

IMPERATIVENESS OF JOB SUPERVISION AND TASK IMPLEMENTATION
AMONG THE LOWER CADRE WORKERS OF IMO STATE POLYTECHNIC,
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This work is on imperativeness of job supervision and task implementation among the lower cadre workers of Imo State Polytechnic, Umuagwo-Ohaji. Supervision plays an integral role in Job accomplishment. Over the years, subordinates have been know for abandoning responsibilities assigned them by their superordinates and this leaves much to be desired as organizations crumble and fail to meet up with their stated goals and objectives; The above form the basis of this study. Various data collection techniques as oral interview, questionnaire, textbooks, journals and the internet were used. The symbolic interactionist theory was adopted for this study. The work concluded with the scholars stating that academicians are yet to recognize in full strength the link existing between managers and organizations and that the benefits therein are immense if they should realize it in earnest.

Keywords: Job, Workers, Cadre, Task.

Introduction:

The need for supervision of task has been harped over the years by scholars and experts in the business circle. This task is imperative because the route to achieve, attain, accomplish and actualize organizational objectives cannot be possible without proper task supervision. In a sense, supervision is an integral part of organization and the organizational process.

One thing is worrying in the organization and that is the fact that many organizations or institutions are yet to realize the need for supervision in the execution of given tasks in the work circle and this has to a very large extent hampered the organizational growth. There

It is the need to point out that supervision as an act requires skills, techniques and long time of service in order for the supervisor to carry out the tasks expected of him in the best possible way to achieve the goal of supervision if not, the good intention of the organization in task supervision may end up being defeated.

Background to the Study

The essence of supervision in organizational task execution cannot by any means be compromised for any other thing. This is because supervision creates the spirit of awakesness in the mind of the task executor. In a simple parlance when one is aware that he or she is being supervised in an attempt to ascertain if a given task is executed according to specification, such a person is bound to put in his/her best. It is equally unthinkable or unimaginable to have an organization that relegates supervision to the background.

While a few contemporary organizations have realized the need for supervision of tasks and even spend a lot of resources to ensure that given standards are attained, some are still lost on the magic that supervision do. Among the things that we witness in organizations is that some bosses assign functions or duties to the subordinates without minding whether or not such delegated functions were performed according to specifications and in the end, the organization pay heavily for this neglect.

Problem of the Study

The managerial function which is concerned with task supervision is one that should not be handled with soft gloves. Most often than not the bosses and organizations intentions are misinterpreted due to poor task execution and this poses a threat to the growth and development of the organization. On the other side of the same coin, supervisors assigned to carryout supervisory functions go about their personal engagements paying little or no attention to supervision and this bring about issues or challenges begging to be addressed.

Research Questions

The following questions were answered in the course of the research.

1. To what extent has private monitoring affected task performance?

2. Does organizations ignorance about supervision inhibit their level of productivity?
3. To what extent does adequate knowledge of supervision and supervisory skills lead to the achievement of organizational supervision of tasks?

Objectives of the Study

The aim of this paper is to unearth what supervision do on task performance among the unskilled workers in Imo State polytechnic while in its specifics include;

- a. To determine whether private monitoring has any effect on task performance.
- b. To discover if inadequate monitoring of unskilled workers in Imo State polytechnic lead to their lack of commitment.

Research Hypotheses

For the purpose of this research the following hypotheses were formulated:

1. Private monitoring significantly influences job execution.
2. Ignorance of Supervision Significantly affect job execution.

Significance of the Study

The significance of this study is divided into two of Practical and Academic significance.

The Practical Significance

This study will go a long way in bringing to the knowledge of business practitioners and operators the need to know, understand, study and be informed about the fact that there is a relationship between supervision and task performance in Nigerian business organization or institutions of which the Imo State Polytechnic is one. Over the years, business practitioners out of ignorance assign duties or functions to their subordinates without minding if those functions are executed and according to specifications too, hence the all-important need for supervision.

The Academic Significance

It will be out of place to state that there have not been previous works on the topic of study here rather, this work I believe will widen the scope of the already

existing educational horizon and serve rightly too as an instrument of data supply for scholars who may develop interest to go into this area.

