

**IMPACT OF DELEGATION OF AUTHORITY ON  
EMPLOYEE'S PERFORMANCE IN A BANKING  
INDUSTRY ORGANIZATION**

*(A Case Study of Guarantee Trust Bank PLC, Ilorin Kwara  
state)*

**BY**

**MUSTAPHA GANIYAT AJOKI**

**HND/23/BAM/FT/0471**

**A RESEARCH PROJECT SUBMITTED TO THE  
DEPARTMENT OF BUSINESS ADMINISTRATION AND  
MANAGEMENT,  
INSTITUTE OF FINANCE AND MANAGEMENT STUDIES, (IFMS),  
KWARA STATE POLYTECHNIC ILORIN.**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENT  
FOR THE AWARD OF HIGHER NATIONAL DIPLOMA (HND)  
IN BUSINESS ADMINISTRATION AND MANAGEMENT**

**MAY, 2025**

## CERTIFICATION

This is to certify that this project has been read and approved by the undersigned on behalf of the Department of Business Administration and Management, Institute of Finance and Management Studies (IFMS), Kwara State Polytechnic, Ilorin as meeting the requirement for the Award of Higher National Diploma (HND), in Business and Administration and Management.

-----  
**MR. ABDULLAHI I.**  
*(Project Supervisor)*

-----  
**DATE**

-----  
**Mr. UMAR B. A.**  
*(Project Coordinator)*

-----  
**DATE**

-----  
**Dr. ABDUSSALAM F.A**  
*(Head of Department)*

-----  
**DATE**

-----  
***External Examiner***

-----  
**DATE**

## **DEDICATION**

This project is dedicated to Almighty GOD.

## **ACKNOWLEDGEMENT**

My appreciation goes to Almighty God for his guidance and protection over my life up till moment and for the mercies he has granted me in the course and my pursuit of this National Diploma programme may his be high glorified.

My profound appreciation goes to my honest dedicated supervisor Mr. Abdullahi I. who took is official as well as issue on how to pursue through my project work and made my use comment, contribution and correction.

I am very grateful to the Head of the Department of Business Administration and Management for his encouragement and all lecturers in my Department for your support and Advice.

My appreciation goes to my Mum, Mrs MUSTAPHA, who raised me all by herself and make sure I attain my desired degree.May you live long to eat the fruit of your labor (AMIN).

I also appreciate my brother MR OLAYIWOLA FATAI and sister MUSILIAT for their great support, advice,care and standing by me always, May GOD continue to bless you and enrich your pocket.

To every other people who supported me both physically, financially or one way or the other, I say a very big thank you and God bless you all.

## **ABSTRACT**

*The study aimed at identifying the impact of the delegation of authority on employee's performance and motivation at Shoprite Ilorin. It has constructed on measuring the impact of delegation on efficiency, effectiveness and empowerment. Sample of the study represented by employees in which they are embedded in central and executives management through a random sampling reached to (200) employee from total (1500), the sample was used as a tool for achieving the result. After applying Alpha measurement, it has been shown that percentages, (T-Test), and cronbach Alpha test were used and applied. The results of the study have shown that there is a statically significant for delegation of authority on efficiency, effectiveness and empowerment of employee's performance at Shoprite Ilorin. The study has recommended in the need to activating administrative delegation authority of employees in Shoprite Ilorin. Also, increase the level of delegation to be corresponded with the value of tasks in order to promote functional performance. Moreover, improving administrative delegation of authority in which effect on employees' satisfaction, employees' empowerment to implement tasks individually without asking high management. This method will save time and effort. It will also offer services for customers rapidly and directly.*

## **TABLE OF CONTENTS**

Title Page	i
Certification	ii
Dedication	iii
Acknowledgement	iv
Abstract	vi
Table of content	vii

### **CHAPTER ONE: INTRODUCTION**

1.1 Background To The Study	1
1.2 Statement Of The Problem	3
1.3 Research Questions	4
1.4 Objective Of The Study	4
1.5 Research Hypotheses	5
1.6 Significance Of The Study	6
1.7 Scope Of The Study	7
1.8 Definition Of Terms	7

### **CHAPTER TWO: LITERATURE REVIEW**

2.1 Introduction	10
2.2 Conceptual Framework	10
2.3 Theoretical Framework	15

### **CHAPTER THREE: RESEARCH METHODOLOGY**

3.1 Introduction	23
3.2 Resign Design	23
3.3 Population Of The Study	23

3.4	Sample Size And Sampling Techniques	24
3.5	Methods Of Data Collection	24
3.6	Instrument Of Data Collection	25
3.7	Methods Of Data Analysis	25
3.8	Historical Background Of The Case Study	26

## **CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

4.1	Introduction	29
4.2	Data Presentation, Analysis And Interpretation	29
4.3	Demographical Characteristics of the respondent	31
4.4	Hypothesis Testing	48
4.5	Discussion Of Findings	51

## **CHAPTER FIVE : SUMMARY, CONCLUSION AND RECOMMENDATIONS**

5.1	Summary Of Findings	56
5.2	Conclusion	58
5.3	Recommendations	58
	References	60
	Appendix	63

## **CHAPTER ONE**

### **1.1 BACKGROUND TO THE STUDY**

Delegation of authority is one of modern trends practiced by managers. It is function stands out contributing and increasing the level of motivation of employees and achieving positive returns for (an organization with a manager) and (an employee with a customer) both on the level of an organization, it achieves competitive advantage, knowledge inventory, Increases the level of productivity and speed in finalizing tasks effectively, on the level of manager it alleviates functional burden, gains employees satisfaction and builds cooperation and trust between manager and employees giving a chance for manager to have full-time for realization more important work. So it reduces physical and intellectual effort exerted by manager and other employees. On the level of an employees, it works on achieving functional empowerment, constructing alternative and administrative leadership making employees feel self-confidence and motivation for Excellency in performance on the level of customer, It meets the needs of customer rapidly delivering or providing the services will not be delayed due to delegation authority giving the customer a higher level of care and attention, building customer's perceived and creating loyalty and mutual respect for an organization and production in which the organization produced.

It can be said that method of delegation authority becomes inevitable issue for every organization whether in public or private sector. It is not optional due to money reasons has connected and brought developments and change to the organization include



that increasing its size and diversity of its product, multiplicity of its product and spread of its branch in different geographical zones and different local, regional and international levels. Managers have been imposed for the necessity to have a way for helping in facilitating business affairs and alleviating the burdens in which they are not tolerated, implemented and controlled by a manager from other hand, different social and environmental transformation organizations have been changed since of classical school that was differentiated by centralism and subjecting to orders of manager without reluctance. Implementing process and procedure become more flexible, and free due to employees. The result of applying this principle has helped employees to be enhanced, imposed different functional rights for them, and necessity to transform from dictatorship to democracy associate with modern trends of management and employee, desires and wishes. In addition, managers will be able to maintain their job position and preserve the process of facilitating business affairs, employees' loyalty, enabling to be remained and achieving performance efficiency.

## **1.2 STATEMENTS OF THE PROBLEM**

They have perceived delay, complaint and dissatisfaction in the service rendered to customer of different sectors of organization in Nigeria. Employees most of the time do wait and/or try to get in contact with their superior officers before they can make some business transactions with the customers and sometimes they do not go into lengthy transaction with the customers giving the notion that they can go beyond that. Employer and managers do claim that employees have been giving the necessary and require

authority given to them. It cannot be said if this has affected the employee's performance of an organization in Nigeria.

In addition past studies such as Kiiza and picho(2014); Al-jammal et al(2015); kombo et al(2014); colombo and delmastro(2004); yukla and fu(1999); had examine delegation of authority in Czech republic, Jordan, Kenya and Italy respectively there are few studies on delegation of authority as it related to employee performance in Nigeria. It is on this line that this study sees it's germane to examine the impact of delegation of authority on employee performance in Nigeria SMEs.

