

**IMPACT OF DELEGATION OF AUTHORITY ON  
EMPLOYEE'S MOTIVATION AND  
PERFORMANCE  
(A CASE STUDY OF UNILEVER NIGERIA PLC)**

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## **CHAPTER ONE**

### **INTRODUCTION**

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

Delegation of authority is one of modern trends practiced by managers. It is a function that 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 customer) both. On the level of an organization, it achieves competitive advantage, knowledge inventory, increase the level of productivity and speed in finalizing tasks effectively. On the level of manager, it alleviates functional burdens, gains employees' satisfaction and builds cooperation and trust between manager and employees giving a chance for manager to have full-time for realizing more important work. So, it reduces physical and intellectual efforts exerted by manager and other employees.

On the level of an employee, it works on achieving functional empowerment, constructing alternative and administrative leadership, making employees feel self-confident and motivation for Excellency in performance. On the level of customer, it means the needs of customers rapidly, delivering or providing the service will not be delayed due to delegation of authority.

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

and changes to the organizations including that increasing its size and diversity of its product, multiplicity of its products and spread to its branches in different geographical zones and different local regional and international levels. Managers have been imposed for the necessity to have a way of helping them in facilitating business affairs and alleviating the burdens in which they aren't tolerated, implemented and controlled by a manager from the other hand, different social and environmental transform from dictatorship to democracy associated with modern trends of management and employees desires and wishes. In addition, managers will be able to maintain their job position and preserve the process of facilitating business affairs, employee's loyalty, enabling to be remained and achieving performance efficiency.

## **1.2 STATEMENT OF THE PROBLEM**

It stands out the reality of phenomenon of delay in the delivery of service to citizens, reviewers and routines from perspective of researchers based on thought of customers in order to obtain variety of services, functional job methods and technical tasks done by employee's of Unilever Nigeria Plc, Ilorin which leads to the capacity to absorb a long time with customers and reviewers to obtain the required services. The result will be accumulation of business affairs on citizens and wasting time and effort of employees and customers. The question of what is the impact of authority delegation on employee's performance due to efficiency, effectiveness and empowerment has been emerged.

## **1.3 RESEARCH QUESTIONS**

1. Does authority has any impact to play on employees' performance?
2. Does authority promote functional performance?
3. What is the relationship between delegation of authority and customer service?

#### **1.4 OBJECTIVES OF THE STUDY**

1. To examine if authority has impacted on employee's performance
2. To know if authority promotes functional performance
3. To know the relationship between delegation of authority and customer service

#### **1.5 STATEMENT OF HYPOTHESES**

**H<sub>01</sub>:** Authority has no impact on employee's performance

**H<sub>02</sub>:** Authority does not promote functional performance

**H<sub>03</sub>:** There is no relationship between delegation of authority and customers service

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

It lies on the importance of the topic related to delegation of authority from high management to lower managerial level of employee's at Unilever Nigeria plc, Ilorin. Studying such phenomenon discovers the level of centralism and decentralism applied in management of municipality affairs in which a lot of work and different services are implemented for local

community and citizens due to increasing the level of service, performance and speed.

This matter is going to achieve a higher level of satisfaction and loyalty to customers. Delegation of authority reflects positive returns in achieving efficiency, effectiveness and empowerment. In addition, creating alternative 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 Unilever branch Ilorin, Kwara state.

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

## 1.8 DEFINITION OF TERMS

1. **Delegation Authority:** waiving some administrative levels on powers and authorities for lower functional levels to help them in completing quest in order to provide services easily and rapidly for customers and benefices.
2. **Employees Performance:** level of efforts and achievement exerted by employees. It can be measured through following elements.
  - **Functional Efficiency of Employees:** Employee's capability on completing quests 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 quests and adopting with conditions of differences at organization
  - **Functional Empowerment of Employees:** Acquisition of 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 customer's services directly without asking the director.
3. **Efficiency:** Is the ability to achieve what everyone else has to achieve at minimum cost in terms of energy, money, materials and maximizing benefits.