Operationalization of Concepts

Some concepts used in the question will be explained for the purpose of clarity.

Ignorance of Supervision: This implies or means not being aware or informed about what supervision implies or mean.

Supervision: This is the act or function of overseeing something or somebody.

Task: Is a piece of work assigned to, or expected of a person; a duty. **Performance:** The act or process of a task, an action etc.

Methodology

This part of the study deals with the method that was employed in conducting the research on supervision and task execution among the unskilled workers in Imo State polytechnic Umuagwo-Ohaji.

The data collected in the course of this research study were collected from the respective selected departments in the Imo state polytechnic Umuagwo Ohaji with the help of the questionnaire, observation study, the internet and textbooks. This is made possible or easier because we covered the different departments making up the Imo State Polytechnic, so we visited them one by one to ensure we got the all purpose of this study. It is necessary to reiterate for the purpose of clarity that the departments included the department of general studies, political science and sociology departments too.

Data Collection

In the course of this study, the questionnaire, and observational data were collected from the department heads. Due to the workloads with which the heads of departments are known, the questionnaire interview data were deemed most appropriate and were submitted and retrieved from them after being filled.

An attitude index was used to assess heads of departments poor attitude towards supervision. Also it was aimed at finding out whether supervision of task is an existing culture in Imo state polytechnic or otherwise.

Also, an organizational (Imo Poly) commitment index was fashioned to measure heads of departments and staff intentions to stay with the school or leave. This is necessary because when workers have the mindset of leaving present work place, for elsewhere in the near future, there is the tendency that their

commitment level will depreciate and may land the organization in serious trouble,

Data were collected in personnel variables as income, educational qualifications, age and length of service in the institution among others.

Result: Academic Service Resources and Human Resource Utilization

Shortcomings in proper supervision find expression in poor service delivery and poor outcome in the tune of poor quality graduates, suspending service provision, strikes, and low turn out of people or undergraduates seeking admission with the school. This is just so because the heads of departments and other members of staff know that should the institution be ground to a halt, it is not their personal businesses.

Table 1: Frequency of peoples response towards supervision in Imo polytechnic.

Response	No of Respondents	% of Respondents
Those who believe that Imo Poly have supervision culture.	80	80%
Those who Disagreed	10	10%
Those who are Undecided	10	10%
Total	100	100%

Table 1 above shows that 80% of the respondents agree that Imo state polytechnic as an academic institution has what we consider good supervision of task execution culture, 10% disagree that Imo Poly have supervision culture while 10% were undecided. This indicates the awareness of the people in that academic institution environment and majority of the management staff interviewed agreed to this statement while a few disagreed.

Table 2: Staff-Heads of Department perception on commitment to the institution

Response	No of Respondents	% of Respondents
Workers who agree to high commitment of workers.	70	70%
Those who Disagreed	20	20%
Those who are Undecided	10	10%

Total	100	100%
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Table 2 above shows that among the one hundred respondents who answered the question on workers commitment in Imo state polytechnic 70% are of the believe that there is high commitment of workers in the institution and the relationship is that if there is high commitment level, there will be high commitment to task execution while 20% disagree to the above while 10% are undecided.

Table 3: Frequency of workers opinion on their salary payment

Response	No of Respondents	% of Respondents
People who believe supervision is necessary	65	65%
Those who believe that supervision is not necessary	25	25%
Those who are undecided	10	10%
Total	100	100%

Table 3 above indicates that 65% of the respondents agree that they are well-paid, while 25% disagree to the above while a paltry sum of 10% are undecided on the question.

Table 4: Frequency showing the staff qualifications in Imo State polytechnic

Response	No of Respondents	% of Respondents
Those who possess qualifications between WAEC and 3 rd degree	80	80%
Those who do not have any qualifications	5	5%
Undecided	15	15%
Total	100	100%

From the table 4 above, it can be inferred that 80% of the staff strength or population making up the Imo state polytechnic, Umuagwo have certificates which range between WAEC to Doctorate certificates. On the other hand, just 5%

have below WAEC certificates or more while 15% were undecided on the question posed them.

