

SUPPORT SUPERVISION AND EMPLOYEE PERFORMANCE IN ANKOLE DIOCESE MILLENNIUM SAVING AND CREDIT COOPERATIVE ORGANISATION

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ABSTRACT: *The study established the effect of support supervision on employee performance in Ankole Diocese Millennium Saving and Credit Cooperative Organisations. The study was guided by objectives which included; to examine the support supervision practices in Ankole Diocese Millennium Saving and Credit Cooperative Organisations, to establish the level of employee performance in Ankole Diocese Millennium Saving and Credit Cooperative Organisations and to establish the relationship between support supervision and employee performance in Ankole Diocese Millennium Saving and Credit Cooperative Organisations. The study used descriptive research design supported by both qualitative and quantitative approaches. A sample size of forty members of staff was selected randomly used in the study. Data collection was done using questionnaires and interview guide. Data analysis was done using frequencies, percentages and Pearson linear correlation coefficient with the use of Statistical Packages for Social Sciences version 22.0. The study established that supervision is effectively done in Ankole Diocese Millennium Saving and Credit Cooperative Organisation and both internal and external supervision are conducted. From the findings, it was concluded that most employees had self-motivation to spend time and energy on the job and worked overtime to complete their tasks in order to achieve objectives of the SACCO. The study established that there was high labour turnover in the SACCO. The study also established that employees in Ankole Diocese Millennium Saving and Credit Cooperative Organisation tried to use available resources very well to provide quality services. The study established that there was a strong positive relationship between support supervision and employee performance ($r=.970^{**}$). Thus, an increase in internal supervision and performance appraisal coupled with provision of feedback to both staff and management increases employee performance in Ankole Diocese Millennium Saving and Credit Cooperative Organisation. The study recommended that performance appraisal should be strengthened and feedback should always be provided to encourage employee to work hard for improved performance. The study recommended that supervisors should always monitor performance of employees every day and should give monthly report to the management of the SACCO in order to iron out issues of performance of employees that would result into poor organizational performance.*

Keywords; Support Supervision, Employee Performance; SACCO

INTRODUCTION

Background to the Study

Support supervision is considered to be a key element in achieving employee performance. Support supervision refers to many kinds of support supplied to employees in job execution before the project begins, when the project began, during the project and at project closing (Laporte, 2015).

Support supervision is frequently acknowledged as being crucial to enhancing employee performance and accomplishing organizational objectives. Managers and supervisors help employees maximize their performance in a supportive environment and reward them when they reach a high level of performance through this process (Clements, 2017). In support supervision, the supervisor closely collaborates with the individuals they are in charge of to set objectives, track development, and spot areas for improvement. Supportive supervision, when done correctly, has been shown to increase worker motivation, job satisfaction, and service quality as staff develop their skills on the job, make better use of resources by assisting staff in setting priorities and allocating resources wisely, and improve equity in access to services by reminding staff of the needs of the community and motivating them to work toward meeting those needs (Bosch, 2018, Tumwine, 2016).

Regular organization visits are necessary for effective support supervision and both teams must be informed of the visitation schedule. The creation of support supervision policies and the consistent application of the standardized instruments created for the exercise, such as checklists, should also be done to assure the quality of the visits. To guarantee consistency and implementation of the recommendations, action plans should also be collaboratively created at the conclusion of each supervisory visit and should be followed up in the succeeding supervisory visits (Hill, 2014).

Employee performance is defined as an individual's capacity to successfully complete given activities with the intention of accomplishing organizational goals (Stoner, 2014). However, people working under competent management effectively do their assigned responsibilities to fulfill the organizational goals. Performance also refers to the manner in which groups, teams, and individuals carry out their task (Amstrong, 2017). It is the result of the work since it has the strongest connection to an organization's strategic purpose (Bernadin, 2015). In order to monitor how effectively and efficiently organizational goals are continually being reached, it is necessary to measure employee performance (Politt, 2019).

Employee performance serves as the foundation for organizational productivity, hence it is critical for firms to oversee and motivate their staff to perform at their highest level (Winter, 2017). Organizational practices and culture, job features, individual differences, and teamwork all have an impact on how well employees perform, but supervision is most crucial of all (Politt, 2019).

According to Loganbil (2016), support supervision is a close-knit interpersonal relationship in which one person is in charge of promoting the growth of another. According to Wiles (2015), support supervision is a useful strategy that can be applied to encourage positive outcomes in terms of employee performance. It is also understood that there is always a connection between effective work and support supervision, but this will only be absolutely true when the necessary resources and commitment are available and are wisely used. Service delivery is still delayed even though support supervision is provided to Ankole Diocese Millennium Saving and Credit Cooperative Organizations through mentorship and performance evaluation. Delays in service delivery have been attributed to high employee churn and tardy arrivals at work (Staff Attendance Records, 2021). The Ankole Diocese Millennium Saving and Credit Cooperative Organizations would perform poorly and eventually fail if this issue was not resolved. Based on the aforementioned situation, the study set out to determine if support supervision has an impact on employee performance in the Millennium Savings and Credit Cooperative Organizations of the Ankole Diocese.

