

## **Delegation of Authority and Employees' Performance**

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### **ABSTRACT**

The practice of delegating task is no longer new but as old as mankind. Though, it has become more intense and serves as a modern practice globally than ever before due to globalization and competition. The need for this is necessitated by the fact that organisation tasks are often very complex and stressful indeed, that no one single individual can handle it alone to yield desired result, except that such tasks are delegated to subordinates either in whole or in parts. Given this therefore, this study examines the relationships between delegation of authority and employees' performance in organisations. The study explores the concept of delegation of authority and employees' performance and its measures, as well democratic leadership theory and communicative theory due to their relevance with the study. According to the findings, delegation of power is important for enhancing employee performance in organisations. This, on the other hand, implies that the more authority delegated to employees, the more effectively the employees perform the task expected of them; and it is recommended that firm management should continually intensify the process of activating managerial authority delegation for employees, while ensuring that the level of delegation corresponds to the amount of tasks, in order to improve performance among other things.

**Keywords:** Delegation of authority, employees' performance, effectiveness, task accomplishment, punctuality.

### **INTRODUCTION**

One of the primary goals of establishing a company is to achieve a competitive edge and profit (Ihunda, 2001, Chukwuigwe, 2002, Thom-Otuya, 2006). In reality, doing this effectively requires personnel that are willing to readily and promptly fulfil their tasks. As a result, employee performance is a critical factor in achieving organisational objectives. Employees that are interested in their job and devoted to their organisations, according to Al-jammal et al. (2015), provide important competitive advantages such as increased productivity and reduced employee

turnover. As a result, it's not surprising that most organisations nowadays look for methods to motivate employees by giving them management power. Because of the competitive character of business operations, which can be linked back to globalisation, the responsibility of bearing the weight of business activities cannot be carried out only by the firm owner(s), manager, or supervisor. As a result, the necessity for certain duties to be delegated or correctly allocated to subordinates in order to alleviate burden and maybe pressure becomes relevant and required.

Delegation of authority, according to Nwachukwu (2006), is an organisational procedure that allows a superior to transmit authority to a subordinate with the goal of empowering the subordinate to make promises, utilise resources, and equally take action in regard to the obligations allocated to him. Delegation of authority, according to Thom-Otuya (2006), is a task that managers do to assign responsibility for outcomes. According to Lutgans et al. (2014), delegation of authority is a process of dispersing duties and authority inside an organisation. According to Dessler (2006), delegation of authority is the transfer of authority from upper management executives to lower management executives. As important as delegation of authority seems to be, it stands out in terms of contributing to and improving employee engagement, as well as creating excellent results for both an organisation and an employee with a client. However, it could be said that the organisation gains a competitive advantage on its own premises, as knowledge inventory boosts productivity and speeds task completion. To the manager, it relieves functional burdens, increases employee satisfaction, and fosters cooperation and trust among managers and managers alike, allowing managers to focus on more work full-time. As a result, it decreases managers' and other workers' physical and mental efforts. It improves functional empowerment, builds alternative and administrative leadership, and makes workers feel self-assured and inspired to perform at their best. To the consumer, it responds quickly to their demands, delivering or supplying services without delay, and offering them with a greater degree of care and attention, fostering customer loyalty and mutual respect for the organisation and the products that it produces (Suyeta, et al., 2015, Al-Jammal, 2015).

It's worth noting that delegation of power has become a need in all aspects of organisational activity, public and private. It is optional owing to a variety of factors that have linked and brought changes and advances to organisations, including (increasing its size and diversity of its products, and spread of its branches in different geographical zones and different local, regional and international levels). Managers have been imposed due to the need for a means of assisting them in facilitating business affairs and alleviating burdens that aren't tolerated, implemented, or controlled by a manager. Different social and environmental modifications of organisations, on the other hand, have evolved since the classical school, which was distinguished by centralism and unquestioning submission to managerial instructions. Because of personnel, implementing processes and procedures becomes more flexible and free.

The use of this concept has resulted in the enhancement of workers, the imposition of distinct functional rights for them, and the requirement of transitioning from dictatorship to democracy in accordance with current management trends and employee goals and aspirations. Managers will also be able to keep their jobs and continue the process of facilitating company affairs, employee loyalty, and staying on track to achieve performance excellence.

