



ABSTRACT

The paper is on delegation of Authority as a motivational tool for employee's performance. The primary objective of the paper is to examine the effect of delegation of authority on employee's motivation and how this can lead to attainment of corporate goal. The research is

IMPACT OF DELEGATION OF AUTHORITY ON EMPLOYEE MOTIVATION IN REGISTRY DEPARTMENT, FEDERAL POLYTECHNIC, BIDA, NIGER STATE, NIGERIA

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Introduction

Delegation of authority is one of the cardinal principles of Henry Fayol, particularly in business world, where business activities have become complex, the business and organizations are faced with problem of task execution and attainment of performance level. Even et-al (2004), opine that delegation of authority is to foster a more efficient use of resources and facilitate a responsive organizations and overall performance. Because performance improves when the people who are closest to the work have managerial authority and responsibility delegated directly to them. What is advocated is no longer the delegation of authority to



quantitative in nature and adopted a survey methodology. A structured questionnaire was design using five likert scales rating to collect and analyse data. A total of thirty five (35) questionnaires were administered to employees in registry department to elicit adequate information but only twenty four (24) questionnaires were returned. Findings reveal that delegation of authority will improve employee's performance and leads to attainment of corporate goal and recommended that superior officers in registry department of Federal Polytechnic, Bida, should be bold in bearing responsibilities and accommodate the mistake of subordinates.

Keywords: Motivation, Delegation of Authority, Employees and Job Responsibility

managers for the sake of expediency that has always existed for a number of administrative procedures, but rather a complete change in management systems and using delegation of authority as a veritable means of achieving good result by organizations?

Previous researchers have observed that the slow pace of work in registry department is as a result of lack of delegation of authority. Nevertheless, the issue of delegating authority in organisations has posed some problems to the smooth running of many organizations. The increased complexity of most organisations has created relationship gap between managers and their subordinates and this has impact on the overall employee motivation and performance of the organisation which has in turn affected the attainment of organisational objective.

The study is aimed at examining the effect of delegation of authority on employee's motivation and how this can lead to attainment of organisational objective in Federal Polytechnic, Bida. The paper also



intends to study and find out about the benefits of delegation of authority to employees and the organisation.

Literature Review

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 manger 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.

Conceptual Framework

Authority is delegated when decision-making power is vested on a subordinate by a superior colleague. Dessler (2006) saw delegation of authority as authority transportation from high management to executives and to other managers. Lutgans and Hodgetts (2004)



defined delegation of authority as a process of distributing tasks and authorities in an organisation. The term delegation was conceptualized as the actions by which a leader assigns part of his or her authority commensurate with the assigned task to a subordinate (Kiiza & Picho, 2014). Delegation of authority could be seen as authorization. The process by which manager order his subordinates to carry out or execute some tasks are known as authorization. Al-Jammal et al, (2015); Fleith & Abd AL-Majeed, (2005) is of the view that authorization is the process in which subordinates are commissioned by the manager to perform specific work in a way that it will not pose a risk to the organization. Makawi (2005) defined authorization as granting of right to an employee to enabling the employee to direct and control others and make rules and obligation that must be followed by others. Delegation of authority is a mechanism that builds and nourishes superior-subordinate relationships (Joiner, Bakalis & Choy, 2016).

For the purpose of this study, delegation of authority is thus seen as the granting of a part of authority or full authority and right to certain employees or individuals in an organization to perform a particular task or execute a plan towards achieving the aims and objectives of the organisation. According to Koontz et al, (1983), the process of delegation of authority involves 4 stages. The determination of result expected; the assignment of task; the delegation of authority to accomplishing these tasks; and the exaction of responsibility for their accomplishment.

According to Koontz et al, (1983), in practice, it is impossible to split this process, since expecting a person to accomplish goals without the authority to achieve them is meaningless. And holding subordinate responsible to their results must be regarded as a part of the process of delegation, hence responsibility is an obligation subordinates owe



to their superiors, it cannot be delegated by subordinates to anyone else.

Akani (2010), in his view sees delegation of authority as a vital organisational process, which is inevitable as organisation expands and grow. Delegation means assigning of certain responsibilities along with the necessary authority by a superior to his subordinate in an organization and even in the government agencies. Jacob (2007) “ In any organization no individual can perform all duties and accomplish all task by himself, it is physically impossible for a single individual to look into the affairs of a large organization, the scale lies in his ability to get things done through others. As an organization grow in size and the manager’s job increase beyond his personal capacity, his success lies in his ability to multiply himself by training his subordinate and sharing authority and his responsibility with them. The only way he can achieved more is through delegation, by dividing work load and sharing responsibilities with others. Therefore sharing of power or authority with others for the performance of certain task and duties is known as delegation of authority.

