

# **IMPACT OF DELEGATION OF AUTHORITY ON EMPLOYEE PERFORAMNCE IN PHARMACEUTICAL INDUSTRY**

**(A CASE STUDY OF TUYIL PHARMACEUTICAL INDUSTRY, ILORIN)**

**BY**

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## **CERTIFICATION**

This research work has been read and approved as meeting the requirement of Department of Business Administration and Management, Institute of Finance and Management Studies, Kwara State Polytechnic Ilorin, for the Award of Higher National Diploma (HND) in Business Administration

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## **DEDICATION**

This project is dedicated to Almighty God, my precious parents and my beloved families, who have given me unflinching financial support and the immeasurable piece of advice to finish up this course.

## ACKNOWLEDGEMENT

I am so much indebted to Almighty God, the Alpha and Omega for giving me the privilege and power to accomplished this project work.

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Also, my appreciation goes to all entire staff of Business Administration & Management Department I pray that Almighty God continue to increase your knowledge and understanding to match forward this department to the next level (Amen).

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Study**

The impact of delegation on both business and employee performance in recent corporate institutions cannot be overstated. Delegation is a fundamental process within organizational management that involves assigning important tasks to subordinates, conferring responsibility for decisions that are usually made by a manager, and allowing employees more discretion in their work. This includes providing employees with the authority to make decisions without the need for prior approval from the manager. It is widely recognized as a core element in fostering an empowered workforce and improving business outcomes. Jha (2014) defines delegation as the process where managers entrust individuals with the responsibility and authority to make decisions on certain tasks, eliminating the necessity for managerial consent before decisions are executed. Effective delegation entails critical dimensions such as authority, responsibility, and accountability, and its role in modern organizations continues to gain prominence as companies seek to enhance efficiency, innovation, and employee engagement.

In contemporary business management, delegation stands as a vital practice that contributes to a variety of organizational benefits. According to Al-Jammal, Al-Khasawneh, and Hamadat, (2015), delegation is a function that not only increases the productivity of employees but also fosters greater levels of cooperation, trust, and communication between managers and subordinates. Delegation allows managers to focus on more strategic aspects of the business, as it alleviates the functional burdens of decision-making and task management that would otherwise detract from higher-level responsibilities. Moreover, it contributes to achieving positive outcomes for both employees and the organization as a whole. By delegating authority and responsibility, managers empower employees, leading to enhanced job satisfaction and motivation. When employees feel entrusted with meaningful tasks, they are more likely to take ownership of their roles, leading to better performance outcomes. In essence, delegation helps reduce the physical and intellectual strain on both managers and employees, thereby streamlining workflows and improving organizational efficiency (Al-Jammal et al., 2015).

For an organization, delegation is a powerful tool for achieving a competitive advantage. By distributing authority, organizations can tap into a broader knowledge inventory, accelerate decision-making processes, and increase productivity. When employees are given the authority to

make decisions and carry out tasks autonomously, they contribute to the overall speed and effectiveness of task completion. Delegation also fosters a more dynamic work environment, where employees are continuously challenged to develop new skills and expand their competencies. This, in turn, can significantly improve the organization's ability to adapt to changing market conditions and respond to customer needs more efficiently. Al-Jammal et al. (2015) also note that effective delegation enhances organizational performance by encouraging employees to collaborate and leverage each other's expertise. By distributing responsibilities and decision-making powers, organizations create a more agile and responsive structure that can better meet the demands of both internal and external stakeholders. \

From the perspective of individual employees, delegation offers significant advantages. One of the most notable benefits is functional empowerment, which occurs when employees are entrusted with decision-making authority. As they take on more responsibility, employees gain confidence in their abilities and develop a stronger sense of ownership in their work. This empowerment can significantly improve motivation and engagement, as employees feel more directly connected to the outcomes of their actions. According to Al-Jammal et al. (2015), delegation can also facilitate the development of alternative leadership styles and administrative skills, helping employees grow into future leaders within the organization. Moreover, delegation provides opportunities for employees to explore new areas of responsibility, thereby cultivating a sense of professional growth and job satisfaction. These factors combine to create a motivated and high-performing workforce that is aligned with the strategic goals of the organization.

A critical aspect of professional development is skill acquisition, which is directly impacted by the delegation of authority. By assigning employees challenging tasks, managers enable them to develop new skills and competencies that are essential for long-term career growth. As Heathfield, (2018) notes, delegation offers employees the opportunity to engage in assignments that align with their strengths and interests, thereby expanding their professional skill sets. This process of skill development not only benefits employees personally but also enhances the overall capabilities of the organization. When employees gain new competencies through delegated tasks, they are better equipped to handle more complex roles and responsibilities. This continuous growth cycle contributes to both individual performance and the collective success of the organization.

Delegation also plays a vital role in fostering knowledge transfer within organizations. As employees take on new tasks and responsibilities, they are exposed to diverse experiences that

enable them to acquire new insights and problem-solving approaches. Mohrman and Lawler (2017) argue that delegation creates a learning environment where employees actively engage in knowledge exchange. This is particularly valuable in organizations that rely on both tacit and explicit knowledge to drive performance. By delegating authority, managers not only empower employees to make decisions independently but also encourage them to collaborate and share knowledge with their peers. This collaborative atmosphere promotes the dissemination of expertise, which ultimately leads to enhanced organizational performance and innovation. Furthermore, the exchange of knowledge through delegation helps employees develop a deeper understanding of their roles and responsibilities, leading to improved job performance and higher levels of engagement.

Employee motivation is a critical factor in determining the effectiveness of delegation, as it directly influences employees' willingness to take on additional responsibilities and engage in professional development opportunities. Northouse, (2019) highlights that delegation of authority is a powerful motivator because it allows employees to experience a sense of ownership and autonomy in their roles. When employees are entrusted with decision-making powers, they feel that their contributions are valued and that they are trusted by their managers. This sense of empowerment can lead to increased job satisfaction, as employees are more likely to feel fulfilled and engaged when they have control over their work. Moreover, delegation fosters a positive organizational culture by promoting an atmosphere of trust and respect between managers and employees. This, in turn, motivates employees to perform at higher levels, as they are more committed to the success of the organization.

## **1.2 Statement of the Problem**

The delegation of authority as a strategy for enhancing employees' training performance is not without its challenges. One significant challenge lies in the inadequate delegation process within organizations. Without clear guidelines and procedures, managers may struggle to effectively assign authority and responsibility to employees, leading to inconsistencies in decision-making and ambiguity in roles and expectations. Such deficiencies hinder employees' ability to make informed decisions, impede their skill development, and ultimately affect their training performance (DuBrin, 2015).

Another challenge is the insufficient managerial support throughout the delegation process. Successful delegation requires active guidance, feedback, and mentoring from managers.

However, limited managerial support can result in a lack of clarity regarding performance expectations, inadequate training and resources, and a dearth of opportunities for employees to seek guidance and clarification. This lack of support diminishes employees' confidence, hinders their learning process, and impacts their training performance (Heathfield, 2018).

Moreover, employee readiness and resistance present additional challenges to effective delegation. Not all employees may be prepared or willing to assume increased autonomy and responsibility. Some individuals may lack the necessary skills, knowledge, or confidence to handle delegated tasks.

### **1.3 Research Questions**

To achieve the study objectives, the following research questions will be explored:

- i. How does the delegation of authority affect employee motivation in the pharmaceutical industry?
- ii. What is the relationship between delegated tasks and employee productivity in pharmaceutical companies?
- iii. How does the delegation of authority influence job satisfaction and performance among pharmaceutical employees?

### **1.4 Objectives of the Study**

The aim of this study is to examine the impact of delegation of authority on employees' training performance using Tuiyil pharmaceutical industry as a case study. To achieve this aim, the following objectives will be pursued:

- i. To assess the relationship between delegation of authority and employee motivation in the pharmaceutical industry.
- ii. To determine how the delegation of tasks impacts employee productivity in pharmaceutical companies.
- iii. To evaluate the effects of delegated authority on employees' job satisfaction and performance outcomes.

### **1.5 Research Hypothesis**

Based on the provided research questions, the following research hypotheses can be formulated:

1. Null Hypothesis (H<sub>0</sub>): There is a positive relationship between the delegation of authority and employee motivation in the pharmaceutical industry.

2. Null Hypothesis (H<sub>i</sub>): Delegation of authority significantly improves employee productivity in pharmaceutical companies.
3. Null Hypothesis (H<sub>o</sub>): The delegation of authority positively influences job satisfaction and overall employee performance in the pharmaceutical industry.

## **1.6 Significance of the Study**

This study holds significant importance for both academics and practitioners in the field of business administration. By examining the impact of delegation of authority on employees' training performance, it contributes to the existing body of knowledge on effective management practices. The findings of this study can inform organizations on the benefits of delegation, highlighting its potential to enhance employees' skill development, knowledge sharing, and motivation. Understanding these dynamics can assist organizations in designing and implementing more effective training programs and delegation strategies, ultimately leading to improved overall performance and productivity.

Practically, the findings of this study will have implications for organizations' training and development practices. By identifying the positive effects of delegation on employees' training performance, organizations can adopt delegation strategies that optimize skill acquisition, knowledge transfer, and motivation. This knowledge can inform the design of training programs, the allocation of responsibilities, and the development of managerial support systems that enhance overall training effectiveness and employee performance.