The fundamental goal of delegation of power, according to Koontz et al (1983), is to ensure that no one person in an organisation is responsible for all duties. This is because workers or supervisors who desire to do everything restrict their productivity; whatever contribution they make is often accompanied by dissatisfaction and unnecessary personal effort (Koontz, et al., 1983). According to research (Suyeta, et al., 2015), delegation of power enhances employee morale, increases employee effectiveness, aids managers in preserving their jobs, and preserves the process of facilitating corporate affairs, employee loyalty, and accomplishing performance (Al-Jammal, 2015; Kiiza & Picho, 2014). Similarly, Yuki et al. (1991) found that higher delegation is influenced by the following factors: employee competency, employee sharing of managers' work goals, long-standing and favourable manager-employee relationships, and the position of lower-level employees. As a result, delegation of power to management activities or practises is critical for improving employee performance and accomplishing organisational objectives. In light of this context, the purpose of this research is to critically investigate the link between delegation of authority and employee performance in the workplace.

## **LITERATURE REVIEW**

### **Concept of Delegation of Authority**

Delegating task/duties is as old as mankind. It takes place in our homes, schools, fishing ports and more often in work place organisations where tasks seem to be very complex and stressful. Indeed, no single person, whether an expert or a consultant, can successfully perform all of the tasks in an organisation unless they are delegated to immediate subordinates, who then delegate to their subordinates, and so on, until all activities are assigned to people who are responsible for performing them (Chandra, 2006; Nwachukwu, 2006).

The preceding assumes that authority is delegated when a superior colleague confers decision-making authority to a subordinate. This may have led Dessler (2006) to define delegation of authority as the transfer of authority from high-level leaders to lower-level managers. Delegation of authority, according to Lutgans et al. (2004), is a process of dispersing duties and authority within an organisation. In their hypothesis, Kiiza et al. (2004) defined delegation of authority as the activities by which a leader distributes a subordinate a portion of his or her power commensurate with the specified job. Robbins, et al. (1986), submitted that delegation of authority

is the passing of formal rights to act on behalf of another. Similarly, Koko, et al. (2006), avers that delegation of authority is the conferment or passing on of some specific degree of authority alongside with power by a senior to a subordinate staff which would enable the person to accomplish some tasks assigned to him. According to them, delegating authority does not however relieve an administrator or a manager of his responsibilities, but gives the manager more time for more serious aspects of management. Therefore, responsibility cannot be transferred rather delegated. Nwachukwu (2006) justifies this by stating that delegation of authority is an organisational procedure that allows for the transfer of responsibility from a superior to a subordinate. He went on to say that delegation of authority allows a subordinate to make promises, utilise resources, and act equally on tasks that have been allocated to him. Delegation of authority, according to Thom-Otuya (2003), is the effort a manager performs to commit responsibility and authority to others while also establishing accountability for outcomes. It is also the manager's responsibility to ensure that each operational decision is made at the lowest level at which it is reasonable and safe. Further, while delegating, the manager allocates responsibility and specifies authority and accountability to every individual reporting to him, to guarantee a minimum of duplication and of working at cross purposes. Delegation of authority, on the other hand, might be considered as authorisation. It is a procedure in which a management commissions subordinates to accomplish certain task in a method and manner that does not endanger the organisation (Al-jammal, et al., 2015). According to Makawi (2005), authorisation is the right given to an employee to lead and control others, as well as set rules and duties that must be observed by others.

For the purposes of this study, delegation of authority is defined as the grant of part or full authority and rights to certain employees or individuals in an organisation to perform a prescribed task or execute a plan within a specified timeframe in order to achieve the organization's goals and objectives. According to Koontz et al. (1983), the delegation of authority process has four stages: determining the intended outcome, assigning tasks, delegating authority to complete these tasks, and executing accountability for their completion. They go on to say that splitting the process is unachievable in reality because expecting someone to achieve objectives without having the power to do so is pointless. And, since keeping subordinates accountable for their outcomes is an important component of the delegation process, responsibility is an obligation that subordinates owe to their superiors and cannot be delegated to anyone else.