### **1.3 RESEARCH QUESTIONS**

To address the problem, it is necessary to build a conceptual foundation that will enable us to understand the importance of delegation of authority and it's relationship with decision making for the purpose of this study the following research questions are formulated

1. Is there only significant relationship between delegation of authority and commitment to work?
2. Is there relationship between delegation of authority and decision making?
3. Do delegation of authority enhance organizational performance?

## **1.4 OBJECTIVE OF THE STUDY**

The present study aims at identifying the impact of the delegation of authority on employees' performance at Shoprite, Ilorin. It has constructed on measuring the impact of delegation on efficiency, effectiveness and empowerment.

1. To investigate the significant relationship between delegation of authority and commitment at work.
2. To determine relationship between delegation of authority and decision making.
3. To examine where the delegation of authority enhance organization performance.

## **1.5 RESEARCH HYPOTHESIS**

**H0:** There is no significant relationship between delegation of authority and commitment of work.

**H1:** Delegation of authority does not has relationship with decision making.

**H3:** Delegation of authority does not enhance organization performance.

## **HYPOTHESIS TWO**

**H0:** There is no statically significant for the method of delegation authority on functional effectiveness performance of employees.

**H1:** There is statically significant for the method of delegation authority on functional effectiveness performance of employees.

## **HYPOTHESIS THREE**

**H0:** There is no statically significant for the method of delegation authority on functional.

**H1:** There is statically significant for the method of delegation authority on functional.

### **1.6 SIGNIFICANCE OF THE STUDY**

It lays on the importance of the topic related to delegation authority from high management to lower managerial levels of employees at Shoprite, Ilorin. Studying such phenomenon discovers the level of centralized and decentralism applied in management of Shoprite affairs in which a lot of works and different services are implemented for local community and citizen due to increasing the level of service performance and speed. This matter is going to achieve a higher level of satisfaction and loyalty to customer. Delegation authority reflects positive returns achieving efficiency, effectiveness and empowerment.

In addition creating alters native leadership, trust, cooperation between functional high and medium levels or between employer and employees.

## **1.7 SCOPE OF THE STUDY**

The scope of this study covers the impact of delegation of authority on employee's motivation and performance. The study carried out was limited to Shoprite Division branch Ilorin, Kwara state.

In the process of the study, the researcher encountered some problems which restricted the work, some of the constraints included lack of finance, insufficient time. These limitations and withstanding, the result of the work will enrich the existing literature in this field.

## **1.8 DEFINITION OF TERMS**

**DELEGATION AUTHORITY:** waiving some administrative levels on power and authority for lower functional levels to help them in completing quest in order to provide service easily and rapidly for customer and benefices.

**EMPLOYEES' PERFORMANCE:** levels of efforts and achievement exerted by employers. It can be measured through the following element.

**FUNCTIONAL EFFICIENCY OF EMPLOYEES:** employees capability on completing quest authorized perfectly guarantee speed and accurate. In addition, it saves time and efforts, moreover, it increases level of quality in performance.

**EFFECTIVENESS PERFORMANCE OF EMPLOYEES:** employees capability on completing quest authorized creatively guarantee increasing in level of performance and cooperation among job levels in completing quest and adopting with conditions of different at organization.

**FUNCTIONAL EMPOWERMENT OF EMPLOYEE:** acquisition the skills and additional knowledge for employees. In order to increase and raise levels of self trust. It gives them capability to complete quest authorized and customers' services directly without asking the director.

**EFFICIENCY:** Is the ability to achieve what everyone wastes to achieve at minimum cost in term energy money materials and maximizing benefits.

**EFFECTIVENESS:** is the ability to achieve whatever everyone wants to achieve.

**ORGANIZATION:** is a pattern of way in which large number of people engage in a complexity of task relates themselves to each other in the conscious, systematic establishment accomplishment of mutually agreed goals.

**RESPONSIBILITY:** is the performance areas which a person or unit is expected to produce result.

**ORGANIZING:** is the process of creating a formal organization structure or of breaking a task to be performed into subtask?

**OBJECTIVES:** are the desired ends which on organization intends to achieve, it is the desired outcome which management wants to accomplish or the basic plans of the management, there are two primary objectives and secondary objective. Primary objectives are the main objective the organization want to accomplish i.e the objective that led to its establishment. Secondary objective: are the derivatives at the primary objectives therefore the off –short of primary, objective of the organization.

**PLANNING:** involves selecting missions and objectives and the actions to achieve them.

It requires decision making choosing future courses of action from among the alternative.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

Nashem Akif Lutfi and Mohammed Hassan (2013), conducted study on the impact of structural empowerment in achieving psychological empowerment. The study has reached that there is a statistical significant between availability of structural empowerment representing by delegation authority, personality, development, participation and development innovative behavior on achieving psychological empowerment representing by one's awareness that he holds on important and meaningful job position, feeling effective, independence and capability to be effective. Al – matoudi (2003) studied the role of delegation of authority in achieving the objectives of organizing. The study has reached that delegation of authority has played a basic role in achieving leadership and ability to manage organizations.

#### **2.2 CONCEPTUAL FRAMEWORK**

Authority is delegated when decision making power is vested on a subordinate by a superior colleague. Dessler (2006), saw delegation of authority as authority transportation from high management to executives



and to other managers. Ludgans and Hodgett, (2004), defined delegation of authority as a process of distributing tasks and authorities in an organization. The term delegation was conceptualized as the actions by which a leader assigns part of his or her authority commensurate with the assigned task to a subordinate (kiiza & pich, 2014). Delegation of authority could be seen as authorization. The process by which manager order his subordinate to carry out or execute some tasks is known as authorization. Al – jammal et al, (2015); Fleith & Abd Al – majeed, (2005), Is of the view that authorization is the process in which subordinates are commissioned by the manager to perform specific work in a way that it will not pose a risk to the organization. Makawi (2005), predefined authorization as granting of right to an employee to enabling the employee to direct and control others and make rules and obligation that must be followed by others. Delegation of authority is a mechanism that builds and nourishes superior – subordinate relationships (Joiner, Bakalis & Chay, 2016).

For the purpose of this study, delegation of authority is thus seen as the granting of a part of authority or full authority and right to certain

employees or individuals in an organization to perform a particular task or execute a plan towards achieving the aims and objectives of the organization.

According to Koontz et al, (1983), the process of delegation of authority involves (4) four stages- The determination of result expected; the assignment of task; the delegation of authority to accomplishing these tasks; and the exaction of responsibility for their accomplishment. According to Koontz et al, (1983), in practice, it is impossible to split this process, since expecting a person to accomplish goals without the authority to achieve them is meaningless. And holding subordinate responsible to their results must be regarded as a part of the process of delegation, hence responsibility is an obligation subordinates owe to their superiors, and it cannot be delegated by subordinates to anyone else.

### **2.2.1 PRINCIPLES OF DELEGATION OF AUTHORITY**

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

- I. Tasks and duties authorized shall be determined, clear and explicit.

- II. Effectiveness and communication means between employee and employers.
- III. Selecting the employees correctly.
- IV. Absence of criticism
- V. Granting an employee sufficient power and authority.

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

- I. Principles of delegation by result expected.
- II. Scalar principles.
- III. Principle of unity of command.
- IV. Principle of absoluteness of responsibility.
- V. Principle of parity of authority & responsibility.