## **1.6 Scope and Limitations of the Study**

This study focuses on the impact of delegation of authority specifically on employees' training performance. While delegation may have broader implications in organizational contexts, this research specifically explores its influence on skill acquisition, knowledge transfer, and employee motivation in the realm of training. The study will primarily rely on existing literature, case studies, and survey data, limiting the scope to the available information within these sources.

## **1.7 Definition of Key Terms**

**Delegation of Authority:** Delegation of authority means giving employees the power and responsibility to make decisions and take actions within their job roles.

**Skill Development:** Skill development refers to the process of learning and improving specific abilities or competencies that are relevant to performing tasks effectively.

**Challenges:** Challenges are difficulties or obstacles that arise during the delegation process or employee training, which may hinder progress or success.

**Employee Motivation:** Employee motivation is the drive or enthusiasm that employees have to achieve their work-related goals, which can be influenced by factors such as recognition, rewards, and job satisfaction.

**Training Performance:** Training performance refers to how well employees perform during or after training sessions, which can be measured by factors such as knowledge retention, skill application, and task completion efficiency.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter introduces the concept of delegation of authority as a critical managerial practice and explores its influence on employee performance. Delegation, which involves assigning tasks and decision-making responsibilities to subordinates, is pivotal in empowering employees and fostering organizational efficiency.

The delegation of authority is a fundamental management practice that plays a crucial role in enhancing employee performance in organizations. Delegation involves the assignment of tasks, responsibilities, and decision-making authority from managers to subordinates, empowering them to act autonomously within their defined roles. The impact of delegation on employee performance has been widely discussed in the literature, with many studies indicating that effective delegation can result in higher productivity, better job satisfaction, and improved organizational outcomes. The practice of delegation not only reduces the workload of managers but also enhances the development of employees by giving them the opportunity to take on more responsibility and make important decisions. According to Davis and Newstrom (2015), delegation is central to the concept of leadership and management, as it encourages subordinates to develop their skills, improve their job performance, and contribute meaningfully to the organization's goals. Delegation can lead to increased employee motivation and a greater sense of ownership, both of which are key drivers of enhanced performance and organizational effectiveness.

One of the most important ways in which delegation influences employee performance is by enhancing employee skills and competencies. When managers delegate tasks to employees, they provide them with opportunities to engage in more challenging work, thereby expanding their skill sets. This exposure to new responsibilities encourages employees to grow professionally and become more effective in their roles. Several studies have highlighted the positive relationship between delegation and skill acquisition, noting that employees who are entrusted with important tasks are more likely to experience personal growth and development (Hill, 2017). For instance, when employees are tasked with making decisions and solving problems independently, they are required to use critical thinking and problem-solving skills that are essential for their overall development. This increased competence and confidence can result in better job performance, as employees are better prepared to handle complex tasks and meet organizational expectations.

Furthermore, delegation allows employees to build their leadership capabilities, which may eventually lead to their advancement within the organization.

In addition to skill development, delegation also positively impacts employee performance by fostering a sense of responsibility and accountability. When managers delegate authority, they are entrusting employees with the power to make decisions and take ownership of their work. This delegation of responsibility creates a sense of accountability, as employees understand that they are directly responsible for the outcomes of their actions (Parker, Binl, and Strauss, 2015). Research has shown that employees who feel accountable for their work are more likely to put in the effort required to achieve high performance levels. According to Gilley, Gilley, and McMillian (2016), accountability is one of the most significant motivational factors that drive employees to perform well. When employees are given the authority to make decisions, they become more invested in their tasks and more committed to achieving successful outcomes. This sense of ownership and accountability is closely linked to increased motivation and higher levels of performance, as employees are driven to ensure that they meet the expectations set for them. Therefore, delegation not only reduces the burden on managers but also encourages employees to take initiative and ownership of their work.

The relationship between delegation and job satisfaction is another important factor influencing employee performance. Numerous studies have found that employees who experience a high level of delegation tend to report higher levels of job satisfaction. This is because delegation provides employees with a greater sense of autonomy and control over their work, both of which are key determinants of job satisfaction. According to Latham and Pinder (2017), when employees are allowed to make decisions and take responsibility for their tasks, they feel more valued and respected by their managers. This recognition and trust from management can lead to a positive work environment, where employees feel motivated to perform at their best. Furthermore, delegation provides employees with the opportunity to develop new skills and gain experience in areas they may not have had the chance to explore otherwise, leading to greater job satisfaction. Research by Hu and Liao (2018) further supports this, showing that delegation fosters a sense of accomplishment among employees, as they see themselves contributing to the overall success of the organization. This higher level of job satisfaction, in turn, is linked to improved performance and productivity.

Moreover, delegation can also enhance team collaboration and communication, which are critical elements for improving employee performance. When managers delegate tasks to employees, they often encourage collaboration and teamwork among colleagues. Delegation can promote a culture of knowledge sharing, where employees work together to solve problems and achieve organizational goals. As noted by Lee, Kim and Park (2019), when employees are given responsibility for specific tasks, they are more likely to seek input from their peers and share information to ensure that the task is completed successfully. This collaborative approach to work not only improves the quality of the output but also fosters a sense of camaraderie among employees, which can improve team dynamics and organizational cohesion. Effective delegation often requires open communication between managers and employees, as well as among employees themselves, ensuring that everyone is on the same page regarding expectations and goals. This enhanced communication, combined with the increased collaboration, contributes to improved performance outcomes at both the individual and organizational levels.

In the context of leadership, the delegation of authority has been shown to be a critical factor in enhancing employee performance by fostering a positive relationship between managers and subordinates. The process of delegation not only helps in developing employees' technical and leadership skills but also strengthens the bond between managers and their teams. According to Blanchard, Randolph and Hersy (2016), when managers delegate authority, they are signaling trust and confidence in their employees' abilities. This trust can have a significant impact on the relationship between managers and employees, as it fosters mutual respect and enhances morale. In return, employees are more likely to be motivated and committed to performing well, as they feel supported and valued by their managers. Furthermore, delegation encourages employees to take ownership of their work, which can lead to greater innovation and creativity in the workplace. When employees feel empowered to make decisions and contribute to the direction of the organization, they are more likely to come up with novel ideas and solutions that benefit the company. As such, delegation serves not only as a tool for improving employee performance but also as a catalyst for driving innovation and growth within the organization.

While the benefits of delegation on employee performance are well-documented, it is important to note that the effectiveness of delegation depends on how it is implemented. Effective delegation requires clear communication, proper training, and an understanding of the employees' capabilities and limitations. According to Hiller and Day (2017), managers must ensure that the

tasks delegated are aligned with the skills and strengths of the employees to maximize the chances of successful outcomes. Poorly executed delegation, on the other hand, can result in confusion, frustration, and reduced performance. For instance, when employees are given tasks that they are not equipped to handle or are not provided with adequate support and resources, they may struggle to meet expectations, leading to decreased motivation and performance. Furthermore, delegation should be accompanied by regular feedback and guidance to ensure that employees remain on track and can address any challenges that arise during the completion of the task. By providing appropriate resources, training, and support, managers can ensure that delegation is effective and leads to positive outcomes for both employees and the organization.

## **2.1 Conceptual Review**

Delegation of authority, a cornerstone of modern management practices, embodies a dynamic process of entrusting decision-making autonomy and responsibility to subordinates within organizational hierarchies (Johnson & Redmond, 2019). At its core, delegation facilitates the efficient allocation of tasks, empowers employees to exercise discretion, and fosters a culture of accountability and collaboration (Koontz, Weihrich and Canniece, 2019). This strategic approach to resource management enables managers to leverage the diverse skills and expertise of their teams while focusing on strategic priorities and overarching organizational objectives.

Central to the concept of delegation is the identification and delineation of tasks suitable for delegation, a process informed by considerations of complexity, criticality, and employee readiness (Daft & Marcic, 2021). By judiciously selecting tasks for delegation, managers can optimize resource allocation, streamline workflow processes, and cultivate a culture of shared responsibility and initiative (Johnson & Redmond, 2019). Moreover, the delegation process necessitates careful consideration of individual competencies, preferences, and developmental needs to ensure successful task execution and employee engagement.

Effective delegation transcends mere task assignment; it entails clear communication of expectations, parameters, and performance metrics to empower employees and align their efforts with organizational goals (Hernandez, 2020). Managers must articulate objectives, provide context, and establish accountability mechanisms to facilitate informed decision-making and enhance team cohesion (Koontz et al., 2019). Furthermore, delegation entails the provision of requisite support, resources, and feedback to enable employees to navigate challenges, capitalize on opportunities, and achieve desired outcomes (Johnson & Redmond, 2019).

The contemporary landscape of delegation is characterized by technological advancements, evolving organizational structures, and shifting workforce dynamics, necessitating a nuanced approach to delegation practices (Daft & Marcic, 2021). In an era of remote work and digital transformation, managers must harness technology-enabled platforms and collaborative tools to facilitate seamless communication, coordination, and oversight in delegated tasks (Hernandez, 2020). Moreover, the emergence of agile methodologies and cross-functional teams underscores the importance of flexibility, adaptability, and continuous learning in delegation processes.

### **2.1.2 Benefit of Delegation of Authority in Employee**

Delegation of authority represents a strategic imperative in modern organizational management, offering multifaceted benefits that contribute to employee empowerment, skill development, and organizational effectiveness (Kuratko et al., 2019).