### **Employees' Performance**

In the management literature, there is no one accepted definition of employee performance. What seems to be derives from several researchers' views, thoughts, and perceptions. As a result, Whetten et al. (2000) defined performance as an individual phenomena influenced by external factors. According to Laitinen (2002), performance is "an object's capacity to generate outcomes

in a specified a priori in respect to a goal." Input (what individuals do on the job) and output (what they produce) are two aspects of performance (the consequences of those actions). Purwadi, et al. (2020) feel that performance is a product of a person's overall degree of success throughout a certain time of job execution as compared to numerous options. Performance is the ability to accomplish goals and objectives of an organisation. The performance of an employee in an organisation is measured in terms of output (efficiency). Hox-ha (2019) argued that employee performance is the main desirable outcome of organisation. This implies that organisation cannot reach its goals and objectives without improving employee performance. The employees are the main actors who help achieve organisational goals. In this study, employees' performance is conceived to be the application of efforts or skills to yield desirable result.

### **Effectiveness**

Delegation is when one entity or person transfers authority to another to act on his behalf. It authorises others to carry out a job on behalf of a power donor (Nwagbara, 2015). As a result, it is one of the current trends that managers have used to alleviate the organisational weight of activities and duties (Al-Jammal, et al, 2015). According to Hashim et al. (2013), delegation of authority helps an employee feel valued as a member of the organisation and motivates him to be successful in carrying out the power given to him. As a result, workers will endeavour to justify their authority by demonstrating a positive attitude in accomplishing duties and activities while making good use of the organization's resources. This may have also influenced Brake and Murton (1964), who proposed that effectiveness be defined as the degree to which a goal is met and that output quality is measured against a set standard. Effectiveness, according to Nwachukwu (2006), is the best balance of multiple adaptation and maintenance efforts. According to Anyadike (2015), effectiveness is the link between employee outputs of products and services and the input of resources used in the production process. Employee effectiveness is defined as the capacity to manage the allotted task, complete work on schedule with minimum mistakes, and work mostly unattended; productivity is defined as the usage of organisational resources. Otth (2005) justified this by quoting Peter Drucker and stating that effectiveness implies doing the right thing.

### **Task Accomplishment**

It is no longer debatable that delegating duties to others enhances timely job completion and excellent service delivery. As a result, achieving work objectives is crucial for individual and organisational success (Kanter & Brinkeshoff, 1981). The assumption that task satisfaction is linked to effective states is supported by effective event theory (Weiss & Cropanzano, 1996). Effective event theory was established by Weiss and Cropanzano to explain how discrete work events trigger emotional responses that impact later behaviour and attitudes.

They argue that everyday self-evaluations of job performance are effective events that impact employee moods (Henkel & Hinsz, 2004). Individuals retrospectively recognised goal progress, goal attainment (or lack thereof), and task challenges as emotional events influencing everyday emotions, according to Bash et al. (2000).

Furthermore, objective achievement pleasure has been linked to the business of behavioural self-regulation (Carver & Schever, 1990). Thus examining how day-level satisfaction with task achievement relates to emotion is an essential next step in correlating task performance with well-being. Previous research on goal achievement lends credence to the hypothesis that task completion pleasure has an influence. Individuals who achieved their objectives had higher good affect and less negative affect than those who did not achieve their goals, according to Henkel et al. (2004). Similarly, Ilies and Judge (2005) discovered that performance feedback influenced future affect (which predicted subsequent objectives), with positive feedback leading in negative affect; however, the possible generalisation of these findings is restricted due to the laboratory-based tasks employed. Furthermore, these investigations did not examine task completion satisfaction, preventing conclusions concerning the relationship between task completion satisfaction and emotional reactivity. Harris, et al. (2003) used a 2-week daily diary research with a sample of 22 contact centre employees to address some of these constraints, finding that daily goal achievement predicted daily affect (e.g. pleasurable affect, activated affect).

### **Punctuality**

Punctuality is defined as the ability to perform a specified work or fulfil an obligation before or at a certain time. "Punctual" is often used interchangeably with "on time." It's likewise appropriate to use the term punctual to denote "correct" while discussing grammar. Lateness is an opposing personality attribute. There is typically an agreement about what is considered an acceptable level of timeliness in each culture (Bandura, 1997). In most cases, a modest bit of lateness is acceptable; in Western societies, this is usually about ten or fifteen minutes, although this is not the case for doctor's appointments or school classes. Expectations may be substantially higher in certain cultures, such as Japanese society, and contexts, such as military conditions. Some cultures have an implicit agreement that real deadlines vary from stated deadlines; for example, while using Africa time, it may be assumed that individuals would arrive an hour later than claimed. Because everyone knows that a 9 p.m. party will begin about 10 p.m., no one is inconvenienced when everyone comes at 10 p.m. Being late is perceived as inconsiderate of others' time and may be considered offensive in societies that value punctuality.