According Harris (2009), It is an authorization to a subordinate to act in a certain manner independently, the delegation of authority is the delivery by one individual to another of the right to act, to make decision, to acquire resource and to perform other tasks in other to fulfil job responsibilities. Allen (2008) has defined delegation of authority as an instrument of part of the work, or responsibilities and authority to another and the creation of accountability for performance. Delegation of authority is the sum of power and rights entrusted to make possible the performance of the work delegated. It is the obligation of individual to render an account of the fulfilment of his responsibilities to the boss to whom he reports. Authority must



therefore be delegated to subordinates who will make decision within the area of their assigned task.

According to Mullins Cited in Yetunde, (2000), delegation of authority is the authorization to undertake activities that would otherwise be carried out by someone in a more senior position. Cole (1996) describes it as a process whereby a manager or a senior officer cedes or entrusts some of his authority to subordinates or team mates to perform certain tasks or duties on his behalf. They however warned that the manager or the senior officer remains accountable for those tasks or duties to his own superior officers. The above definitions showed that delegation exists at both organization and individual or personal level. In the Federal Polytechnic, Bida, it has to do with location of decision making and it is reflected in the organizational chart or structure, that is, it provides the structure of the organization and the relationship which exist amongst Rectory, Registry, Schools, Departments and Units. However delegation of authority is also influenced by the size of the organization. In other words, the larger the organization, the more the need to delegate responsibilities or tasks "to various levels throughout the organization" Mullins (1993). At the personal level, delegation involves the passing of one's authority and responsibility to fellow workers to act on one's behalf usually because one is unavoidably absent or busy with something else. Delegation of authority is the base of superior-subordinate relationship, it involves following steps, MSG (2013).

- 1. Assignment of Duties** - The delegator first tries to define the task and duties to the subordinate. He also has to define the result expected from the subordinates. Clarity of duty as well as result expected has to be the first step in delegation.
- 2. Granting of authority** - Subdivision of authority takes place when a superior divides and shares his authority with the subordinate. It is



for this reason; every subordinate should be given enough independence to carry the task given to him by his superiors. The managers at all levels delegate authority and power which is attached to their job positions. The subdivision of powers is very important to get effective results.

- 3. Creating Responsibility and Accountability** -The delegation process does not end once powers are granted to the subordinates. They at the same time have to be obligatory towards the duties assigned to them. Responsibility is said to be the factor or obligation of an individual to carry out his duties in best of his ability as per the directions of superior. Responsibility is very important absolute and cannot be shifted. Accountability, on the others hand, is the obligation of the individual to carry out his duties as per the standards of performance. Therefore, it is said that authority is delegated, responsibility is created and accountability is imposed. Accountability arises out of responsibility and responsibility arises out of authority. Therefore, it becomes important that with every authority position an equal and opposite responsibility should be attached.

Principles of Delegation of Authority

According to authors such as Al-Jammal et al, (2015); Al-Sheikh, Makhamreh Al-Dahan and Ramadan (2009) stated that authority involves the following principles:

- i. Tasks and duties authorized shall be determined, clear, and explicit.
- ii. Effectiveness of communications means between employee and employers
- iii. Selecting the employees correctly
- iv. Absence of criticism



- v. Granting an employee sufficient power and authority

Similarly, according to Koontz et al, (1983), principles of delegation of authority include:

- i. Principle of delegation by result expected
- ii. Principle of functional definition
- iii. Scalar principle
- iv. Principle of unity of command
- v. Principle of absoluteness of responsibility
- vi. And principle of parity of authority and responsibility

Delegation of Authority and Employee Effectiveness

Delegation is the transfer of power by one body or person to another to act for him. It empowers that other person to perform a task on behalf of the donor of the power (Nwagbara 2015). Thus, it is one of the modern trends that managers employed (Al-jammal et.al, 2015) to lighten the organizational burden of tasks and functions. Hashim, Ahmed and Jaradat (2013) posited that delegation of authority makes an employee to feel valuable as part of the organization and want to be effective in carrying out the authority confer on him. Thus, employees will try to justify the authority delegated to them by showing positive attitude in performing the tasks and functions via effective utilization of the available resources in the organization. Kombo et al, (2014) opined that delegation of authority improves performance in an organization. Hence, employee performance in this study is seen as the effectiveness of employees in SMEs in performing the tasks and functions expected from them. Effectiveness can be said to be the driving force behind organizations growth and profitability. Employee effectiveness is the relationship between outputs of goods and services of employees and input of resources employed in the



production process (Anyadike, 2013). Employee effectiveness is as the result of effective utilization of organizational resources. Employee effectiveness is seen as the competency measured in terms of ability to handle the assigned workload, completing the work in time with minimal errors, and ability to work largely unsupervised; productivity measured in terms of time utilization.