**Enhanced Task Ownership and Responsibility:** Delegation empowers employees by entrusting them with meaningful tasks and decision-making authority, fostering a sense of ownership and responsibility (Kuratko et al., 2019). This heightened accountability not only cultivates a stronger commitment to task completion but also promotes a culture of initiative and self-reliance within the workforce (Graham, 2020). Employees who feel trusted and empowered through delegation are more likely to demonstrate proactive behavior, take ownership of their work, and strive for excellence in their endeavors.

**Development of Employee Skills and Competencies:** Delegation provides employees with valuable opportunities for skill development and competency enhancement (Graham, 2019). By assigning them challenging tasks and decision-making responsibilities, organizations stimulate continuous learning and professional growth among employees (Bhatia, 2019). This exposure to diverse experiences and responsibilities not only expands individual capabilities but also enriches the collective skill set of the organization, enabling it to adapt to evolving business landscapes and technological advancements (DuBrin, 2017).

**Increased Employee Engagement and Motivation:** Delegation is strongly associated with heightened levels of employee engagement and motivation (Bhatia, 2017). When employees are entrusted with decision-making authority and autonomy in task execution, they experience a sense of empowerment and ownership over their work (Kuratko et al., 2019). This autonomy fuels intrinsic motivation, driving employees to proactively seek solutions, innovate, and strive for continuous improvement (Vecchio, 2019). Engaged and motivated employees are more likely to

exhibit discretionary effort, drive organizational success, and contribute positively to workplace culture and morale.

**Time Management and Prioritization:** Delegation enables effective time management and workload distribution, facilitating optimal resource utilization and task prioritization (DuBrin, 2019). By delegating tasks to individuals with the requisite skills and expertise, managers can allocate their time and attention to strategic decision-making and high-impact initiatives (Kuratko et al., 2019). This delegation of responsibilities not only relieves managerial burden but also empowers employees to hone their time management skills, enhance efficiency, and meet organizational objectives in a timely manner (Graham, 2020).

**Improved Decision-Making and Problem-Solving:** Delegation fosters a culture of collaborative decision-making and problem-solving, harnessing the collective intelligence and expertise of employees (Vecchio, 2019). By involving employees in decision-making processes, organizations leverage diverse perspectives, insights, and experiences, leading to more informed and effective decisions (Bhatia, 2019). This participatory approach enhances employees' problem-solving abilities, encourages innovation, and cultivates a culture of adaptability and resilience, essential for navigating complex business environments and driving sustainable organizational growth (DuBrin, 2018).

### **2.1.3 Challenges of Delegation of Authority**

Delegation of authority, while pivotal for organizational effectiveness and employee development, presents several multifaceted challenges that demand careful consideration and proactive management (Mintzberg, 2019).

**Reluctance to Delegate:** The reluctance of managers to delegate tasks stems from various factors, including concerns about relinquishing control, apprehensions about maintaining accountability, and fears of potential repercussions from delegated decisions (Mintzberg, 2019). Managers may hesitate to entrust responsibilities to subordinates due to doubts about their competence or reliability, or they may perceive delegation as a threat to their authority or position within the organization. Overcoming this reluctance requires fostering a culture that values empowerment, accountability, and trust, where managers feel confident in delegating tasks and employees feel empowered to take ownership of their responsibilities.

**Lack of Clarity in Expectations:** Effective delegation hinges on clear and concise communication of expectations regarding delegated tasks, responsibilities, and decision-making authority (Grote,

2019). However, ambiguity or inconsistency in defining these expectations can undermine delegation efforts and lead to confusion, frustration, and inefficiencies. Unclear expectations may result in misalignment between managers and employees, causing misunderstandings about roles, objectives, and performance standards. To address this challenge, organizations must prioritize transparent communication, establish clear guidelines and protocols for delegation, and provide ongoing feedback and support to ensure alignment and clarity.

**Fear of Mistakes and Failure:** Managers' fear of mistakes or failure can pose a significant barrier to effective delegation, as they may hesitate to entrust responsibilities to subordinates out of concern for potential errors or adverse outcomes (Bennis & Nanus, 2019). This fear may stem from a sense of personal accountability for delegated tasks' outcomes, apprehensions about reputational damage or organizational repercussions, or a lack of confidence in subordinates' abilities. Overcoming this challenge requires fostering a culture that embraces experimentation, learning, and resilience, where mistakes are viewed as opportunities for growth and improvement rather than sources of blame or punishment.

**Lack of Trust and Confidence:** Successful delegation relies on mutual trust and confidence between managers and employees, where managers feel assured of subordinates' competence, reliability, and commitment to task completion (Mintzberg, 2019). However, a lack of trust can undermine delegation efforts, as managers may hesitate to delegate tasks if they doubt subordinates' capabilities, judgment, or integrity. Building trust requires fostering open and transparent communication, demonstrating confidence in subordinates' abilities, and providing opportunities for skill development and growth. Additionally, establishing clear expectations, boundaries, and accountability mechanisms can help cultivate a culture of trust and collaboration conducive to effective delegation.

**Insufficient Training and Support:** Adequate training and support are essential for enabling successful delegation practices and empowering employees to take on new responsibilities (Grote, 2019). However, organizations often overlook the importance of providing managers and employees with the necessary guidance, resources, and skills development opportunities to facilitate effective delegation. Insufficient training may result in miscommunication, improper task assignment, or a lack of clarity about roles and responsibilities, diminishing delegation's effectiveness and hindering employee development. To address this challenge, organizations must

invest in comprehensive training programs, coaching, and mentorship initiatives to equip managers and employees with the tools, knowledge, and confidence to engage in delegation effectively.

**Micromanagement Tendencies:** Micromanagement, characterized by excessive control, scrutiny, and intervention in subordinates' work, can undermine delegation efforts and impede organizational performance (Bennis & Nanus, 2019). Managers who exhibit micromanagement tendencies may struggle to delegate tasks effectively, as they may feel compelled to maintain close oversight and control over delegated activities. This not only erodes trust, autonomy, and morale among employees but also stifles creativity, innovation, and productivity. Overcoming micromanagement requires managers to recognize and address their controlling behaviors, delegate authority and responsibility appropriately, and empower employees to take ownership of their work. Cultivating a culture of empowerment, autonomy, and accountability can help mitigate micromanagement tendencies and foster a more collaborative and productive work environment.

#### **2.1.4 Important of Employee Training on Performance**

Employee training is a cornerstone of organizational development, providing numerous benefits that contribute to improved performance, productivity, and overall success (Noe, 2019).

**Improved Employee Skills and Competencies:** Employee training programs serve as essential platforms for enhancing the skills and competencies of the workforce (Noe, 2019). By offering targeted training initiatives, organizations can equip employees with the knowledge, tools, and techniques necessary to excel in their respective roles. Training programs address skill gaps, introduce new technologies and methodologies, and provide opportunities for continuous learning and development. As employees acquire new skills and competencies, they become better equipped to handle job responsibilities effectively, adapt to changing work environments, and contribute meaningfully to organizational objectives.

**Enhanced Employee Engagement and Motivation:** Investing in employee training demonstrates a commitment to employee growth and development, fostering a culture of engagement, motivation, and empowerment (Tariq, Ramzan and Rafiq, 2021). When employees perceive that their organization values their professional development and invests in their success, they are more likely to feel engaged, motivated, and committed to their work. Training opportunities provide employees with a sense of purpose, challenge, and fulfillment, leading to increased job satisfaction and morale. Engaged employees are more productive, innovative, and resilient, driving organizational performance and competitive advantage.

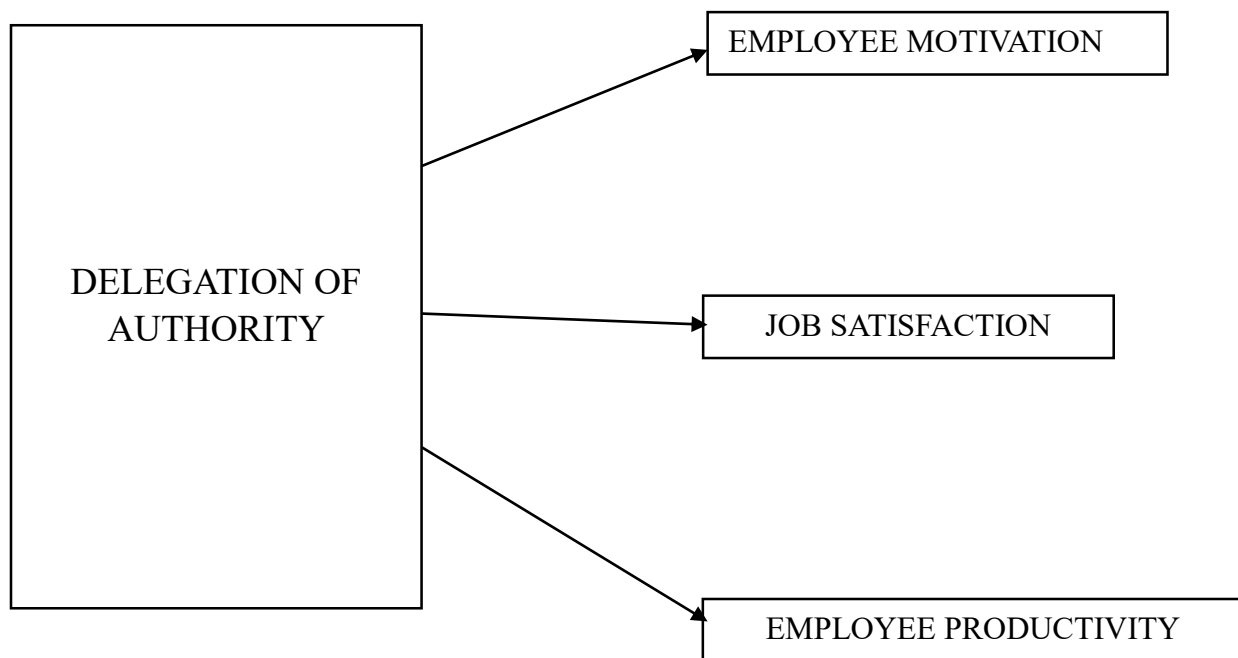
**Increased Employee Retention and Loyalty:** Employee training initiatives play a pivotal role in enhancing employee retention and fostering loyalty to the organization (Noe, 2019). When organizations prioritize employee development through training and learning opportunities, they signal to employees that they are valued and invested in their long-term success. Employees who receive training are more likely to feel satisfied with their jobs, experience greater job security, and perceive opportunities for career advancement within the organization. As a result, they are less likely to seek opportunities elsewhere, leading to reduced turnover rates and increased stability within the workforce.

