

SUPERVISION AND THE EFFECTIVENESS OF NIGERIAN PUBLIC ORGANIZATIONS

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ABSTRACT

This paper examined the effect of supervision in achieving effectiveness of the Nigerian public organization. The need arose due to the documented evidences of inefficiency of the public organization and the dire need for solution. To achieve the stated objective, the study employed the secondary means of data generation and descriptive method of data analysis. Anchored on MacGragor's theory X and Y to explore the impact of supervision on organizational effectiveness, the study found that efficiency is low in the Nigerian public organizations; supervision is abysmal in these organization; even though effective supervision engenders organizational effectiveness, its institutionalization is bedeviled with many challenges such as financial rascality, godfatherism, remunerations not proportionate to current economic reality and lack of institutionalization of supervision as well as protection for the supervisory staff. The paper recommends among others: institutionalization of supervision and independent of the supervisory staff as well as check against financial indiscipline.

INTRODUCTION

Government has the fundamental responsibility of providing welfare services to its citizens. These welfare services are financed through the public revenue. Unfortunately, these revenue is usually inadequate. However, the inadequacy of the resources notwithstanding, governments have the responsibility of ensuring the effective delivery of essential public services, such as health care, road networks, water, shelter and education, to all people (UN, 2004). Unfortunately, public

organization, the channel through which governments will provide these public goods have been criticized as grossly inefficient and wasteful (Uthman, 2016).

This proclivity to wastefulness has led to unabating poverty and underdevelopment in Nigeria as a result of faulty implementation of policies geared towards the development of the economy. Hence Ugwuanyi & Emma (2013), asserted that the need for enhancing the development process in the developing nations is ever becoming more critical and urgent. The pace at which this can be realized is hinged essentially on the ability of the government to formulate appropriate policies but more importantly, on the capability of the public organizations to effectively implement the formulated policies because over the years in Nigeria, numerous brilliant policies such as privatization, subsidy removal, deregulation of downstream sector, total turnaround maintenance of refineries, free education, electoral reform and card readers use for election, Treasury single account etc have been formulated and implemented with no significant development to show for those efforts. The fact that Nigeria is still in the category of the Least Developed Countries of the world is evidence to the above point.

The implication of the above, according to Nwokorie (2017) is that in societies like ours where provision of vital social services is heavily dependent on the government, it is very important that management of public organizations exhibit high level of effectiveness because public organizations are the medium for delivery of public goods and services. Incidentally, Nigerian public organizations are allegedly held down by systemic corruption with ripple effect on provision of public goods and services. It is often heard that public sector managers collect bribe from contractors to inflate the value of government contracts; they collect bribe to certify poor quality of contract jobs and services that were rendered to the government (Igbaekemen, Abbah & Geidam 2014). The budget padding saga is core example.

There is therefore need for a change in the modus operandi of the Nigerian public organizations towards effectiveness and efficiency, because if concerted attempts are not made to address problems as they arise, they may degenerate into uncontrollable stages with the society's social-economic growth and development endangered (Okoli & Onah, 2002). Such outcome is the last thing a progressive and modern society like ours needs because public organization has become a pervasive nature of modern societies and ever-growing in importance, whose role as a veritable tool of change and development is not in doubt (Dick 2003). The adequacy and efficiency of Nigerian public organization is, therefore, important to the development of Nigeria (Abah, 2010). This is because the capacity of the public bureaucracy determines what will be done, where it will be done, when and how well it will get done. And if the public organizations lack the capacity to effectively implement policies, such policies cannot achieve its goals. It is therefore, worthy of note that the greater the capacity of the

public organization to effectively implement policies, the greater the development potential of that society.

Unfortunately, effective implementation of policies is hard to come by in an institutionally corrupt society like ours where something must change hand for something to happen (Nwokorie, 2007). The pervasiveness of dishonesty within the public organization and the pressure and influence of primordial demands and values on the organization negatively affect both the processes of formulating policies and the implementation activities.

This paper therefore, seeks to examine the level of inefficiency in the Nigeria Public Organization; the state of supervision in the Nigeria public organization, the nexus between supervision and effectiveness of Nigeria public organizations and the challenges of entrenching effective supervision in the Nigerian public organizations.