### **2.2.2 DELEGATION OF AUTHORITY AND EMPLOYEES' EFFECTIVENESS**

Delegation is the transfer of power by one body or person to another to act for him. It empowers that other person to perform a task on behalf of the donor of the power (Nwagbara) (2015), thus, it is one of the made in trends that managers employed (Al – jammal et al, 2015), to lighten the

organizational burden of tasks and functions. Hashim, Ahmed and Jaradat (2013), posited that delegation of authority makes an employee to feel valuable as part of the organization and want to be effective in carrying out the authority confer on him. Thus, employees will try to justify the authority delegated to them by showing positive attitude in performing the tasks and functions via effective utilization of the available resources in the organization. Kambo et al, (2014), opined that delegation of authority improves performance in an organization. Hence, employee performance. In this study is seen as the effectiveness of employees in SMEs in performing the tasks and functions expected from them. Effectiveness can be said to be the driving force behind organizations growth and profitability. Employee effectiveness is the relationship between outputs of goods and services of employees and input of resources employed in the production process (Anyadike, 2013). Employee effectiveness is as the result of effective utilization of organizational resources.

Employee effectiveness is seen as the competency measured in terms of ability to handle the assigned work load, completing the work in time

with minimal errors, and ability to work largely unsupervised productivity measured in terms of time utilization.

## **2.3 THEORETICAL FRAMEWORK**

### **2.3.1 DEMOCRATIC LEADERSHIP THEORY**

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

### **2.3.2 THE COMMUNICATIVE THEORY**

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

which embodies authorization. The communicative theory explains that empowerment via delegation of authority is a tool for giving freedom to employees so that they can do what they think, without fear of being prevented by the managers.

This theory focuses on decentralization of powers in an organization if powers are effectively decentralized, it will enhance effective communication with the organization. According to this theory, when power is being given to subordinate, such subordinates will possess the required confidence to be creative and discharge his duties efficiently & effectively.

### **2.3.3 FORMAL OR CLASSICAL THEORY OF AUTHORITY**

This is known as top-down authority. It supports the principle of scalar chain or organizational hierarchy in this theory, authority flows from top to bottom through various levels of hierarchy. It flows from the board of directors to managing director to general managers, to middle – level managers, lower – level manager supervisors and finally to workers. Every subordinate accepts this authority and obeys instructions issued by the superiors.

Disobedience is followed by coercive measures to demand obedience. This authority to issue instructions also. The flow of authority is governed by the process of delegation. Each level in the scalar chain can exercise only that much authority that is delegated through superiors. The authority clearly defines the job of the position, that is, the task the position holder has to achieve through orders to be given to the subordinate. Being related to position in the organizational hierarchy it is also known as formal or legitimate authority.

Max weber is of the same opinion as held in the classical theory of authority. According to him, authority is “the willing and unconditional compliance of people, resting upon their belief that it legitimate for superior to impose his will on them and illegitimate for them to refuse to obey”.

#### **2.3.4 ACCEPTANCE THEORY OF AUTHORITY**

This theory was formulated by Mary Parker follett but later popularized by chester Barnard. It is also known as bottom-up authority. It is based on the premises that authority does not flow from top to bottom but flow from bottom to top. It implies that superior can exercise authority only if it is accepted by the subordinates.

The acceptance of authority by subordinates, thus, vests management with authority. The flow of authority, takes the form of request by top managers. If this request is accepted by subordinates, managers exercise the authority, and if subordinates do not accept it, no authority is exercised by managers. As against classical authority, Barnard viewed authority as existent when subordinates are willing to accept it. If employees do not accept the authority, manager loses the right to give orders. “Authority is the character of a communication (order) in a formal organization by virtue of which it is accepted by a contributor to or a member of the organization as governing... determining what he does or is not to do so far as the organization is concerned”.

### **2.3.5 AUTHORITY THEORY OF THE SITUATION**

This theory applies to situations of crisis or emergency where immediate action is to be taken. The person present at the emergent situation exercises authority to deal with the situation though it is not formally delegated through the chain of command.

For example, if there is fire or accident in a factory, workers present at the site can immediately use the alarm bell to sound the organization of the



emergency or call fire/ ambulance service. Thus, without having formal authority to use the alarm bell, the worker uses it as authority of the situation.

## **2.4 THEORETICAL REVIEW**

### **2.4.1 COMPETENCE THEORY OF AUTHORITY**

This theory is derived by virtue of competence, skill and knowledge of a person and not position people from all departments at all levels approach the person who has competence authority disregarding the official chain of command. Despite not having formal authority, these persons issue order or directives by virtue of their skill to do so. The theory accepts informal relations in the organization.

For example, Middle-level manager of production department has knowledge of tax related matters. People with problems on tax from all departments and levels will approach him for advice irrespective of their official positions. Personal qualities, like social or technical competence are the basis of authority.

## **2.5 EMPIRICAL REVIEW**

Joiner, T.A, Bakalis, S & Choy, J (2016); conducted a study on delegation, job satisfaction and subordinate performance: The mediating effect of leader-member exchange. The adopted survey research design where 260 questionnaire were administered to the cheese subordinate working in Hong Kong Transport Company. The path analysis of the regression results indicated that delegation of authority is positively related with leader member exchange (LMX) relationship.

Kiiza nd Picho (2014) investigated an empirical study on delegation and staff commitment in the school of finance and Banking in Kigali, Rwanda; an empirical study. A cross-sectional survey design employed with sample size of 97. Stratified sampling and random sampling were used as sampling techniques. Descriptive analysis and person product moment correction coefficient were the two adopted method of data analysis to analysis the data obtained from the respondents. The results indicated that staff commitment is positively correlated with delegation of authority.

Al'jammal, I, Al-Khasamneh, J.A & Hamadat, A.M (2015); examined the impact of he delegation of authority on employees performance at great irbid municipality. They measure employee's performance via efficiency,

effectiveness, empowerment and the data obtained were analyzed via mean standard deviation and T-test statistic. Their findings indicated that efficiency, effectiveness as well as empowerment of employees are statistically significant to delegation of authority in irid municipality.

Effects of delegation on employees performance in savings and credit cooperative societies in kisil country, Kenya were investigated by Kombo, M and Delmstrom, M (2014); T-Test statistical, mean and percentage were employed to analysis their data. And the result revealed that effective delegation of authority in organization improves employee's performance and organizational performance at large.

They study of Shekari, Naieh & Nouri (2011); investigated relationship between delegation authority process and rate of effectiveness. Correlation analysis were employed as method of data analysis. Findings of their study showed that there is a significant relationship between delegation authority process and rate of effectiveness. And appreciation and preparation stage have greater rate of effectiveness.

Summarily, one would see that delegation of authority in those studies reviewed have positive relationship with the employee's performance. The

extent this is so in SMEs in Lagos State is the bone of contention in this study.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 INTRODUCTION**

This chapter deals with the design and methodology for the research. Essentially describe as the research design, population and sample size determination, source of data, questionnaire design and administration.

#### **3.2 RESEARCH DESIGN**

According to Ibe (2003:68), research design is said to be the plan, structure and strategy of investigation conceived so as to obtain answers to research questions and control of variance.

The research design adopted for this study is a survey method. Data collection was based on a field survey using a questionnaire. This technique was chosen so as to have a comprehensive study on the topic.

#### **3.3 POPULATION OF THE STUDY**

Population could be defined in terms of elements, sampling units, extent and time. For this research work, the target population for the investigation was comprised mostly of staff of Shoprite, Ilorin, who are one way or the other directly connected with the use of questionnaires in

branched used for the study at Ilorin. The number of the population is 184 staffs.

### **3.4 SAMPLING SIZE AND SAMPLING TECHNIQUES**

A representative sample of 126 staffs were drawn from the population. This sample size is determined by Taro Yamani method of sampling techniques. This give thus

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

Where: n =Sample size

N = Population of the study = 184

E = Tolerable error (5%)

### **3.5 METHODS OF DATA COLLECTION**

The method of data collection used by the researcher on this topic is questionnaire. Questionnaire is used when factual information is needed. It's a list of questions given to individuals to fill either by answering Yes or No.

The questionnaire used for this research work has multiple options for the questions where respondents were provided with opinion to answer, to choose only the right answer to their opinion. This form of research plan was choosing in order to ease the work of the researcher in the dare of classifying

and analyzing individuals (respondents) options. The researcher went further to conduct personal interview for answer not properly given when filling the questionnaire.