According to Koontz (2005), Motivation refers to the drive and effort to satisfy a want or a goal. He also describes motivation as the “why” of human behaviour. The key to an organizational success is the ability to get the staff to work harmoniously for the attainment of the organizational goal.

Omilani and Akintolu (2017), defined motivation in the context of a business and indicated that motivation can be said to be about the will to work. It can come from the enjoyment of the work itself and from the desire to achieve promotion. It can also come from the sense of satisfaction that we gain from completing something or achieving a successful outcome after a difficult project or problem solved. The productivity of an organization and the staff is governed by what motivates them and the fulfilment they derive from it, the manager need to know how best to elicit the cooperation of staff and direct their performance to achieve the goals and objectives of the organization. The manager must also understand the language of individual employees behaviours and how best to motivate them so that the work willing and effectively (Ali, Abrar & Haidar, 2012)

Empirical Review

Joiner, et al.(2016) conducted a study on delegation, job satisfaction and subordinate performance: The mediating effect of leader-member exchange. They adopted survey research design where 260 questionnaires were administered to the Chinese subordinates



working in Hong Kong Transport Company. The path analysis of the regression results indicated that delegation of authority is positively related with leader-member exchange (LMX) relationship.

Kiiza & Picho (2014) investigated an empirical study on delegation and staff commitment in the School of Finance and Banking in Kigali, Rwanda: An Empirical Study. A cross-sectional survey design was employed with sample size of 97. Stratified sampling and random sampling were used as sampling techniques. Descriptive analysis and Pearson Product Moment Correlation Coefficient were the two adopted method of data analysis to analysis the data obtained from the respondents. The results indicated that staff commitment is positively correlated with delegation of authority

Al-Jamma et al (2015) examined the impact of the delegation of authority on employees' performance at great Irbid municipality. They measured employee performance via efficiency, effectiveness and empowerment. And the data obtained were analysed via mean, standard deviation and T-test statistic. Their findings indicated that efficiency, effectiveness as well as empowerment of employees are statistically significant to delegation of authority in Irbid municipality

Effects of delegation on employee performance in savings and credit cooperative societies in Kisii County, Kenya were investigated by Kombo, et al, (2014). T-test statistics, mean and percentage were employed to analysis their data. And the result revealed that effective delegation of authority in organization improves employee performance and organizational performance at large. The study of Shekari, Naieh, & Nouri (2011) investigated relationship between delegations of authority process and rate of effectiveness: case study municipality regions of Mashhad.

Delegation of authority was measured by preparation, appreciation stage and effectiveness



Delegation of Authority and Employee Performance: An Empirical Evidence from Ikeja Division in Lagos State 107. Effectiveness, Correlation analysis was employed as method of data analysis. Findings of their study showed that there is a significant relationship between delegation authority process, and rate of effectiveness. And appreciation and preparation stage have greater effect on rate of effectiveness.

Summarily, one would see that delegation of authority in those studies reviewed have positive relationship with the employees' performance. The extent of this is so in SMEs in Lagos State is the bone of contention in this study

Theoretical Framework

Democratic Leadership Theory

Democratic leadership theory is a theory that supports decentralization of decision making in an organisation. McGregor (1960) described this democratic leadership theory as benevolent, participative, and believing in people. Democratic theory is a theory that allows decision-making to be decentralized and shared by subordinates in order to reduce the workload of the managers. Democratic leadership is its underlying assumption that everyone has an equal stake in an outcome as well as shared levels of expertise with regard to decisions.

The Communicative Theory

Communicative theory gives subordinate to exercise the freedom to think. From this theory, delegation of authority as a form of empowerment is seen as a process through which a leader or a manager tries to divide his or her power among subordinates. This theory sees empowerment as the process of sharing power and



authority among the personnel in organizations which embodies authorization. The communicative theory explains that empowerment via delegation of authority is a tool for giving freedom to employees so that they can do what they think, without fear of being prevented by the managers. This theory focuses on decentralization of powers in an organization. If powers are effectively decentralized, it will enhance effective communication with the organization. According to this theory, when power is being given to subordinate, such subordinates will possess the required confidence to be creative and discharge his duties efficiently and effectively.

The Expectancy Theory

The study is based on the expectancy theory propounded by Verom Victor (1968), saw his expectancy as the best approach in understanding among employee in organization set up. The theory presupposes the anticipated work of a person and the perceived probability that his goal would be achieved. The care of the study relates to how a person perceives relationship between three things: effort, performance and reward. The individual according to the theory of valence or value while the degree of belief that a particular outcome is expectancy, the theory believes that individual perceives that the effort leads to reward which are seen attractive.