4. **Effectiveness:** Is the ability to achieve whatever everyone wants to achieve.
5. **Organization:** Is the pattern in which large number of people engage in a complexity of task relates themselves to each other in the conscious, systematic establishment and accomplishment of mutually agreed goals.
6. **Responsibility:** Is the performance areas which a person or unit is expected to provide and produce result.
7. **Organizing:** Is the process of creating a formal organization structure or of breaking a task to be performed into subtask.
8. **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.
9. **Objectives:** Are the desired ends which an 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 objectives. Primary objectives are the main objective the organization wants to accomplish i.e. the objective that led to its establishment. Secondary objectives are the derivative at the primary objective therefore, the offshoot of primary objectives of the organization.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

Hashem et al, (2013) conducted a study on the impact of structural empowerment in achieving psychological empowerment. The study has reached that there is a statistical significance between availability of structural empowerment representing by delegation authority, personality development, participation and development innovative behaviour 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-Mathouh (2003) studied the role which delegation of authority has played a basic role in achieving business fast. It raises the morale among workers. It allows the chance for building employees and enables them to alternative leadership and ability to manage organizations. While the study of Al-Qaryouti (2006) on the feeling job empowerment among managers of middle management level in Kuwait. The study depended on a random sample reached to (445) employees represent managers of middle management and they work in public institutions in Kuwait. The study has reached for different results as following there are important factors enhancing feeling in job empowerment and they differ due to demographic features of samples participants.

The study of Schriesheim, et al (2008) on the delegation and leadership member exchange, main effects moderator's measurement issues. Subordinate and supervisor leader-member exchange (LMX) were examined as correlates of delegation and as moderators of relationships between delegation and subordinate performance and satisfaction. Raw score analysis of data on 106 dyads showed both to be significantly related to delegation and to have similar main and moderating effects for subordinate performance and satisfaction. Finally, within and between groups analysis largely supported the level of analysis predictions of the LMX approach. Implications for future LMX research are discussed.

The study of Al-joki (2010) on the impact of delegation of authority on the effectiveness of management decisions. The results of study have shown that the level of applying authority delegation in Yamen Oil Company was low. Also, there is a strong and positive relation between successes of delegation process and heads sufficiency. The company has sought for achieving its objectives in the light of taking effective decisions. In addition, if the company does not apply authority delegation among employees, this will depress them and there is no motivation in implementing managerial decisions. So, high managements decisions will not be effected and have important value. But the study of Senyuta (2013) titled delegation and performance. This paper empirically investigates how the level of authority delegation is related to performance of an organization. Decentralized, horizontal organizational structure takes advantage of more efficient decision making, mainly due to effective use of "soft" information. The cost of such

decentralization is the loss of control and the need to properly incentivize agents who are legitimately given the authority to make decisions.

This is the trade-off organization faces when deciding on the level of authority delegation. The study of Shekari, et al (2011) on the relationship between the delegation of authority process and rate of effectiveness; case study municipality regions of Mashhad. Findings of this study suggested that in general between the delegation of authority process and rate of effectiveness, there is a significant correlation ( $p - \text{value} = 0.000$ ), also between delegation authority process, the aspects of appreciation and preparation is related to, so that the power to explain appreciation equal to 0.165 and the power to explain preparation equal to 0.142.

The study of Fehr, et al (2011) on the lure of authority motivation, authority and power. The study studied the motivation and incentive effects of authority experimental in an authority-delegation game.

Individuals often retain authority even when its delegation is in their material interest suggesting that authority has no pecuniary consequences for utility. Authority also leads to over provision of effort by the controlling parties, while a large percentage of subordinates under provide effort despite pecuniary incentives to the contrary. Authority thus has important motivational consequences that exacerbate the inefficiencies arising from suboptimal delegation choices “incentive effect of power”.