### **3.6 INSTRUMENT FOR DATA COLLECTION**

Data collection is very crucial in any research process. Questionnaire as a research instrument was mainly used for collection of primary data. Nevertheless, the researcher had some privileges of oral interview with some entrepreneurs of the selected small business and some financial institution to get information in connection with small business financing as well as some of the employees. Arrange of data from book, journals and reports was also used.

### **3.7 METHOD OF DATA ANALYSIS**

In the analysis of data collected, statistical method simple percentage and tables were used for descriptive purpose and to answer the research questions as well as described responses while Chi-square method of analysis were employed for testing of hypothesis facts available. This enables the researcher to draw a relevant conclusion, based on the empirical facts available.

### **3.8 HISTORICAL BACKGROUND OF SHOPRITE GROUP**

The Shoprite Group of companies was established in (1979). In (1990) Shoprite opened in Namibia. In (1991), it acquired the national Checkers chain. In (1995) the first store in Lusaka, Zambia was opened. That same year the company acquired distributor Sentra, allowing the company to expand into franchising.

In (1997) struggling "OK Bazaars" was acquired by the company from South African Breweries for one rand, adding 157 supermarkets and 146 furniture stores to the company. In (2000) the group opened its first supermarkets in Zimbabwe and Uganda. Two years later the company acquired the Madagascar stores of French chain Champion. The same year the company bought three Tanzanian supermarkets from Score Supermarket and opened its first Hypermarket outside of South Africa in Mauritius. In (2005) the Group acquired Food world as well as South African ticket seller Computicket, and opened the first Shoprite Liquor-Shop. The company also opened its first Nigerian store in the Victoria Island area of Lagos.

In (2008) the Shoprite Group was added to the JSE Top-40 Index of blue-chips. For the third year in a row, the Shoprite brand was voted South



Africa's number 1 supermarket in the (2010) Sunday Times Top Brand Survey. Deloitte's Global powers (2014) ranked the Shoprite Group as the 94th Largest retailer in the world. Shoprite hits the mark in 2019 Deloitte's Global Power of Retail Report as the 9th biggest retail group in the World. The Shoprite Group leads the way at 62 places ahead of its nearest rival.

In (2011) it was announced that the Shoprite Group entered into an agreement with Metcash Trading Africa (Pty) Limited. Under the terms of that agreement, the franchise division of Metcash was to be sold to Shoprite Checkers, including franchises arrangement with franchise operating retail stores under registered trademark names such as friendly, seven eleven and price club discount supermarket.

On 19, April (2012), Shoprite became the First South African retailer to enter the Democratic Republic of Congo (DRC) as it opened the doors of a new supermarket in Gombe, Kinshasa.

The chief executive officer, Pieter Engelbrecht, retired at the end of December, (2016). The board appointed Pieter Engelbrecht (born 1 1970), the former chief operating officer, as the incoming CEO as of 1 January, (2017). He had been with the company for over 20 years and played a

leading role in the company's growth under Basson's leadership. Engel Brecht was appointed to the Board of Shoprite checkers in (2003), as alternative director of shoprite holding in (2005) And chief operating officer of shoprite checkers.

## **CHAPTER FOUR**

### **DATA ANALYSIS AND INTERPRETATION**

#### **4.1 INTRODUCTION**

This study is primarily carried out to investigate the impact of delegation of authority on employee motivation and performance in Shoprite Ilorin Kwara State. In this chapter, the test of hypotheses focuses on the data extracted from returned questionnaires and the data grids was prepared using SPSS version 25.0. Chi-square statistical techniques was used to verifies research hypotheses and the outputs of the results were interpreted. All the analyses were carried out at 5% level of significant.

##### **4.1.1 FACTOR ANALYSIS**

A factor analysis was performed in assessing the impact of delegation of authority on employee motivation and performance in Shoprite Ilorin with a minimum factor loading of 0.05. To test for the reliability, a coefficient was computed for each of the dimensions of the study objectives which include delegation of authority, employee motivation and performance. Addressing the problem of likely common method variance, the Cronbach Alpha reliability test was performed for all the measures of variables. The

resulting reliability for authority, motivation and performance indicating the factors were reliable with a Cronbach Alpha of 0.753.

## **4.2 RETURNED RESPONSE RATE**

The table below represent the responses of administered questionnaires to both management and staff of Shoprite plc Ilorin. A total of 126 questionnaires were distributed to the staff in the course of executing this research, out of which all 126 copies completely and correctly filled were returned by the respondents. This implies that there was a response rate of 100%. Thus, the response rate of 100% can be said to be a very good responses rate. The implication is that the study will therefore add to the existing knowledge by strongly relies on the findings drawn from the study on delegation of authority and employee motivation using interpretivist philosophy to uncover the unknown in small business environment like Shoprite, Ilorin.

**TABLE 4.2.1: SAMPLE SIZE RETURNED****Table 4.2.1: RESPONSE RATE**

	<b>FREQUENCY</b>	<b>PERCENT</b>	<b>VALID PERCENT</b>	<b>CUMULATIVE PERCENT</b>
Valid Returned	126	100	100	100.0
Not Returned	0	0.0	0.0	100.0
Total	126	100.0	100.0	

**Source: Field Survey, 2023**

Table 4.2.1 show that out of the 126 copies of questionnaire administered at Shoprite, Ilorin all 126 that is 100% were returned as duly completed and used for further statistical analysis and by implication the response rate was above 50% of total sample drawn specified by Gay, (2003) as a rule of thumb and by implication it enhance the accuracy of the results and findings of the study.

#### **4.3 DEMOGRAPHICAL CHARACTERISTICS OF THE RESPONDENTS**

**Table 4.3.1: GENDER DISTRIBUTION**

	<b>FREQUENCY</b>	<b>PERCENT</b>	<b>VALID PERCENT</b>	<b>CUMULATIVE PERCENT</b>
Valid Male	72	57.1	57.1	57.1
Female	54	42.9	42.9	100.0
Total	126	100.0	100.0	

**Source: Field Survey, 2023**

The study sought to establish the gender distribution of the respondents with the aim of establishing if gender was sensitive to the delegation of authority while seeking the view of the employees and to ensure that every individual was given a chance to express their views regardless of the gender in the selected firm. Table 4.3.1 revealed that the majority (57.1%) of the respondents were male while 42.9% of the sample were female. The findings show that majority of the respondents were male (57.1%), this was interpreted to mean that more males than females participate in the study. Therefore, Shoprite delegates more authority to males than females in the firm.

**Table 4.3.2: MARITAL STATUS**

	<b>FREQUENCY</b>	<b>PERCENT</b>	<b>VALID PERCENT</b>	<b>CUMULATIVE PERCENT</b>
Valid Single	93	73.8	73.8	73.8
Married	26	26	26	100.0
Total	126	100.0	100.0	

**Source: Field Survey, 2023**

The study sought to establish the distribution by marital status of the respondents with the aim of establishing if marital status was sensitive to the delegation of authority while seeking the view of the employees and to ensure that every individual was given a chance to express their views

regardless of the marital status in the selected firm, the finding reveal that most of the staff (73.8%) are singled, 26.2% were married. The respondents who had never married were mostly those employed at Shoprite plc Ilorin and these set of people were most consider to take part in the study since they are tested and trusted to fit in small business firms. Hence, the data revealed that marital status was a big determinant of delegation authority when comes to managing the small business firms.