The expectancy motivations from a broad perspective and consider motivation as a process rather than mainly as an issue of human needs. The expectancy theory is considered relevant to this study because individual become motivated when they perceive that their effort leads to rewards which are seen attractive. Thus, individuals will livelier to strive on their work if there is and anticipated or expected reward they value. This consequently leads to organizational productivity and underscores the influence of motivation on staff productivity



(Halepota, 2015) Hashem et. al, (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 (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 (2006) 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, etal (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 (2009) conducted study on the impact of authority delegation on managerial performance. The study aimed at identifying the impact of authority delegation on workers performance of Sudan University of Science & Technology (SUST). Sample of the study was consisted of (60) workers and they were randomly selected. The study have reached for following results: delegation of authority strengthens human relations among members of the organization, enhance self-confidence among workers and increase the level of achievement in tasks and work assigned for workers and speed of implementation.

The study of AL-joqi (2010) on the impact of delegation of authority on the effectiveness of management decisions. The results of study have shown that the level of applying authority delegation in yamen Oil Company was low. Also, there is a strong and positive relation between successes of delegation process and heads' sufficiency. The company has sought for achieving its objectives in the light of taking effective decisions. In addition, if the company doesn't apply authority delegation among employees, this will depress them and there is no motivation in implementing managerial decisions. So, high managements decisions will not be effected and have important value.

But the study of Senyuta (2013) titled delegation and performance. This paper empirically investigates how the level of authority delegation is related to the performance of an organization. Decentralized, horizontal organizational structure takes advantage



of more efficient decision making, mainly due to more efficient use of "soft" information. The cost of such decentralization is the loss of control and the need to properly incentivize agents who are legitimately given the authority to make decisions. This is the trade-off organization faces when deciding on the level of authority delegation. The study of Shekari, et al (2011) on the relationship between delegation authority process and rate of effectiveness: case study municipality regions of Mashhad. Findings of this study suggested that in general, between the delegation authority process and rate of effectiveness there is a significant correlation (P -value = 0.000), also, between delegation authority process, including: preparation, appreciation stage and effectiveness, there is a significant relationship.

The greatest effect among five stage of delegation authority process, the aspects of appreciation and preparation is related to, So that the power of explains appreciation equal to 0.165 and the power of explains preparation equal to 0.142 is.

The study of Fehr, et al (2011) on the lure of authority: motivation an Authority and power.

The study studied the motivation and incentive effects of authority experimentally in an authority-delegation game. Individuals often retain authority even wJournal of Human Resource Studies their material interest suggesting that authority has nonpecuniary consequences for utility.

Authority also leads to overprovision of effort by the controlling parties, while a large percentage of subordinates underprovide effort despite pecuniary incentives to the contrary.

Authority thus has important motivational consequences that exacerbate the inefficiencies arising from suboptimal delegation choices' incentive effects of power".



Awawdeh (2014) conducted study on the regulatory factors affecting the administrative authority: the perceptions of staff (managers) in Jordanian ministries centers. The study found that there were no statistically significant differences at ($\alpha \leq 0.05$) in perceptions about the administrative authority attributed personal and functional for the following variables

(gender, age, years of experience), while there is statistically significant at ($\alpha \leq 0.05$) for perceptions of staff of the factors affecting the administrative authority in the ministries centers Jordan attributed to the educational qualification variable and vary with it for the rest of demographic factors. The study recommended the importance of diagnosis Regulatory barriers that may limit the dissemination of culture and policy mandate and on two levels: the first regards as element manager's Influential industry in this culture and its pro source or vice versa, and the second related to staff delegation and awareness of their culture and environment.

The study of Darwish (2010) on the delegation of authority to the best method to raise the efficiency of job performance. The research aims to diagnose the actual reality of the exercise of the powers delegated by the organization research sample and its impact on the performance efficiency and identifying the concept of delegation of authority as an act of administrative and positive role functionality in the efficiency of organizations in general, and in particular, the organization surveyed among the most important results of the research is to follow the tide of revelation inaccurate for people and committees that have been delegated authority resulting in some of the directions that do not serve the administrative work in the surveyed Organization, and the method adopted version in organizational units is weak, due to the weakness of directors



informed of the latest developments that rate methods modern administrative work.

AL-Qaryoni (2003) studied the trends for those who occupy leading jobs in ministries and public departments in Kuwait for authority delegation. The study has discussed the trends for those who occupy leading jobs in ministries and public departments in Kuwait for authority delegation due to the definition, importance, extent of relaxation or feeling that it is a threat for their leading roles. The study has recommended in following suggestions:

- The need to take into account different official sides to select leading functions at ministries and official departments.
- The need to conduct training courses for the present leaders as conferences and workshops and define disadvantages of centralism and authority monopoly by managers
- The need to provide material and moral incentive employees to accept the authorization, and that by linking efficiency in the them material and moral incentives.