In such instances, timeliness may be enforced by social sanctions, such as the complete exclusion of low-status latecomers from meetings. Such concerns may lead to economic analysis of the value of timeliness and queuing theory analysis of the impacts of non-punctuality on others. Punctuality is a good personality attribute to appreciate and respect. Punctuality demonstrates a person's regard for others and for the passage of time. In a prearranged appointment, the latecomer frequently conveys the idea that he or she does not regard the other person's time or that his or her time is more valuable than the others'. This is why prospects never arrive late for a job interview.

Punctuality is more crucial at work since individuals are expected to be timely and trustworthy in order to satisfy the demands of their department and the College. When workers are missing or tardy, work and service are disrupted, and colleagues are put under extra strain. Punctuality is a crucial component in determining an individual's success and ability to continue working. Punctuality includes being accessible online during office hours, checking in to meetings on time, and meeting project deadlines for many individuals who work from home these days. When everyone is on time, the workplace morale improves. When someone is consistently late, the normal flow of work is disturbed as other members of the team shift to compensate. Employees waiting for a shift change may feel anxious and irritable if their replacement is consistently late.

### **Theoretical Framework**

The need to appraise different models available within a topical area of attention before choosing one or two is necessary and germane since it guides our thinking, actions and practices appropriately (Gabriel, 2008). It also explains certain phenomena among variables (Maduabum, 2007), and to some extent relevant to the study (Akiazu & Asawo, 2016, Obipi, 2020). In this regard, the study leans on the following:

**Democratic Leadership Theory:** Democratic leadership theory is a philosophy that encourages decentralisation of decision making in an organisation. This idea was defined by McGregor (1960) as compassionate, participatory, and believing in people. Democratic leadership theory permits decision-making to be decentralised and shared by subordinates in order to relieve managers of their burden. The idea, on the other hand, believes that everyone has an equal interest in the result and that everyone has the same degree of skill when it comes to making judgments.

**Communicative Theory:** Communicative theory is the theory that permits subordinates to think freely. Delegation of authority as a kind of empowerment, according to the notion, is a process through which a leader or management attempts to distribute his or her power among subordinates. Empowerment, according to the notion, is the process of distributing power

and authority among employees in organisations, and it incorporates authorization. According to communication theory, delegation of authority is a method for allowing workers the freedom to do what they want without fear of being stopped by their bosses. The idea is also concerned with the decentralisation of authority within an organisation. As a result, properly decentralising authorities will improve effective communication inside the organisation. The notion is significant to the research because when subordinates are given authority, they would have the confidence to be innovative and carry out their responsibilities efficiently and successfully.

### **CONCLUSION**

The importance of delegation of authority in boosting employee performance cannot be overstated. This is demonstrated by the fact that the more authority delegated to employees, the more effectively they perform the tasks required of them. Employees are therefore ecstatic and grateful, and they are motivated to perform admirably when given tasks. Giving workers the authority to carry out given activities not only boosts employee morale, but also helps them feel like they are a part of the organisation, encouraging them to strive toward the organization's objective and vision. Furthermore, since delegation of management activities improves employee performance, it allows managers to concentrate on other critical tasks for the organization's benefit. Execution of duties will be inefficient and fruitless if power is not assigned. As a result, delegation of authority demonstrates that superiors trust their subordinates to act not only on his own, but also on behalf of the whole organisation. Employees see this as a sort of trust, and they attempt to justify it by doing well on the tasks that are required of them.

### **RECOMMENDATIONS**

It is recommended that;

1. . Firm management should continually accelerate the process of activating managerial authority delegation for workers, while ensuring that the degree of delegation offered corresponds to the number of duties allocated in order to improve job performance.
2. The importance of researching the mechanisms for enhancing managerial power delegation should be reflected in boosting employee satisfaction across the board.
3. 3. Management should strengthen employee empowerment in their ability to be able to complete duties independently without referring to upper management, saving time and effort and providing services to consumers, as well as being prepared for long-term planning and strategy.

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