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CERTIFICATION

We, the undersigned certify that this research work titled “*Delegation of authority as a management strategy for better performance in organization*” a case study of Unilever Nigeria plc, was carried out by **IDEMUDA ODION SONIA** with Matric No: **SBS/6041840761** in the Department of Business Administration and Management, School of evening study, Auchi Polytechnic, Auchi.

We certify that the work is adequate in scope and content in partial fulfillment of the requirements for the award of Higher National Diploma (HND) in Business Administration and Management.

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DEDICATION

This project is dedicated to God Almighty.

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This study was conducted not through personal efforts alone but also through the numerous and appreciable major and minor assistance received from various quarter.

Firstly, I would like to thank the Almighty God for His infinite love, mercy, guidance, protection and gift of good health all through the period of this study.

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ABSTRACT

This study examined Delegation of authority as a management strategy for better performance in organization, using a case study of unilever Nigeria plc, Benin City. The objective of this study is to identify the importance of delegation of authority in organization and examine the benefit of subordinate working without fear in the organization. For this purpose, primary data and secondary data such as observation, interview, journals, magazines, and text books were used. Chi-square method and simple percentage method were also used to analyze the hypotheses, the findings reveal that when authority is delegated to subordinate they tend to know the job better and become perfect in doing it. It recommended that managers should see delegations as the process of legitimacy and empowering the work of subordinate.

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CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

One of the aims of setting up a business organization is to gain competitive advantage and to make profit. Without the employees discharging their assigned responsibilities, the objectives of the organizations may not be achieved easily and timely. Thus, employee performance is a crucial determinant of organizational goals. Thus, it is not surprising that most of today's organizations find ways to make the employee to be committed by delegating some managerial authority to them. Due to the competitive nature of business activities which could be traced to globalization, the task of carrying the burden of the business activities cannot be done by the business owner(s) or managers alone. Therefore, there is need for some responsibilities to be shifted or assigned to the employees who will reduce the workload and pressure of the business owner(s) or managers.

Delegation of authority is one of modern trends practiced by managers. It is function stands out contributing and increasing the level of motivation of employees and achieving positive returns for (an organization with a manager) and (an employee with a customer) both. On the level of an organization, it achieves competitive advantage, knowledge inventory, increases the level of productivity and speed in finalizing tasks effectively. On the level of manager, it alleviates functional burdens, gains employees' satisfaction and builds cooperation and trust between manger and employees giving a

chance for manager to have full-time for realization more important work. So, it reduces physical and intellectual efforts exerted by manager and other employees. On the level of an employee, it works on achieving functional empowerment, constructing alternative and administrative leadership, making employees feel self-confidence and motivation for Excellency in performance. On the level of customer, it meets the needs of customers rapidly, delivering or providing the service will not be delayed due to delegation authority. Giving the customer a higher level of care and attention, building customers perceived and creating loyalty and mutual respect for an organization and production in which the organization produced.

The impact of delegation of authority on organization helps in achieving competitive advantage, increase in production as well as effectiveness in task completion. In the same vein, they stated that delegation of authority has lessen the functional burdens of the manager and it has built cooperation and trust between the manager and the employees which led to employees satisfaction. Thus, it reduces physical and intellectual efforts exerted by manager and other employees; on the level of an employee, they stated that delegation of authority works on achieving functional empowerment, constructing alternative and administrative leadership, making employees feel self-confidence and motivation for excellence in performance; and on the level of customer, delegation of authority meets the needs of customers rapidly, delivering or providing the service will not be delayed due to delegation authority. Managers will be able to maintain their job

position and preserve the process of facilitating business affairs, employees' loyalty, and achieving performance efficiency. And it serves as a way to help manager in alleviating the burden of running the affairs of the business.

Yukl, G. and Ping Fu (1999) established that greater delegation will result to the following factors: Competence of the employee, sharing of managers' task objectives by the employee, longstanding and positive relationship of the manager with the employee, and the status of the lower-level persons. Managers who choose to do everything hamper their own productivity; limit their employee performance and any contribution they do make as managers is often accompanied by frustration and excessive personal effort (Koontz, P., Kombo, S., Obonyo, G.N. Nader, A. 1983). Thus, it is important to incorporate delegation of authority to managerial functions or practices to increase employee performance towards achieving organizational goals.

1.2 Statement of the problems

Poor delegation of authority by manager in most organization brings about management efficiency which has brought about the need for this research works. Most managers are of the opinion that they can do the work alone, they unwilling to delegate authority as a result of lack of confidence on the subordinate makes mistakes and carryout delegated task badly and in return managers will be responsible for their errors. The fears of losing touch with their works and staff makes managers always wants to retain delegation as much as possible. The managers would not want the subordinate to

known their weak point and then capitalize on it. Thus losing their reputation and integrity in the eye of their subordinate.

So they (managers) would not want to delegate .This research works is carried out to examine how delegations of authority can be a veritable instrument for better organizational performance.

1.3 Objectives of the study

The main objective of this study is to examine how delegation of authority could be management strategy for better performance.

- i. To ascertain how managers can delegate authority in an organization.
- ii. To determine if delegation of authority contributes to organizational effectiveness.
- iii. To indentify how delegation of authority contribute to subordinate training and development.
- iv. To find out how delegation of authority enhance managers performance.

1.4 Research Question

In order to achieve the objective, the following research question will guide this study.

- i. Can managers delegate authority in an organization?
- ii. Does delegation of authority contributes to organizational effectiveness?

- iii. Does delegation of authority contributes to subordinate training and development?
- iv. Does delegation of authority enhance manager's performance?

1.5 Statement of Hypothesis

Hypothesis one

Ho: Managers cannot delegate authority in an organization.

Hypothesis Two

Ho: Delegation of authority does not contribute to organizational effectiveness.

Hypothesis Three

Ho: Delegation of authority does not contribute to subordinate training and development.

Hypothesis Four

Ho: Delegation of authority does not enhance manager's performance.

1.6 Significance of the study

In Nigeria, owners of business still want to be exercising total control even when such business has not grown from small outfit to an empire of retail outlet. Managers are reluctant and every unwilling to delegate notwithstanding the heavy work load and the unfinished routine matter faced in the course of their duties. Thus a study of this nature is expected to make theoretical and practical contribution to manger. It will provide a basis for close structuring of the formulation an application of different relevant aspect of delegation of authority on management as strategy for better performance. Finally,

suggestion will be made with the believe that the research will shed more knowledge on the existing literature for further research to be carried out on this study.

1.7 Scope of the Study

It is expected that the management of Unilever Nigeria Plc, Benin City. Know the range of delegation of authority in the organization and such delegation could contribute to the enhancement of their performance and organizational goals. This study will aid management to know or believe that he (executive) cannot do his work better than his subordinate. Managers should not feel insecure in delegating authority and they should remember that delegation serve as training ground to the subordinate, subordinate should accept new and added assignment to get their goals.

1.8 Limitations of the study

A study of this nature will normally entails investigation into a variety of issues to be able to achieve a comprehensive study of the problems, a lot of constraint would be encountered in form of collection of data, lack of adequate information and scarcity of researchers infrastructures. As a result of this, certain limitation will be imposed.

First and foremost, inaccessibility of data (collection of data) to provide the necessary information were difficult to acquire, especially the financial figures, some of the employees who co-operated were not in better possession of the facts and figures necessary in this project.

Secondly, limited area of study, there are many section in the organization of all forms of materials, however, the researchers intension is to concentrate only on the materials store for the project. This project apparently poses serious limitation to this project and the researcher has to work with data that are available.

