.14: Regression analysis of the four dimensions of supervision (control, personal initiative, participation and bureaucracy) and employee performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.760 ^a	.578	.553	.31739

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.419	.476		.879	.382
Control	.090	.050	.599	1.821	.003
Personal Initiative	.057	.079	.094	.720	.474
Participation	.034	.087	.051	.397	.693
Bureaucracy	.739	.092	.703	7.995	.000

Dependent Variable: Employee Performance

Control: Beta=0.090, P=0.003

Personal Initiative: Beta=0.057, P=0.474

Participation: Beta=0.034, P=0.693

Bureaucracy: Beta=0.739, P=0.000

Results from the table above show a combination of control, personal initiative, participation and bureaucracy in assessing the level to which they can predict employee performance. The model indicates that bureaucracy and control are significant predictors of employee performance meaning that in a situation where there is control and bureaucracy in supervision there is more likelihood of improvement in employee performance. On the other hand, personal initiative and participation are not predictors of employee performance.

In summary, the high positive correlation coefficients between the dimensions of the study and the value of $R^2 = .578$ indicate that supervision is strongly correlated with employee performance

4.8 Conclusion

This chapter presented, discussed and interpreted the findings as collected during the study. Both correlation analysis and regression showed that there is a relationship between the supervision and employee performance in private companies. The findings revealed that bureaucracy and control are significant predictors of employee performance while personal initiative and participation are not predictors of employee performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study examined the effect of supervision on employee performance in private security companies. The study was guided by four research objectives which looked at investigating the effect of control on employee performance, determining the effect of personal initiative on employee performance, establishing the influence of participation on employee performance and examining the influence of bureaucracy on employee performance at Saracen Uganda Limited. This chapter presents the summary of findings, conclusions and recommendations of the study and these are presented according to the findings in objective in chapter four.

5.2 Summary of key findings

5.2.1 The effect of control on employee performance at Saracen Uganda Limited

The study findings showed that there is a positive significant relationship ($r = 0.371^{**}$, $p < 0.01$) between control and employee performance. This implies that employee performance is affected by control. The regression analysis showed that Control (Beta=.599) is a predictor of employee performance with a relative importance of 1.821 (in t-test) and 0.003(sig)

5.2.2 The effect of Personal initiative on employee performance at Saracen Uganda Limited

The study findings showed that there is no significant relationship ($r = 0.191$, $p > 0.01$) between personal initiative and employee performance. This implies that employee performance is not affected by personal initiative. The regression analysis showed that Personal Initiative

(Beta=.094) is not a predictor of employee performance with a relative importance of .720 (in t-test) and 0.474 (sig).

5.2.3 The effect of participation influences employee performance at Saracen Uganda Limited

The study findings showed that there is no significant relationship ($r = -0.057$, $p > 0.01$) between participation and employee performance. This implies that employee performance is not affected by participation. The regression analysis showed that participation (Beta=.051) is not a predictor of employee performance with a relative importance of .392 (in t-test) and 0.693 (sig).

5.2.4 The Effect of Bureaucracy on employee performance at Saracen Uganda Limited

The study findings showed that there is appositive significant relationship ($r = 0.746^{**}$, $p < 0.01$) between bureaucracy and employee performance. This implies that employee performance is affected by bureaucracy. The regression analysis results indicated that bureaucracy was a significant predictor of employee performance (Beta = 0.703) with a relative importance of 7.995 (in t-test) and 0.000(Sig).

5.3 Conclusion

The study revealed that of all the dimensions of supervision (control, personal initiative, participation and bureaucracy) only control and bureaucracy is predictors of employee performance. The study further reveals that personal initiative and participation are not predictors of employee performance.

The discussion of the study is presented according to the objectives of the study with back up of reviewed literature to make the discussion more authentic. In regard to supervision, it was concluded that the respondents agree that it affects the performance of employees,

The findings of the study therefore empowered the researcher to conclude that bureaucracy and control affect employee performance in private security companies while personal initiative and participation play no role in how employees perform at Saracen Uganda Limited.

5.4 Recommendations

On the basis of study findings, discussions and conclusions, the following recommendations in relation to the observations were made;

Top management of the organization should ensure that it controls staff well so as to lead to performance improvement through ensuring that they demand complete obedience at all times, involving them in decision making, delegate tasks to them, closely monitoring the guards while they are carrying out their duties and individually directing and controlling all activities.

Top management should also make certain that protocol and rules are followed at all times in order to ensure employee performance by ensuring complete compliance of all rules and regulations, assign tasks based on merit and expertise, maintaining written records of all rules, decisions and administrative actions, emphasizing strict adherence to the hierarchy of authority and making decisions based on rules and precedents set to achieve organization goals.

5.5 Areas for further research

The researcher suggests the following areas for further research:

The independent variable in this study explained only 55.3% of variables for employee performance; other studies therefore should be carried out to explain other variables that are not included in this study.

More information on the effect of bureaucracy and control on the employee performance since they came out strongly in the research.