Statement of the Problem

Support supervision is an extremely vital part of a workplace that intends to maximize its success potential. It naturally follows, then, that poor supervision in a workplace is among the primary obstacles to achieving potential successes by a business (Loganbil (2016). Despite the efforts by Ankole Diocese Millennium Saving and Credit Cooperative Organisations to train employees, organize seminars and give prompt salaries to employees in a bid to improve employee performance, it has continued to record poor service delivery over the years yet performance of employees forms the basis for improved service delivery. In 2019, four staff left the SACCO and joined different organisations prompting the SACCO to recruit other staff to fill up gaps (Ankole Diocese Millennium Saving and Credit Cooperative Organisations Staff Records, 2019). It is not known whether support supervision could be the reason for delays in accessing loans by clients due to delayed monitoring and also failure of staff to follow up borrowers resulting into delayed loan recovery.

Purpose of the Study

The study was to establish the effect of support supervision on employee performance in Ankole Diocese Millennium Saving and Credit Cooperative Organisations.

Objectives of the Study

- i. To examine the support supervision practices in Ankole Diocese Millennium Saving and Credit Cooperative Organisations.
- ii. To establish the level of employee performance in Ankole Diocese Millennium Saving and Credit Cooperative Organisations.
- iii. To establish the relationship between support supervision and employee performance in Ankole Diocese Millennium Saving and Credit Cooperative Organisations.

METHODS

Research Design

Research design is essentially the blue print of conducting the entire study (Ngechu, 2006). The study adopted descriptive research design as it enabled to respond to requisite questions which this study sought to address and described the relationship existing between the support supervision and employee performance. The researcher used both qualitative and quantitative approaches for data collection and analysis to provide thorough and broader findings.

Study Population

The research was conducted in Ankole Diocese Millennium Saving and Credit Cooperative Organisation. The study used a population of 40 who were staff and board members of the SACCO. The population was from all the six branches of the SACCO.

Sampling

A sample is often described as being representative if certain known percentage, frequency distributions of elements' characteristics within the sample is similar to the corresponding distributions within the whole population (Kasomo, 2007). A simple random sample of 40 members of staff was selected using simple random sampling. .

Data Collection Instruments

A questionnaire is a special purpose document that allows the researcher to collect information and opinion from respondents. Questionnaires were used to collect data from 40 respondents from a larger number of people while maintaining uniform responses. The questionnaires comprised of section A which focused on support supervision practices and section B focused about the level of employee performance. Interview guide was used to collect data from managers of the selected branches of Ankole Diocese Millennium Saving and Credit Cooperative Organisation.

Data Analysis

Analysis is the application of reasoning to understand and interpret the collected data, (Kothari, 2004). Both quantitative and qualitative data were presented and analyzed reflecting the research objectives and research questions. The analysis of qualitative data was done using thematic analysis. Quantitative data was analysed using Pearson linear correlation with the help of Statistical Package for Social Sciences to determine the relationship between support supervision and employee performance. Frequencies and percentages were also used to analyse objective one and two.

RESULTS AND DISCUSSION

Support Supervision Practices in Ankole Diocese Millennium Saving and Credit Cooperative Organisation

The researcher examined the role of support supervision in Ankole Diocese Millennium Saving and Credit Cooperative Organisation and the findings were presented in table 4.4;

Table 4.1: Support Supervision Practices in Ankole SACCO

Statement	Strongly agree		Agree		Not sure		Disagree		Strongly disagree	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Performance appraisal feedback is done to encourage me to work hard	13	32.5	15	37.5	0	0	12	30	0	0
My supervisor always gives me feedback on my performance	15	37.5	19	47.5	0	0	6	15	0	0
My supervisor monitors my performance every month	14	35	16	40	0	0	10	25	0	0
My supervisor is even giving me new knowledge regarding my duties	14	35	18	45	0	0	8	20	0	0
Internal supervision in conducted in the SACCO to ensures that appropriate outcomes for the staff are delivered which create a positive effect on the staff performance	16	40	20	50	0	0	4	10	0	0

Source: Primary Data, 2022

From Table 4.1, data indicates that 13(32.5% of the respondents strongly agreed, 15(37.5%) agreed while 12(30%) of the respondents disagreed that performance appraisal feedback is done to encourage me to work hard. Since majority of the respondents agreed, it implies that performance appraisal feedback was used in Ankole SACCO to enhance performance of its employees for better organizational performance.