Thirdly, there are hardly many writers on the subject matter, therefore text books on this topic are scare, so the information was gathered from books of accounting and purchasing, internet. Also due to the nature of the co-operation in unilever Nigeria plc, Benin city have adopted strict security measure to non-organization staff following the trend of events which posed problem to this write up.

Lastly, there were difficulty of securing valid personal or confidential information and the uncertainty of receiving adequate number of responses to represent satisfactory sample.

1.9 Operational Definition of Terms:

1. **Delegation:** this is defined as passing of duties and right from a superior to a subordinate
2. **Authority:** this is the right, duties and jurisdiction to any job older and privilege
3. **Management:** management is the act of getting things done through other people.
4. **Strategy:** according to the advanced oxford learners dictionary, strategy is the process of planning something i.e carrying out plans in a specific way.
5. **Performance:** the act or process or knowing very well how a task is done.

CHAPTER TWO: LITERATURE REVIEW

2.1 Conceptual Review

Hashem, M.O., Al-Taei, Y.H. and Al-Fadl, M.A.M. (2013) conducted study on the impact of structural empowerment in achieving psychological empowerment. The study has reached that there is a statistical significant between availability of structural empowerment representing by delegation authority, Personality development, participation and Development innovative behavior on achieving psychological empowerment representing by one's awareness that he holds an important and meaningful job position, feeling effective, independence and capability to be effective. AL-Matouh, M.A. (2003) studied the role of delegation of authority in achieving the objectives of organizing. The study has reached that delegation of authority has played a basic role in achieving business fast. It raises the morale among workers. It allows the chance for building employees and enables them to alternative leadership and ability to manage organizations. While the study of AL-Qaryouti, A.F. (2009) on the feeling job empowerment among managers of middle management level in Kuwait. The study depended on a random sample reached to (445) employees represent managers of middle management and they work in public institutions in Kuwait. The study has reached for different results as following: there are important factors enhancing feeling in job empowerment, and they differ due to demographic features of samples participants.

The study of Schriesheim, C.A. (2008) on the delegation and leadership-member exchange: main effects moderators measurement issues. Subordinate and supervisor leader-member exchange (LMX) were examined as correlates of delegation and as moderators of relationships between delegation and subordinate performance and satisfaction. Raw score analyses of data on 106 dyads showed both to be significantly related to delegation and to have similar main and moderating effects for subordinate performance and satisfaction. Finally, within- and between-groups analyses largely supported the level-of-analysis predictions of the LMX approach. Implications for future LMX research are discussed. Wadi, R.M. (2009) conducted study on the impact of authority delegation on managerial performance.

2.2 Theoretical Framework

2.2.1 Nature of Delegation

Kalejaiye, D. (1998) said that delegation of authority is the conferment of authority on subordinate to carry out a given task. Authority are not totally centralized neither absolute decentralized (delegation). But centralization in management refers to withholding of authority in decision making. In order view, delegation of authority requires careful selection of what decision to push down the organization structure. And what to delegate must have to determine the result expected assignment of the tasks. Than delegation of authority to carry out these task and finally execution of responsibility

for accomplishment. Kooting, M.A. (1998) posed that delegation must be clear to both parties.

When managers refuses to delegate authority could be said to be centralized. Delegation is also considered important because the superior cannot carry out all activities alone it is also considered as very effective means of staff training and development when delegation is effectively carried out. It enhances the performance of the superior to relieving him or her of routine activities to create opportunity for concentration in more important issues. The degree to which managers can delegate depends on a number of factors such as the specific situation organizational philosophy. Personality of the managers and capability of the subordinates.

2.2.2 Commensurable Authority and responsibility

Authority is the right to issue command and instruction one the use of organizational resources and expect compliances. The manager has two sources of authority. Namely official authority which drives from personality. Knowledge. Moral worth and ability to lead. Managers who command considerable personal authority are able to motivate goals directed behavior in their subordinates. They make less use or group of individual who play something or carrying out a plan in a skillful way for a higher standard or less poor quality. Authority is delegated to a subordinate to carry out an effective task.

2.2.3 Delegation of Authority

Authorities we have stated, entails the right to command as well as deployed or fail to deploy the resources of our organization. At certain times or circumstance. The holder of authority may and do transfer some of these right to the person to acts on his behalf. This process act of transferring authority to other usually to subordinate is what is called delegation of authority.

Delegation of authority, summits Akpals, M.M. (1990), is the transmission of authority from top to bottom and takes place when the right to command is vested by the superior in a subordinate to act. He continued by stating that the process of delegation must go together, namely

- a. The transmission of authority for accomplishing tasks
- b. Assignment of task
- c. The exaction of responsibility of obligation for the accomplishing of the tasks. In practice, delegation of authority is not permanent. In essence delegated authority is not the same as abdicated authority. Delegated authorities in subject to recovery by the original processor the extent of delegation of authority differ from one organization to another and even in the same organization at different time. The extent to which authority is delegated on an organization may depend on
 - a. The ability or capability of the subordinate
 - b. The nature of the task to be performed

- c. The philosophy and orientation of the superior
- d. The availability of the managers
- e. The time available for the accomplishment of the tasks or assignment e.t.c
- f. The desire for indigence.

On the other hand, Norman, A.A.I. (1968) opines that authority is the right to acts discretion, to employee resources to get things done. For Knootz, P. and Donnell, O (1980) authority is the right to command other to act or not to act in a manner deemed by the possessor of the authority to further enterprises or departmental objectives.

2.2.4 How Delegation of Authority Serves as a Management Strategies for better performance

Authority entails the right to command a subordinate to act on behalf of the superior. A certain work can be delegated to a subordinate to carryout in an organization to enable them work effectively better performance of the job which is delegated to the subordinate, when a job is delegated. He must have the authority to carry out the certain job., without delegation, the superior cannot carry out the job or work on his own for better performance. In delegation this will help him or her to carry out some certain work because some part of the job has been delegated and this serves as a means through which the organization will perform better compared to before.

2.2.4 Principle of delegation

The classical theories recommend certain principles and many of such principles are still relevant in the delegation of authority unless carefully recognized in practices.

The principles of delegation comes up with the following suggestion

- (a) Principles of functional definitions: to develop department, activities must be group to facilitate the accomplishment of goal and the managers of each sub-division must have authority to coordinate its activities.
- (b) The principles of management by expectation: management should delegate authority and responsibility for routine operation and decision making to subordinate but must retain such task for themselves for which they belong are qualified.
- (c) Principles of delegation by result expected: some authority is intended to furnish managers with a tool for some managing as for gain contribution to enterprises objectives authority delegated to an individual manager should be adequate to ensure the ability to achieve result expected.

Important factors that warrant Delegation

Joseph, L. (1978) explained four factors that are important in effective delegation namely, confidence in subordinate, time available impute and impact of the decision on the confidence and future novelty.

- (a) Novelty of the situation: managers are also more likely to resolve for themselves the known and unknown activities and decision managers should delegate anything that can be defined
- (b) Time available: no manager has enough time for all things to do lack of time forces may make delegation usually on the basis of their importance
- (c) Input and impact decision: input and impact of the decision on the company future is what makes some item important and the other likely to be delegated obviously important, the long term consideration or consequences of action are very hard to determine.
- (d) Confidences in subordinate: of most important is the superior belief that the subordinate has the capacity, skill, energy and motivation to carry out what is assigned to a large extent past successive provides confidence however executives do not rely just on the records when delegated.