The study of Frehiat & Alawneh (2000) on the factors effect on authority delegation in industry: an empirical study. The study aimed at identifying the factors effect on authority delegation in industry. Many models have been established to interpret some actions and perceptions relating to delegation. The study reached for following results: most perspectives of managers were positive. Practice delegation associated with conviction of the importance of the delegation of authority manager level information exchange mechanisms available in the institution. In addition delegation isn't related to appropriate time for taking decisions by manager, controlling, employees' experience and raising their productivity.



The models of have shown that the source of the factors are psychological, mental and personal related to manager more than to these relate to the institution and economic and legal information.

The study of AL-Adaila (1998) on the delegation of authority in Jordanian public institutions: an empirical study. The study aimed at identifying level and degree of delegation of managerial authority in public institutions. The results of the study have shown that the degree of applying delegation was medium. Also, there is a statistical significant for variable of method of taking decisions and trust degree among elements of delegation process and speed in finalizing transections. In addition, there is a statistical significant for variables of (age, job position and experience). Whereas, there is no statistical significant for variable of qualification.

The study of Awamleh (1994) under the title of delegation of authority in public and private institutions: an empirical study. The study aimed at analyzing definition of delegation of authority through a selected sample has been taken from institution of both sectors (public and private). The study has reached for following results:

- There is a huge gap between self - convocation in delegation of authority and extent of applying by researchers.
- Similarity in delegation authority motivations in public and private institutions.
- Difference in methods authority delegation inside both sectors.
- Similarity of general trend about the features employees to whom authority delegated.
- There were significant obstacles for delegation of authority in both sectors including weakness in trust, lack of training, rigidity of legislations and retardation of organizational structures.



The study recommended in necessity narrowing the gap between conviction and authorization applied. Necessity of adopting clear basics for authorization and identifying its different sides in order to conduct more empirical. According to Mullins Cited in Yetunde, (2000), delegation of authority is the authorization to undertake activities that would otherwise be carried out by someone in a more senior position. Cole (1996) describes it as a process whereby a manager or a senior officer cedes or entrusts some of his authority to subordinates or team mates to perform certain tasks or duties on his behalf. They however warned that the manager or the senior officer remains accountable for those tasks or duties to his own superior officers. The above definitions showed that delegation exists at both organization and individual or personal level. In the Federal Polytechnic, Bida, it has to do with location of decision making and it is reflected in the organizational chart or structure, that is, it provides the structure of the organization and the relationship which exist amongst Rectory, Registry, Schools, Departments and Units. However delegation of authority is also influenced by the size of the organization. In other words, the larger the organization, the more the need to delegate responsibilities or tasks "to various levels throughout the organization" Mullins (1993). At the personal level, delegation involves the passing of one's authority and responsibility to fellow workers to act on one's behalf usually because one is unavoidably absent or busy with something else. Delegation of authority is the base of superior-subordinate relationship, it involves following steps, MSG (2013).



Research Model

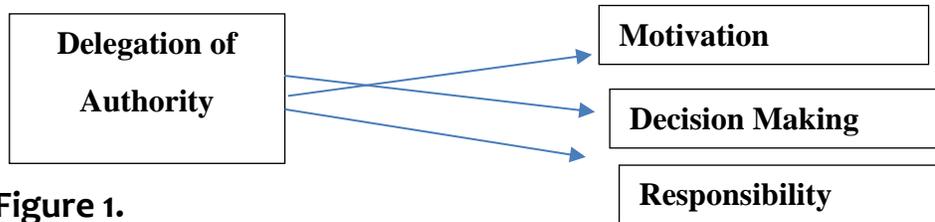


Figure 1.

From above figure it can be deduced that Delegation of Authority can influence employee motivation, Decision making and Responsibility.

Motivation

According to Ohida (2021), motivation is a process in which people choose between alternative forms of behaviour in order to achieve personal goals. As such, motivation is anything that energizes action.

Decision Making

According to Merriam - Webster (1828), decision making is the act or process of deciding something especially with a group of people.

Responsibility

According to Tende and Andah (2021), responsibility refers to the obligation to stand and answer for bear the consequences of one's action. Theoretical framework

Delegation of authority is a must in succeeding the operations of the management to grantee the outcomes. So, in this case high management authorizes some of its responsibility to executives in the fields of human resources. Furthermore, necessity of authority delegation has appeared due to the reasons of development in technology, its reflection to managerial developing, and business diversity of an organization. Also, it is hard to implement all tasks and whole business by employees without taking support and



encouragement from high management. In this case authority delegation is considered a response for requirements of democratic system allowing to managers in all levels to participate in decision-making to perform managerial business and division of work.

