International Journal of Social Sciences and Management Research E-ISSN 2545-5303 P-ISSN 2695-2203
Vol 8. No. 5 2022 www.iiardjournals.org Online Version

Designation of Authority and Effective Management of Organizations

Obi, Ifeyinwa Stephanie PhD
Department of Human Resource Management
Poise University, Rwanda
DOI: 10.56201/ijssmr.v8.no5.2022.pg174.183

Abstract
This study was carried out on Delegation of authority and effective management of organizations. For the past decades, the case of administration and management in Nigeria has been attributed to the problems of ineffective delegation. It is against this background therefore that the researcher sort to carry out a comparative study on delegation effectiveness in Nigerian Nestle Plc. This project also sorts to know hoe effective delegation of authority affects the achievement of organizational objectives. The work started with introduction and it is followed by background of the study, research questions, limitation and scope of the study then definition the views of other writers on the topic, their opinion and suggestion towards the achievement of organization objective through primary and secondary data. The researcher view was also expressed in chapter three. In chapter four, the data collected was analyzed discussed and summarized and finally, chapter five dealt on summary of finding, recommendation and conclusion of the project.

INTRODUCTION

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. According to Al-Jammal, Al-Khasawpeh & Hamadat (2015), employees who are engaged in their work and committed to their organizations give the organisations crucial competitive advantages including higher productivity and lower employee turnover. 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 which 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 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 customer's perceived and creating loyalty and mutual respect for an organization and production in which the organization produced.

RESEARCH DESIGN

This involves studying a variety of items in the field by selecting samples from them, i.e. the combination of procedure or preliminary personal investigation, oral interview and administration of questionnaire.

Variables manifested by the item are identified for study e.g. face to face interview, questionnaires, telephone interview and observation are used to gather data.

SOURCES/METHOD OF DATA COLLECTION

The method of data collection in the research are two main sources. They are

Primary sources: The primary source of data in this research work is the questionnaire and personal interview.

Secondary source: The secondary source of data used in this research work includes textbook, journals, annual report and newspaper.

METHOD OF DATA COLLECTION

The method of data used are questionnaires and personal interview which made up the primary data, others are magazines, textbooks, newspapers which serves as secondary data.

Questionnaires were personally delivered by the research to the group of people chosen and the research obtained more information on the question through the questionnaires. This helps the researcher to gain the opportunity to change and make some clear question that are not well understood.

POPULATION AND SAMPLE SIZE

For the purpose of the study, the population of interest of the research consisted of the Nigeria Nestle Plc senior and junior staff in Lagos state main office, 200 staff was involved.

SAMPLE SIZE DETERMINATION

In the research work, the confidence level was placed at (0.05) which is 5% representative probability. The workers from different section made up the population since it may be difficult to collect data from the entire population.

The research used some basic techniques to determines the sample size from the population obtained from the Nigeria Nestle Plc (200)

The Yamen's Formula shows as follows:

$$n = \frac{N}{1+N(e)2}$$

Where n = sample size

N = population

e = Error margin

N = 200

T = 0.05

$$N = \frac{200}{1+200\,(0.05)} = \frac{200}{1.5}$$

Sample size = 133.

SAMPLE TECHNIQUES

Being that the population is too large for this study, the systematic sampling method is used to select a sample on the basis of equal presentation and ease of content with respondent most especially when untrained interviewers are used.

The procedure is to choose a first sample between 1st and 4th position element from the population. Through this method, the research would be able to come out with a study that is of high degree rehabilitee which objectivity also through the use of systematic sampling which will bring about possibility of personal bias affecting the result.

VALIDITY AND RELIABILITY OF MEASURING INSTRUMENT

In other to test the validation of the instrument of the study, the researcher recognized need to pre-test the question before actually administering them on the respondents. The rationale behind this work is to ascertain whether the question were capable of eliciting the appropriate data or not.

Reliability means, the consistency between independent measurements of the cause of phenomenon.

According to Rich (2002: 220) it is the consistency obtained from the result of the application of the instrument. Effort was made to ensure that the method taken was systematic.

The research emphatically believes that respondents were consistent and data collection were reliable and testable.

METHOD OF DATA ANALYSIS

The techniques used for the purpose of analyzing the data collected were tabulation and percentage analysis using tabulation data collection was arranged in their order of magnitude for the purpose of analyzing them. Percentage was used to enable the data to be discussed and findings drawn and conclusion reached.

The percentage formula is given as: $\frac{N}{F} \times \frac{100}{1}$

Where N = No of respondent

F = Total no of frequency

PRESENTATION OF DATA

Distribution and retrieval of questionnaire

	No of distributed questionnaire	No of cost questionnaire	Total of questionnaire retrieved
Questionnaire	133	43	128

ANALYSIS OF DATA

Answer from respondent Section A

Analysis of department of response

Option	Respondent	Percentage
Administration	70	54.69
Production	30	23.44
Marketing	28	21.87
Total	128	100

From the table information above one can see the percentage of administrative department is 50% production is 30% while marketing is 20%

Option	Respondent	Percentage
	70	0.005
Female	58	45.31
Total	128	100

From the above table one can see that the percentage of male is 75% and female is 25%.