Essentials of Delegation

Miner, J.B (1977) explained that authority is delegated when decision making power is vested in a subordinate by a superior clearly, superior cannot delegate authority, they do not know whether they are board members, president, vice president or superior, it is equally clear that superior cannot delegate all their authority without in effect transferring their authority (position) to their subordinate. For delegation to occur three vital actions must take place and these are: the assignment of tasks to be performed, the

gravity of authority to carry out these tasks to be performed and creation of responsibility to perform.

Advantages of Delegation to the Subordinate

By handling different and sometimes new task and responsibility and in the process of making mistakes and learning from them, the subordinate acquirer experiences, new knowledge improves skills thereby undergo an effective process of on the job training. Delegation increase staff motivation through the process of delegation the subordinate not only learning to make crucial decision on behalves of the organization to some subordinate delegation legitimized his role within the organization hierarchy through the process of delegation, the subordinate perception of his value or work within the organizational confidences is enhanced in his way also the process thus put a stamp of legitimacy on his routine duties in the organization.

Advantages of Delegation to the Managers

Delegation makes performance appraisal easier in the process of delegation authority to subordinate seeing them makes mistakes or succeed. Crucial data concerning their activities are more easily obtained for the purpose of their annual performance. Delegation facilities and enables mangers watch the subordinate succeed and make mistakes and in the process subordinate strengthen and weakness are identified for training and staff development purposes. Delegation helps the managers to get things done more efficiently at a lower cost in term of money, time, and energy in this way, the

stress, fatigue and diminishing productivity associated with job overhead as avoided by the managers.

Advantages of Delegation to the Organization

Delegation makes for the continuity of organizational command structures through the process of delegation to subordinate require familiarity with the job routine or their immediate bosses. Delegation enables mutual trust among the managers and subordinate this creates the atmosphere for increase productivity and more efficient job performance. Delegation encourages the maximum utilization of staff. The organization is able to make optimum use of its human resources thus avoiding redundancy and under utilization of manpower.

The reason for inadequate delegation

Most features in effective delegation occur not because of lack of understanding of the nature or principles of delegation but because of inability of the nature or unwillingness to apply them in practice. This is due to personal attitudes which are stated bellow.

1. Receptiveness: An underlying attitude of managers who would delegate authority is a willingness of force and order in getting employees to do their work.
2. Responsibility is natural consequence of authority this is because where authority is established there must be a responsibility. Authority is required to be able to issue

necessary command to accomplish organization objective. Authority should match responsibility. Neither of them should be unreasonable of the other.

The delegation of authority comes from superior to subordinate the responsibility to carryout pieces of works lies with the subordinate. However, it is important stress the delegation does not relieve the superior on final responsibility. Hence strictly in management, you can pass authority but you cannot pass responsibility. John, B. (2005) states that although the concept of delegation states managers should permit their subordinate to make certain decision wherever possible and should allow them to implement these decision it all state that the subordinate managers is response and accountable for the result of his action, so that the manager who did the delegation must follow up on the decision of their subordinate and evaluate the result. Delegation does not in any sense men complete freedom to acts as one please without concern for consequence.

Management strategies for better performance

According to Parke, M.N. (2011) “management is the art of getting things done through people” management strategies for better performance means people In the process of delegation authority to subordinate seeing them make mistakes or succeed. Crucial data concerning their activities are more easily obtained for the purpose of their annual performance delegation facilities and enables managers watch the subordinate succeed and make mistakes and in the process subordinate strengthen and weakness are

identified for training and staff development purposes. Delegation helps the managers to get things done more efficiently at a lower cost in terms of money, time, and energy in this way, the stress, fatigue and diminishing productivity associated with job overhead are avoided by the managers.

Why do Managers Delegate Authority in Organization

In every organization, whether social, charitable, religious, school, police, prisons or armies, the management as the top hierarchy is duty bound to direct and control the available resources efficiently and judiciously to achieve organizational objectives. Having management ingenuity to meticulously utilize the materials, men, money and machine helps to reduce waste and increase productivity.

Organization, according to Guest, A.A.M (1962) consists of any large group of persons engaged in mutually dependent activities for some specific purposes and that it is rationally structured given that: the organization has been formed as a legal entity at some identifiable point in time and space; men and physical objects have been deliberately brought together to achieve a defined goal, the manner in which the task is to be accomplished is based on calculation and reason which distinguishes it from spontaneous formation or actions and the arrangement of men and material objects assumes the form generally recognized and agreed upon by the participants.

For efficacy, the management of any organization engages in critical and rigorous tasks such as planning to solve identified or perceived problems, decision making in

adopting resources to meet their numerous needs, pressures to meet deadline and strategizing ways to have competitive edge over rivals. The mental alertness coupled with physical and psychological demands of piloting the affairs of organization make the management to be more vulnerable to high level of stress. When the resources of an organization are not sufficient to cope with the demands and pressures of the situation, the management is said to be under stress.

Obiora, T. (2007), avers that, management team knows the organizational goals and when dissatisfaction sets in. Harrisu, M. (2013) buttress that, “everything in the organization depends on time and when the management fails to meet the deadline on time, it creates vacuum and planning is turned upside down. Such situations keep people on edge, on their toes, etc and often results to stress.”

However, when management reacts to stress, it can be negative or positive, therefore management tends to perform better in a less stress situation. Going by its understanding, positive stress promote higher rank and this brings about higher responsibility, more challenges and rewards, while negative stress occurs when put under unnecessary pressure to complete a number of tasks at targeted time. Stress, especially the positive one brings out the best in the management team at times. It may induce the management team to discover innovative and smarter of doing things. One can therefore deduce that stress makes some organization to break-up and others to break records.

In modern life, stress is essential in all levels of organizational hierarchy because life is full of hassles, deadlines, frustrations and demands, one psychologist say some stresses get you going and are therefore good for us. In fact, without any stress at all, our lives would be boring and would probably feel pointless.

Albrecht, A.M. (1979) argues that nearly all stressors are emotionally induced. These are based on people's expectations, or that belief that something terrible is about to happen. Thus, stress arises from one's imagination. Albrecht believes that our society's number one health problem is anxiety. One implication of this is that, stress is a manifestation of thinking about the future. Anxiety is created by expectations of the future. That is, the tension between the now and the later.

Stress is related to both external and internal factors, external factors include the physical environment, the nature of one's job, the relationship with others, excessive responsibility ambiguous demands, value conflicts, unrealistic workloads and all the situations, challenges, difficulties and expectations one is confronted with on a daily basis. While internal factors determine the body ability responds to, and deals with. These include nutritional status, overall health and fitness levels, emotional well-being and the amount of sleep and rest one gets.

Adverse working conditions, such as excessive noise, extreme temperatures, or overcrowding can be a source of management stress in an organization. One source of

management stress ignore in the organizational literature is non-natural electromagnetic radiation.

Becker, E. (1990) reports that the two most prominent effects of electromagnetic radiation are stress and cancers. Modern offices are filled with electronic devices that produce high levels of radiation. These include computers, video monitors, typewriters, fluorescent lights, clocks, copying machines, faxes, electric pencil, sharpeners and a host of other electronic devices.

Management depends solely on cordial relationship among the management team. The role of team-spirit cannot be underestimated. Therefore, poor interpersonal relationships are also a common source of management stress in organizations. Arnold, A.K. (1986) cites three types of interpersonal relationships that can evoke a stress reaction: too much prolonged contact with other people; too much contact with people from other departments and an unfriendly or hostile organizational climate.