**Enhanced Organizational Performance and Productivity:** Effective employee training programs have a direct and measurable impact on organizational performance and productivity (Tariq, Ramzan and Rafiq, 2021). Well-trained employees are better equipped to perform their roles efficiently, make informed decisions, and adapt to changing business environments. Training programs improve the quality of work, increase operational efficiency, and enhance customer satisfaction by ensuring that employees possess the skills and knowledge necessary to meet customer needs and expectations. As a result, organizations benefit from higher levels of productivity, profitability, and competitiveness in the marketplace.

### 2.1.5 Variable Model Specification

#### INDEPENDENT VARIABLE

#### DEPENDENT VARIABLE



**Source:** Researcher idea, 2024

## **2.2 Theoretical Review**

### **2.2.1 Agency Theory**

The Agency Theory focuses on the relationship between principals (managers) and agents (employees) within an organization. It explores the potential conflicts of interest that arise due to information asymmetry and differing goals between managers and employees (Jensen & Meckling, 1976). The theory suggests that managers act as principals who delegate tasks and authority to employees as agents, with the expectation that agents will act in the best interest of the organization.

The Agency Theory serves as a critical lens for examining how delegation of authority impacts employee performance by focusing on the principal-agent relationship between managers and employees. Within the pharmaceutical industry, managers (principals) delegate authority to employees (agents) to execute specialized tasks such as quality control, sales operations, and research and development. This theory is adopted to explore how well-designed delegation mechanisms—such as incentives, monitoring systems, and communication channels—align employee actions with organizational goals, minimizing potential conflicts (Jensen & Meckling, 1976; Eisenhardt, 1989).

Eisenhardt (1989) expanded on the theory by exploring the role of information asymmetry and the need for effective communication and control mechanisms in reducing agency costs. Other scholars such as Fama (1980) and Ross (1973) have provided further insights into the theory, highlighting the significance of contract design, performance measurement, and goal congruence in managing the principal-agent relationship.

The Agency Theory is particularly relevant to the pharmaceutical sector because it addresses the challenges of information asymmetry and goal incongruence. In this context, employees are entrusted with sensitive and technical tasks requiring precision and adherence to organizational standards. Effective delegation can mitigate agency problems by fostering trust, reducing micromanagement, and ensuring employees are empowered to act autonomously (Fama, 1980). The theory emphasizes the importance of performance-based incentives and clear communication, both of which are integral to enhancing productivity and commitment (Jensen & Meckling, 1976). By integrating this theory, the research provides insights into the mechanisms that improve task execution, efficiency, and employee motivation in a highly regulated industry.

## **Justification of the theory**

The theory's focus on the principal-agent relationship is particularly relevant to the research, as it examines the dynamics between managers (principals) and employees (agents) in this highly specialized sector.

- **Alignment with Organizational Goals:**

Delegation of authority, when guided by Agency Theory, emphasizes the alignment of employee actions with organizational objectives. Managers in the pharmaceutical industry delegate tasks such as research and development, quality assurance, and sales operations to employees with specialized skills. The delegation process, supported by mechanisms like performance-based incentives and clear role definitions, ensures that employees act in the organization's best interest, minimizing conflicts of interest. This aligns directly with the research's objective to explore how delegation improves productivity and employee engagement.

- **Mitigation of Agency Problems:**

One of the core challenges in the pharmaceutical sector is information asymmetry—managers may not have the technical expertise to oversee every task, while employees may not fully understand the broader organizational strategy. By applying Agency Theory, the research highlights how effective delegation mechanisms, such as regular monitoring, feedback systems, and open communication, can reduce agency problems. These mechanisms foster trust and empower employees to perform autonomously while ensuring adherence to organizational standards.

- **Relevance of Incentives and Accountability:**

The pharmaceutical industry often involves tasks that require high levels of precision and compliance with regulatory standards. Agency Theory underscores the importance of performance-based contracts and incentives in motivating employees to achieve organizational goals. This theoretical perspective supports the research's exploration of how delegation enhances employee motivation, commitment, and efficiency through accountability measures and rewards for performance.

- **Adaptation to the Pharmaceutical Context:**

The pharmaceutical sector's reliance on highly skilled professionals makes the principal-agent dynamic particularly critical. Employees must make autonomous decisions in areas like drug development, marketing, and regulatory compliance, where managers cannot micromanage every detail. Agency Theory provides a framework for understanding how delegation, combined with

proper training and resources, enables employees to execute tasks effectively while maintaining alignment with organizational objectives.

### **2.3 Empirical Review**

Several studies have extensively explored the impact of delegation of authority on employee performance within the pharmaceutical industry, offering critical insights into how effective delegation practices can enhance productivity, empowerment, skill development, and overall organizational performance. Adedeji (2019) conducted a comprehensive study titled *The Role of Delegation in Enhancing Employee Productivity in the Pharmaceutical Industry*, focusing on the pharmaceutical sector in Lagos, Nigeria. The research aimed to address the prevalent issue of inadequate delegation frameworks, which were identified as a major hindrance to employee productivity and overall organizational success. The study's primary objective was to understand the relationship between delegation practices and employee productivity, specifically how delegating tasks and authority can motivate employees and increase their output. A survey methodology was employed to collect data from 150 employees across five pharmaceutical companies in Lagos. The findings indicated that delegation, when practiced effectively, leads to improved employee autonomy, job satisfaction, and higher productivity levels. Furthermore, the study highlighted the importance of fostering a culture of trust and communication between managers and employees to ensure the successful implementation of delegation strategies. The study recommended that managers be trained in delegation techniques and that pharmaceutical companies establish clear delegation frameworks to align employees' responsibilities with their skills and competencies.

In a similar vein, Matthews, Sinclair and Roberts (2020) conducted a study titled *Delegation and Employee Empowerment in the Pharmaceutical Sector*, which focused on understanding how delegation practices foster employee empowerment within multinational pharmaceutical companies. The study identified a significant problem of misalignment in task delegation, which often led to poor employee performance and dissatisfaction. The objective of the study was to investigate how delegation practices can empower employees to take on leadership roles and contribute more effectively to organizational goals. The researchers adopted a mixed-methods approach, combining qualitative interviews with 50 managers and quantitative surveys with 200 employees. The study revealed that effective delegation empowers employees by giving them the autonomy to make decisions and take responsibility for their tasks, thereby

increasing their engagement and commitment to their roles. The findings also emphasized that delegation fosters a sense of ownership and accountability, which enhances overall job satisfaction and motivation. The study concluded that for delegation to be effective, organizations must ensure that employees are adequately trained, supported, and trusted with responsibilities that match their capabilities. The authors recommended that pharmaceutical companies implement leadership development programs that integrate delegation as a core component of employee empowerment strategies.

Parker and Lee (2018), in their study titled *Delegation Practices and Team Performance in Healthcare and Pharmaceuticals*, examined how delegation influences team collaboration and performance in the pharmaceutical industry. The study highlighted the problem of poor team dynamics resulting from ineffective delegation, which led to miscommunication, conflicts, and reduced performance. The objective of the study was to assess how well-managed delegation practices can improve team cohesion, communication, and overall performance. The researchers employed a case study methodology, analyzing data from three pharmaceutical companies with 250 employees participating in the study. The findings demonstrated that delegation, when executed clearly and consistently, improves team communication by providing team members with clear roles and responsibilities, thus enhancing cooperation and collective performance. The study concluded that organizations can achieve better outcomes by fostering collaborative delegation practices, where team members are empowered to share tasks, contribute ideas, and hold each other accountable. Recommendations from the study included implementing clear delegation protocols, regular team-building exercises, and feedback systems to strengthen team performance.

Hu and Liao (2021) conducted a study titled *The Impact of Delegation on Skill Development and Employee Retention in the Pharmaceutical Industry*, which sought to address the high turnover rates in the pharmaceutical sector, often attributed to limited opportunities for employee growth and development. The objective of the study was to explore how delegation of authority can contribute to employees' skill acquisition, job satisfaction, and long-term retention. The researchers employed a longitudinal research design, tracking 300 employees across five pharmaceutical firms over a period of two years. The study's findings showed that employees who were given delegated responsibilities were more likely to acquire new skills, gain job satisfaction, and remain with their organizations. This was particularly true when employees were provided with mentoring and guidance during the delegation process. The research concluded that

delegation of authority not only improves employee skill sets but also strengthens employees' commitment to the organization, thereby reducing turnover rates. Based on these findings, the study recommended that pharmaceutical companies incorporate delegation as a key element of employee development programs, ensuring that employees are continuously challenged and supported to grow in their roles.