Awawdeh (2014) conducted study on the regulatory factors affecting the administrative authority, the perceptions of staff (managers) in Jordanian Ministry centers. The study found out that there were no statistically significant differences at ( $\alpha < 0.05$ ) in perceptions about the administrative authority attributed personal and functional for the following variables (gender, age, years of experience), while there is statistically significance at ( $\alpha < 0.05$ ) for perceptions of staff of the factors affecting the administrative authority in the ministries center Jordan attributed to the educational qualification variable and vary with it for the rest of demographic factors. The study recommended the importance of diagnosis regulatory barriers that may limit the dissemination of culture and policy mandate and on two levels; the first regard as element manager's influential industry in this culture and its pro source or vice versa and the second relate to staff delegation and awareness of their culture and environment. The study of Darwish (2010) on the delegation of authority to the best method to raise the efficiency of job performance. The research aims to diagnose the actual reality of the exercise of the powers delegated by the organization research sample and its impact on the performance efficiency and identifying the concept of delegation of authority as an act of administrative and positive role functionality in the efficiency of organizations in general and in particular, the organization surveyed among the most important results of the research is to follow the tide of revelation inaccurate for people and committees that have been delegated authority resulting in some of the directions that do not serve the administrative work in the surveyed organization and the method adopter version in organizational

units is weak, due to the weakness of directors in form of the latest developments that rate methods modern administrative work.

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

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

The study of Frehiat & Alawneh (2000) on the factors effect on authority delegation in industry. Many models have been established to interpret some actions and perceptions relating to delegation. The study reached for following results; most perspectives of managers were positive. Practice delegation associated with conviction of the importance of the delegation of authority manager level information exchange mechanisms available in the institution. In addition, delegation is not related to appropriate

time for taking decisions by manager, controlling, employee's experience and raising their productivity. The models have shown the sources of the factors are psychological, mental and personal related to manager more than to these institution and economic and legal information.

The study of Al-Adaila (1998) on the delegation of authority in Jordanian public institutions; an empirical study. The study aimed at identifying level and degree of delegation of managerial authority in public institutions. The results of the study have shown that the degree of applying delegation was medium. Also, there is a statistical significant for variable of method of taking decisions and trust degree among elements of delegation process and speed in finalizing transactions. In addition, there is a statistical significant for variables of (age, job position and experience). Whereas, there is no statistical significant for variable of qualification. The study Awamleh (1994) under the title of delegation of authority in public and private institutions; an empirical study. The study aimed at analyzing definition of delegation of authority through a selected sample has taken from institution of both sectors (public and private) the study has reached the following results;

- i. There is a huge gap between self-convocation in delegation of authority and extent of applying by researchers.
- ii. Similarity between authority motivations in public and private institutions.
- iii. Difference in methods authority delegation inside both sectors.

- iv. Similarity of general trend about the features employees to whom authority delegated.
- v. There were significant obstacles for delegation of authority in both sectors including weakness in trust, lack of training, rigidity of legislations and retardation of organizational structures.

The study recommended in necessity narrowing the gap between conviction and authorization applied. Necessity of adopting clear basics for authorization and identifying its different sides in order to conduct more empirical studies.

## **2.2 CONCEPTUAL FRAMEWORK**

1. Delegation of authority as one of the concept on management has many different definitions given by different authors.

According to Stonner and Freeman (1990) delegation of authorities is defined as the act of assigning formal authority and responsibilities for the completion of specific activities to the subordinates “Kootz and Weihrich” (1988) defined delegation of authority as the process of transferring permissions for decision making to subordinates by the supervisors, for the subordinate utilize all facilities needed for carrying out job assigned to (subordinates) them without clearance from and resources to the superior.

According to Cole (1990), the idea of delegation is to provide the subordinate with scope of authority appropriate to the responsibility they



undertake, the manager decide nature and scope of ultimate responsibility that has been given to him by his own superiors.

The fulfillment of every task in an organization requires certain amount of authority to the subordinates, authority however is not fixed and it changes as the manager changes the responsibility of the subordinates.

## **2. MOTIVATION**

Motivation can however be defined as “the factors that sustain the individual behaviour”. Toner and Freeman (1990) Koontz and Weihrich (1998) view motivation as a general term applying to the entire class of drives, desires, need, wishes and similar forces in an individual which include subordinate to act in a desired manner.

Cole defined it as “a process in which people chose between alternatives forms of behaviours in (1987) are of the opinion that, motivation is the “force” leading to behaviour directed towards the satisfaction of some needs. Mohammed (1997) said that motivation refer to these inner drive that activate, energize or more behavioural pattern of individuals or groups and addition of conceptual framework. Efficacy: capability to use source to particular objective (long Enecker and Pringle, 1984).