Too much of work and failure to have adequate rest could cause stress. Too little work or having nothing to do can make management team to think that they have failed and are no longer in charge of things. An idle hand is the devils workshop. So, an executive that is not fully engaged could develop a sense of guilt and as a result undergo stress.

Giga, M. and Hoel, M.M. (2003) added that mergers, acquisitions, increasing economic interdependence among organizations due to technological development, and

restructuring have changed the organizational work over the last few decades have resulted to time pressure, excessive work, demand, role conflicts, ergonomic insufficiencies and problematic customer relationship are causes of management stress in an organization which negatively affect organizational performance, productivity and goal achievement.

Extra-organizational factors such as issues outside the organization which lead to stress contribute immensely to management stress. In today's modern and technology savvy world, stress has increased. Inflation, technological change, social responsibilities and rapid social changes are often extra-organization factors causing stress. In a nutshell, global changes put pressure on organizations to constantly acquire and apply new skills; this could be another major cause of management stress.

Findings by Ofoegbu, H.M. and Nwadiani, M.M. (2006) reveal significant factors influencing management stress. These are industrial actions, internal conflicts, pressures from labour union, host communities where the organizations are located could put the managements of such organizations under pressure which in return could lead to stress. In most cases, organizations are faced with conflicts from their publics (that is, internal and external publics). When dialogue is employed to come to compromise fails, managements have no options than to undergo stress.

Signs of stress can be seen in management team's behaviour, especially in changes in behaviour. Acute responses to stress may be in the areas of feeling (for example, being

withdrawn, aggressive, tearful, motivated), thinking (for example, difficulties of concentration and problem solving).

Many of the symptoms of stress are generalize such as increased anxiety, or irritability, it is easy for them to be ascribed to a characteristic of the individuals, rather than to condition of work environment in the organization. Levi, G. (1996) opines that there is mounting scientific and medical evidence that certain types of work organization do have a measurable, and verifiable impact on the health of the management team. The range of symptoms according to Levi, G. (1996), including the following; physical symptoms, Asthma, irritability smoking, ulcers, depression, heavy drinking, heart disease, anxiety, etc.

Management stress can have substantial negative effects on physical and emotional health.

Williams, M. and Huber, D. (1986) provide a comprehensive list of the symptoms of stress. These are: “constant fatigue, low energy level, recurring headaches, gastro intestinal disorders, chronically bad breath, sweaty hands or feet, dizziness, high blood pressure, pounding heart, constant inner tension, inability to sleep, temper outbursts hyperventilation, moodiness, irritability and restlessness, inability to relax, growing feelings of inadequacy, increase in defensiveness, dependence on tranquilizers, excessive use of alcohol, and excessive smoking.”

Stress in itself is not a bad thing. A certain amount is necessary to motivate someone, and without some pressures, life would become boring and without purpose. How the management team reacts to stress depends on whether one sees him in control of a situation or overwhelmed by it.

In modern times, stress plays an important role in how successful or unsuccessful we are in our productive work activity, and in general, in enjoying our lives. Victor, M. A., Abu, R. M., and Al-Rahahalh, N. (1991) are of the view that stress is not necessarily negative for our performance. Some levels of stress are desirable to generate enthusiasm, creativity, and productivity. However, excessive levels of stress could become counterproductive if the situation does not require this elevated level of stamina. While buttressing on the impact on management related stress on work performance, Cohen, D. (1980) observes that stress can have a positive impact on management performance as some people perform more under stress but its negative impact seems likely to outweigh its positive impact on management performance as some people perform more under stress but its negative impact seems likely to outweigh its positive impact.

Some degree of stress is a normal part of life and provides part of the stimulus to learn and grow, without having an adverse effect on health. Hazard, H.A. (1994) views that when stress is intense, continuous or repeated, ill health can result. The experience of stress can affect the way individuals think, feel and behave, and can also cause physiological changes. Many of the short and long term illnesses caused by stress can be

accounted for by the body is place under stress and also affect family life. When management seems to be under stress, accident and mistakes are bound to happen than in low stress jobs, and are much more likely to have to take time off work for stress-related sickness.

Short-term stress has served a useful purpose in our survival most especially; it puts management on its toes to meet up with the deadline. Long-term stress however, involves increasingly higher levels of prolonged and uninterrupted stress. The body adapts to the stress by gradually adjusting its base line to higher deleterious effects of stress are created only by unrelieved long-term stress. Albrecht, A.M (1979) also stressed that, the effects of stress is cumulative in nature. Ulcers do not just happen overnight in a high stress situation, they are generally the result of long exposure to stress.

The influence of stress on management productivity and performances cannot be over emphasized. McGrath, N. (1979) reported that mild to moderate amounts of stress enables people to perform some tasks more effectively. The rationale is that, improved performance can be attributed to increased arousal. However, if the stressor continues, it eventually takes its toll, and results in decreased performance and deleterious health consequences. Furthermore, management is aware of the toll that stress had on their performances and therefore, reduces their productivity. To Cole, H. (1997), management stress in an organization is a threat to job satisfaction. He observed that, management

stress is identified as a major cause of lack of performance or low productivity in an organization. This negative effect of stress has serious implications for both the management and the employees.

Reitz, A. (1987) writes that individuals in modern society often substitute other psychological reactions for fight or flight. Substitutions for fighting include negativism, expression of boredom, dissatisfaction, irritability anger over unimportant matters, and feeling include apathy, resignation, fantasy, forgetfulness, inability to make decision. It is also in their long-term economic interests to stress as it is likely to lead to high staff turnover, an increase in sickness, absence and early retirement and reduced client satisfaction. Simply put, management that are stressed are more likely to be unhealthy, poorly motivated, less performance and less safe at work. Their organizations are less likely to be successful in a competitive market.

It is obvious therefore, that management of stress is yet to be injected in some organization because the high of absenteeism, rapid staff turnover, poor record or poor customer relations lacks stress management. According to Bowman, M. (1998) stress management refers to the wide spectrum of techniques and psychotherapies aimed at controlling a person's level of stress, especially chronic stress usually for the purpose of improving everyday functioning. Stress management means trying to control and reduce the tension that occurs in stressful situations. This is done by making emotional and

physical changes. The degree of stress and the desire to make the changes will determine how much improvement takes place.

Managements of organizations need to be aware of their own stress levels. Most of the literature focuses on ways of reducing stress. However, a mere appropriate approach might be to examine ways of optimizing stress. The role of management becomes one of maintaining an appropriate level of stress by providing an optimal environment, and” by doing a good job in areas such as performance planning, role analysis, work redesign/job enrichment, continuing feedback, ecological considerations, and interpersonal skills training.

Organizational structure

Organizational structure is defined by Mintzberg, A. (1979) as: “the sum total of the ways in which it divides its labor into distinct tasks and then achieves coordination among them”. Tran, M.O. and Tian, M. (2013) are arguing that the most important components of the organizational structure on which external influence is exercised are formalization, control, and centralization. Formalization represents the rules and procedures that the employees are provided with, in order to ensure the expected behavior. Organizational control includes processes such as setting the targets, measuring, monitoring and feedback while centralization refers to the locus of decision making in the hierarchy (Tran, M.O. and Tian, M. 2013).

Centralization

Mintzberg, A. (1979), refers to centralization as when “the power for decision making rests at a single point in the organization-ultimately in the hands of one individual”. Therefore centralization indicates the locus of decision making in an organization (Bozkurt, H.M., Kalkan, G.O. and Arman, A. 2014). In centralized organizations, the authority to make decisions is concentrated at the top management and just a little or no authority is delegated to lower levels (Ferrell, I., Fraedrich, G. and Ferrell, H.G. 2011).