Option	Respondent	Percentage
WAEC/GCE	6	4.69
OND	48	37.5
HND	57	44.53
MBA/ACCA	17	13.28
Total	128	100

This shows that most respondent were first class degree graduate and that they are qualified enough to give answer to the research questions.

Analysis of year of work experience of respondent

Option	Respondent	Percentage
1-5	20	62
6-10	28	21.87
10-15	30	44
16 and above	50	39.06
Total	128	100

This indicates that many of the respondents have more work experience and it shows that the respondent is capable of answering the question given to them.
Analysis of how long grade level of the respondents

Option	Respondent	Percentage
1-3	50	39.06
4-6	46	35.94
7 and above	32	25
Total	128	100

This indicate that many of the respondent are promoted when due, 50 of the respondents have been on the grade level 1 to 3 years while 46 said they have stayed 4 to 6 years and 32 said they have stayed more than 7 years.

Section B
4.3.1 Is delegation truly a practiced in Nigeria Nestle Plc

Option	Respondent	Percentage
Yes	80	62.5
No	48	37.5
Total	128	100

The above table shows that while 50 or 62.5% of the respondent reported that delegation is practiced in the Nigeria Nestle Plc, 48 or 37% of them reported it is not practiced.

How many superiors do you have

Option	Respondent	Percentage
	85	66.41
	43	33.59
Total	128	100

The above table shows that 85 or 75% are having one superior while 43 or 25% of them said they have more than two.

4.3.3 Do your superior like delegation authority

Option	Respondent	Percentage
Yes	86	67.19
No	42	32.81
Total	128	100

From the table one can see that 86 or 87.5% said that their superior like delegating authority while 42 or 12.5% said that they don’t like delegating authority.

Does your superior follow the right procedure of delegating authority?

Option	Respondent	Percentage
Administration	70	54.69
Production	30	23.44
Marketing	28	21.89
Total	128	100

The above table shows that 48 or 12.5% of respondent said that their superiors follow the right procedures of delegation.

How do you see job delegated to you

Option	Respondent	Percentage
Administration	70	54.69
Production	30	23.44
Marketing	28	21.87
Total	128	100

The above table shows that while 88. or 92.5% of the respondent said it is adequate 40.08.7.5% said it is not adequate.

Do you like delegation?

Option	Respondent	Percentage
Yes	50	339.06
No	78	60.94
Total	128	100

From the table while 50 or 37.5% said they like delegation, 98 or 62.5 said they do not like delegation

Do you feel biased when responsibilities are delegated?

Option	Respondent	Percentage
Yes	48	37.5
No	80	62.5
Total	128	100

From the above table 48 or 37.5% said that they feel biased when responsibility is delegated to them while 80 or 62.5%said that they do not feel biased.

Do your co-workers admire the type of delegation process practiced in the Nestle Plc?

Option	Respondent	Percentage
Yes	48	37.5
No	80	62.5
Total	128	100

The above table shows that while 48 or 37.5% of the respondent agrees that their co-worker admire the type of delegation process practiced, 8 or 62.5% said their co-worker don't like it.

Do your leaders encourage delegation?

Option	Respondent	Percentage
Yes	70	54.69
No	58	45.31
Total	128	100

The above table shows that 70 or 60% of the respondent said that their leaders encourage delegation while 58 or 40% said they do not encourage it.

Do you think delegation process in the Nestle Plc can be better compared to others?

Option	Respondent	Percentage
Yes	86	67.19
No	42	32.81
Total	128	100

The above table shows that 86 or 77.5% said that delegation process in the Nestle Plc can be better compared with others, 42 or 22.5% said it cannot be compared.

All things being equal, are you satisfied with the delegation process.

Option	Respondent	Percentage
Yes	80	62.5
No	48	37.5
Total	128	100

The above table shows that 80 or 62.5 like the delegation process, 48 or 62% do not like the delegation process.

What effect does delegation have on your performance?

Option	Respondent	Percentage
Excellent	30	23.44
Fair	52	40.62
Poor	46	35.94
Total	128	100

The above table shows that 30 or 38% of the respondent said that the effect of delegation was excellent on their performance, 52 or 40% said it was fair while 46 or 22% said it was poor on their performance.

Do you think that delegation has drawn back

Option	Respondent	Percentage
Yes	86	67.19
No	42	32.81
Total	128	100

From the above table, 86 or 62.5% of the respondent said that delegation has drawn back while 42 or 22.5% said that it does not have drawn back.

Is delegation of authority important in an organization.

Option	Respondent	Percentage
Yes	40	31.25
No	88	68.75
Total	128	100

INTERPRETATION OF RESULT

Based on the analysis of data, it was found out that 70 or 50% are in the administrative department, 30 or 35% are in the production department while marketing department has 28 of male is 75% while that of female is 25% on the qualification analysis most respondent were first class degree graduate which means that they are qualified enough to give answer to the research question.

The data also shows that many of the workers has more work experience and they are capable of answering the question given to them in the analysis of grade level. 50% of the workers or 40% of them have worked for 1-3 years while 46 or 38% of the workers have been in their grade level for 4-6 years, from the information obtained some superiors do not delegate through the right process such that it results to poor performance of the workers.