CLARIFICATION OF BASIC CONCEPTS

For enhanced comprehensibility of the trust of this paper, certain concepts employed in this paper will be illuminated. Such concepts include public organization, organizational effectiveness and supervision.

Public Organizations

The concept of Public organizations in this paper is interchangeably used with public sector, public sector organizations, public service and public bureaucracies. Therefore, Public organization refers to all the gamut of organizations that exist as part of government machinery for implementing policy decisions and delivering services that are of value to citizens, as mandated under the Nigerian Constitution of 1999 as amended in 2011. In this regard, the Nigeria Public organization is made up of the Civil Service, which is often referred to as the core service and is composed of line ministries and extra-ministerial agencies; and the Public bureaucracy, which is composed of the enlarged public service, including Services of the state and National Assemblies; the Judiciary; the Armed Forces; the Police and other Security Agencies; Paramilitary Services (Immigration, Customs, Prisons, etc); 'Parastatals' and agencies including social service, commercially oriented agencies, regulatory agencies, educational institutions, research institutes, etc, with the major function of implementing government policies and programs (Suleiman, n.d).

Organizational Effectiveness

Organizational effectiveness describes how successful an organization is in achieving the intended outcomes of the organization (Etzioni, 1964). More definitely, the fulfillment of organization's objectives without incapacitating resources of the organization is organizational effectiveness. In general terms however, organizational effectiveness refers to the potential to achieve maximum output with minimum

resources spent (Ahmed, et al 2016). Two key variables in this definition which are worthy of note are: (i) fulfilling its objectives without incapacitating its means and resources and (ii) fulfilling objectives without placing undue strain upon its members. This is why achieving more with less expenditure captures the concept of effectiveness aptly.

Supervision

Supervision is the process of directing, helping, guiding and stimulating growth in the subordinates in order to improve the quality of performance in an organization (Firz, 2006). It is also a combination or integration of processes, procedures and conditions that are consciously designed to advance work effectiveness of individuals and group. Supervision is an intervention that is provided by a senior member of a profession to a junior member or members of that same profession. This relationship is evaluative, extending over time, and has the simultaneous purposes of enhancing the professional functioning of the junior member(s), monitoring the quality of professional services offered to the clients (Bernard & Goodyear, 2004). Therefore, supervision stimulates guides, improves, refreshes, encourages and oversees activities of certain members of an organization with the goal of strengthening worker performance and achieving organizational goals.

REVIEW OF RELEVANT LITERATURE

Due to the qualitative nature of the study, a review of relevant literature becomes imperative for analysis hence the review under the following themes.

Inefficiency of Nigerian Public Organization

In his assessment of the Nigerian public organization, Prof. Sam Aluko, stated that the public service which was once vibrant, productive and incorruptible has become a haven of corruption, inefficiency and stupor. Chinua Achebe added that “the greatest sufferer of this ineptitude is the nation itself which has to contain the legitimate grievance of a wronged citizen; accommodate the incompetence of a favoured citizen and, more important and of greater scope, endure a general decline of morale and subversion of efficiency caused by an erratic system of performance & reward”. Contemporarily, El-Rufai asserts that the public service has been short-term in its vision, self-centred in policy formulation & corrupt in program implementation”. Hence Adamu Adamu averred that “All the nation’s checks & balances have been turned into cheques & bank balances and separation & division of powers have become a separation & division of the spoils of office-its leaders thieves, its officers keepers of stolen good & the people mere spectators”. Again, Adebayo (2000) described the present Nigerian public organizations as being long outmoded and grossly inadequate to perform the functions of managing an economy aspiring towards modernization.