Perhaps the most important point should be taken into consideration is that administrative work focuses on defining the responsibility of an employee before the employer while using authority delegation. An employer cannot evade his responsibility related to organizational activities despite of Responsibility isn't able to be authorized (AL-Shrqai, 2002).

The right of dispose and take decisions in a specified range extent required to accomplish certain tasks. Dent has entrusted with certain administrative powers for some of aides who trust them and delegated authorities that enable them to act for the performance of these terms of reference efficiently and effectively (Hashim, 2001) Delegation of authority is a must in succeeding the operations of the management to grantee the outcomes. So, in this case high management authorizes some of its responsibility to executives in the fields of human resources. Furthermore, necessity of authority delegation has appeared due to the reasons of development in technology, its reflection to managerial developing, and business diversity of an organization. Also, it is hard to implement all tasks and whole business by employees without taking support and encouragement from high management. In this case authority delegation is considered a response for requirements of democratic system allowing to managers in all levels to participate in decision-making to perform managerial business and division of work.

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Methodology

The research is quantitative in nature and adopted a survey design. A structured questionnaire was design using Likert Scale Rating to collect and analyse data. A total of thirty five (35) questionnaires were administered to employees in registry department to elicit adequate information but only twenty four (24) questionnaires were returned. The researcher uses descriptive methodology to analysis the data collected and SPSS (Chi-square) to test hypotheses.

Results and Findings

As any other empirical study, this paper adopts a case five (5) Likert scale rating. A total of thirty five (35) questionnaires were administered to elicit adequate information from respondents but only twenty four (24) questionnaires were returned. The analyses were done as follows based on the questionnaires returned.



Table 1: Delegation of authority improves and motivates employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agreed	12	50.0	50.0	50.0
Agreed	8	33.3	33.3	83.3
Strongly Disagreed	2	8.3	8.3	91.7
Disagreed	1	4.2	4.2	95.8
Undecided	1	4.2	4.2	100.0
Total	24	100.0	100.0	

Source: Questionnaire Administered (2021)

Table 4.1 shows that about 50.0% of the respondent strongly agreed that delegation of authority will improves and motivates employees motivation in registry department of federal polytechnic, Bida, 33.3% agreed, 4.2% undecided, 4.2% disagrees while 8.3% of the respondent strongly disagreed that delegation of authority will improves and motivates employee in registry department of federal polytechnic, Bida.

Table 2: willingness to accommodate the mistake of subordinates as result of delegating authority.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agreed	13	54.2	54.2	54.2
Agreed	8	33.3	33.3	87.5
Strongly Disagreed	2	8.3	8.3	95.8
Disagreed	1	4.2	4.2	100.0
Total	24	100.0	100.0	

Source: Questionnaire Administered (2021)

In table 4.2 above, 54.2% of the respondent strongly agree that Superiors in Registry units of Federal Polytechnic, Bida, are not willing to accommodate the mistake of subordinates as result of delegating authority, 33.3% agreed, 4.2% disagreed while 8.3% of the respondent



strongly disagreed that Superiors in Registry units of Federal Polytechnic, Bida, are not willing to accommodate the mistake of subordinates as result of delegating authority

Table 3: Often reliability on the subordinate for delegation of authority to get the work done.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agreed	8	33.3	33.3	33.3
Agreed	6	25.0	25.0	58.3
Strongly Disagreed	5	20.8	20.8	79.2
Disagreed	3	12.5	12.5	91.7
Undecided	2	8.3	8.3	100.0
Total	24	100.0	100.0	

Source:Questionnaire Administered (2021)

From table 3 above, about 33.3% of the respondents strongly agreed that, superior officers in Registry Department Federal Polytechnic, Bida rely on the subordinate for delegation of authority to get the work done. 25.0% agreed, 8.3% undecided, 12.5% disagreed while 20.8% of the respondent strongly disagreed that superior officers in Registry Department Federal Polytechnic, Bida rely on the subordinate for delegation of authority to get the work done.

Table 4: Subordinates opportunities to make meaningful contribution to decision making.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agreed	6	25.0	25.0	25.0
Agreed	4	16.7	16.7	41.7
Strongly Disagreed	3	12.5	12.5	54.2
Disagreed	6	25.0	25.0	79.2
Undecided	5	20.8	20.8	100.0
Total	24	100.0	100.0	

Source:Questionnaire Administered (2021)



Table 4 above reveals that about 25.0% of the respondents strongly agreed that Superiors in registry department often allows their subordinate to make meaningful contribution to decision making.16.7% agreed , 12.5% strongly disagreed, 20.8% undecided while 25.0% of the respondents disagreed that Superiors in registry department often allows their subordinate to make meaningful contribution to decision making.