Implementing a centralized decision has advantages for the organizations. Centralization is suited for organizations that make high-risk decisions and whose lower-level managers do not possess enough skills for decisions (Ferrell, I., Fraedrich, G. and Ferrell, H.G. 2011). It improves the coordination inside the companies and each employee knows exactly what his or her job is. By centralizing, managers can keep the organization focused on its goals and can withhold the confidentiality of strategic plans (Jones, F. 2013). On the other hand, constraints of centralized decision authority should be taken into consideration.

Managers become overloaded with responsibilities, as a consequence their time for strategic planning is limited (Jones, F. 2013). Moreover, they can sometimes make decisions without knowing the day-to-day realities as the lower level employees might do. Within centralization, the decision-making process is more time-consuming in

matters which, the information must travel all the way up in the hierarchy and back. Therefore, a delay will occur in responding quickly to the local environment. Other important impediments are the lack of creativity in the organization and the loss of motivation at the lower levels in the hierarchy (Mintzberg, A. 1979). Because of the top-down approach and the distance between employees and decision makers, problems of communication may arise and sometimes top managers are not aware of the unethical activity in the organization (Ferrell, I., Fraedrich, G. and Ferrell, H.G. 2011).

Decentralization

Decentralization is the extent that the Chief Executives will delegate the decision authority among many individuals in the hierarchy (Mintzberg, A. 1979). Jones, F (2013) defines decentralization as “An organizational setup in which the authority to make important decisions about organizational resources and to initiate new projects is delegated to managers at all levels in the hierarchy”.

Even though both centralization and delegation have their advantages and disadvantages, the ideal situations are to balance between them so lower and middle managers have the possibility to make decisions and that top managers' occupation is focused on strategic planning. The goal is having a good balance between being innovative and flexible on the short-term and making long-term strategies (Jones, F. 2013).

To be consistent with the purpose of this paper, namely investigating what issues are managers delegating, more exactly what kind of tasks and decision-making authority are they assigning to their subordinates, and delegation is the prime literature that can answer this question as being a part of decentralization. Decentralization and delegation are considered related concepts by some authors (e.g. Gamage, D. 2006; Pathi, I. 2010). Both of the terms refer to the dispersal of decision-making authority in organizations.

Delegation occurs when managers assign duties or decision authority to subordinates while decentralization represents the engagement of the organization to the delegation as a whole, so when delegation appears throughout the whole organization, the change towards decentralization occurs (Gamage, D. 2006). “Decentralization is thus the result of delegation” (Pathi, I. 2010). Or as Mintzberg, A. (1979) refers to as the decision power being delegated among individuals. In management literature, delegation is a complex process in which managers assign new tasks, increase the load of responsibilities and attribute authority to their subordinates to act without any authorization (Yukl, G. and Fu, 1999).

An important matter is to not confuse delegation with consultation. In the case of delegation, the decision making authority is fully in the hands of the subordinates in comparison with consultation when the employee can present his or her opinion, but the authority is retained by the manager (Yukl, G. and Fu, 1999). Hence, delegation is not about sharing the power, is about distributing it to others by moving the locus of decision

making authority from higher levels to lower levels in the hierarchy (Leana, A. 1986). Before addressing the main concerns of this project is important to go to the roots of delegation and cover the essential question of why managers delegate. Delegation is seen as a tool and has several benefits both for managers and their subordinates (Yukl, G. and Fu, 1999). By delegating, managers will be less overloaded and can have more time to focus on important tasks. Decision quality may also be improved if the person that is closest to the task will be the one responsible, which supposedly is the one that possesses the needed information, knowledge and has more expertise. When an immediate response is required in quickly changing situations, decision quality again can be improved if subordinates have decision-making authority. Important to be noted is that these circumstances need skilled employees. From a subordinate perspective, motivation and commitment to solving problems adequately will increase, but just in those cases when they do not see these additional responsibilities as a burden that is given just to expand their workload (Yukl, G. 2010). Yukl, G. (2010) identifies several reasons that sit behind delegation. In order of their importance for managers, the following reasoning's for delegating are:

- Develop subordinate skills and confidence
- Enable subordinates to deal with problems quickly
- Improve decisions by moving them close to the action
- Increase subordinate commitment to a task

- Make the job more interesting for subordinates
- Reduce workload to manage time better
- Satisfy superiors who want managers to delegate more

He also conducted a study where the most usual reasons for not delegating were classified by managers in the following order, starting with the most widely used (Yukl, G. 2010):

- Keep decisions involving confidential information
- Keep tasks and decisions that are very important
- Keep tasks and decisions central to their role
- Keep tasks for which mistakes are highly visible
- Keep tasks they can do better than subordinates
- Keep tasks that are difficult to explain to subordinates
- Keep tasks that are difficult to monitor
- Keep tasks that are interesting and enjoyable

These reasons for not delegating are in fact driven from those tasks that a manager would not delegate to their subordinates, thus in this paper, these "reasons" will be considered those types of tasks and responsibilities that managers are not assigning and are not giving authority for. When it comes to task, responsibilities and decision-making authority that managers delegate, in practitioner literature, was a generous agreement on the following categories (Yukl, G. 2010,):

- Tasks that can be done better by a subordinate
- Tasks that are urgent but not high priority
- Tasks relevant to a subordinate's career
- Tasks of appropriate difficulty
- Both pleasant and unpleasant tasks
- Tasks not central to the manager's role

Among other determinants of the delegation, Yukl, G. and Fu (1999) bring the concept of trust into the picture: “A subordinate who is dependable and trustworthy is more likely to be consulted for advice and given additional responsibilities”. Their opinion is sustained by McLain, M. and Hackman, M.M. (1999) also, who claim that in order to achieve organizational goals, trust acts as an enabler in sharing power and delegation.

Managers take more risks, are more empowering and dare to delegate important tasks to subordinates that they trust more (Brower, M., Farra, M. and Shahin, S. 2009). As presented here, trust enables delegation in companies as this further drives to a more decentralized structure, which can be seen as it is manifested at country levels from the studies of Bloom, A.M., Sadun, T., and Van Reenen, M (2012), Cingano, T.S. and Pinotti, M. (2012), Athanasouli, M.A. and Goujard, D. (2015) and Gur, E. and Bøjrnskov, P. (2016). Yukl, G. (2010) presented a few tasks and responsibilities that managers do not usually delegate and ones that are commonly delegated, together with decision-making authority, but none of them were specific examples of such issues.

Another author, Ghertman, H. (1984) has a different approach to this matter, and gives a more detailed explanation, by categorizing decisions within a company.

2.2.5 Types of decisions in organizations

When speaking about delegation of decision-making authority, it is to be noted that numerous types of decisions were presented in the literature during the years, but one well-known typology was suggested by Ghertman, H. (1984), who identifies the following types: strategic, administrative and operational decisions.

- **Strategic decisions** determine the orientation and the goal of the organization and are usually made at the highest levels in an organization (Ghertman, H. 1984). Ackoff, I. (1990) defines strategic decisions as: "set objectives for the organization as a whole, relatively long-range objectives, and formulate policies and principles intended to govern selection of means by which the objectives specified are to be pursued ". Examples of these decisions can be: adding a new product line, new services, diversification of activities, forward or backward integration, internationalization, restructuring and adoption of new technologies (Ghertman, H. 1984).
- **Administrative decisions** regard employee activities and provide specifications or changes in the organizational context. These decisions build tactics in order for the company to reach the strategic objectives determined by top managers (Ghertman, H. 1984). Such decisions are usually made at the middle management

level (Montana, B. and Charnov, S. 2000). Benefits as rewards or promotions or disciplinary measures like sanctions are involved. Other administrative decisions can be hiring personnel or allocating budgets (Ghertman, H. 1984).