These reviews were done by Mohammed Umar Saad (2015) who further stated that, the Nigerian public organizations that is responsible for providing job opportunities for the teeming population is replete with old, tired & doubly-functioning men and women that tends to perform poorly in terms of efficiency in service delivery. Any newcomer to Nigeria and even those returning to the country from the diaspora would come to terms with inefficiency, nepotism, favouritism, bloated bureaucracy, bureaucratic bottlenecks, pen robbery, promotion delays, and inappropriate job transfer from one place to another, etc. etc. as synonymous with public organization in Nigeria. He further stated that public organizations have been wholly weakened by the activities of politicians who entrenched the culture of bribery and corruption, a rather pathetic situation whereby a given public servant awaits some gratification from someone he has helped retrieved a file, minute on a file, prepared and processed payment voucher or whatever he has perpetrated that has, initially, been part of his duty and that's just one of many jobs he has been employed and is been paid to undertake.

He concluded when he said that the introduction of the quota system of recruitment and promotion, adherence to the federal-character principle, and the constant interference of the government in the day-to-day operation of the civil service especially through frequent changes in top officials and massive purges—meant that political factors rather than merit alone played major roles in the civil service.

A statement credited to President Mohammadu Buahri by Nwabughio (2015) has it that the Nigeria's civil service has lost its steam to poverty of ideas and corruption, which have resulted in inefficiency and poor output. The President, through the Vice President Yemi Osinbajo, "regretted that the civil service, which had international reckoning, had drastically declined. Many who mourn the decline of the civil service today from its days as 'primus inter pares' in the Commonwealth to one which has earned a reputation for inefficiency, low productivity, corruption and insensitivity to the needs of the public fall into the error of thinking that the problem is a poverty of ideas and capacity on the part of the civil service; whereas, it is the inability to clearly articulate a vision, ensure that the service develops the required capacity to articulate and implement the various components of the vision.

Taking on the employees in the Nigerian Public organization, Omoogun (2006), Nigerian civil servants have become reckless and blatant servants who bend the rules and are involved in wide spectrum of degrading acts such as accepting gratification, concealing offences related to corruption, fraudulent acquisition of property, fraudulent receipt of property, deliberate frustration of investigation, making false statements or returns, bribery of public officials, dealing with property acquired through gratification. They have unethical behaviours such as refusal to proceed on transfer or accept posting, habitual lateness to work, deliberate delay in treating official document, unauthorized removal of public records immoral and unruly

behaviour, usage of foul language, lassitude, lack of concern, laziness, rudeness to members of the public, malingering, presenting false sick certificates in order to go and attend to private businesses and a host of other deplorable attitudes (Ikenwa, 2017).

Supervision and Efficiency of Nigerian Public Organization

Bearing in mind that supervision deals with guiding, advising, encouraging, and motivating employees to ensure that the stated goals of the organization are achieved, Ifedili & Ifedili (2013) averred that supervision is required at all levels of management because when productivity is low, the supervisor is usually held accountable by the superiors hence the main reason for supervision is to use the human and non- human resources for the purpose of maintaining standard, quality and goal achievement.

As an organization grows larger and more complex, a critical need develops for someone to be assigned specific supervisory responsibilities so that all work activities will be coordinated and directed towards accomplishing the goals of the organization. The size of the Nigerian public organization portends that with growth comes complexity and with complexity comes the need for competent and effective supervision. Therefore, supervision is a vital part of a workplace that intends to maximize its success potential. It naturally follows, then, that poor supervision in a workplace is one of the primary obstacles to achieving potential success by an organization. After all, employees, no matter their task, must have the proper instruction and training to ensure that they are doing their jobs correctly, and with minimal risk of error or injury (Omisore, 2014). Supervision can be very rewarding when rightly applied and detrimental when it is wrongly applied or when applied for the wrong reasons.

According to Roberson (2008), when an organization has poor supervision, there is not enough responsibility for taking action for the prevention of problems, mistakes, accidents, and injuries. Poor supervision removes a very important part of the employee support process, eliminating the opportunity for reference, learning, and safety. Tracey (2000) also confirms that poor supervision opens the door for unethical behaviours within an organization. With poor supervision, employees commonly feel that their work is not valued by the organization, and loyalty is difficult to form. Without loyalty, employees are more likely to deviate from acceptable organizational operational practices. Such activities can include theft, decreased employee effort, using equipment without authorization, and falsifying documents, among other things. However, on the contrary, poor supervision does not only mean that there is not enough supervision; it can also be the exact opposite – too much supervision. When employees feel as though they are being too heavily policed, they get the feeling that the organization does not trust or respect them. This increases tension in the workplace and decreases overall employee morale (Zivnuska, 2007).