**Table 4.3.3: EDUCATION QUALIFICATION**

	<b>FREQUENCY</b>	<b>PEECENT</b>	<b>VALID PERCENT</b>	<b>CUMULATIVE PERCENT</b>
Valid SSCE	55	43.7	43.7	43.7
HND/BSC	45	35.7	35.7	79.4
PGD/MSC	17	13.5	13.5	92.9
Others	9	7.1	7.1	100.0
Total	126	100	100	

**Source: Field Survey, 2023**

Table 4.3.3 examined literacy level of the respondents. The data profile showed that, the majority of the respondents 43.7% were SSCE holders. 45 were HND/BSc holders representing 35.7% of respondents in sampled firm, 17 respondents representing 13.5% are second degree holders while a negligible 9 respondents representing 7.1% were holders of SSCE certificates. This implies that there is high level of literacy staffs in the

selected firm, which means that delegation of authority can't be too demanding for these set of people in the firm hereby enhance the objective responses of the study.

#### **4.4 DATA ANALYSIS ACCORDING TO KEY QUESTIONS**

**Table 4.4.1: DELEGATION OF AUTHORITY INCREASES LEVEL OF POSITIVE RELATION AMONG DIFFERENCE JOBS**

	<b>FREQUENCY</b>	<b>PERCENT</b>	<b>VALID PERCENT</b>	<b>CUMULATIVE PERCENT</b>
Valid Agree	80	63.5	63.5	63.5
Don't Know	16	12.7	12.7	76.2
Disagree	30	23.8	23.8	100.0
Total	126	100.0	100.0	

**Source: Field Survey, 2023**

This question was sought to investigate whether an organizational chart clearly delegate lines of authority and responsibility that matched different jobs relationship at Shoprite Ilorin. 63.5% of respondents agreed that delegation of authority increase level of positive relations among different jobs. 12.7% of respondents neither agreed nor disagreed, while 23.8% of respondents disagreed on the opinion. This means that the organizational chart clearly delegate lines of authority and responsibility that matched different jobs relationship at Shoprite Ilorin. This increase commitment to work.



**Table 4.4.2: DOES DELEGATION OF AUTHORITY UPGRADE THE LEVEL OF JOB PREFORMANCE**

	<b>FREQUENCY</b>	<b>PEECENT</b>	<b>VALID PERCENT</b>	<b>CUMULATIVE PERCENT</b>
Valid Agree	69	54.8	54.8	54.8
Don't Know	24	19.0	19.0	73.8
Disagree	33	26.2	26.2	100.0
Total	126	100.0	100.0	

**Source: Field Survey, 2023**

This question was sought to investigate whether level of job performance increase through delegation of authority at Shoprite Ilorin. 54.8% of respondents agreed that delegation of authority upgrade level of job performance. 19% of respondents neither agreed nor disagreed, while 26.2% of respondents disagreed on the opinion. This means that the organizational chart that clearly delegate lines of authority increase level of job performance at Shoprite Ilorin. This increase employee performance at work.

**Table 4.4.3: DOES AUTHORIZATION INVEST TIME IDEALLY ACHIEVEMENT PROCESS OR ORGANIZATION**

	<b>FREQUENCY</b>	<b>PERCENT</b>	<b>VALID PERCENT</b>	<b>CUMULATIVE PERCENT</b>
Valid Agree	87	69.0	69.0	69.0
Don't Know	20	15.9	15.9	84.9
Disagree	19	15.1	15.1	100.0
Total	126	100.0	100.0	

**Source: Field Survey, 2023**

This question was sought to investigate whether time is ideally enough to achieved process by authorization at Shoprite Ilorin. 69% of respondents agreed that authorization invest time ideally in achievement process of organization. 15.9% of respondents neither agreed nor disagreed, while 15.1% of respondents disagreed on the opinion. This means that the organizational chart that clearly delegate lines of authority in Shoprite ideally invest on time to achieved work process. This increase quality of work performed in the organization.

**Table 4.4.4: DOES AUTHORIZATION INSTILL LOYAL AND BELONGING TO THE ORGANIZATION**

	<b>FREQUENCY</b>	<b>PERCENT</b>	<b>VALID PERCENT</b>	<b>CUMULATIVE PERCENT</b>
Valid Agree	65	51.6	51.6	51.6
Don't Know	30	23.8	12.7	75.4
Disagree	31	24.6	24.6	100.0
Total	126	100.0	100.0	

**Source: Field Survey, 2023**

This question was sought to investigate whether delegation of authority instill loyalty between employer to employee relation at Shoprite, Ilorin. 51.6% of respondents agreed that authorization instill loyalty as two-way mechanisms between employer-to-employee relationships. 23.8% of respondents neither agreed nor disagreed, while 24.6% of respondents disagreed on the opinion. This means that the delegated lines of authority increase loyalty between employer and employees in selected firm. This increase job satisfaction and commitment.

**Table 4.4.5: DOES DELEGATION AUTHORITY ACCELERATE DECISION MAKING PRPCESS,**

	<b>FREQUENCY</b>	<b>PEECENT</b>	<b>VALID PERCENT</b>	<b>CUMULATIVE PERCENT</b>
Valid Agree	80	63.5	63.5	63.5
Don't Know	16	12.7	12.7	76.2
Disagree	30	23.8	23.8	100.0
Total	126	100.0	100.0	

**Source: Field Survey, 2023**

This question was sought to investigate whether delegation of authority enhance decision making process at Shoprite, Ilorin. 75.4% of respondents agreed that delegation of authority enhance decision making process. 7.1% of respondents neither agreed nor disagreed, while 17.5% of

respondents disagreed on the opinion. This means that the delegation of authority enhance decision making process in the selected firm.

**Table 4.4.6: DOES DELEGATION CREATE PRINCIPLE OF ENTREPRENEURSHIP IN EMPLOYEE PERFORMANCE**

	<b>FREQUENCY</b>	<b>PERCENT</b>	<b>VALID PERCENT</b>	<b>CUMULATIVE PERCENT</b>
Valid Agree	77	61.1	63.5	61.1
Don't Know	23	18.3	18.3	79.4
Disagree	26	20.6	20.6	100.0
Total	126	100.0	100.0	

**Source: Field Survey, 2023**

This question was sought to investigate whether delegation authority is used in training the employee the principle of entrepreneurship development at Shoprite Ilorin. 61.1% of respondents agreed that delegation of authority promote entrepreneurship development. 18.3% of respondents neither agreed nor disagreed, while 20.6% of respondents disagreed on the opinion. This means that the delegation of authority teaches the principle of entrepreneurship which enhance employee performance in the selected organization.

**Table 4.4.7: DOES DELEGATION MAKE ME ACCEPT OVERTIME POSITIVELY**

	<b>FREQUENCY</b>	<b>PERCENT</b>	<b>VALID PERCENT</b>	<b>CUMULATIVE PERCENT</b>
Valid Agree	72	57.1	57.1	57.1
Don't Know	18	14.3	14.3	71.4
Disagree	36	28.6	28.6	100.0
Total	126	100.0	100.0	

**Source: Field Survey, 2023**

This question was sought to investigate whether delegation of authority increase overtime work schedules at Shoprite Ilorin. 57.1% of respondents agreed that delegation of authority increase overtime work schedules. 14.3% of respondents neither agreed nor disagreed, while 28.6% of respondents disagreed on the opinion. This means that the delegation of authority increase overtime work schedules in the selected firm.

**Table 4.4.8: DOES DELEGATION AUTHORITY RAISE AMOUNT OF WORK ACHIEVED**

	<b>FREQUENCY</b>	<b>PERCENT</b>	<b>VALID PERCENT</b>	<b>CUMULATIVE PERCENT</b>
Valid Agree	70	55.6	55.6	55.6
Don't Know	22	17.5	17.5	73.0
Disagree	34	27.0	27.0	100.0
Total	126	100.0	100.0	

**Source: Field Survey, 2023**

This question was sought to investigate whether delegation of authority increase quantity of work perform at Shoprite Ilorin. 75.4% of respondents agreed that delegation authority raise amount of work achieved. 17.5% of respondents neither agreed nor disagreed, while 27% of respondents disagreed on the opinion. This means that the delegation of authority raises amount of work achieved. This increase volume of work performed at Shoprite Ilorin.