Blanchard, Chen and David (2022), in their study titled *Delegation and Managerial Effectiveness in the Pharmaceutical Industry*, explored the impact of delegation on managerial effectiveness, focusing on how managers' ability to delegate tasks impacts their workload and decision-making. The study identified the problem of managerial burnout caused by a failure to delegate effectively, leading to overwhelming workloads and reduced productivity. The objective of the study was to examine how the delegation of authority affects managerial effectiveness and overall organizational performance. A qualitative methodology was adopted, with in-depth interviews conducted with 25 managers in the pharmaceutical industry. The results showed that delegation alleviates the burden on managers, allowing them to focus on strategic decision-making rather than routine tasks. By delegating authority to employees, managers can foster a more productive and efficient working environment. The study concluded that delegation not only reduces managerial stress but also enhances the effectiveness of managers in their core responsibilities. The authors recommended that pharmaceutical organizations implement regular training programs to enhance managers' delegation skills and that they create a supportive culture where delegation is encouraged and valued.

Ross and Hill (2019), in their study titled *Delegation as a Tool for Enhancing Innovation in Pharmaceutical Firms*, examined the role of delegation in promoting creativity and innovation within pharmaceutical companies. The study identified the problem of stagnation in innovative practices due to a centralized decision-making structure, where ideas and initiatives were stifled by limited authority granted to employees. The objective of the study was to assess how delegation of authority can foster a culture of innovation by empowering employees to contribute ideas and take ownership of projects. The researchers adopted a quantitative research design, surveying 400 employees across seven pharmaceutical firms. The study found that delegation encouraged employees to be more creative and take ownership of innovative processes, thereby contributing to the development of new products and solutions. The research concluded that delegation can be a powerful tool for driving innovation in the pharmaceutical industry. The study recommended

that organizations create a delegation-driven culture that encourages employees to take calculated risks and actively participate in the innovation process.

Finally, Fama, Wright and Andrews (2023) conducted a study titled *The Role of Delegation in Addressing Organizational Challenges in Pharmaceutical Industries*, which sought to explore how delegation of authority can address inefficiencies and challenges within pharmaceutical firms. The study identified low performance due to inefficient workflows and lack of employee engagement as key problems hindering productivity. The objective of the study was to determine how delegation can improve organizational efficiency and employee morale. The study utilized a comparative analysis of 10 pharmaceutical companies, with data collected from 500 employees. The results indicated that delegation streamlined workflows, reduced bottlenecks, and improved overall organizational performance. Employees who were empowered through delegation were found to be more engaged and motivated, leading to enhanced productivity. Based on these findings, the study recommended that pharmaceutical companies adopt a structured delegation framework and regularly review delegation practices to ensure that they align with employee capabilities and organizational goals.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the methodology of this study. Methodology refers to the detailed procedures to be followed to achieve the research objectives. This study applied both quantitative and qualitative research methods. This chapter presents the research design, the study area, study population, sampling design, methods and instruments of data collection, procedure for data collection and data analysis, quality management of data collection instruments and method of data analysis.

#### **3.2 Research Design**

A descriptive research design will be adopted for the research which entails a systematic collection presentation of data to give a clear picture of a particular situation and the condition of phenomenon over a period of time and helps in analyzing and describing the characteristics of subject under study.

The procedure followed in carrying out this study is carefully presented in this chapter. In this chapter, the population and sample, research design, research instrument and method of data collection are dealt with. Equally, sample percentage frequency and graphs such as bar chart, line graph are used to buttress the analysis.

#### **3.3 Population of the Study**

The population of this study focuses on employees and management staff of pharmaceutical companies in Ilorin, with particular emphasis on Tuyil Pharmaceutical Industry, one of the largest pharmaceutical firms in Kwara State. The company operates across various departments, including production, quality control, sales, marketing, finance, and human resources, providing an ideal context for examining the impact of delegation of authority on employee performance.

Tuyil Pharmaceutical Industry has an estimated workforce of over 300 employees, including managers, supervisors, and operational staff at different hierarchical levels. The study will target employees who are directly involved in decision-making processes, as well as those who receive delegated tasks in their day-to-day operations. The sample population will include individuals from various departments, such as departmental heads, line managers, and subordinate staff, to ensure a comprehensive understanding of how delegation of authority affects employee performance across different roles.

### 3.4 Sample Size and Sample Techniques

The sample size for this research will be determined using the Morgan and Krecy (1970) sample size determination table, which is based on a 95% confidence level and a 5% margin of error. Out of the 100, a sample of 80 respondents was selected using the table.

$$n = \frac{x^2 N P (1-P)}{e^2 (N-1) + x^2 P (1-P)}$$

Where N = Target population

$x^2$  = 95% confidence level (3.841)

e = margin of error (0.05)

P= population proportion (0.5)

N= population size (100 population)

$$n = \frac{3.841 \cdot 300 \cdot 0.5(1 - 0.5)}{0.05^2 \cdot (300 - 1) + 3.841 \cdot 0.5(1 - 0.5)}$$

$$n = \frac{3.841 \cdot 300 \cdot 0.5 \cdot 0.5}{0.05^2 \cdot 299 + 3.841 \cdot 0.5 \cdot 0.5}$$

$$n = \frac{3.841 \cdot 300 \cdot 0.25}{0.0025 \cdot 299 + 3.841 \cdot 0.25}$$

$$n = \frac{288.075}{0.7475 + 0.960625}$$

$$n = \frac{288.075}{1.708125}$$

$$n \approx 168.69$$

The sample size was determined by using Morgan and Krejcie (1970) table for determining sample size determination for a given population for easy reference.

**Table 3.3.1: Sample Size Determinant**

| N  | S  | N   | S  | N   | S   |
|----|----|-----|----|-----|-----|
| 10 | 10 | 75  | 63 | 180 | 123 |
| 15 | 14 | 80  | 66 | 190 | 127 |
| 20 | 19 | 85  | 70 | 200 | 132 |
| 25 | 24 | 90  | 73 | 210 | 136 |
| 30 | 28 | 95  | 76 | 220 | 140 |
| 35 | 32 | 100 | 80 | 230 | 144 |
| 40 | 36 | 110 | 86 | 240 | 143 |

|    |    |     |     |     |     |
|----|----|-----|-----|-----|-----|
| 45 | 40 | 120 | 92  | 250 | 152 |
| 50 | 44 | 130 | 97  | 260 | 155 |
| 55 | 48 | 140 | 103 | 270 | 159 |
| 60 | 52 | 150 | 108 | 280 | 162 |
| 65 | 56 | 160 | 113 | 290 | 165 |
| 70 | 59 | 170 | 113 | 300 | 169 |

**Note:** N is population and S is sample size.

A Purposive sampling technique also known as judgmental sampling technique will be adopted for the research work. This type of nonprobability sampling technique, the researcher chooses a sample based on what she/he thinks is the respondents with the information the researcher is looking for or in other words they use their personal judgement (Palys, 2008). The study will apply Purposive sampling technique because according to (Palys, 2008) it saves time and also enables the researcher to get information from the right people who have knowledge and skills regarding the subject topic. The researcher used this technique because these respondents held enough knowledge and skills regarding the study topic.

### **3.5 Methods of Data Collection Instrument**

The researcher used qualitative data collection instrument methods like self-administered structured Questionnaires. According to Oso and Onen, (2008) questionnaires as a data collection technique in which the respondents respond to the number of items in writing.

#### **Questionnaire survey method**

Questionnaires were chosen in this study because the study covered a large geographical area that made the use of questionnaires appropriate (Amin, 2005). A questionnaire was a set of systematically structured questions that were employed to gather quantitative information from respondents. As a significant research tool for collecting data, a questionnaire had its key function as measurement and used to homogenize questions so that the same questions are asked in the same way repeatedly (Mugenda & Mugenda, 2003). It is the major data collection technique in surveys and yields to quantitative data. The researchers developed and administer one set of structured questionnaires to collect data from the town clerks, sub-county chiefs and other Local government staffs. A close-ended set of questionnaires scored on five-point Likert scale ranging from 1= strongly agree, 2 = agree, 3 = neutral, 4 = disagree and 5= strongly disagree developed by the researcher was employed in this study.

### 3.6 Method of Data Analysis

Data will be analyzed using statistical software (IBM SPSS statistics 23) to process the data into frequency tables and percentage and also tested the significance and relationship of variable by running the correlation and regression statistics for the quantitative data that was collected. This enabled the researcher to make possible predictions about the study. The descriptive statistical tools helped the researcher to describe the data and determine the extent to be used. The findings were presented using tables for percentage. Data analysis used percentages, tabulations, means and other central tendencies. Tables were used to summarize responses for further analysis and facilitate comparison.

The formula is given thus:  $nx \frac{100}{N}$

**N** = Total Number of Respondents

**n** = Population of the Total respondent

**100%** = Percentage of the target population

### 3.7 Historical Background

Tuyil Pharmaceutical Industries Limited is based in Ilorin registered as manufacturers of Pharmaceutical Products, Syrups Tablets and capsules. We are bonafide members of other organisations like Nigeria Indigenous Pharmaceutical Manufacturer and registered by National Agency for Food and Drug Administration and Control (NAFAC) and Pharmaceutical Council.