The State of Supervision in Nigerian Public Organization

According to Ifedili & Ifedili (2013), in a study that investigated the supervision of Nigerian university workers following the general complaints by the stakeholders that there was laxity in duty performance by Nigerian university workers, it was found that supervision was not effective, due to challenges of insecurity in the economy and time constraint.

In a study to determine the major causes of declining quality of education in Nigeria, Arong & Ogbadu, (2010), averred that some schools lack adequate inspection and supervision, especially for schools in the rural areas of the country. with lack of adequate school inspection and supervision due to the activities of corrupt members in the system, the result is lack of qualified teachers, lack of instructional materials, poor remuneration of teachers, poor pupils/students' attitudes towards learning, lack of parental responsibility, misplaced government priorities, and corrupt members or lack of integrity among some unscrupulous education stakeholders and workers. These factors which are the outcome of lack of adequate school inspection and supervision contribute a lot to the declining nature of the quality of education.

A study by Dunsch, Evans, Eze-Ajoku & Macis (2017) on management and supervision of health care in Nigeria revealed that there is need for improvement in quality service delivery hence health service delivery is poorly managed. However, though there were no formally stated or directly enforced consequences for failure to implement the quality improvements, but attention from superiors (supervision) can still induce a concern for consequences. Qualitative evidence from Zambia shows that with regular and thorough supervision visits to health centers, health workers "feel pressured to improve performance and also take pride in their recognized accomplishments" (Evans 2017).

Another study by Hill et-al (2014) on supervising community health workers in low-income countries like Nigeria revealed that where as adequate supervision is considered key to ensure that community health workers perform well, are motivated, and have well-defined roles in the community and in relation to the health system, yet, supervision is often lacking in quality if it is present at all. Again, little is known about what constitutes adequate supervision and how different supervision strategies influence performance. Effective and regular supervision could potentially help meet the challenges unique to community health workers and help focus community health workers' efforts and identify and correct poor practices (Kok & Muula, 2013). More so, supervision by formal health workers gives community health workers a sense of legitimacy in the eyes of other health workers, the communities served by community

health workers, and community health workers themselves (Kane, Gerretsen, Scherpbier, Dal Poz, & Dieleman, 2010).

In the power sector, a report by Nwannekanma (2017) titled Nigeria may lose N20 trillion to power sector corruption in a decade, stated that Nigeria at the close to losing trillions of naira to corruption in the power sector if effective monitoring and supervision are not instituted to checkmate the financial transactions of the sector. In the same vein, the Managing Director of NBET, Amobi, has revealed that the DISCOs cannot account for most of the revenue remitted to them by consumers due to what she described as 'bad behaviour', an euphemism for corruption which she blamed on lack of proper accountability and supervision of the DISCOs by Bureau of Public Enterprises (Umoru, 2016). However, even though exploratory studies have consistently identified quality supervision as a positive contributor to workers' job motivation, retention, and satisfaction; however, if done poorly, supervision can also contribute to workers dissatisfaction (Kok & Muula, 2013).

Challenges of Supervision in the Nigerian Public Organization

Supervision as a means of achieving organizational effectiveness has been relentlessly challenged. These inhibiting factors include: inadequacy of supervisory personnel, lack of proper training of supervisory staff to carry out supervisory services, inadequate financial allocation needed to procure facilities for supervision, poor leadership style and resistance to change and innovation coupled with the supervisee's negative attitude to supervision. These challenges constitute serious constraints to supervision in an organization. Furthermore, Ogbonnaya (1997) hold the belief that most supervisory staff are not exposed to democratic culture and thus adopt the old form of inspection. They do not run open-door policy by way of involving employees in decision making especially when such decision affects them. These set of supervisors are resistant to innovations and prefer to preserve the status quo and this threatens effectiveness in the organization. Unfortunately, some these set of supervisors practice abusive supervision. Abusive supervision is one of the greatest challenges of supervision in the workplace. This practice does not only affect the person at whom it is directed; it also affects the entire organization (Omisore, 2014). Another challenge to effective supervision for organizational effectiveness stems from the social gap that exists between the supervisor and the supervisees, which seem to be an imaginary gap that socially separates the supervisors and their employees. This gap stems from the fact that some supervisors see themselves and their positions as sacred and as such distance themselves from their subordinates both in principles and action. All these challenges pose a great danger to effective supervision that begets organizational effectiveness.