**Table 4.4.9: DOES DELEGATION IMPROVES THE PERSPECTIVE FROM EMPLOYER TO EMPLOYEE?**

	<b>FREQUENCY</b>	<b>PERCENT</b>	<b>VALID PERCENT</b>	<b>CUMULATIVE PERCENT</b>
Valid Agree	77	61.1	61.1	61.1
Don't Know	13	10.3	10.3	71.4
Disagree	36	28.6	28.6	100.0
Total	126	100.0	100.0	

**Source: Field Survey, 2021**

This question was sought to investigate whether delegation of authority improves perception of employers to employee at work in Shoprite Ilorin. 61.1% of respondents agreed that delegation authority increase perspective opinion of employers to employee. 10.3% of respondents neither agreed nor disagreed, while 28.6% of respondents disagreed on the opinion.

This means that the delegation of authority increase employer to employee work perception.

**Table 4.4.10: HAS DELEGATION YOU THE CHANCE TO DEPEND ON YOURSELF AT ACHIEVING WORKS?**

	<b>FREQUENCY</b>	<b>PERCENT</b>	<b>VALID PERCENT</b>	<b>CUMULATIVE PERCENT</b>
Valid Agree	63	50.0	50.0	50.0
Don't Know	24	19.0	19.0	69.0
Disagree	39	31.0	31.0	100.0
Total	126	100.0	100.0	

**Source: Field Survey, 2023**

This question was sought to investigate whether delegation of authority increase work spirit in oneself at Shoprite Plc Ilorin. 50% of respondents agreed that delegation authority given them the chance to depend on themselves in work achievements. 19% of respondents neither agreed nor disagreed, while 31% of respondents disagreed on the opinion. This means that the delegation of authority promotes working spirit in oneself. This give them the chance to depend on themselves at achieving works in Shoprite Ilorin.

**Table 4.4.11: DOES DELEGATION INCREASES DEGREE OF EFFORT AND INTEREST IN ACHIEVING THE OBJECTIVE OF THE ORGANIZATION**

	<b>FREQUENCY</b>	<b>PERCENT</b>	<b>VALID PERCENT</b>	<b>CUMULATIVE PERCENT</b>
Valid Agree	83	65.9	65.9	65.9
Don't Know	15	11.9	11.9	77.8
Disagree	28	22.2	22.2	100.0
Total	126	100.0	100.0	

**Source: Field Survey, 2023**

This question was sought to investigate whether delegation of authority is used in achieving the set goals and objectives at Shoprite Plc Ilorin. 65.9% of respondents agreed that delegation authority increase degree of effort and interest in achieving the objectives of the organization. 11.9% of respondents neither agreed nor disagreed, while 22.2% of respondents disagreed on the opinion. This means that the delegation of authority increases degree of effort and interest in achieving the objectives of the organization of Shoprite plc, Ilorin.



#### 4.4 HYPOTHESES TESTING AT 5% LEVEL OF SIGNIFICANT

**H01: There is no significant relationship between delegation of authority and commitment of work at Shoprite Ilorin**

**Table 4.4.1: CROSSTAB OF RELATIONSHIP BETWEEN DELEGATION OF AUTHORITY AND COMMUNICATION OF WORK AT SHOPRITE ILORIN.**  
**Count**

	COMMITMENT TO WORK			TOTAL
	AGREE	DON'T KNOW	DISAGREE	
Delegation of authority Agree	65	15	0	80
Don't Know	0	15	1	16
Disagree	0	0	30	30
Total	65	30	31	126

**Source: Field Survey, 2023**

**Table 4.4.2: CROSSTAB OF RELATIONSHIP BETWEEN DELEGATION OF AUTHORITY AND COMMUNICATION OF WORK AT SHOPRITE ILORIN.**

	value	DF	Asymptotic significance (2 slide)	Monte cario sig. (2-sided)		
				Significance	95% Confidence interval	
					Lower Bond	Upper Bound
Pearson chi Square	169.440	4	000	000	000	023
Likelihood Ratio	174.400	4	000	000	000	023
Fisher's Exact Test	159.033			000	000	023
Linear by liner association	126	1	000	000	000	023
No of valid cases	126					

**Source: Field Survey, 2023**

The result in table 4.4.2 indicate that Pearson chi-square calculated value (169.440) is greater than the tabulated value of 3.84; and linearity by linear association between delegation of authority and commitment at work in Shoprite Ilorin is significant. Since the p-value is less than the designated alpha level at 5%. i.e.  $p\text{-value}=0.00<0.05$ , the null hypothesis is rejected and the alternate hypothesis is accepted by posited that there is enough evidence to suggest a significance relationship between delegation of authority and employee commitment at work in Shoprite. Therefore, this finding means that there is significant relationship between delegation of authority and employee commitment at work at 95% confidence level.

**Table 4.4.3: SYMMETRIC MEASURES OF THE RELATIONSHIP BETWEEN DELEGATION OF AUTHORITY AND EMPLOYEE COMMITMENT**

	value	Asymptotic standard error <sup>a</sup>	Asymptotic T <sup>b</sup>	Asymptotic significance	Monte cario sig. (2-sided)		
					Significance	95% Confidence interval	
						Lower Bond	Upper Bound
Interval by interval pearson's R	921	018	26.372	000	000	000	023
Ordinal by ordinal Spearman Correlation	890	027	21.763	000	000	000	023
No of valid cases	126						

**Source: Field Survey, 2023**

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.
- c. Based on normal approximation.
- d. Based on 126 sampled tables.

Also, further findings from the result of the Spearman rho (0.890), Pearson's R (0.921) in table 4.4.3 indicate the strength of relationship between delegation of authority and employee commitment at work in Shoprite is high and that the direction of relationship is positive. This mean the higher the delegation of authority the greater the employee commitment at work in Shoprite. Since the p-values are less than the designated alpha level at 5%. i.e.  $p\text{-values}=0.00 < 0.05$ , the null hypothesis is rejected and the alternate hypothesis is accepted by concluded that there is enough evidence to suggest that there is direct positive significant relationship between delegation of authority and commitment to work at Shoprite Ilorin at 5% level.

**H02: Delegation of authority do not has relationship with decision making process at Shoprite Ilorin**

**Table 4.4.4: DELEGATION AUTHORITY DECISION MAKING CROSS TABULATION Count**

	DECISION MAKING			TOTAL
	AGREE	DON'T KNOW	DISAGREE	
Delegation of authority Agree	80	0	0	80
Don't Know	15	1	0	16
Disagree	0	8	22	30
Total	95	9	22	126

**Source: Field Survey, 2023**

**Table 4.4.5: CROSS TABULATION OF SIGNIFICANT OF RELATIONSHIP BETWEEN DELEGATION AUTHORITY AND DECISION MAKING**

	value	DF	Asymptotic significance (2 slide)	Monte cario sig. (2-sided)		
				Significance	95% Confidence interval	
					Lower Bond	Upper Bound
Pearson chi Square	121.898	4	000	000	000	023
Likelihood Ratio	135	4	000	000	000	023
Fisher's Exact Test	123.075			000	000	023
Linear by liner association	98.985	1	000	000	000	023
No of valid cases	126					

**Source: Field Survey, 2023**

The result in table 4.4.5 indicate that Pearson chi-square calculated value (121.898) is greater than the tabulated value of 3.84; and linearity by linear association between delegation of authority and decision-making

process in Shoprite Ilorin is significant. Since the p-value is less than the designated alpha level at 5%. i.e.  $p\text{-value}=0.00 < 0.05$ , the null hypothesis is rejected and the alternate hypothesis is accepted by posited that there is enough evidence to suggest a significance relationship between delegation of authority and decision-making process in Shoprite, Ilorin. Therefore, this finding means that delegation of authority does has significance relationship with decision making process at Shoprite Ilorin at 95% confidence level.