This means if the manager owned power, he could give a part of his power to one of the workers to perform the function and duties that are part of its terms of reference to be completed and when the commissioner has therefore accepted, it becomes responsible for undertaken and accomplished.

Adding to that, commissioner remains responsible in before superior when the manager authorizes one of the workers, he must interest in capability of employee to perform the work and ensure if he desires or not.

### **Advantages of Authorization**

1. Authorization achieves significant return of the organization with little cost. It saves time in accounting management levels, achieves speed in performing managerial work, managerial flexibility, adopting with different conditions and develop entrepreneurship of wider area of thinking where the more than one level tasks place in achieving business collectively. So the outcomes will be improved.
2. Preparing future leaders to motivate the employees authorized on objective reasoning, comparing and showing results and outcomes. It allows selecting future manager by conducting appropriate level test for a job vacancy.
3. Equity and social justice where authorization of one factors of achieving social justice in which power becomes an element of democracy (Al-Sheikh, et al, 2009).

The study of Schiresheim, et al, (2008) on the delegation and leadership member exchange main effects moderators measurement issues, subordinate and supervisor leader member exchange (LMX) were examined as correlates of delegation and as moderators of relationship between delegation and subordinate performance and satisfaction; raw score analysis of data on 106 dyads showed both to be significantly related to delegation and to have similar

main and moderating effects for subordinate performance and satisfaction. Finally, within and between groups analysis largely supported the level of analysis predictions of the LMX approach. Implication of further research is discussed.

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

The study of Fehr, et al (2011) on the large of authority motivation and power, the study studies the motivation and incentive effects of authority experimentally in an authority delegation game.

The goals sought in an organization can be individualistic or group goals. The reward available can be tangible (extrinsic) or intangible (intrinsic), the tangible rewards are provided externally to the individuals in form of promotions increase in pay, car, loans etc. while intangible rewards are full within the individual like feeling of accomplishment esteem and actualization.

### **3. ORGANIZATION**

According to Moony and Redy (1997), organization is the form of every human association for the attainment of a common purpose.

Barnard (1995) has defined organization as identifiable group of people contributing their effort towards the attainment of goals.

Keith Dawas (1998) says “Organization may be defined as a group of individual large or small, that is cooperating under the direction of executive leaderships, in accomplishment of certain common objective.

According to Lowis A. Allen (1993), organization is the process of unifying and grouping the work to be performed and deferring delegating responsibility and authority and establishing relationship for the purpose of enabling people to work more effectively together accomplished subjective.

It can be said based on the above “the organization values individual and group with the attainment of certain goals.

## **2.3 THEORETICAL FRAMEWORK**

Delegation of authority is a must in succeeding the operations of the management to guarantee the outcomes. So, in this case high measurement authorizes some of its responsibilities to executive in the fields of human resources. Furthermore, necessity of authority delegation has appeared due to the reasons of development in technology, its reflection to managerial developing and business diversity of an organization.

Also, it is hard to implement all tasks and whole business by employees without taking support and encouragement from high management. In this case, authority delegation is considered a response for requirements of democratic system allowing managers in all levels to participate in decision making to perform managerial business and division of work. Perhaps, the most important point should be taken into consideration that administrative work focuses on defining the responsibility of an employee before the employer while using authority delegation. An employer cannot evade his responsibility related to organizational activities despite of responsibility isn't able to be authorized (Al-Shrquai, 2002).

The right of dispose and take decisions in a specified range extent required to accomplish certain tasks. Dent has entrusted authorities that enable them to act for the performance of these terms of reference efficiently and effectively (Hashim 2001). It also means that the manager determines tasks that have to be implemented by one of his employees and given necessary authority to do this work. In this case, employer is still responsible on decision taking, issuing rules, instructions and regulations.