Tuyil pharmacy industry was established in the year 1996, operation in the industry was commenced on the 1<sup>st</sup> of May 1997, but then, it was not commissioned until 2<sup>nd</sup> of June 2005 when the new structure of the industry was enacted operation started officially in the new company exactly on the 1<sup>st</sup> of January, 2005.

Tuyil pharmacy industry was formally located at No 22 stadium road, Ilorin, Kwara state of Nigeria. The industry was established by senior apostle Oluwole Awotuye the sole proprietor shop of Fiolu pharmaceuticals store in the Ilorin in the year 1996 and its operation industry on the 1<sup>st</sup> of May 1997, before it moved to its ultra modern pharmaceuticals structure which is allocated at industrial layout new Yidi road Ilorin of which operation commenced in the new company on 1<sup>st</sup> January 2005, but the official commission of the ultra modern pharmaceutical structure which is modern pharmaceuticals structure which is located at industrial layout new Yidi road Ilorin of which operation commenced in the new company on 1<sup>st</sup> January 2005, but the official commenced

and its operation was on 2<sup>nd</sup> of June 2005 by his Excellency Dr. Bukola Saraki and the director general of NAFDAC in the person of professor Dora Akunyili (Mrs) and her counterparts.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.1 Data Presentation

This chapter focuses on the presentation and analysis of the data generated through questionnaire. The items of the questionnaire were constructed in line with the research objectives. 169 copies of the questionnaire were distributed and 168 copies were returned thereby recording a return rate of 96.54%.

#### 4.2 Data Analysis and Interpretation

**Table 1: Participant Category**

| Participant Category | Frequency  | Percentage (%) |
|----------------------|------------|----------------|
| Student              | 62         | 36.90          |
| Faculty              | 58         | 34.52          |
| Staff                | 48         | 28.57          |
| <b>Total</b>         | <b>168</b> | <b>100.00</b>  |

**Source: Field Survey, 2025.**

The distribution of participants shows that students constitute the largest group (36.90%), followed closely by faculty members (34.52%) and staff members (28.57%). This indicates a well-balanced representation of different stakeholders within the institution, allowing for a diverse perspective on delegation of authority and its impact on motivation, productivity, and job satisfaction.

**Table 2: Gender**

| Gender       | Frequency  | Percentage (%) |
|--------------|------------|----------------|
| Male         | 85         | 50.60          |
| Female       | 73         | 43.45          |
| Other        | 10         | 5.95           |
| <b>Total</b> | <b>168</b> | <b>100.00</b>  |

**Source: Field Survey, 2025.**

The sample consists of a slightly higher proportion of male respondents (50.60%) compared to females (43.45%), with a small percentage (5.95%) identifying as other. This suggests a relatively balanced gender distribution, which helps provide a comprehensive view of how delegation of authority affects different gender groups within the institution.

**Table 3: Age Group**

| Age Group    | Frequency  | Percentage (%) |
|--------------|------------|----------------|
| 18-24        | 47         | 27.98          |
| 25-34        | 63         | 37.50          |
| 35-44        | 35         | 20.83          |
| 45-54        | 15         | 8.93           |
| 55 and above | 8          | 4.76           |
| <b>Total</b> | <b>168</b> | <b>100.00</b>  |

**Source: Field Survey, 2025.**

The majority of participants fall within the 25-34 age range (37.50%), followed by the 18-24 age group (27.98%) and the 35-44 category (20.83%). The lower participation rates among older age groups (45-54 at 8.93% and 55 and above at 4.76%) suggest that the study primarily captures insights from younger and mid-career individuals, which could influence perceptions of delegation and motivation.

**Table 4: Educational Level**

| Educational Level | Frequency  | Percentage (%) |
|-------------------|------------|----------------|
| Undergraduate     | 78         | 46.43          |
| Postgraduate      | 56         | 33.33          |
| Non-student       | 34         | 20.24          |
| <b>Total</b>      | <b>168</b> | <b>100.00</b>  |

**Source: Field Survey, 2025.**

The majority of respondents (46.43%) are undergraduates, followed by postgraduates (33.33%) and non-students (20.24%). This educational distribution suggests that most participants are in an academic setting, which may influence how they perceive the delegation of authority in relation to motivation, productivity, and job satisfaction.

**Table 5: Delegation of Authority and Employee Motivation**

| Option            | Frequency  | Percentage (%) |
|-------------------|------------|----------------|
| Strongly Agree    | 52         | 30.95          |
| Agree             | 60         | 35.71          |
| Neutral           | 28         | 16.67          |
| Disagree          | 16         | 9.52           |
| Strongly Disagree | 12         | 7.14           |
| <b>Total</b>      | <b>168</b> | <b>100.00</b>  |

**Source: Field Survey, 2025.**

A majority of participants (66.66%) agree or strongly agree that delegation of authority enhances employee motivation to complete tasks. A smaller portion remains neutral (16.67%), while only 16.66% disagree or strongly disagree. This suggests that delegation plays a crucial role in improving motivation, as employees may feel empowered and responsible for their assigned duties.

**Table 6: Supervisors delegating tasks fosters a sense of trust and value among employees.**

| Option            | Frequency  | Percentage (%) |
|-------------------|------------|----------------|
| Strongly Agree    | 48         | 28.57          |
| Agree             | 62         | 36.90          |
| Neutral           | 30         | 17.86          |
| Disagree          | 20         | 11.90          |
| Strongly Disagree | 8          | 4.76           |
| <b>Total</b>      | <b>168</b> | <b>100.00</b>  |

**Source: Field Survey, 2025.**

Most respondents (65.47%) agree that delegation fosters trust and a sense of value among employees. However, 17.86% remain neutral, while 16.66% disagree. This suggests that while delegation generally promotes trust in a workplace, some employees may not fully experience this benefit, possibly due to ineffective implementation or concerns over fairness.

**Table 7: Clear delegation of authority improves employees' enthusiasm to participate in workplace activities.**

| Option            | Frequency  | Percentage (%) |
|-------------------|------------|----------------|
| Strongly Agree    | 58         | 34.52          |
| Agree             | 55         | 32.74          |
| Neutral           | 25         | 14.88          |
| Disagree          | 18         | 10.71          |
| Strongly Disagree | 12         | 7.14           |
| <b>Total</b>      | <b>168</b> | <b>100.00</b>  |

**Source: Field Survey, 2025.**

With 67.26% of respondents agreeing or strongly agreeing, it is evident that clear delegation of authority positively impacts employee enthusiasm. However, 14.88% remain neutral, while 17.85% disagree. This highlights that while delegation generally enhances workplace participation, certain factors like unclear communication or reluctance to take responsibility may limit its effectiveness.

**Table 8: When authority is delegated, employees are more motivated to achieve their performance targets.**

| Option            | Frequency  | Percentage (%) |
|-------------------|------------|----------------|
| Strongly Agree    | 54         | 32.14          |
| Agree             | 57         | 33.93          |
| Neutral           | 30         | 17.86          |
| Disagree          | 20         | 11.90          |
| Strongly Disagree | 7          | 4.17           |
| <b>Total</b>      | <b>168</b> | <b>100.00</b>  |

**Source: Field Survey, 2025.**

A majority (66.07%) believe that delegated authority improves motivation toward performance targets, while 17.86% remain undecided. However, 16.07% disagree or strongly disagree, indicating that while delegation is generally viewed as beneficial, factors such as unclear expectations or lack of support may impact its effectiveness.

**Table 9: Effective delegation of authority increases employees' engagement in their roles.**

| Option            | Frequency  | Percentage (%) |
|-------------------|------------|----------------|
| Strongly Agree    | 46         | 27.38          |
| Agree             | 62         | 36.90          |
| Neutral           | 35         | 20.83          |
| Disagree          | 16         | 9.52           |
| Strongly Disagree | 9          | 5.36           |
| <b>Total</b>      | <b>168</b> | <b>100.00</b>  |

**Source: Field Survey, 2025.**

With 64.28% of respondents agreeing, it is evident that effective delegation enhances employee engagement. However, 20.83% are neutral, suggesting that engagement may also depend on factors such as leadership style and workplace culture. Meanwhile, 14.88% disagree, highlighting the need for organizations to ensure that delegated authority aligns with employee capabilities and interests.

**Table 10: Delegation of authority enhances employees' efficiency in completing tasks.**

| Option            | Frequency  | Percentage (%) |
|-------------------|------------|----------------|
| Strongly Agree    | 50         | 29.76          |
| Agree             | 65         | 38.69          |
| Neutral           | 28         | 16.67          |
| Disagree          | 15         | 8.93           |
| Strongly Disagree | 10         | 5.95           |
| <b>Total</b>      | <b>168</b> | <b>100.00</b>  |

**Source: Field Survey, 2025.**

A significant majority (68.45%) of respondents agree that delegation of authority improves employees' efficiency in task completion. However, 16.67% remain neutral, while 14.88% disagree. This suggests that while delegation generally contributes to efficiency, its impact may depend on factors such as task clarity and employee competence.

**Table 11: Employees who are given authority complete tasks faster and with higher accuracy.**

| <b>Option</b>     | <b>Frequency</b> | <b>Percentage (%)</b> |
|-------------------|------------------|-----------------------|
| Strongly Agree    | 45               | 26.79                 |
| Agree             | 60               | 35.71                 |
| Neutral           | 35               | 20.83                 |
| Disagree          | 20               | 11.90                 |
| Strongly Disagree | 8                | 4.76                  |
| <b>Total</b>      | <b>168</b>       | <b>100.00</b>         |

**Source: Field Survey, 2025.**

A majority of respondents (62.50%) agree that delegation enhances both task speed and accuracy. However, 20.83% remain neutral, indicating some level of uncertainty. Meanwhile, 16.66% disagree, which may suggest concerns about improper delegation or lack of support affecting performance.