- **Operational decisions** are concerned with the immediate future and the course of daily operations (Ackoff, I. 1990). Are non-programmed and cannot be seen in advance as the strategic and administrative decisions, so they leave the opportunity for initiatives (Ghertman, H, 1984). These decisions are usually made at the lowest or supervisory levels in the hierarchy (Montana, B. and Charnov, S. 2000). Examples of operational decisions are: a salesman deciding to deliver a product to his client even though the policy in the firm says something else, allocating personnel to particular jobs, scheduling, setting the level of raw materials inventory, monitoring, marketing activities or ordering new office supplies (Ghertman, H. 1984; Montana, B. and Charnov, S. 2000). Administrative and operational decisions are going to be the ones investigated in the research. With the help Ghertman, H. (1984) examples regarding these types of decisions, the questions for the interview guide will be constructed as well. Strategic decisions are usually taken by top managers and because the study is conducted in a low trust country, the probability that these are going to be delegated is low, so they are not of interest.

2.3 Empirical Review

Colombo, U. and Delmastro, R. (2004) have investigated the effects of a wide range of possible determinants of delegation. The study uses information for 438 Italian manufacturing plants on the delegation to the plant manager of the responsibility for a number of strategic decisions. They find a positive effect of the complexity and size of the plants' organization on delegation. This result confirms that the information advantage of the agent (i.e. the plant manager) is a key determinant of delegation. However, this effect disappears for plants that have adopted advanced intra-firm communication technologies. Second, they find that delegation is less likely in plants that are part of multi-unit firms. Again, the adoption of advanced communication technologies influences the result: when communication technologies make monitoring easier, the negative relation disappears. Third, in general, the use of advanced communication technologies tends to favour decentralization. Final result is that different types of decisions lead to different levels of authority. According to the study, the assignment of authority depends on the relative importance of the decision, the extent of intra-firm externalities and the desire to the advantage of local knowledge and specific capabilities of the plant manager.

In contrast to Colombo, U. and Delmastro, R., most empirical papers focus on a specific determinant of delegation. Foss, S. and Laursen, S.A. (2005) and DeVaro, S. and Kurtulus, G. (2010) investigate the relationship between uncertainty and delegation.

Both find evidence that supports the theory of Prendergast, K. (2002), who proposed a positive link between uncertainty and delegation. Acemoglu, D.M (2007) investigate the relationship between the diffusion of new technologies and decentralization. Key assumption is that the agent is better informed about the correct way to implement new technologies. The need for delegation decreases when information about technologies becomes more publicly available. Main results are that firms closer to the technological frontier, firms in more heterogeneous environments and younger firms are more likely to delegate decision-making. The effects of improved information technology and communication technology separately. They find that improvements in information technology lead to more decentralization. In contrast, improved communication technologies lead to more centralized decision-making. The relationship between product market competition and decentralization. They find that an increase in competition leads to more delegation.

2.4 Summary of the Review

The information perspective is just one of the possible interpretations of the results. Instead of a necessary learning process to be able to interpret private information, the results could also mean that an agent needs to be sufficiently committed to the organization to get more discretion over time. Another possibility is that there are no real differences in discretion between team leaders, and these outcomes are merely a result of biased reports. Further research is necessary to gain better insights in the exact nature of

the results. The present research could be extended in several ways. Obviously, a larger sample could lead to more significant results. Larger samples are also necessary to make an increase of the number of explanatory variables possible. Using different operationalizations of the information position of the team leader may help to get a less equivocal result. Finally, one could consider qualitative research to get more insight in the determinants of delegation. Theoretical models on delegation name several factors that influence delegation decision. This research has just looked at one aspect, asymmetric information. More empirical research on this and other determinants of delegation should be done. Some empirical research has been done recently, but there still remains a lot to explore. As the theoretical literature expands the need for empirical testing remains even more present.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

Research simply put is an activity concerned primarily with the question and analysis of information related to the identification and solution of problems research design in a blue print or scheme that is used by the researcher for specific structure and strategy in investigating the relationship that exist among variables of the study so as to enable him or her (the researcher) collect data which will be used for the study.

The case study of the research design is adopted in the industry case study primarily intends to make critical improvement in the existing literature.

3.2 Population of the Study

The population on which this study was based is the one hundred (100) staff of Unilever Nigeria Plc, Benin City. This figure comprises both the senior and junior staff in their respective department.

3.3 Sample and Sampling Techniques

For the purpose of the study the stratified random sampling techniques was employed to select a sample of 85 staff from the total population, in this view the different categories of staff were served questionnaires.

The simple random sampling was used because it provides equal opportunity for every workers in the organization used as a case study to be represented in this study.

3.4 Instrumentation

Questionnaire was an instrument used in the collection of data for this study questionnaire proved an invaluable assistance collecting relevant information from the beneficiaries of one hundred (100) questionnaires were administered but eighty (80) copies were returned.

3.5 Method of Data Collection

The data for this study was obtained from primary and secondary sources. In the primary source, questionnaires and interview were used to obtain information relevant to the study from the respondents which helped in putting together this study into the shape.

The secondary sources of data collection in this study are published material, used in the study were test books .and articles in journals. Secondary sources provide the back ground information needed for the study

3.6 Method of Data Analysis

Having gathered the relevant data, the researcher employs table and their associated percentages, chi-square (x^2) hypothesis to actually reflect in calculating whether there is any significant relationship between training and development in an organization. In doing this, the null hypothesis (H_0) and alternative hypothesis is (H_1) are employed to test for difference or no difference. If the calculated figure is greater than table figure, we accept the alternative versa.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Data Presentation and Analysis

Table 1: Respondent Age Bracket

Variables	Operational Staff	Percentage %
20 – 30 years	17	34
31 – 40 years	15	30
41 – 50 years	10	20
51 years and above	8	16
Total	50	100

Source: Field Survey, 2021

The table above shows that 34% of operational staff falls between the age of 20 – 30, 30% falls between the age of 30-40 years, 20% falls between the age of 41 - 50 years while 16% falls between 51 years and above.

Table 2: Marital status

Variables	Operational Staff	Percentage %
Single	18	36
Married	20	40
Divorced	6	12
Widow/widower	6	12
Total	50	100

Source: Field Survey, 2021

The above table 4.2 showed the distribution of the respondents according to their marital status. As shown in the table 36% of respondents indicate that they are single, while 40% respondents claimed to be married, 12% claimed to be divorced and 12% claimed to be

widow/widower. This distribution therefore shows that there are more married people as participants in this study.

Table 3: Academic Qualification

Variable	Operational Staff	Percentage %
MBA/MSC	4	8
B.SC/HND	12	24
OND/NCE	22	44
School certificate	12	24
Total	50	100

Source: Field Survey, 2021

Table 3 shows the distribution of respondents according to educational variable. It shows that 8% of the respondent has master or professional qualification, 24% of the respondents have B.sc/HND, and 44% of the respondents have OND/NCE while 24% of the respondent is O Levels. This distribution therefore shows that there are more OND/NCE participants in the study.

Table 4: Sex Distribution of Respondents

Sex of respondents	No of respondents	Percentage%
Male	37	74
Female	13	26
Total	50	100

Source: Field Survey, 2021

Table 4, it can be seen from the table that majority of the respondents included in this study are male. The male constituted 74% while the female constituted 26% of the

respondent. This distribution therefore shows that there are more male participants in this study.