Table 5: Frequency of Ages of workers in the institution

Response	No of Respondents	% of Respondents
Workers between 30 and 50 years	50	50%
Those below 30yrs	30	30%
Undecided	20	20%
Total	100	100%

Table 5 above shows that staff of the selected departments in Imo state polytechnic Umuagwo Ohaji above 30 years are 50% while 30% represent a population of staff below 30years of age while on the other hand, 20% declined from answering the question.

Types of Supervision

For the purpose of clarification, we choose to discuss the types of supervision as an act or part of the management process, this is because every other type come under these sub-headings to a reasonable extent.

1. **Laissez-faire or Free reign Supervision:** This is equally known as independent supervision. Under this type of supervision, maximum freedom is allowed to the subordinates. The supervisor never interferes in the work of the subordinates in other words, full freedom is given to workers to do their jobs. Subordinates are also encouraged to solve their problems themselves.

From the result of the study we discovered that a little as 20% of the unskilled workers who formed part of our study admitted that laissez-faire type of supervision is not the most suitable type and may lead them to behave the way they like.

2. **Autocratic/Authoritarian Supervision:** Here, the supervisor wields absolute power and wants complete obedience from his subordinates. He wants everything to be done strictly according to his instructions and never like any intervention from his subordinates. This type of supervision is resorted to tackle in-disciplined subordinates.

Result; From the study we discovered that only 10% out of the 100% accepted that they like this type of supervision and therefore, this is not

generally/popularly accepted or considered most suitable for Imo state polytechnic unskilled workers.

3. **Democratic Supervision:** Under this supervision type, the supervisor acts according to the mutual consent and discussion or in other words he consults subordinates in the process of decision making. This is also known as participative or consultative supervision. Subordinates are encouraged to give suggestions, take initiatives and exercise free judgment. This results in job satisfaction and improved morale of employees.

Result: From the study, 55% of the respondents accepted that this is the respondents accepted that this because it give the workers the privilege or room to share their ideas, feelings and beliefs about the job process.

4. **Bureaucratic Supervision:** Under this type of supervision, certain working rules and regulations are laid down by the supervisor and all the subordinates are required to follow these rules and regulations very strictly. A serious note of the violation of these rules and regulations is taken by their supervisor.

Result: Only a paltry 5% admitted that this supervision type will go a long way in enabling institutions to achieve their goals.

5. **Private Supervision:** This is the type of supervision that involves an individual (s) being supervised privately or on close relationship/range. It may not involve large number of people so as not to abuse the major reason or goal of its institution.

Benefits of Supervision

Supervision has a variety of benefits for both the individual supervised, who otherwise is regarded as the supervisee, the organization and the service users so to speak.

It is considered necessary for safe, sustainable and ethical practice and is an integral part of the employer's duty of care.

It is necessary to establish that the nature of professional supervision reflect distinctive characteristics of social work including;

1. Working to affect positive change in complex individual and family situations.
2. Issues relating to safety and a duty to warn others.
3. Protection of children and vulnerable adults.
4. Assessment and management of risk and uncertainty

5. Improvement of professional judgment in conditions of chronic conflicts and stress.

Furthermore, supervision assists with identifying challenges in the earliest stages as well as preparation for possible risks. Supervisors help with identifying education, capacity building opportunities, training and development needs and options in order to increase social workers effectiveness. Frequent supervision is very important for new social worker and is considered of paramount importance when it has to do with instructional supervision. It can be difficult for employers to consistently provide the guidance these social workers need.

Benefits of Supervision to Employees

Employees have "space" away from their work. It is a private one-to-one support setting. Discussion is less guarded due to the safe relationship of learning without possible performance consequences. Social work can be high-risk area of practice, as well as high staff burn out. Quality supervision decreases these factors, benefiting the employee as well as the employer. Employees receive feedback about their work, which encourages high work performance and a positive environment. Agency-provided supervision increases the feeling of being valued by the agency. A supportive relationship is developed with both the supervisor and employer thereby increasing job satisfaction.