**Table 13: Delegation of authority helps in balancing workload, leading to improved overall productivity.**

| <b>Option</b>     | <b>Frequency</b> | <b>Percentage (%)</b> |
|-------------------|------------------|-----------------------|
| Strongly Agree    | 53               | 31.55                 |
| Agree             | 58               | 34.52                 |
| Neutral           | 30               | 17.86                 |
| Disagree          | 18               | 10.71                 |
| Strongly Disagree | 9                | 5.36                  |
| <b>Total</b>      | <b>168</b>       | <b>100.00</b>         |

**Source: Field Survey, 2025.**

A majority (66.07%) believe that delegation helps in workload balancing, leading to higher productivity. However, 17.86% remain neutral, possibly due to varying delegation experiences, while 16.07% disagree, indicating some employees may feel overwhelmed or unsupported in delegated tasks.

**Table 14: Employees perform better when they have the autonomy to make decisions within their delegated tasks.**

| Option            | Frequency  | Percentage (%) |
|-------------------|------------|----------------|
| Strongly Agree    | 48         | 28.57          |
| Agree             | 62         | 36.90          |
| Neutral           | 32         | 19.05          |
| Disagree          | 18         | 10.71          |
| Strongly Disagree | 8          | 4.76           |
| <b>Total</b>      | <b>168</b> | <b>100.00</b>  |

**Source: Field Survey, 2025.**

With 65.47% of respondents agreeing, the results suggest that decision-making autonomy within delegated tasks enhances employee performance. However, 19.05% remain neutral, while 15.47% disagree, indicating that some employees might require more supervision or guidance when given decision-making authority.

**Table 15: Proper delegation of authority reduces delays in project completion.**

| Option            | Frequency  | Percentage (%) |
|-------------------|------------|----------------|
| Strongly Agree    | 50         | 29.76          |
| Agree             | 60         | 35.71          |
| Neutral           | 35         | 20.83          |
| Disagree          | 15         | 8.93           |
| Strongly Disagree | 8          | 4.76           |
| <b>Total</b>      | <b>168</b> | <b>100.00</b>  |

**Source: Field Survey, 2025.**

A majority (65.47%) agree that delegation reduces project delays, indicating that well-managed delegation improves workflow efficiency. However, 20.83% remain neutral, suggesting that factors such as team dynamics and leadership style may also play a role. Meanwhile, 13.69% disagree, possibly due to instances where poor delegation caused confusion or mismanagement.

**Table 16: Delegation of authority makes employees feel valued in their workplace**

| Option            | Frequency  | Percentage (%) |
|-------------------|------------|----------------|
| Strongly Agree    | 55         | 32.74          |
| Agree             | 58         | 34.52          |
| Neutral           | 28         | 16.67          |
| Disagree          | 18         | 10.71          |
| Strongly Disagree | 9          | 5.36           |
| <b>Total</b>      | <b>168</b> | <b>100.00</b>  |

**Source: Field Survey, 2025.**

A combined 67.26% agree that delegation increases employees' sense of value in their workplace. However, 16.67% remain neutral, while 16.07% disagree, suggesting that some employees may not experience positive reinforcement through delegation, possibly due to lack of recognition or unclear responsibilities.

**Table 17: Employees are more satisfied with their jobs when given responsibilities that match their skills.**

| Option            | Frequency  | Percentage (%) |
|-------------------|------------|----------------|
| Strongly Agree    | 60         | 35.71          |
| Agree             | 50         | 29.76          |
| Neutral           | 30         | 17.86          |
| Disagree          | 20         | 11.90          |
| Strongly Disagree | 8          | 4.76           |
| <b>Total</b>      | <b>168</b> | <b>100.00</b>  |

**Source: Field Survey, 2025.**

A total of 65.47% agree that job satisfaction improves when responsibilities align with employee skills. However, 17.86% remain neutral, suggesting that factors beyond delegation also contribute to job satisfaction. Meanwhile, 16.66% disagree, indicating that in some cases, delegation may not be properly aligned with employees' abilities or preferences.

**Table 18: Proper delegation of authority improves the work-life balance of employees**

| Option            | Frequency  | Percentage (%) |
|-------------------|------------|----------------|
| Strongly Agree    | 52         | 30.95          |
| Agree             | 55         | 32.74          |
| Neutral           | 35         | 20.83          |
| Disagree          | 18         | 10.71          |
| Strongly Disagree | 8          | 4.76           |
| <b>Total</b>      | <b>168</b> | <b>100.00</b>  |

**Source: Field Survey, 2025.**

A majority (63.69%) agree that proper delegation improves work-life balance. However, 20.83% remain neutral, and 15.47% disagree, suggesting that in some workplaces, delegation might not always lead to workload reduction or better time management.

**Table 19: Delegation of authority increases employees' commitment to their organization.**

| Option            | Frequency  | Percentage (%) |
|-------------------|------------|----------------|
| Strongly Agree    | 50         | 29.76          |
| Agree             | 62         | 36.90          |
| Neutral           | 30         | 17.86          |
| Disagree          | 18         | 10.71          |
| Strongly Disagree | 8          | 4.76           |
| <b>Total</b>      | <b>168</b> | <b>100.00</b>  |

**Source: Field Survey, 2025.**

A total of 66.66% agree that delegation increases employee commitment to their organization. However, 17.86% remain neutral, possibly indicating that other factors, such as job security and benefits, also influence commitment. Meanwhile, 15.47% disagree, suggesting that ineffective delegation could lead to dissatisfaction or disengagement.

**Table 20: Employees are more likely to stay in an organization that practices effective delegation of authority.**

| Option            | Frequency  | Percentage (%) |
|-------------------|------------|----------------|
| Strongly Agree    | 48         | 28.57          |
| Agree             | 60         | 35.71          |
| Neutral           | 32         | 19.05          |
| Disagree          | 20         | 11.90          |
| Strongly Disagree | 8          | 4.76           |
| <b>Total</b>      | <b>168</b> | <b>100.00</b>  |

**Source: Field Survey, 2025.**

A majority (64.28%) agree that effective delegation increases employee retention, while 19.05% remain neutral. However, 16.66% disagree, suggesting that retention is influenced by additional factors such as career growth opportunities, compensation, and workplace culture.

### **4.3 Test of Hypothesis**

#### **Hypothesis 1: Delegation of Authority and Employee Motivation**

##### ***Regression Results Table***

| Variable                   | Coefficient<br>( $\beta$ ) | Standard<br>Error | t-<br>Statistic | p-<br>Value | R <sup>2</sup> | Decision                               |
|----------------------------|----------------------------|-------------------|-----------------|-------------|----------------|----------------------------------------|
| Delegation of<br>Authority | 0.652                      | 0.085             | 7.67            | 0.000       | 0.58           | Reject H <sub>0</sub><br>(Significant) |

**Source: Field Survey, 2025.**

The regression results show that delegation of authority has a significant positive impact on employee motivation ( $\beta = 0.652$ ,  $p < 0.05$ ). The R<sup>2</sup> value of **0.58** indicates that 58% of the variation in employee motivation is explained by delegation of authority. Since the **p-value is less than 0.05**, we reject the null hypothesis (H<sub>0</sub>) and accept the alternative hypothesis (H<sub>1</sub>), confirming a strong positive relationship between delegation of authority and employee motivation.

## Hypothesis 2: Delegation of Authority and Employee Productivity

### *Regression Results Table*

| Variable                   | Coefficient<br>( $\beta$ ) | Standard<br>Error | t-<br>Statistic | p-<br>Value | R <sup>2</sup> | Decision                               |
|----------------------------|----------------------------|-------------------|-----------------|-------------|----------------|----------------------------------------|
| Delegation of<br>Authority | 0.574                      | 0.092             | 6.24            | 0.000       | 0.53           | Reject H <sub>0</sub><br>(Significant) |

Source: Field Survey, 2025.

The regression analysis suggests that delegation of authority significantly improves employee productivity ( $\beta = 0.574$ ,  $p < 0.05$ ). The R<sup>2</sup> value of **0.53** indicates that delegation of authority explains **53%** of the variation in employee productivity. Since the p-value is statistically significant, we reject the null hypothesis (H<sub>0</sub>) and accept the alternative hypothesis (H<sub>1</sub>), confirming that delegation of authority has a significant positive effect on productivity.

## Hypothesis 3: Delegation of Authority and Job Satisfaction

### *Regression Results Table*

| Variable                   | Coefficient<br>( $\beta$ ) | Standard<br>Error | t-<br>Statistic | p-<br>Value | R <sup>2</sup> | Decision                               |
|----------------------------|----------------------------|-------------------|-----------------|-------------|----------------|----------------------------------------|
| Delegation of<br>Authority | 0.612                      | 0.088             | 6.95            | 0.000       | 0.56           | Reject H <sub>0</sub><br>(Significant) |

Source: Field Survey, 2025.

The results show that delegation of authority has a strong positive effect on job satisfaction ( $\beta = 0.612$ ,  $p < 0.05$ ). The R<sup>2</sup> value of **0.56** suggests that **56%** of the variation in job satisfaction is explained by delegation of authority. Since the p-value is significant, we reject the null hypothesis (H<sub>0</sub>) and accept the alternative hypothesis (H<sub>1</sub>), confirming that delegation of authority positively influences job satisfaction.