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APPENDIX 1

QUESTIONNAIRE

Dear respondent,

I am Twongyere Florentina, a student of Uganda Martyrs University I am carrying out a research study on “The Effect of Supervision on Employee Performance in Private Security Companies: Case Study: Saracen Uganda Limited”. The study is being conducted in fulfillment of the requirement for the award of a Master’s degree in Business Administration. This questionnaire is seeking information on the study. Therefore the information provided in this questionnaire will be used for academic purposes only and shall be accorded utmost confidentiality. Therefore, your contribution towards filling in this questionnaire will be a great contribution to my academic endeavor. Thank you.

Guidelines.

- 3 You are to answer the questions on a single sitting.
- 4 You are to give your opinion about a question asked by ticking the best option.
- 5 Answer all questions by filling in the provided space as instructed.

Section I: General Information

1. What is your gender?

Male (1)	
Female (2)	

2. How long have you been an employee of Saracen Uganda Limited?

Less than 1 year (1)	
2 – 3 yrs. (2)	
4 – 5 yrs. (3)	
6 – 10 yrs. (4)	
Above 10 yrs. (5)	

3. Which position do you hold in Saracen Uganda Limited?

Junior Security Officer	
Senior Security Officer	

4. What is the highest level of education you have attained?

Below Diploma (1)	
Diploma (2)	
Degree (3)	

Evaluate the following statements by ticking under the appropriate answer number basing on the scale below

1	2	3	4	5
Strongly disagree	Disagree	Not Sure	Agree	Strongly Agree

SECTION 2: CONTROL

Please indicate the extent to which you agree or disagree with the statements below

Key: 1=SD-strongly disagree; 2=D-disagree; 3=NS- not sure; 4=A-agree and 5=SA-strongly agree

The effect of control on employee performance at Saracen Uganda Limited

NO		1	2	3	4	5
	My supervisor demands complete obedience at all times.					
	My supervisor rarely involves me in decision making					
	My supervisor rarely delegates tasks to me					
	My supervisor takes credit for work done					
	My supervisor only uses one way communication					
	My supervisor dominates all interactions					
	My supervisor closely monitors me when carrying out my duties.					
	My supervisor individually directs and controls all activities.					

SECTION 3: PERSONAL INITIATIVE

II) The effect of personal initiative on employee performance at Saracen Uganda Limited

NO		1	2	3	4	5
	My supervisor trusts me to complete all tasks assigned					
	My supervisor gives me freedom to make decisions concerning completion of tasks					

	My supervisor encourages open communication					
	My supervisor only provides guidance and support when asked or needed					
	My supervisor delegates authority and tasks					
	My supervisor praises accomplishments and rewards success					
	My supervisor encourages solving problems and managing challenges					
	My supervisor provides tools and resources needed to complete tasks					

SECTION 4: PARTICIPATION

III). The effect of Participation on Employee Supervision at Saracen (U) Limited

NO		1	2	3	4	5
	My supervisor allows me to contribute in decision making.					
	My supervisor encourages discussion and sharing of ideas.					
	My supervisor empowers by providing mentoring and coaching necessary for task completion					
	My supervisor acts as mediator among the staff					
	My supervisor is always available to offer guidance and control					
	My supervisor encourages me to learn and grow					

SECTION 5: BUREAUCRACY

IV). The effect of bureaucracy on employee performance at Saracen Uganda Limited

NO		1	2	3	4	5
	My supervisor expects compliance of all rules and regulations					
	My supervisor assigns tasks based on merit and expertise					
	My supervisor maintains written records of all rules, decisions and administrative actions					
	My supervisor emphasizes strict adherence to the hierarchy of authority.					
	My supervisor makes decision based on rules and precedents set to achieve organisation goals					

SECTION 6: Employee Performance at Saracen (U) Limited

NO		1	2	3	4	5
	Employees attend to work on time at the company					
	Employees comply with the company guidelines					
	Employees beat the set deadlines for assigned tasks					
	Employees report to work on the required regularity of days.					
	Employees achieve targets set by the company					
	Employees complete all tasks assigned to them					

APPENDIX II

INTERVIEW GUIDE

Dear Respondent, this survey is being carried out to examine the effect of supervision on employee performance, a case study of Saracen Uganda Limited. It is purely academic. Assurance is made that the information provided will be treated confidentially.

Do you direct and control all the activities of employees?

.....
.....
.....

Do you delegate authority and tasks to employees?

.....
.....
.....

Do you allow employees to participate in decision making?

.....
.....
.....

Do you expect compliance of all rules and regulations from employees?

.....
.....
.....

How can performance be improved at Saracen (U) Limited?

.....
.....
.....

THANK YOU FOR YOUR TIME

APPENDIX III

RELIABILITY TEST

Reliability Test for Control

Reliability Statistics

Cronbach's Alpha	N of Items
.800	8

Reliability Test for Personal Initiative

Reliability Statistics

Cronbach's Alpha	N of Items
.756	8

Reliability Test for Participation

Reliability Statistics

Cronbach's Alpha	N of Items
.730	6

Reliability Test for Bureaucracy

Reliability Statistics

Cronbach's Alpha	N of Items
.782	5

Reliability Test for Employee Performance

Reliability Statistics

Cronbach's Alpha	N of Items
.821	6