Benefits of Supervision to Employers

In supervision, a beneficial relationship is developed with the employee that offers an objective professional perspective resulting in improvements in work performance.

Since social work often relies on individual judgment, supervision with an experienced professional builds independence and competence within the workplace. In a sense, communication may be improved between employee and employer.

Employees provided with quality supervision are more organized and efficient which increases work productivity.

The employer is able to focus on the individual worker's administrative and professional needs.

The social worker and supervisor can regularly review agency mission, objectives and priorities.

Research consistently supports the correlation between employer-provided supervision and increased staff retention being support through quality supervision can result in workplace contentment and commitment.

Effective supervision produces motivated, confident employees who can be mentors and better peers to others in the organization.

Absent or poor quality supervision within organizations has been linked to the observation that new social workers lack often confidence in their knowledge and skill development and that they struggle to formulate ideas about client development as well as, the change process. Leadership can be exercised naturally, clarifying and affirming the vision of quality service delivery, through professional supervision.

In a deep sense of it, supervision can be designed to promote the mission of the organization.

Benefits of Supervision to Service Users

It is imperative to mention that those who utilize the agency's services will receive effective service, superior advocacy and quality ethical care. Quality supervision ensures efficient and effective delivery of services.

Supervision to a reasonable extent decreases complaints and concerns about the service and general performance through the identification of an employee's training and development needs. Effective supervision results in increased staff retention which ensures continuity of care for clients.

Challenges of Supervision

A lot of factors inhibit the consistent and smooth running of the supervision process over time and may include these;

1. **Time Factor:** Time have always proved insufficient for adequate supervision to happen. Most of the time it take longer than thought to get supervisees to take into themselves what is required in order for one to believe that proper or adequate supervision have taken place.
2. **Non-Challant Attitude of the Supervisees:** Most atimes the employees supervised show little or no interest in learning from the supervisors what is expected of them. This singular act make the good intention of supervision get defeated.
3. **Insufficient Resources:** In order to perform the task of supervision as suppose, the supervisors most often than not expect to be handed additional or

adequate remuneration. And this management may not be ready to comply to thereby inhibiting smooth and good intention of supervision.

The Implication of this study for Human Resource Utilization

Let it be stated that as human resource, it is important from the interactionist point of view that bosses and entrepreneurs in their interactive processes try to combine their capabilities to achieve sustained high production for enterprise success.

It therefore, rest with the bosses to construct meaningful ideas, strategies, ways and means in their interactions with employees, so creating an organizational environment in which bosses and workers feel as part of the organization, the effort to achieve survival, growth and durability.

It is common for some indigenous private firms to use their power and authority to the extent of autocracy. This is simply because they see themselves as being superior or more important than others.

Part of what is said is that most of them started business, academic institutions where they made use of personal servants who only take orders and run errands. On the establishment of complex academic institution or production firm which employ many more people with diverse levels of education, professional skills and experience, a lot of the bosses or high calibre administrators are not able to visualise that a new outlook to investment management is needed.

What that means is the fact that autocratic paternalistic personality exhausted in small scale trade still remains. This is simply to say that like in Imo State Polytechnic the Rector has little trust in his subordinates like in the Heads of departments and guards his institution with jealous affection. It is therefore the view of this writer that the founder of knowledge and attitudes towards the recruitment and utilization of human resource be improved especially in Imo State Polytechnic, Umuagwo.

This will go a long way in making it possible for the Rector to get his employees to be effectively and cognitively integrated and so feel as useful part of the institution. Apart from founder focused education, a joint education for founders and education managers is necessary. This simply should centre on issue of trust and power sharing and their implications for growth, continuity and durability. The indirect but positive effect of this exercise is that the dormant capabilities of heads of departments will be released for the success of the institutions. Apart from this, matters such as honesty, discipline, co-operation, punctuality and

attachment to work should constitute important component of such an endeavour. Workers education will be most effective if followed by improvement in the conditions of services and supervisory practices.