4.2 Analysis of Respondents

Question 1: Can managers delegate authority in an organization?

Table 4.1

Option	No. of Respondent	% of Respondent
Agree	30	60
Strongly Agree	15	30
Disagree	5	10
Total	50	100

Source: Researcher Field work, 2021

From the above table, 30 respondents (60%) agreed, 15 respondents (30%) Strongly Agree while 5 respondents (10%) Disagree

Question 2: Delegation of authority contributes to organizational effectiveness?

Table 4.2

Option	No. of Respondent	% of Respondent
Agree	36	72
Strongly Agree	12	24
Disagree	2	4
Total	50	100

Source: Researcher Field work, 2021

From the table above, 36 respondents (72%) agree, 12 respondents (24%) Strongly Agree while 2 respondents (4%) Disagree.

Question 3: Delegation of authority contributes to subordinates training and development?

Table 4.3

Option	No. of Respondent	% of Respondent
Agree	28	56
Strongly Agree	19	38
Disagree	3	6
Total	50	100

Source: Researcher Field work, 2021

From the above table, 28 respondents (56%) agree, 19 respondents (38%) strongly agree while 3 respondents (6%) Disagree

Question 4: Delegation of authority enhances manager’s performance?

Table 4.4

Option	No. of Respondent	% of Respondent
Agree	32	64
Strongly Agree	12	20
Disagree	8	16
Total	50	100

Source: Researcher Field work, 2021

From the table above, 32 respondents Agree (64%) says that delegation of authority enhance managers performance, 10 respondents (20%) Strongly Agree (16%) Disagree.

Question 5: does lack of confidence in subordinate prevent managers from delegating?

Table 4.5

Option	No. of Respondent	% of Respondent
Agree	32	64
Strongly Agree	14	28
Disagree	4	8
Total	50	100

Source: Researcher Field work, 2021

From the above table, 32 respondents (64%) Agree, 14 respondents (28%) Strongly Agree while 4 respondents (8%) Disagree.

Question 6: does the fear of been criticized when mistake are made affect the degree to which subordinate carryout their duty?

Table 4.6

Option	No. of Respondent	% of Respondent
Agree	42	84
Strongly Agree	4	8
Disagree	4	8
Total	50	100

Source: Researcher Field work, 2021

From the table above, 42 respondents (84%) Agree, 4 respondents (8%) strongly Agree while 4 respondents (8%) disagree

Question 7: Delegation reduces the responsibility of executives?

Table 4.7

Option	No. of Respondent	% of Respondent
Agree	40	80
Strongly Agree	8	16
Disagree	2	4
Total	50	100

Source: Researcher Field work, 2021

From the table above, 40 respondents (80%) Agree, 8 respondents (16%) strongly Agree while 2 respondents (4%) Disagree

Question 8: Manager have limit to the kind of responsibility which can be delegated?

Table 4.7

Option	No. of Respondent	% of Respondent
Agree	41	82
Strongly Agree	9	18
Disagree	-	-
Total	50	100

Source: Researcher Field work, 2021

From the table above, 41 respondents (82%) Agree, 9 respondents (18%) strongly Agree while 0 respondents (0%) Disagree

Question 9: does Management think about employee social welfare?

Table 4.7

Option	No. of Respondent	% of Respondent
Agree	20	40
Strongly Agree	27	54
Disagree	3	6
Total	50	100

Source: Researcher Field work, 2021

From the table above, 20 respondents (40%) Agree, 27 respondents (54%) strongly Agree while 3 respondents (6%) Disagree

Question 10: Has efficiency been notice or recorded in the organization for past years?

Table 4.7

Option	No. of Respondent	% of Respondent
Agree	45	90
Strongly Agree	5	10
Disagree	=	=
Total	50	100

Source: Researcher Field work, 2021

From the table above, 45 respondents (90%) Agree, 5 respondents (10%) Strongly Agree while 0 respondents (0%) Disagree.

Question 11: Do you think authority delegation is necessary for subordinates to carry out their duties effectively?

Table 4.7

Option	No. of Respondent	% of Respondent
Agree	19	38
Strongly Agree	29	58
Disagree	2	4
Total	50	100

Source: Researcher Field work, 2021

From the table above, 19 respondents (38%) Agree, 29 respondents (58%) Strongly Agree while 2 respondents (4%) Disagree

Question 12: Do you agree that non-delegation adversely affect the performance of the organization?

Table 4.7

Option	No. of Respondent	% of Respondent
Agree	17	34
Strongly Agree	27	54
Disagree	6	12
Total	50	100

Source: Researcher Field work, 2021

From the table above, 40 respondents (80%) Agree, 8 respondents (16%) strongly Agree while 2 respondents (4%) Disagree

Question 13: Does authority delegation affect employees productivity level?

Table 4.7

Option	No. of Respondent	% of Respondent
Agree	28	56
Strongly agree	17	34
Disagree	5	10
Total	50	100

Source: Researcher Field work, 2021

From the table above, 28 respondents (56%) agreed, 17 respondents (34%) strongly Agree while 5 respondents (10%) Disagree

Question 14: Are you willing to accommodate the mistake of subordinates

Option	No. of Respondent	% of Respondent
Agreed	28	56
Strongly agreed	17	34
Disagree	5	10
Total	50	100

Source: Researcher Field work, 2021

From the table above, 28 respondents (56%) agreed, 17 respondents (34%) strongly agreed while 5 respondents (10%) disagreed

Question 15: Do you agree that delegation of authority makes organization difficult?

Table 4.7

Option	No. of Respondent	% of Respondent
Agree	15	30
Strongly agreed	25	50
Disagree	10	20
Total	50	100

Source: Researcher Field work, 2021

From the table above, 15 respondents (30%) agreed, 25 respondents (50%) strongly agreed while 10 respondents (20%) disagreed

4.3 Hypothesis Testing

Hypothesis I

Ho: Managers cannot delegate authority in an organization.

Hi: Managers can delegate authority in an organization.

To test this hypothesis, question one was used.

Can managers delegate authority in an organization?

Option	No. of Respondent	% of Respondent
Agree	30	60
strongly Agree	15	30
Disagree	5	10
Total	50	100

By formula

$$X^2 = \frac{\sum(F_o - F_e)^2}{F_e}$$

Where: \sum = Summation
 F_o = Observed frequency
 F_e = Expected frequency

Statistical computation of Data Obtained

Option	Observed	Expected	O – E	(O – E)²	$\frac{(O - E)^2}{E}$
Agree	36	16.6	13.4	179.56	10.8
strongly Agree	15	16.6	-1.6	2.56	1.6
Disagree	5	16.6	-11.6	134.56	8.1
Total	50				20.4

Decision Rule: If the calculated value is greater than tabular value, we reject the alternative hypothesis (H_1).

Degree of freedom = 3 – 1 = 2

Level of significance = 0.05

Tabulated value = 5.99

Decision: Since the calculated value (20.4) is greater than tabular value (5.99), we accept the alternative hypothesis and reject the null hypothesis. Which therefore say that managers can delegate authority in an organization.

Hypothesis II

H₀: Delegation of authority does not contribute to organizational effectiveness.

Hi: Delegation of authority contributes to organizational effectiveness.

To test this hypothesis, question three was used.

Does delegation of authority contribute to organizational effectiveness?