Table 5: Delegation of authority leads to the attainment of employee performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agreed	13	54.2	54.2	54.2
Agreed	8	33.3	33.3	87.5
Strongly Disagreed	2	8.3	8.3	95.8
Disagreed	1	4.2	4.2	100.0
Total	24	100.0	100.0	

Source:Questionnaire Administered (2021)

Table 5 above also reveals that about 54.2% of the respondent strongly agreed that delegation of authority can lead to the attainment of employee motivation in Registry department of Federal Polytechnic, Bida 33.3% agreed, 4.2% disagreed, while 8.3% of the respondents strongly disagreed that Delegation of authority can lead to the attainment of employee motivation in Registry department of Federal Polytechnic, Bida

Table 6: Non – delegation of authority adversely affect the morale and motivation of employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agreed	10	41.7	41.7	41.7
Agreed	7	29.2	29.2	70.8
Strongly Disagreed	4	16.7	16.7	87.5
Disagreed	2	8.3	8.3	95.8
Undecided	1	4.2	4.2	100.0
Total	24	100.0	100.0	

Source:Questionnaire Administered (2021)



In table 6 above, 41.7% of the respondents strongly agreed that non – delegation of authority can adversely affect the morale and motivation of employees in registry department of Federal Polytechnic, Bida 29.2% agreed, 16.7% strongly disagreed, 4.2% undecided while 8.3% of the respondent disagreed that Non – delegation of authority can adversely affect the morale and motivation of employees in registry department of Federal Polytechnic, Bida

Table 7: Delegation of authority is necessary for subordinates to carry out their duties effectively

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agreed	9	37.5	37.5	37.5
Agreed	7	29.2	29.2	66.7
Strongly Disagreed	4	16.7	16.7	83.3
Disagreed	3	12.5	12.5	95.8
Undecided	1	4.2	4.2	100.0
Total	24	100.0	100.0	

Source: Questionnaire Administered (2021)

From table 4.7, it reveals that about 37.5% of the respondents strongly agreed that delegation of authority is necessary for subordinates to carry out their duties effectively in registry department of Federal Polytechnic, Bida 29.2% agreed, 16.7% strongly disagreed, 4.2% undecided while 12.5% of the respondent disagreed that delegation of authority is necessary for subordinates to carry out their duties effectively in registry department of Federal Polytechnic, Bida

Table 8: Delegation of authority increases the relationship between superior and subordinates.



	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agreed	2	8.3	8.3	8.3
Agreed	1	4.2	4.2	12.5
Strongly Disagreed	14	58.3	58.3	70.8
Disagreed	6	25.0	25.0	95.8
Undecided	1	4.2	4.2	100.0
Total	24	100.0	100.0	

Source: Questionnaire Administered (2021)

About 8.3% of the respondent strongly agreed that delegation of authority increases the relationship between superior and subordinates in registry department of federal polytechnic, Bida., 4.2% agreed, 58.3% strongly disagreed, 4.2% undecided while 25.0% of the respondent disagreed that delegation of authority increases the relationship between superior and subordinates in registry department of federal polytechnic, Bida.

Testing of Hypothesis

HO: Delegation of authority does not lead to the motivation of employees and attainment of objective.

Chi-Square Test

Frequencies

	Observed N	Expected N	Residual
Undecided	3	20.6	-17.6
Disagree	10	20.6	-10.6
Strongly Disagree	24	20.6	3.4
Agreed	21	20.6	.4
Strongly Agreed	45	20.6	24.4
Total	103		



Test Statistics

Chi-Square ^a	49.961
df	4
Asymp. Sig.	.000

a. 0 cells (.0%) have expected frequencies less than
5. The minimum expected cell frequency is 20.6.

Conclusion:

Since p – value (0.000) < 0.05, we reject H_0 and hence conclude that practice of delegation of authority in registry department in Federal Polytechnic, Bida can lead to the motivation of employee at 5% significant level.

H_1 : Delegation of authority by superiors in registry department, Federal Polytechnic, Bida can lead to the employee's motivation and attainment of the Polytechnics goals and objective.

Chi-Square Test

Frequencies

	Observed N	Expected N	Residual
Disagree	9	25.8	-16.8
Strongly Disagree	3	25.8	-22.8
Agreed	49	25.8	23.3
Strongly Agreed	42	25.8	16.3
Total	103		

Test Statistics

Chi-Square ^a	62.243
df	3
Asymp. Sig.	.000

a. 0 cells (.0%) have expected frequencies less than
5. The minimum expected cell frequency is 25.8.