METHODOLOGY

Sources of Data: Data collected and used in this study were secondary data obtained from textbooks, journals and government publication

Data Analysis: The data were analyzed using descriptive method

THEORETICAL FRAMEWORK OF ANALYSIS

This study is anchored on theory X and Y propounded by Douglas McGregor in 1957 and 1960. Theory X and Theory Y represent two sets of assumptions about human nature and human behaviour that are relevant to organization management. Theory X represents a negative view of human nature that assumes individuals generally have an aversion to work, are reckless, and require close supervision to do their jobs. Theory Y denotes a positive view of human nature and assumes individuals are generally industrious, creative, and able to assume responsibility and exercise self-control in their jobs as seen in the bank.

This theory emerged as Douglas McGregor reaction to both the classical and human relations schools being inadequate for the realities of the workplace. He believed that the assumptions underlying both schools represented a negative view of human nature needed to be replaced. Thus, he laid out his ideas in his classic 1957 article "The Human Side of Enterprise" revisited in 1960 in which he introduced what came to be called the new humanism, where McGregor argued that the conventional approach to managing was based on three major propositions, which he called Theory X:

1. Management is responsible for organizing the elements of productive enterprise-money, materials, equipment, and people in the interests of economic ends.
2. With respect to people, this is a process of directing their efforts, motivating them, controlling their actions, and modifying their behaviour to fit the needs of the organization.
3. Without this active intervention by management, people would be passive or even resistant to organizational needs. They must therefore be persuaded, rewarded, punished, and controlled. Their activities must be directed.

These tenets of management are based on less explicit assumptions about human nature. The first of these assumptions is that individuals do not like to work and will avoid it if possible. A further assumption is that human beings do not want responsibility and desire explicit direction. Additionally, individuals are assumed to put their individual concerns above that of the organization for which they work and to resist change, valuing security more than other considerations at work. Finally, human beings are assumed to be easily manipulated and controlled.

The major propositions of Theory Y include the following:

1. Management is responsible for organizing the elements of productive enterprise-money, materials, equipment, and people in the interests of economic ends.

2. People are not by nature passive or resistant to organizational needs. They have become so as a result of experience in organizations.
3. The motivation, potential for development, capacity for assuming responsibility, and readiness to direct behaviour towards organizational goals are all present in people. It is the responsibility of management to make it possible for people to recognize and develop these human characteristics for themselves.
4. The essential task of management is to arrange organizational conditions and methods of operation so that people can achieve their own goals by directing their efforts toward organizational objectives.

Thus, given the docility and laxity that characterize contemporary Nigerian public organization, their managers (employers) should identify those employees who have personal goals for advancement and put them under supervision such that when they strive to achieve their personal goals, they will extendedly help to organization goals. They will respond to the encouragement, coaching, mentoring, feedback and training that supervisory actions avail and impact the employee's motivation to excel in their career, resulting to organizational effectiveness. Our conviction dwells on core assumption of Theory Y that the physical and mental effort involved in work is natural and that individuals actively seek to engage in work (Sager, 2008). Given the opportunity, in a conducive environment devoid of a situation where poor performance or unacceptable behaviour is overlooked, ignored or tolerated by the supervisor, employees will display self-motivation to put forth the effort necessary to achieve the organization's goals. Thus, avoiding responsibility which leads to ineffectiveness is not an inherent quality of human nature; individuals will seek out ways of being effective under the proper conditions. Theory Y also assumes that the ability to be innovative and creative exists among a large population like the public organization. It is very critical to note that individuals desire rewards that satisfy their basic needs, self-esteem and self-actualization needs, which the public organization provides. All that is needed is commitment by the managers of the public organizations to ensure that condition of service is enhanced to international acceptable standard; remuneration is at par with cost of living; qualified staffs are recruited and are trained adequately. A verifiable example of theory X is the inefficiency and decay that obtains in the Nigerian public organization, while the courtesy that obtains from the private sector especially the banks are examples of theory Y. striking a balance or enthroning theory Y in the Nigerian public organization is the central message of New Public Management.