Dessler (2006) has defined it as “it is authority transportation from high management to executives”. Lutgans and Hodgetts (2004) said about it, “it is a process of distributing tasks and authorities”/ authorization is the process in which manager in commissioned his staffs to perform some work related to his liability and perform some tasks that aren't embedded by risk effect on the institution (Flein & Abd Al-Majeed, 2005). Authorization can be defined as a

distribution right of dispose and making decisions in a specified range and to the extent necessary to accomplish certain tasks entrusted manager has some powers to his assistants and give them the necessary authority to perform these tasks (Al-Ali & Mosawi 2001) from mentioned above, authorization is granting a part of authority from specific employee or teamwork to perform particular tasks. They also take into consideration the responsibility of implementing the work.

On the other hand, authority can be defined as acquired right in issuing commands in which job grants for the employees (Alaqi 1996). It was also defined as the right granting to an employee enabling him for directing the others and issuing rules and obligations that must be followed (Makawi, 1995). Authorization is a permit to perform the work and the employer has ensure that authorization includes achieving the work needed and committing mistakes because the employee is responsible to perform work and achieve it correctly and appropriate way. In this case, many managers prevent authorization for many reasons including employees distrust, knowing the way to achieve work and perform it effectively. They are seeking to satisfy managers by feeling that management desires from them to perform the work and control on all matters.

## **TERMS OF AUTHORIZATION**

1. Authorization shall be partly not total for all kinds of authority.
2. Authorization decision shall be declared
3. Authorization shall not be occurred with delegated authority

4. Authorization shall be expressed as situated by law, either verbally or telephone
5. Authorization is prohibited in the text which should not be authorized in particular competence; it has been explicitly or implicitly prohibited by legislative text.

## **PRINCIPLES OF AUTHORIZATION**

Many authors such as Al-Helou (2010), Al-Sheikh, et al (2009) stated that authority involves main principles, which are:-

1. Tasks and duties authorized shall be determined, particular, clear and explicit. In addition, authorizations are able to achieve the outcomes
2. Effectiveness of communication means between employee and employer by keeping means online among them.
3. Selecting the employee correctly. Ability and sufficient of an employee are considered the request of effective authorization.
4. Not to criticize employee, criticism makes subordinate resist accepting authorization for additional work. If error has occurred, the imbalance should be explained in the same way that improves performance in long-run outcomes.
5. Granting an employee sufficient power and authority to perform these duties, as well as giving him the right to make decisions and issue instructions to carry out the duties and tasks.
6. Be aware from transforming work between employee and employer.

## TYPES OF AUTHORIZATION

There are different types of the authority such as (Aboqahu, 2003)

- **Delegated authorization:** It means transmitting the power from high authority to low authority. In addition, disgorged powers from among the elements of authorization. Either the party or the authorized person to exercise powers delegated to the other throughout the duration of the authorization gives the center position of the higher authority to the lowest power regardless of the incumbent or the supreme authority or minimum.
- **Signature authorization:** It is commissioned by the authority of the supreme authority lower than the signing of some business or administration decisions on its behalf. Delegation of signature does not mean giving up the powers.

## ELEMENTS OF AUTHORIZATION

1. **Tasks and duties:** - The manager authorizes a person or a group particular duties and tasks. These tasks may be as image of an activity in which individual assigned on objectives have to be achieved by employees. These tasks are established by the manager in order to authorize the work perfectly.
2. **Authority:** The legal right in issuing commands to be achieved and carried out by employees.
3. **Responsibility:** Vowing and commitment of the employee to carry out specific tasks and duties.



4. **Efficacy:** Capability to use sources to achieve particular objective (Pringle and Longenecker, 1984).

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 INTRODUCTION**

This chapter deals with the design and methodology employed for the research. Essentially it describes the research design, population and sample size determination, sources 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 question and control of variance.

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

Population could be define in terms of elements, sampling units, extent and time. For this research work, the target population for the investigation was carried on mostly staffs on Unilever Nigeria Plc, Ilorin. Who are in one way or the other directly connected with the use of questionnaires in branches used for the study at Ilorin. They are 60 in number.