Option	No. of Respondent	% of Respondent
Agree	36	72
strongly Agree	12	24
Disagree	2	4
Total	50	100

Statistical computation of Data Obtained

Option	Observed	Expected	O – E	(O – E)²	$\frac{(O - E)^2}{E}$
Agree	36	16.6	19.4	376.36	22.672
strongly Agree	12	16.6	-4.6	21.16	1.275
Disagree	2	16.6	-14.6	213.16	12.841
Total	50				36.788

Decision: Since the calculated value (36.788) is greater than tabular value (5.99), we accept the alternative hypothesis and reject the null hypothesis. Which therefore says that delegation of authority contributes to organizational effectiveness.

Hypothesis III

Ho: Delegation of authority does not contribute to subordinate training and development

Hi: Delegation of authority contribute to subordinate training and development

To test this hypothesis, question three was used.

Does delegation of authority contributes to subordinate training and development?

Option	No. of Respondent	% of Respondent
Agree	28	56
strongly Agree	19	38
Disagree	3	6
Total	50	100

Statistical computation of Data Obtained

Option	Observed	Expected	O – E	(O – E)²	$\frac{(O - E)^2}{E}$
Agree	28	16.6	11.4	129.96	7.829
strongly Agree	19	16.6	2.4	5.76	0.347
Disagree	3	16.6	-13.6	184.96	11.142
Total	50				19.318

Decision: Since the calculated value (19.318) is greater than tabular value (5.99), we accept the alternative hypothesis and reject the null hypothesis. Which says that Delegation of authority contribute to subordinate training and development.

Hypothesis IV

Ho: Delegation of authority does not enhance manager’s performance.

Hi: Delegation of authority enhance manager’s performance.

To test this hypothesis, question one was used.

Does delegation of authority enhance managers performance?

Option	No. of Respondent	% of Respondent
Agree	30	60
strongly Agree	15	30
Disagree	5	10
Total	50	100

By formula

$$X^2 = \frac{\sum(Fo - Fe)^2}{Fe}$$

Where: \sum = Summation
 Fo = Observed frequency
 Fe = Expected frequency

Statistical computation of Data Obtained

Option	Observed	Expected	O – E	(O – E) ²	$\frac{(O - E)^2}{E}$
Agree	36	16.6	13.4	179.56	10.8
strongly Agree	15	16.6	-1.6	2.56	1.6
Disagree	5	16.6	-11.6	134.56	8.1
Total	50				20.4

Decision Rule: If the calculated value is greater than tabular value, we reject the alternative hypothesis (Hi).

Degree of freedom = 3 – 1 = 2

Level of significance = 0.05

Tabulated value = 5.99

Decision: Since the calculated value (20.4) is greater than tabular value (5.99), we accept the alternative hypothesis and reject the null hypothesis. Which therefore say that delegation of authority enhance manager’s performance.

4.4 Discussion of Findings

In hypothesis one, since the calculated value (20.4) is greater than tabular value (5.99), we accept the alternative hypothesis and reject the null hypothesis. Which therefore say that managers can delegate authority in an organization.

In hypothesis two, since the calculated value (36.788) is greater than tabular value (5.99), we accept the alternative hypothesis and reject the null hypothesis. Which therefore says that delegation of authority contributes to organizational effectiveness.

In hypothesis three, since the calculated value (19.318) is greater than tabular value (5.99), we accept the alternative hypothesis and reject the null hypothesis. Which says that Delegation of authority contribute to subordinate training and development.

In hypothesis four, since the calculated value (20.4) is greater than tabular value (5.99), we accept the alternative hypothesis and reject the null hypothesis. Which therefore say that delegation of authority enhance manager's performance.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Summary of Findings

- i. That manager can delegate authority in an organization.
- ii. That delegation of authority contributes to organizational effectiveness.
- iii. That Delegation of authority contributes to subordinate training and development.
- iv. That delegation of authority enhances manager's performance.

5.2 Conclusion

This research study has so far shown that the use of delegation of authority in any organization goes a long way to increase the performance of the workers and boost their morale. They will be motivated. Because of the recognition given to them by their superior according to Fayol H. (1947) both authorities delegated to subordinate and responsibility must be commensurate with rewards. This is necessary tools that must be used to establish and uphold a good relationship between the superior and the subordinate for easier and quicker accomplishment of the organizational goals

It is therefore suggested that there is need for delegation of authority in any organization especially big organization like unilever Nigeria PLC and other larger organization.

5.3 Recommendation

Having dealt extensively with what delegation of authority is its advantages on management performance and implication in any organization and in view of major

finding discussed before. It is therefore imperative to make certain suggestion and recommendation as to how we can delegate effectively and create good working environment and also to achieve organization goals. The following recommendation are therefore suggested

- a. Manager should see delegation as the process of legitimacy and empowering the work of subordinate. Delegation is not abdication of responsibility. Hence head of department must be prepared to accept accountability of whatever task is delegated to them.
- b. Delegated of authority should be aimed at developing subordinate, measuring the upper limit of their ability stretching them to learn by pushing them beyond their more obvious capabilities.
- c. There should be in built control system so that subordinate could be held accountable for the quality of their performance
- d. Managers should have some degree of trust in their subordinate
- e. Superior should not use delegation as a way to shy away from their responsibility, hence they should always handle the job that demand the skills and talents of them to avoid serious mistakes
- f. It is expected that this study will help management in eliminating any fear that subordinate may have regarding delegation of authority in any organization especially a big organization or company like unilever nig. plc

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APPENDIX I

Dept. of Bus. Admin & Mgt.
Auchi Polytechnic,
P. M. B. 13, Auchi,
Edo State.
17, January, 2022

Dear Respondent,

Research Questionnaire

I am a final year student of the department of Business Administration and Management in the above institution and am currently undertaking a research on *“delegation of authority as a management strategy for better performance in organization”* This research is purely on academic purpose.

Information given will be treated in confidence, please kindly tick (x) in the box that best appeal to you for each question in the questionnaire section. A quick response would be most appreciated.

Thanks for your anticipated cooperation.

Yours faithfully,

IDEMUDIA ODION SONIA
Researcher

APPENDIX II

Instruction: Please tick (x) in the appropriate space given below. Only one answer shall be required for each question.

1. Sex: Male Female
2. Qualifications:
 - a. Primary
 - b. Secondary
 - c. Graduate
 - d. Professional
3. Marital status:
Married Single Divorce
4. Job experience:
 - a. 0 – 5
 - b. 6 – 10
 - c. 11 – 15
 - d. 16 above
5. The level of income distribution
 - a. Less than 1,000
 - b. 1,100 – 1,500
 - c. 1,600 – 1,800
 - d. 2,000 above
6. Age distribution of respondents
 - a. 0 – 15
 - b. 16 – 50
 - c. 16 above
7. Does delegation result to subordinate commitment and enthusiasm in employees the area reside contribute or reduce your standard of living
 - a. Yes
 - b. No
8. Does lack of confidence in subordinate prevent managers from delegating?
 - a. Yes
 - b. No
9. Does the fear of being criticized when mistake are made affect the degree to which subordinate carryout the duties delegate.
 - a. Yes
 - b. No
10. How is your working condition
 - a. Fair
 - b. Perfect
 - c. Poor
11. Are you motivated at your working place
 - a. Yes
 - b. No
12. Does delegation reduce the responsibility of executives? Yes () No ()
13. Do manager have limit to the kind of responsibilities which can be delegated? Yes () No ()
14. Does the management think about your social welfare

a. Yes [] b. No []

15. What kind of provision does the management design

a. Yes [] b. No []

16. Has efficiency been noticed or recorded in the organization for past years

a. Yes [] b. No []