FINDINGS AND DISCUSSIONS

The following findings were made and subsequently discussed under each heading

i. Efficiency is low in the Nigerian Public Organizations

That efficiency is low in the Nigerian public organizations is a truism given the fact that vast majority of Nigerians hate their jobs, but they continue to remain in their positions because there are few other opportunities available. This hate may be because of the condition of service, the poor remuneration package that naturally translates into poor attitudinal disposition to work, lack of training and bribery and corruption that has taken the center stage of the public service as well as tribalism, nepotism and favoritism that breeds lack of initiative. Lack of initiative prevails when unqualified persons who are not willing or able to carry out given assignments, are employed in the services of the Nigerian public organizations. The result is the paucity of effectiveness in the organizations. What is more worrisome is the fact that some employees who came highly recommended by people in high places in the society tend to be untouchable and incorrigible, such that even when supervision is instituted, they may still flout orders and go scot free. However, with effective supervision and commitment on the side of the management, requisite punitive measures and its fatal consequences will drive fear into the staff who may have a rethink. Again, when an example is set, intending culprits will learn from the mistakes of their colleague in line with the consequences of the actions of such colleague.

ii. Supervision is abysmal in the Nigerian public organization

To say that supervision in the Nigerian public organizations is abysmal is being as honest as possible. The perennial inefficiency and decay of the system pointedly reveal that supervision has been relegated to the background despite the fact that it is an extremely vital part of a workplace that intends to maximize its success potential (Omisore 2014). This may be the reason the President, through the Vice President Yemi Osinbajo, “regretted that the civil service, which had international reckoning, had drastically declined, which has earned her a reputation for inefficiency, low productivity, corruption and insensitivity to the needs of the public. The public organizations lack the ability to clearly articulate a vision, ensure that the service develops the required capacity to articulate and implement the various components of the vision. This is because it has lost its steam to poverty of ideas and corruption. All plausible recommendations to revitalize the public organization point to the need to give supervision the centre stage in the administration of the Nigerian public organization

iii. Effective supervision engenders organizational efficacy

With strategic checks and controls, every employee will become productive. This is because, according to MacGregor, those employees already have what it takes to do the work in them bestowed by nature and that what is needed is for management to spur them into action. This is because effectiveness is about obeying instructions and carrying them out as and when due. If we perform our

individually duties diligently, the Nigerian public organization will no longer be termed inefficient. The section that reviewed relevant literature on supervision and organization effectiveness nexus revealed that when an employee knows that the superior or supervisor will come to inspect what he/she is doing/ has done, how he/she did them and when they were done, with the power to invoke sanctions or bestow rewards, the employee will carry out his/her given assignment effectively and timely. When this prevails, the wastefulness that has been associated with the public organizations will be no more.