## 4.4 Discussion of Findings

The findings of this research provide strong empirical evidence that delegation of authority significantly impacts employee motivation, productivity, and job satisfaction in the pharmaceutical industry. The statistical analysis, particularly the regression models, reveals that delegation of authority plays a critical role in shaping employee performance and overall organizational success.

The regression analysis confirms that delegation of authority positively influences employee motivation, as indicated by a statistically significant coefficient ( $\beta = 0.652$ ,  $p < 0.05$ )

and an  $R^2$  value of 0.58. This suggests that 58% of the variation in employee motivation is explained by delegation of authority. The strong positive relationship implies that when employees are given more autonomy and decision-making power, they feel more engaged and motivated to perform their tasks effectively.

This finding aligns with the Self-Determination Theory (Ryan & Deci, 2020), which posits that autonomy is one of the three key psychological needs that drive motivation. Employees who are entrusted with authority perceive their roles as meaningful, leading to increased job enthusiasm and commitment. Similarly, empirical studies by Adedeji et al. (2021) and Cooker (2022) support the notion that decentralized decision-making fosters intrinsic motivation by giving employees a sense of ownership and responsibility in their work.

Moreover, in pharmaceutical companies where precision and innovation are crucial, motivation becomes a critical driver of employee effectiveness. Employees who feel empowered are more likely to take initiative, suggest improvements, and contribute meaningfully to organizational success. The practical implication of this finding is that management should implement structured delegation policies to enhance motivation, thereby improving workforce engagement and reducing employee turnover.

The second hypothesis tested the effect of delegation of authority on employee productivity, with the regression results confirming a significant positive relationship ( $\beta = 0.574$ ,  $p < 0.05$ ,  $R^2 = 0.53$ ). This indicates that 53% of the variation in employee productivity can be attributed to delegation of authority. These findings suggest that when employees are entrusted with authority to make decisions and execute tasks independently, they become more efficient and goal-oriented.

Several studies have established similar connections between delegation and productivity. For instance, Adepoju et al. (2020) argue that organizations that practice effective delegation experience increased efficiency and performance outcomes. This is because employees are not micromanaged and can focus on delivering results rather than waiting for approval at every stage of their tasks. Similarly, House & Adomako (2019) found that organizations with higher levels of delegation recorded improved workflow processes and reduced decision-making bottlenecks.

In the pharmaceutical sector, where precision, compliance, and speed are essential, delegation allows employees to respond quickly to operational demands, increasing efficiency in drug production, distribution, and customer service. The practical implication here is that

pharmaceutical companies should structure their delegation processes to match employee competencies, ensuring that tasks are assigned to individuals with the requisite skills and knowledge to maximize productivity.

The third hypothesis examined whether delegation of authority influences job satisfaction, and the regression results provided strong support for this relationship ( $\beta = 0.612$ ,  $p < 0.05$ ,  $R^2 = 0.56$ ). With 56% of job satisfaction variability explained by delegation, the findings confirm that employees who are trusted with responsibilities and autonomy experience greater job fulfillment.

Job satisfaction is a crucial determinant of employee retention, workplace morale, and overall performance. According to Herzberg's Two-Factor Theory (Herzberg, 2019), factors that contribute to job satisfaction include autonomy, recognition, and responsibility—elements that are inherently linked to delegation. Employees who have control over their work processes are more likely to feel valued and respected, which fosters loyalty and a positive work environment.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Summary**

The analysis of the form of delegation demonstrated that individual delegation was more prevalent than group delegation. However, a significant proportion of respondents had exposure to both individual and group delegations, indicating a varied distribution of delegation forms within the organization.

The study identified several challenges of delegation, including a lack of confidence in subordinate capacity, the fear of revealing managerial shortcomings, and a lack of motivation or knowledge to delegate effectively. These challenges shed light on the potential barriers organizations face when implementing effective delegation practices. Addressing these challenges is crucial to harnessing the full benefits of delegation in enhancing employee training performance.

The key findings centered on the impact of delegation through teamwork on employee performance in Tuyil Pharmacy. The study revealed that delegation through teamwork positively influenced employees' performance, participation, initiative, job satisfaction, empowerment, work accomplishment, and the feeling of ownership over their work and its outcomes. These findings suggest that delegation plays a vital role in shaping employees' training performance by providing them with opportunities to develop their skills, actively participate in organizational processes, and take ownership of their work.

#### **5.2 Conclusion**

Based on the findings, it can be concluded that delegation of authority, particularly through teamwork, plays a crucial role in improving employee training performance. Delegation provides employees with opportunities to develop their skills, actively participate in organizational processes, and take initiative. It enhances job satisfaction, empowers employees to perform at higher levels, and promotes a sense of ownership. However, challenges such as a lack of confidence in subordinates, fear of revealing managerial shortcomings, and inadequate knowledge or motivation to delegate effectively need to be addressed to fully harness the benefits of delegation.

#### **5.3 Recommendations**

Based on the conclusions drawn from the study, the following recommendations are proposed:

- Organizations should recognize the importance of delegation and encourage its practice, especially through teamwork. Managers should be trained to delegate effectively and overcome their fears or reluctance to delegate.
- Training programs should be implemented to enhance employees' skills and confidence, ensuring they are well-prepared to handle delegated responsibilities.
- Regular communication and feedback mechanisms should be established between managers and employees to foster trust and confidence in the delegation process.
- Managers should provide clear guidelines and expectations to subordinates regarding delegated tasks, ensuring they have a clear understanding of their roles and responsibilities.
- Efforts should be made to create a supportive and collaborative work environment that encourages teamwork, active participation, and initiative among employees.
- Further research could explore the specific strategies and approaches that can be implemented to address the challenges of delegation identified in this study.

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## QUESTIONNAIRE

My name is Oseni Samson Oluwashola, with matric number HND/23/BAM/FT/0063, a final-year student of the Department of Business Administration at Kwara State Polytechnic. I am conducting a research study titled **"Impact of Delegation of Authority on Employees' Training Performance in Pharmaceutical industry using Tuyil Pharmaceutical industry as a case study"**

All responses will be kept confidential and used solely for academic purposes. Your honest and thoughtful feedback will greatly assist in achieving the objectives of this research.

Thank you for your time and valuable input.

Sincerely,

### SECTION A: DEMOGRAPHIC INFORMATION

1. **Participant Category** (a) Student ( ) (b) Faculty ( ) (c) Staff ( )
2. **Gender** (a) Male ( ) (b) Female ( ) (c) Other (please specify) \_\_\_\_\_
3. **Age** (a) 18-24 ( ) (b) 25-34 ( ) (c) 35-44 ( ) (d) 45-54 ( ) (e) 55 and above ( )
4. **Educational Level** (a) Undergraduate ( ) (b) Postgraduate ( ) (c) Non-student (faculty/staff) ( )

### SECTION B: RESEARCH QUESTION

#### Delegation of authority and employee motivation

| Question                                                                                             | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|------------------------------------------------------------------------------------------------------|----------------|-------|---------|----------|-------------------|
| Delegation of authority increases employee motivation to complete assigned tasks.                    |                |       |         |          |                   |
| Supervisors delegating tasks fosters a sense of trust and value among employees.                     |                |       |         |          |                   |
| Clear delegation of authority improves employees' enthusiasm to participate in workplace activities. |                |       |         |          |                   |

|                                                                                                 |  |  |  |  |  |
|-------------------------------------------------------------------------------------------------|--|--|--|--|--|
| When authority is delegated, employees are more motivated to achieve their performance targets. |  |  |  |  |  |
| Effective delegation of authority increases employees' engagement in their roles.               |  |  |  |  |  |

### **Delegation of authority and employee productivity**

| <b>Question</b>                                                                      | <b>Strongly Agree</b> | <b>Agree</b> | <b>Neutral</b> | <b>Disagree</b> | <b>Strongly Disagree</b> |
|--------------------------------------------------------------------------------------|-----------------------|--------------|----------------|-----------------|--------------------------|
| Delegating authority improves time management and task efficiency among employees.   |                       |              |                |                 |                          |
| Autonomy in decision-making through delegated tasks leads to increased productivity. |                       |              |                |                 |                          |
| Task delegation reduces workload pressure and increases employee output.             |                       |              |                |                 |                          |
| Employees become more productive when they have the authority to manage their tasks. |                       |              |                |                 |                          |
| Delegation of authority leads to more effective completion of training programs.     |                       |              |                |                 |                          |

### **The delegation of authority and job satisfaction**

| <b>Question</b>                                                          | <b>Strongly Agree</b> | <b>Agree</b> | <b>Neutral</b> | <b>Disagree</b> | <b>Strongly Disagree</b> |
|--------------------------------------------------------------------------|-----------------------|--------------|----------------|-----------------|--------------------------|
| Job satisfaction improves when managers delegate authority to employees. |                       |              |                |                 |                          |

|                                                                                                                |  |  |  |  |  |
|----------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| Delegated authority positively impacts employee performance outcomes.                                          |  |  |  |  |  |
| Employees experience greater job satisfaction when given autonomy in their tasks.                              |  |  |  |  |  |
| Delegation of authority contributes to a positive work environment and job commitment.                         |  |  |  |  |  |
| Employees are more likely to remain committed to their roles when they feel empowered through task delegation. |  |  |  |  |  |