While it can be said that these suggestions are presented for implementation, research in this sector should be intensified in order to unfold the structures and processes, through which specific leadership blue prints can be generated. By so doing, the human factor will be better poised to contribute to development in the work circle.

Discussing Task Execution and Supervision

Definitely the task of mapping out the desired future for an organization or institution like the Imo State Polytechnic (planning) is an important task, so is that of arranging the organizations framework within which work takes place (organizing) L.O. Oti (2003:112). These decisions must however be translated into actions by heads of departments who support the people who render one service or the other to the organization or institution. The task of getting people to perform in order to achieve organizational or institution goals is called directing or leading. Usually, it is one thing to decide which decisions will favour the activities of the institution and another to carry it out or perform it. Directing entails sundry activities. These are motivating, communicating, leading and decision making among others. On the other hand, Ihinda C.C. (2007:158) in his text "Elements of Management" has this to say about directing and leading. As managers or heads of institutions among other organizations concern themselves with the directing and leading functions, they begin to grasp something of its complexity.

First of all, they are dealing with people but not on an entirely objective basis for they are persons themselves and often become part of the problem. They are in direct contact with people, both as individuals and as groups. They soon discover that as a productive factor people are not singly interested in the enterprise objectives, they have objectives of their own.

To direct human effort toward enterprise objectives, managers, (the Rector of Imo Poly a typical example) soon realizes that he should think in terms of the issues related to orientation, communication, motivation and leadership. Ihinda, C.C. further posits that although managers (the Rector) is part of the group, it is convenient for many reasons to look upon them/him as part.

Resources, human and otherwise for achieving the institution's organization objectives are assigned to managers like the Rector in our case, and they must

integrate them. Though, this is easy when it comes to capital, buildings and land, it is difficult when it comes to people for they require skills in directing and leading; it is also convenient to think of the manager as a part from the group because he or she is a leader. As leaders they are not so much part of the group as they are the ones to persuade the group to do their will.

Leadership involves wise use of a motivational system plus a personality which engenders zeal in others. Managers are also perceived by employees as a part for other reasons. They know more than employees about charges, they are usually considered to have good judgment because of their varied experience.

Finally, superiors are always apart from the group because they hold in their hands the careers of their subordinate. Their opinions are important above the opinions of all others because they largely decide who will be promoted, transferred or terminated and who will be given merit and salary increases. May it be said that the behaviour of groups depends to a considerable degree on their bosses or managers. Their communication, the respect that they command from the peers, their general character, the degree to which they can be trusted and their human attributes. All these influence the moral of subordinates which in turn reflects a boss or managers skill in directing and leading them.

Features of Medium and Large Scale Indigenous Academic: Benefits of Proper Supervision to the Academic

Before ten (10) years now, many people that do or own businesses or organizations paid little attention to commerce, and little attention to service delivery. A lot nowadays can be said of academic institutions. People who ventured into this amassed much wealth and rose to certain heights, one thing that must be said about these academic ventures is that they tended to go into extinction if their owners dies. This simply means that the economy seriously gets affected as the enterprise is not guaranteed continuity. There has been the tendency that indigenous or home owned organizations (institution) tend to grow over the past few decades. A few number of entrepreneurs in this country go about opening different businesses and give them out to their relatives to handle or manage. This in effect shows that we are heading towards empire building according to Chadler (2002). Again samplings conducted show that small-scale industries are not highly favoured especially in the informal sector (Anyanwu, 2000). Let it be concretized that research observation have shown that a large portion of these industries have or are occupied by managers or

bosses with higher education as Bachelor of Science (B.Sc) and Masters including MBA. On the contrary, other bosses who happen to be in leadership positions example as managers worked as entrepreneurs in other businesses before the founding of the firm. Let it be stated again that bosses or managers have certain characteristic features in common. They often time show deep theoretical knowledge of management and service provision. They usually put themselves on the position of the entrepreneur as it come to prescriptions as to what the founder ought to do to make sure the enterprise grows, continues and is durable. In accordance with early studies conducted in the field, increases or expansion in business are anticipated to create or bring about problems of management and control (Killby 1999, Evan, 2002).