The findings are in agreement with Cole (2016) who states that performance appraisal is a formal and structured system by which management measures, evaluates and accesses an employee's job related attribute, behaviours and outcomes. In support of the findings, (Cole, 2016) states that performance appraisal is undertaken to discover how productive an employee is and whether the employee can continue to perform in future to help achieve the organization's goals.

In harmony with the findings, Decenzo and Robbins (2017) state that performance appraisal constitutes an essential part of the HRM process and is a factor in determining the crucially important dimensions of employee and organisational effectiveness for success.

It is indicated that 15(37.5%) of the respondents strongly agreed, 19(47.5%) of the respondents agreed while 6(15%) disagreed that supervisor always gave feedback on performance of employees. From the findings, majority of the respondents agreed implying that feedback regarding performance was provided to employees to help know their weak areas and improve.

The finding is in agreement with Kehoe and Wright (2019) who states that appraisals create a constructive forum for providing feedback to workers about individual behavior, and for allowing workers to provide input to their managers. Furthermore, Rynes *et al.*, (2015) states that feedback gives important information to employee how he or she is performing which in turn helps employee to set goals and attain goals that are set earlier. Because of that, feedback is in an important role also when there are some other rewards.

More still, the table indicates that 14(35%) of the respondents strongly agreed, 16(40%) agreed while 10(25%) disagreed that supervisor monitors performance employees every day. The findings also shows that most of the respondents agreed implying that employees of Ankole SACCO were monitored every day to ensure that they contribute much towards organizational development by through enhancing their performance.

Additionally, 14(35%) of the respondents strongly agreed, 18(45%) of the respondents agreed while 8(20%) disagreed that supervisor was even giving new knowledge regarding employee duties. The implication of the findings was that new knowledge was given to staff through support supervision.

Internal supervision was conducted in the SACCO to ensures that appropriate outcomes for the staff are delivered which create a positive effect on the staff performance was strongly agreed by 16(40%) of the respondents, 20(50%) of the respondents agreed while 4(10%) of the respondents disagreed.

Qualitative findings from interviews from a staff of Ankole SACCO revealed that “a performance appraisal system is a good instrument that was used to improve the quality of an organization’s work force performance of which was considered as an important aspect in human resources management and as part of the control process in administration”. “In order for an organisation to achieve its objectives, planning of the appraisal process is an important subject who should be undertaken to enable it achieves the objectives like work force development, including improvements, promotions and assignments in managerial positions, persuasion and punishment, salary increase, personnel’s performance feedback and determining their educational needs. Furthermore, competent appraisal of individual performance in an organization or company serves to improve the overall effectiveness of employees”.

Level of Employee Performance in Ankole Diocese Millennium Saving and Credit Cooperative Organisation

The researcher sought to establish the level of employee performance in Ankole Diocese Millennium Saving and Credit Cooperative Organisation. The findings were presented in the table as below;

Table 4.2: Level of Employee Performance in Ankole Diocese Millennium Saving and Credit Cooperative Organisation

Statements	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq (%)
Employees have willingness to spend energy on job/task	12	30	16	40	0	0	7	17.5	5	12.5	40(100)
There is reduced labour turn over in Ankole Diocese Millennium Saving and Credit Cooperative Organisation	8	20	10	25	0	0	14	35	8	20	40(100)
Employees work overtime to complete their tasks	12	30	14	35	0	0	8	20	6	15	40(100)

Employees work with speed and accuracy	10	25	14	35	0	0	9	22.5	7	17.5	40(100)
Employees use the available resources very well to provide quality services	14	35	16	40	0	0	10	25	0	0	40(100)

Source: Field Data, 2022

Findings in table 4.2 revealed that employees had willingness to spend energy on job/task as strongly agreed by 12(30%) of the respondents, 16(40%) of the respondents agreed, 7(17.5%) disagreed while 5(12.5%) strongly disagreed. Since majority of the respondents disagreed, it implies that employees do not perform much energy at work which leads to ineffective performance. It is for this reason that employees should be supervised and motivated so that their performance and improve which would lead to improved SACCO’s performance of Ankole Diocese Millennium Saving and Credit Cooperative Organisation.

The table also shows that 8(20%) of the respondents strongly agreed, 10(25%) of the respondents agreed, 14(35%) disagreed while 8(20%) strongly disagreed that there was reduced labour turnover in Ankole Diocese Millennium Saving and Credit Cooperative Organisation. The above findings show that to a smaller extent employees report at work early and leave in time and there is reduced labour retention in Ankole Diocese Millennium Saving and Credit Cooperative Organisation.