**Table 4.4.6: SYMMETRIC MEASURES OF SIGNIFICANT OF RELATION BETWEEN DELEGATION AUTHORITY AND DECISION MAKING PROCESS AT SHOPRITE, ILORIN**

	value	Asymptotic standard error <sup>a</sup>	Asymptotic T <sup>b</sup>	Asymptotic significance	Monte cario significance		
					Significance	95% Confidence interval	
						Lower Bond	Upper Bound
Interval by interval pearson's R	890	019	21.721	000	000	000	023
Ordinal by ordinal Spearman Correlation	865	032	19.181	000	000	000	023
No of valid cases	126						

**Source: Field Survey, 2023**

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.
- c. Based on normal approximation.
- d. Based on 126 sampled tables.

Further findings from the result of the Spearman rho (0.865), Pearson's R (0.890) in table 4.4.6 indicate the strength of relationship between delegation of authority and decision-making process Shoprite is high and that the direction of relationship is positive. This mean the higher the delegation of authority the greater the efficiency of decision-making process at Shoprite, Ilorin. Since the p-values are less than the designated alpha level at 5%. i.e.  $p\text{-values}=0.00 < 0.05$ , the null hypothesis is rejected and the alternate hypothesis is accepted by concluded that there is enough evidence to suggest that there is direct positive significant relationship between delegation of authority and decision-making process at Shoprite Ilorin at 5% level.

**H03: Delegation of authority does not enhance organizational performance at Shoprite Ilorin**

**Table 4.4.7: DELEGATION AUTHORITY LEVEL OF JOB PERFORMANCE CROSS TABULATION Count**

	LEVEL OF JOB PERFORMANCE			TOTAL
	AGREE	DON'T KNOW	DISAGREE	
Delegation of authority Agree	69	11	0	80
Don't Know	0	13	3	16
Disagree	0	0	30	30
Total	69	24	33	126

**Source: Field Survey, 2023**

**Table 4.4.8: SYMMETRIC MEASURE OF SIGNIFICANT OF RELATIONSHIP BETWEEN DELEGATION AUTHORITY AND LEVEL OF JOB PERFORMANCE AT SHOPRITE, ILORIN**

	value	DF	Asymptotic significance (2 slide)	Monte cario sig. (2-sided)		
				Significance	95% Confidence interval	
					Lower Bond	Upper Bound
Pearson chi Square	162.762	4	000	000	000	023
Likelihood Ratio	171.614	4	000	000	000	023
Fisher's Exact Test	157.152			000	000	023
Linear by liner association	108.487	1	000	000	000	023
No of valid cases	126					

**Source: Field Survey, 2023**

The result in table 4.4.8 indicate that Pearson chi-square calculated value (162.762) is greater than the tabulated value of 3.84; and linearity by linear association between delegation of authority and level of job performance in Shoprite Ilorin is significant. Since the p-value is less than the designated alpha level at 5%. i.e.  $p\text{-value}=0.00<0.05$ , the null hypothesis is rejected and the alternate hypothesis is accepted by posited that there is enough evidence to suggest a significance relationship between delegation of authority and level of job performance in Shoprite, Ilorin. Therefore, this finding means that delegation of authority does has significance relationship with organizational performance at Shoprite Ilorin at 95% confidence level.

**Table 4.4.9: SYMMETRIC MEASURES OF SIGNIFICANT OF RELATIONSHIP BETWEEN DELEGATION AUTHORITY AND DECISION MAKING PROCESS AT SHOPRITE, ILORIN**

	value	Asymptotic standard error <sup>a</sup>	Asymptotic T <sup>b</sup>	Asymptotic significance	Monte cario significance		
					Significance	95% Confidence interval	
						Lower Bond	Upper Bound
Interval by interval pearson's R	932	017	28.542	000	000	000	023
Ordinal by ordinal Spearman Correlation	913	023	24.916	000	000	000	023
No of valid cases	126						

**Source: Field Survey, 2023**



- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.
- c. Based on normal approximation.
- d. Based on 126 sampled tables.

Further findings from the result of the Spearman rho (0.913), Pearson's R (0.932) in table 4.4.9 indicate the strength of relationship between delegation of authority and level of job performance at Shoprite is high and that the direction of relationship is positive. This mean the higher the delegation of authority the greater the level of job performance at Shoprite, Ilorin. Since the p-values are less than the designated alpha level at 5%. i.e.  $p\text{-values}=0.00<0.05$ , the null hypothesis is rejected and the alternate hypothesis is accepted by concluded that there is enough evidence to suggest that there is direct positive significant relationship between delegation of authority and organizational performance at Shoprite Ilorin at 5% level.

#### **4.5 DISCUSSION OF FINDINGS**

According to the demographic profile of the respondents in the study, it was revealed that majority of the employees in the selected organization were male representing 57.1% of respondents while 42.9% of the

participants were female. This finding shows more males than females participate in the study. Therefore, the organizational chart at Shoprite show that the management clearly delegate more authority to males than females. The finding equally reveal that most of the staff (73.8%) are singled and 26.2% were married. The respondents who had never married were most employed at Shoprite plc Ilorin and these set of people were most consider to take part in the study. Finding equally revealed that they are tested and trusted to fit in small business firms. Hence, the data revealed that marital status was a big determinant of delegation authority when comes to managing the small business firms like Shoprite. Finding also show the literacy level of the respondents. The data profile showed that, the majority of the respondents 43.7% were SSCE holders. 45 were HND/BSc holders representing 35.7% of respondents in sampled firm, 17 respondents representing 13.5% are second degree holders while a negligible 9 respondents representing 7.1% were holders of SSCE certificates. This implies that there is high level of literacy staffs at Shoprite, which means that that delegation of authority can't be too demanding for these set of people in the firm hereby enhance the objective responses of the study.

This study examines the impact of delegation of authority on employee motivation and performance. The finding from hypothesis 1 show that Pearson chi-square calculated value (169.440) is greater than the tabulated value of 3.84; and linearity by linear association between delegation of authority and commitment at work in Shoprite Ilorin is significant. Since the p-value is less than the designated alpha level at 5%. i.e.  $p\text{-value}=0.00<0.05$ , the null hypothesis is rejected and the alternate hypothesis is accepted by posited that there is significance relationship between delegation of authority and employee commitment at work in Shoprite. Further finding show the direction of relationship, with an indication that the strength of relationship between delegation of authority and employee commitment at work in Shoprite is high and that the direction of relationship is positive. This mean the higher the delegation of authority the greater the employee commitment at work in Shoprite. Therefore, the null hypothesis is rejected and the alternate hypothesis is accepted by concluded that there is enough evidence to suggest that there is direct positive significant relationship between delegation of authority and commitment to work at Shoprite Ilorin at 5% level.

Also, in hypothesis 2, finding show that the strength of relationship between delegation of authority and decision-making process Shoprite is high and that the direction of relationship is positive. This mean the higher the delegation of authority the greater the efficiency of decision-making process at Shoprite, Ilorin. Since the p-values are less than the designated alpha level at 5%. i.e.  $p\text{-values}=0.00<0.05$ , the null hypothesis is rejected and the alternate hypothesis is accepted by concluded that there is enough evidence to suggest that there is direct positive significant relationship between delegation of authority and decision-making process at Shoprite Ilorin at 5% level.

Hypothesis 3 indicates that Pearson chi-square calculated value (162.762) is greater than the tabulated value of 3.84; and linearity by linear association between delegation of authority and level of job performance in Shoprite Ilorin is significant. Since the p-value is less than the designated alpha level at 5%. i.e.  $p\text{-value}=0.00<0.05$ , the null hypothesis is rejected and the alternate hypothesis is accepted by posited that there is significance relationship between delegation of authority and level of job performance in Shoprite, Ilorin. Therefore, this finding means that delegation of authority

does has significance relationship with organizational performance at Shoprite Ilorin at 95% confidence level. However, both decision making process and performance increase consistently in the Shoprite and the study concluded that there is an impact of delegation authority on employee motivation and performance at 5% level of significant.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 INTRODUCTION**

This section covers the summary of findings, conclusions, and policy recommendation of the study.