Managerial Practice: A Symbolic Interactionist Approach

Managerial practice simply mean the act of bringing together material resources, job responsibility and incentives to achieve employee satisfaction and commitment to the organization. Supervision actually lead to improved service provision and delivery. The above is being explained with the symbolic interactionist approach. The Chief proponents of the theory include - John Dewey, George Herbert Mead (1934) Herbert Spencer (1962) George Hormas, Max Weber among others.

This theory is based on the framework of viewing human behaviours in which human beings are seen as living in a world of meaningful objects. Objects here refer to actions, people and relationship among others. Let it said that those objectives mentioned above have meanings for man and is on the basis of this man acts.

In furtherance, the theorists are of the belief that human beings interpret or defines each other's action. Actually this response is not made directly to the actions of one another but instead is based on the meaning which they attach to such situations. Here, the individual is seen as a conscious being capable of considering the consequences of various alternative causes of action. It is further believed that individuals make meaning during the process of interaction.

On the other hand, Blumer (1962) made a reasonable contribution to human interaction processes. To this scholar, interaction is based on three basic premises. To him, human beings act on the basis of meanings that they give to objects and events rather simply reacting either to external stimuli, such as social forces or to internal stimuli such as organs drives.

According to him, meanings are the result of interpretive procedures employed by actors within interactive contexts e.g. taking the role of others makes a person to interpret the meanings and intentions of others. Going by the above perspective, Herbert Blumer in Haralambos and Heald (2000) maintain that the organization is the framework within which social actions takes place.

It is further posited that human beings are not sponge-like organisms who passively conform to the bureaucratic requirements. Rather people are seen as active agents who shape and mould their destinies and continually make new joint actions based on their definitions of the situations. What the above imply is that different patterns of interaction go on in the organization (work places), bosses usually interact among themselves in organizations including outside the organization.

In summary, what it implies is the fact that the interaction (relationship between productivity) will actually increase because the workers will be highly committed. This may be as a result of good communication existing between the management and workers. May it be said that positive discussion encourages the following management branches to realize their set goals which include among others management accounting, financial recording and data processing etc.

Decision making as a catalyst for realizing management desire in most times accepted at higher quarters as they study visible approach which helps chief executives appreciate that leadership is a dynamic instrument.

Leadership demands that a manager manage himself effectively, direct his subordinates authoritatively and positively. This is why the use and application of the minute manager underscores the strength of all times.

Summary

A lot have been done in the course of this study. The line between job supervision and task implementation in Imo State Polytechnic, Umuagwo-Ohaji has been drawn. Emphasize must be made that for no just cause void should not be left to exist in the link between job supervision and task implementation.

From this study, it is important to state the following. That right decision are the only ways through which managers and management can co-operate effectively and efficiently.

- It is a managerial approach that is an urgent necessity.
- It is a catalyst for reducing stress and boredom.
- It is an instrument for increasing performance and profitability.

This structure is important because managerial decision is a critical assignment Bosses/managers and management must be trained and skillful in the use and application of decision making with decision taking. It is believed that when all these institutions are at a balance organizations will achieve a lot under a dignified time frame.

Conclusion

One thing that must be stated is that the success of any organization or institution depends basically on a few things. One of those things is having a manager, taking good boss or good decisions for implementations and the ones that will favour the organization like Imo Polytechnic and also ensuring the staff/workers are adequately motivated to contribute their quota towards the growth and development of the organization or institution.

Another point worthy of mention is the fact that all the members/staff making up the organization are not basically equal or placed on the same strata but the link between those at the higher and lower level occupants must be closed. This is aimed at bringing about high level productivity and performance.

Recommendations on how to improve service provision through supervision

The following recommendations are made upon the completions of this academic enterprise

The Governments and individuals at their own levels have failed to realize the wonder-working link existing between managers and their subordinates, therefore I recommend that further studies be engaged in by upcoming scholars in this direction.

Academicians have not recognized in full strength what link exist between managers and organizations and the fruit of this relationship , the earlier this is discovered through studies, the better.

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