Furthermore, 12(30%) of the respondents strongly agreed, 14(35%) agreed, 8(20%) disagreed while 6(15%) strongly disagreed that employees work overtime to complete their tasks. The findings imply that employees work overtime to ensure timely completion of their tasks. Staff should therefore be constantly supervised and training and performance appraisal should always be conducted as a means of improving performance.

Employees worked with speed and accuracy was strongly agreed by 10(25%) of the respondents, 14(35%) of the respondents agreed, 9(22.5%) disagreed while 7(17.5%) strongly disagreed. Since majority of the respondents disagreed, it implies that employees worked at reduced speed in Ankole Diocese Millennium Saving and Credit Cooperative Organisation.

Findings also indicated that 14(35%) of the respondents strongly agreed, 16(40%) agreed whereas 10(25%) of the respondents disagreed that employees of Ankole Diocese Millennium Saving and Credit Cooperative Organisation used the available resources very well to provide quality services.

One respondent reported that;

“In order for employees to perform well on the job more attention should be paid to identifying and dealing with working conditions because when employees have negative perception to their environment they sometimes suffer from chronic stress, absenteeism, and their productivity and commitment tend to be low”

The findings concur with Kaplan & Norton, (2012) argued that the key to achieve the aimed level of performance is to adopt new approaches to performance and performance measurement. Balanced scorecard (BSC) is fundamentally a customized performance measurement system that looks beyond traditional financial measures and is based on organization strategy.

Relationship between Support Supervision and Employee Performance in Ankole Diocese Millennium Saving and Credit Cooperative Organisation

Table 4.3 shows determination of the relationship between support supervision and employee performance in Ankole Diocese Millennium Saving and Credit Cooperative Organisation. Pearson linear correlation coefficient was used to determine the relationship between variables with the help of Statistical Package for Social Sciences Version 22.0 and the findings were presented in table 4.3;

Table 4.3: Correlation between Support Supervision and Employee Performance

	Support Supervision	Employee Performance
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Support Supervision	Pearson Correlation	1	.970**
	Sig. (2-tailed)		.000
	N	40	40
Employee Performance	Pearson Correlation	.970**	1
	Sig. (2-tailed)	.000	
	N	40	40

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

From the findings, r was found to be .970** and since it is greater than the value of 0.05, it shows that support has a significant positive relationship with employee performance. This implies that when internal supervision and performance appraisal are conducted and feedback is provided, the weakness in employee performance is identified and employees can be helped to improve on their performance in Ankole Diocese Millennium Saving and Credit Cooperative Organisation.

Qualitative findings from respondents internal supervision ensures that appropriate outcomes for the staff were delivered which created a positive effect on the employee performance and also helped them to achieve their potential while gaining skills that are valuable to the institution. Furthermore, findings from interviews with one staff revealed that internal supervision increases morale for employees leading to better performance.

The findings concur with the study conducted by Rubel and Kee (2015) which states that perceived supervisor support and performance have positive and significant relationships whereas after introducing mediators the relationship becomes insignificant. The studies did not talk about support supervision and employee performance in SACCOs in Uganda. Therefore, this study will be done in Ankole Diocese Millennium Saving and Credit Cooperative Organisation.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

The study established that supervision is effectively done in Ankole Diocese Millennium Saving and Credit Cooperative Organisation and both internal and external supervision are conducted.

From the findings, it was concluded that most employees had self-motivation to spend time and energy on the job and worked overtime to complete their tasks in order to achieve objectives of the SACCO. The study established that there was high labour turnover in the SACCO. The study also established that employees in Ankole Diocese Millennium Saving and Credit Cooperative Organisation tried to use available resources very well to provide quality services.

The study established that there was a strong positive relationship between support supervision and employee performance ($r=.970^{**}$). Thus, an increase in internal supervision and performance appraisal coupled with provision of feedback to both staff and management increases employee performance in Ankole Diocese Millennium Saving and Credit Cooperative Organisation.

Recommendations

Based on the findings of the study, following recommendations were made:

The study recommended that performance appraisal should be strengthened and feedback should always be provided to encourage employee to work hard for improved performance.

The study recommended that supervisors should always monitor performance of employees every day and should give monthly report to the management of the SACCO in order to iron out issues of performance of employees that would result into poor organizational performance. Internal supervision should always be conducted in the SACCO to ensures that appropriate outcomes for the staff are delivered to create a positive effect on the staff performance.

Both internal and external supervisors must make conscious efforts at revising and adopting new attitude focused on developing the staff toward positive work performance. In other words appropriate employee development must be organized periodically to make staff become competent on their jobs.

There is need to strengthen support supervision in the SACCO and encourage staff to take part in the supervision to improve on performance. In addition, the management of the SACCO need to develop support supervision strategies that can be appreciated by staff as this will provide morale to employees of the SACCO.

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