Result:

Since p – value < 0.005, we reject the null hypothesis and hence conclude that the effect of delegation of authority on employee's job



motivation in Federal Polytechnic, Bida leads to attainment of the organisation goals and objectives at 5% significant level.

Conclusion and Recommendations

Based on the theoretical framework and analysis of data, delegation of authority serve as an important means of motivating the employees and increasing performance and productivity of subordinate or employees in which ultimately leads to attainment of general objective. The paper also concludes that delegation of authority by superiors in registry department in Federal Polytechnic, Bida, is necessary since the superior cannot perform all jobs in their various units.

Recommendations

Based on the study, and the conclusion reached the researcher recommended the following to aid superiors in Federal Polytechnic, Bida and policy makers in other organisations on how to deal with issues on delegation of authority.

1. The superior officers in registry department, Federal Polytechnic, Bida, should endeavour to accommodate the mistake of subordinates. This is obvious because majority of respondents strongly disagree that superiors in Federal Polytechnic, Bida are not willing to accommodate subordinates mistake.
2. There should be careful selection and matching of employees with jobs to be delegated to ensure efficient performance and productivity. Hence the superior should provide a guide for subordinate to get the task accomplished.
3. Because of the fear of risk associated with delegation of duties the superior therefore should first of all determine the task to be



done and make strategies for it to enable the subordinates effectively and efficiently perform the delegated task.

4. Superiors should understand when, how and who to delegate because delegation of authority does not free them from the responsibilities of failure.

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APPENDICES

APPENDIX A: QUESTIONNAIRE

Dear respondent, I am Muhammad Hamisu Shafii, a student of Kampala Nasarawa State University, Keffi pursuing a Masters Degree in Business



Administration bachelor. I am carrying out a study on the impact of Delegation of Authority on employees Motivation in Registry Department, Federal Polytechnic, Bida, Niger State, Nigeria. I kindly request for your cooperation and sincere assistance by filling this questionnaire so as to enable me complete the study successfully.

Thanks

N.B

1. The exercise is purely for academic purposes therefore any information given will be treated with due confidence.
2. The researcher will maintain anonymity in quoting specific statements unless permitted otherwise by the person concerned.

SECTION A:

Bio data

1. Sex: Male () Female ()
2. Marital Status: Single () Married () Others specify.....
3. Age: Below 25 () 26-30 () 31-35 () 36-40 () 41-45 () 45 and above ()

Questionnaire for the employees

4. Do you think managers delegate as they are supposed to do?
Strongly Agreed () Agreed () Strongly Disagreed () Disagreed ()
5. Do you think delegation is done at the right time in the company?
Strongly Agreed () Agreed () Strongly Disagreed () Disagreed ()
6. Do managers in the company delegate?
Strongly Agreed () Agreed () Strongly Disagreed () Disagreed ()
7. State your position about the delegation principles in the company.
Strongly Agreed () Agreed () Strongly Disagreed () Disagreed ()
8. Do you think that the delegation principles in the company are sound?
Strongly Agreed () Agreed () Strongly Disagreed () Disagreed ()
9. Comment on the principles of delegation implemented in the company.
Strongly Agreed () Agreed () Strongly Disagreed () Disagreed ()
10. Given a chance, what suggestion could you give to improve on the delegation principles in the company.....
11. Do you think delegation affects performance?
Strongly Agreed () Agreed () Strongly Disagreed () Disagreed ()
12. According to how delegation is carried out in the company which of these factors you think it meets?
Motivation () Performance improvement () Intelligence () All the above ()
13. Do you think the delegation in the company meets any needs of the employees?
Strongly Agreed () Agreed () Strongly Disagreed () Disagreed ()
Please comment on what you feel.....



APPENDIX B:
INTERVIEW GUIDE

- 1.What is your marital status?
- 2.How old are you?
- 3.Do you think managers delegate as they are supposed to do?
- 4.Do you think delegation is done at the right time in the company?
- 5.Do managers in the company delegate?
- 6.State your position about the delegation principles in the company
- 7.Do you think that the delegation principles in the company are sound?
- 8.Comment on the principles of delegation implemented in the company
- 9.Given a chance, what suggestion could you give to improve on the delegation principles in the company
- 10.Do you think delegation affects performance?
- 11.According to how delegation is carried out in the company which of these factors you think it meets?
- 12.Do you think the delegation in the company meets any needs of the employees?
- 13.Are there any specific times that delegation is done?
- 14.How often is delegation done in the organization?
- 15.Do you think the delegation principles implemented in the company are sound?
- 16.Do you think the delegation employed in the company has effect on performance?
17. Does the company have any policies backing up delegation in the company?