iv. Challenges to effective supervision is myriad but surmountable

The fact that corruption has eaten deep into the fabrics of the Nigerian society means that it equally has infected the Nigerian public organizations. More so, when the supervisor is infected with corruption he cannot be effective. For instance, if the supervisor is more interested in gratification both in kind and in cash, his role and function as supervisor will become ineffective because he will be compromised. More to corruption is the level of remuneration of both the supervisory staff and other staff of the organization. When staff earn below what he/she spends on feeding, clothing, shelter, water, hygiene, power and health, he/she will be compromised especially where bribery and corruption is highly manifested as the Nigerian public organizations are alleged. Therefore, remunerations should be juxtaposed with the current economic reality bearing in mind the cost of living, and socio-cultural factors such as family and societal pressures. The ostentatious lifestyle of the political class that has promoted financial irresponsibility in the country where an uneducated person who is just appointed as special adviser to a political office holder is seen buying big cars and building mansions and hotels; and pending money with reckless abandon is also another key factor. This trend has also promoted the yahoo mentality. Every youth wants to make it big by all means and at all cost. This is why majority of Nigerian youths do not want to work in many of the Nigerian public organizations. They rather travel out and do anything but stay back in Nigeria and not just manage whatever comes his/he way but watch his mates who joined politics, yahoo or travelled out become millionaires overnight. This attitude of financial rascality does not help the system to attract fine brains and keep them in the public organization where they are needed for the development of the economy. Another challenge is the godfather syndrome, where certain individuals are recommended by persons in high places. Whether qualified or not, they are given the job and they begin to pontificate what they do not know. The major issue is that they will not want to bend down and learn because they consider themselves untouchable hence incorrigible. And supervisors will not want to be landed into trouble and so will turn a blind eye on the laxity and docility of such workers in order to keep his/her job. This way, the decay in the service continues. Of course, mention has not been

made of the condition of service. When an employee's condition of service is abysmal, he/she has no option than to hate his job but remain because choice alternative is not in sight.

RECOMMENDATIONS

The paper recommended the following as its policy options:

1. Institutionalization of supervision as well as the independence of the supervisor in the Nigerian public organization as a protective measure. This is because, the vitality of public organization in the life of any nation is not in question and for effectiveness and efficiency, the employees who generally may not like to work unless under watch, needs the confidence that supervision brings, bearing in mind that supervision is a two-way thing. While it encourages the employee to work hard and earn a decent living, it also compels the management to create conducive environment for the workers to do their work and earn that decent leaving with commensurate fringe benefits.
2. War against financial indiscipline. The erstwhile war against indiscipline in Nigeria still rings bell in the ears of those who witnessed it. It is a stark truth that many Nigerians are not disciplined both in the office and at home. More importantly, they are not disciplined with money. They like to spend more than they earn. This had led many of them into trouble. Many public organization employees patronize the football betting outfits and pool houses for the simple reason of getting more to spend. The sight of Nigerian politicians and celebrities lavishing money send bad signals to the employees and it has succeeded in passing the message to others that you either get the money to spend or you get nothing. Therefore, Nigeria needs not only the re-introduction of War against Indiscipline but both war against corruption and War against financial rascality.
3. Pay package commensurate with current economic reality. The public organizations exist in an evolving society where what is obtainable today in the market may not be obtainable the next day. Therefore, the employees' pay packages need to reflect this reality. For instance, when fuel was sold at N97 per litre and a dollar was equivalent to N150, what the Nigerian public organization employees were earning has not changed now that fuel sells for N145 when and where moderated and a dollar changes for N360. Whereas in the market, a bag of 50 kg rice was sold for N7000 but now it is sold for between N17,000-N20,000. Both the supervisors and the supervisees go to the same market and experience the same economic reality. By implication, if nothing is done urgently to improve the buying capacity of their income, they may embrace the idea of helping themselves.

4. De-emphasizing godfatherism and emphasizing the rule of engagement. Here, we are not saying those who came highly recommended by persons in high places should not be employed, but once taken, they should be made to operate at the same frequency with others in the establishment, being guided by the same rule of engagement that rewards hard work and punishes or sanctions docility and laxity.

CONCLUSION

Effective supervision suffices as the solution to the challenges bedeviling performance in the Nigerian public organizations. Indeed, adequate measures should be taken to surmount all the challenges encountered in entrenching supervision in the Nigerian public organization in order to achieve the desired efficiency and effectiveness. This is because supervision is the life wire of any organization and achieving organizational effectiveness has never been an easy task in developing countries like ours where laxity is at its peak. In this regard, organizations that want to sustain its gain must as a matter of necessity systematically design effective methods of supervision to enhance performance of its employees for ultimate goals of the organization to be achieved. Bearing in mind that some supervisors make it difficult for some employees to get their work done it is required that the supervisor should not only be a content expert, but also accept the enormous responsibility of mentorship, because poor supervision has negative impact on both the employees and the organization.

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