#### **5.2 SUMMARY OF FINDINGS**

The main objective of this study was to establish the relationship between delegation of authority and employee performance at Shoprite Ilorin, Kwara State. Descriptive research design was adopted for this study using interpretive philosophy to explain the nexus between delegation of authority, employee performance and quantity of work at Shoprite Ilorin. The study used a sample of 126 employees who has versatile experience, education and training in delegation of authority that clearly defines lines of authority for effective running of Shoprite in Ilorin Kwara State. To ensure that all levels of employees are represented, the study used simple random sampling technique which allow every member of units having equal chance to be selected for the study. Analysis was, then, based on descriptive statistics and cross tabulation of respondents' opinion using Pearson Chi-

Square linear-by-linear association to establish the emerging pattern and the relationship between delegation of authority and employee performance. From the findings, in regard to their level of education, the study findings revealed that most of the respondents were literate. On the marital status, most respondents were singled and male respondents are dominant in the work place. In testing the hypotheses of the study, findings show that delegation of authority significantly improves employee performance and that there is significant relationship between delegation authority and decision making process at Shoprite Ilorin. Therefore, holding all the other factors constant, employee performance is measured by the efficiency and effective decision structure in the firm. The results of the chi-square model show that there is positive significant relationship between delegation of authority and the performance of employees and that the higher the delegation of authority the greater the quality and quantity of work in both efficiency, decision structure and level of job performance at Shoprite Ilorin. The study pointed out that the delegation of authority affect the level of job commitment, decision making and performance at 95% confidence level. In all, the study summarily put that delegation authority is the best tools

available in management to evaluate employee performance in small business firm like Shoprite, Ilorin.

## **5.2 CONCLUSION**

This study concluded that dedication authority enhances employee commitment, decision structure and the level of job performance. Essentially, the finding indicate that commitment is a function of achieving the set goals and objectives and that the perception of the task required involve effort from a properly guided authority. Hence, the finding further concluded that accomplished level of job performance at Shoprite is a related function and ability to make proper decision and commitment as a means of growing the small business to achieved the goals and objectives.

## **5.3 RECOMMENDATIONS**

Based on the findings from the study, the following recommendations were made to improve the effectiveness of the delegation authority and its positive impact on employee performance.

- I. The organization should put in place measures to recruit or train more staff to assume the line of authority that best fit the employee to discharge their duties efficiently.



- II. The neutral concern expressed by many respondents implied that they were not sure of the presence of some of the existing line of authority and therefore do not know their individual roles they are expected to play to make the organization succeeded. It is recommended that management should communicate line of authority to staff at appropriate time. These should be periodically reviewed and assessed.
- III. Employees must be made a natural element of how entities work and so must be involved in some aspect of delegation authority. This will ensure commitment and they will have a clear view of what is expected of them for the achievement of set targets.
- IV. Organizations should develop a mechanism to incorporate relevant feedback from the employer to employee during delegation.
- V. Decision making process should be collective between employer and employees so as to bring normalcy to delegation of authority that clearly define the organizational structure for effective performance.

## REFERENCES

- Al Jammal I, AL Khasowneh, J.A and Homadat, A.M (2015). The Impact Of the Delegation of Authority on Employee's Performance at Great Libidmonicipality. Case Study International Journal of Human Resources Studies. 5.(3), 61-72.
- AL-Matrodui, (2003). The Role of Delegation Authority in Achieving The Objectives Organization, Naïf Arab University for Security Sciences, Thesis unpublished.
- Al-Sheikh, S, Makhemreh, M, Al-Dahan, O and Ramadan, Z, (2009). Modern Management Concepts, (athed), Ammon: Journal Bank Center
- Dessler G, (2006), Management Principle and Practices for Tomorrow's Leaders. Florida International University: Prentice Hall.
- Feith, F and AbdulMojeed, F (2005): Organizational Behaviour in the Management of Educational Institutions, Oman, Demarche for Publication.

- Joiner, T.A, Bakalis, S and Choy, J (2016). Delegation Job Satisfaction and Subordinate Performance: The Medication Effect of Leader Member Exchange. <https://www.researchgate.net/publication/2683343424>.
- Kiiza, P and Picho, E.O (2014). Delegation and Staff Commission in the School of Finance and Banking in Kigali. Rwanda: An Empirical Study Global Journal of Commerce and Management Perspective, 4(3), 50-54.
- Koontz, H.O, Donnell, C and Weihrich, H (1983). Management (7<sup>th</sup> Edition). New York McGraw-Hill INC.
- Lutgans, F and Hodehths, R (2004). Business (2<sup>nd</sup> Edition). New York: McGraw-Hill.
- Makowi, A.M (1995). Authority and Responsibility in the Management of Social proceedings of the 3<sup>rd</sup> Conference of the Islamic Guidance for Social Service Alexandr.
- Nashem, T, Ahmed, A and Joradat, (2013). The Impact of Structural Empowerment in Achieving Psychological. Jordat of herbran University for resource. 8 (1), 44-56.

Shekari, G, Naieh, M and Nouri R (2011). Relationship between Delegations Authority Process and Rate of Effectiveness (Case Study Municipality Regions of Mashhad), *Interdisciplinary Journal of Contemporary Research in Business*, 4 (5) 870-889.

**APPENDIX**  
**QUESTIONNAIRE**  
**TOPIC: IMPACT OF DELEGATION OF AUTHORITY ON**  
**EMPLOYEE MOTIVATION AND PERFORMANCE**  
**(A CASE STUDY OF SHOPRITE, ILORIN)**

Dear Respondent

I am a student of Kwara State Polytechnic, Ilorin. This questionnaire is to elicit information on the above topic. This questionnaire is for academics purpose only and shall be kept confidentiality. Please kindly indicate your response for the question by simply ticking approximately (✓)

**SECTION A: BACKGROUND DATA**

**(Please tick whenever is applicable)**

1. Sex: Male ( ) Female ( )
2. Marital Status: Single ( ) Married ( ).
3. Educational Qualifications: (a) SSCE ( ). (b) HND/B.SC ( )  
(c) PGDE/M.SC ( ) (d) Others ( )

## SECTION B

4. Does delegation increase level of positive relations among different jobs  
(a)Agree ( ) (b)Don't Know ( ) (c)Disagree ( )
5. Does delegation upgrade level of job performance (a)Agree ( ) (b)Don't Know ( ) (c)Disagree ( )
6. Does authorization invest the time ideally in achievement process of organization (a)Agree ( ) (b)Don't Know ( ) (c)Disagree ( )
7. Does authorization instill loyalty and belonging to the organization  
(a)Agree ( ) (b)Don't Know ( ) (c)Disagree ( )
8. Does delegation accelerate decision making process (a)Agree ( )  
(b)Don't Know ( ) (c)Disagree ( )
9. Does delegation create principle of entrepreneurship in employee's performance (a)Agree ( ) (b)Don't Know ( ) (c)Disagree ( )
- 10.Does delegation make me accept overtime positively (a)Agree ( )  
(b)Don't Know ( ) (c)Disagree ( )
- 11.Does delegation raises amount of work achieved (a)Agree ( ) (b)Don't Know ( ) (c)Disagree ( )

12.Does delegation improves the perspective from employer to employee

(a)Agree ( ) (b)Don't Know ( ) (c)Disagree ( )

13.Has delegation given you a chance to depend on yourself in achieving

work (a)Agree ( ) (b)Don't Know ( ) (c)Disagree ( )

14.Does delegation increase degree of effort and interest in achieving the

objectives at the organization (a)Agree ( ) (b)Don't Know ( )

(c)Disagree ( )