It was also found out that some managers are reluctant to delegate authority and responsibilities to their subordinate because of their urge for dominance due to evil deeds and distrust of their subordinate and others while many subordinates do not want to accept responsibilities from their superiors because of fear of failure, personal dislike or hatred of superior.

It was also found out that many managers do not follow the right procedures of delegation and this result in job inefficiency and discouragement of delegation of authority to the subordinate. Also, many workers do not like delegation process practiced in the Nestle Plc and many subordinates do not like that kind of delegation process practiced in the Nestle Plc. It was also said that many workers, in the Nestle Plc have been working for at least five to fourteen years, so the workers have a good understanding of the delegation practiced in the Nigerian Nestle Plc.

It was said that leaders of administrators encourage delegation in the Nestle Plc and also that they do not like. Many workers said that delegation has a fair effect on their performance while 45 said that it has a poor effect on their performance. Also, it was found that 58 or 75%

of the workers said that delegation is not important in an organization while few of them agreed that it is important.

From the above result, managers or administrators need to pay great attention to delegation in the Nestle Plc.

CONCLUSION

In the Nestle Plc system as in any other body or organization, managerial authority is more likely to be obeyed if its actions are considered legitimate such legitimation may be accorded by reward system which fit the motivation of the staff in an organization.

If the Nestle Plc managerial activity is obeyed the work force will increase because it is considered legitimate. The end of the result will be charge of the service of the service and dividends of governance with the feedback form the external environment which comes in the form of further required input that sustains the system in operating order.

Delegation of authority should be encouraged in various organization because of its advantages or effects on performance. Delegation helps in saving time and also in motivating workers in performing their duties. It brings about understanding and effective management of duties.

REFERENCE

Quibble (1977): The reasons why some superior cannot delegate their duty.

Al-Jammal, H., Al-Khasawneh, A., & Hamadat, M. (2015). The impact of employee engagement on organizational performance via the mediating role of job satisfaction: The case of Jordanian Public Universities. International Journal of Business and Management, 10(6), 123-134.

Kombo, A., Obonyo, P., & Oloko, M. (2014). Effects of delegation on employee performance in savings and credit cooperative societies in Kisii County, Kenya. International Journal of Business and Management Review*, 2(7), 1-22.

Kiiza, B., & Picho, E. (2014). The impact of delegation on management performance in Uganda's local governments. *International Journal of Business and Social Science, 5(8), 89- 95.

Yukl, G., & Ping Fu, P. (1999). Determinants of delegation and consultation by managers. Journal of Organizational Behavior, 20(2), 219-232.

Koontz, H., O'Donnell, C., & Weihrich, H. (1983). Management (7th ed.). New York: McGraw-Hill.

Burke, R. J. (2018). "Delegation and Empowerment: A Manager's Guide." Routledge.

Dirks, K. T., & Ferrin, D. L. (2002). "Trust in Leadership: Meta-Analytic Findings and Implications for Research and Practice." Journal of Applied Psychology, 87(4), 611-628.

Luthans, F. (2011). "Organizational Behavior: An Evidence-Based Approach." McGraw-Hill Education.

Robbins, S. P., & Judge, T. A. (2019). "Organizational Behavior." Pearson.

Yukl, G. (2013). "Leadership in Organizations." Pearson.

Hersey, P., & Blanchard, K. H. (1982). Management of Organizational Behavior: Utilizing Human Resources. Prentice Hall.

Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An Integrative Model of Organizational Trust. Academy of Management Review, 20(3), 709-734.

McGregor, D. (1960). The Human Side of Enterprise. McGraw-Hill.

Mintzberg, H. (1979). The Structuring of Organizations: A Synthesis of the Research. Prentice Hall.

Robbins, S. P., & Judge, T. A. (2019). Organizational Behavior. Pearson.

Yukl, G. (2013). Leadership in Organizations. Pearson.

Argyris, C. (1998). Empowerment: The emperor's new clothes. Harvard Business Review, 76(3), 98-105.

Drucker, P. F. (2007). The Effective Executive. HarperCollins.

Goleman, D. (2000). Leadership That Gets Results. Harvard Business Review, 78(2), 78-90.

Heller, R., & Hindle, T. (1998). Essential Manager's Manual. DK Publishing.

Robbins, S. P., & Judge, T. A. (2013). Organizational Behavior. Pearson.

Yukl, G. (2013). Leadership in Organizations. Pearson.Drucker, P. F. (1954). *The Practice of Management*. Harper & Row.

Fayol, H. (1949). *General and Industrial Management*. Pitman Publishing.

Goleman, D. (2000). Leadership that gets results. *Harvard Business Review, 78(2), 78-90.

Hofstede, G. (1980). Culture's Consequences: International Differences in Work-Related Values. Sage Publications.

Spreitzer, G. M., & Doneson, D. (2005). Musings on the past and future of employee empowerment. *Handbook of Organizational Development*, 311-324.

Yukl, G. (2013). *Leadership in Organizations (8th ed.). Pearson.