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

The population and method of sampling size determination is based on the random sampling technique. Since the population of the study is finite, the sample size is calculated by using the statistical formula as follows:-

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

Where;

n = sample size required

N = finite population

I = constant term

e = margin of error = 0.05 or 5%

$$n = \frac{60}{1 + 60 (0.05)}$$

$$= \frac{60}{1.36}$$

$$= 110$$

The sample size is approximately 50

### **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 opinions for the questions where respondents were provided with opinion of answers to choose only the right answers to the opinion. This form of research plan was choosing in order to ease the work of the researcher in the area of classifying and analyzing individuals (respondents) options. The researcher went further to conduct personal interview for answers not properly given when filling the questionnaire.

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

Data collection is very crucial in any research purpose and 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 institutions to get information in connection with small business financing as wells some of the employees. A range 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 percentages 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 fact available.

This enables the researcher to draw a relevant conclusion, based on the empirical facts available.

### **3.8 HISTORICAL BACKGROUND OF THE CASE STUDY**

The official lubricant blender was established in 1991 for Nigeria automobile technicians association (NATA) 2000. 1<sup>st</sup> Nigeria company to be awarded the prestigious award for lubrication oil 2002 indigenous oil and gas company to be 150 certified in Nigeria commenced operation in Ghana same year.

2004 National Union of Petroleum of Natural was Worker (NUPENG) Commissioned Unilever to belong to their lubricants operation in Nigeria, same year.

Since 1991, Unilever has been providing world class lubricants and other services to several regions of African. The company will be 25 years in august 2016. Twenty five years of world class performance years Lubcon celebrate 25<sup>th</sup> anniversary with notable and remarkable fists.

- a. First to introduce 51 packs into the Nigeria market
- b. First indigenous oil and Gas Company to be 150 certified.
- c. First company to be awarded the NIS award for quality lubricant.

Lubcon thanks all its customers and partners for their loyal supports during these 20 fruitful years.

## CHAPTER FOUR

### 4.1 INTRODUCTION

Research work cannot be complete until the findings of the researcher is presented, analyzed and interpreted in order to make it a useful tool and reference for the concerned people who are involved in decision making policy formulation as well for the academic purpose.

This chapter brings the summary of views of the respondents on the research questions through the use of questionnaires.

In the course of the study two hundred (200) questionnaires were administered at Unilever Nigeria plc limited, Ilorin and unfortunately 184 were returned representing 100% of the total questionnaires.

The method of simple present age will be the statistical analysis method that will be used in this research work to analyze the data that has been collected to draw inference on the subject matter.

### 4.2 DATA ANALYSIS AND PRESENTATION

**Table 4.1**Gender

Option	No of responses	Percentages (%)
Males	106	57.61
Females	78	42.39
Total	184	100

*Source: Field Survey, 2023*

Table 4.1, it can be reveals that the male workers is more than female workers which represent 57.61% for males and 42.3% for females.

From the table above, we can now conclude that male workers are more than females working in Unilever Company, Ilorin.

**Table 4.2: Qualification**

<b>Option</b>	<b>No of responses</b>	<b>Percentages (%)</b>
Secondary	24	13.04
Diploma	35	19.02
Bachelor in science	102	55.43
High studies	23	12.50
Total	184	100

***Source: Field Survey, 2023***

Table 4.2 shows that most people working with Unilever Nigeria limited are those that has B.sc certificate with a percentage of 55.43% followed by those with Diploma with 19.02% while others are with higher studies and secondary holder with 13.04% and 12.50% respectively.

From the presentation above, it can be revealed that workers with B.Sc are the most employed workers at Unilever Nigeria Plc.

**Table 4.3: Years of Experience**

Option	No of responses	Percentages (%)
Less than 5 years	52	28.26
5-less than 10 years	89	48.37
More than 10 years	43	23.37
Total	184	100

*Source: Field Survey, 2023*

It can be seen from the table 4.3 above that years of working with Unilever is between 5 to 10 years with 48.37% while most of them are more than and less than 5 years and 10 years with 28.26% and 23.37% respectively.

## **SECTION B: RESEARCH QUESTIONS**

**Table 4.1: Does delegation increase level of positive relations among different**

Option	No of responses	Percentages (%)
Agree	120	65.3
Don't know	12	8.4
Disagree	52	26.3
Total	184	100

*Source: Field Survey, 2023*

Table 4.1 above shows that 120 respondents representing 65.3% agreed that delegation increase level of positive relations among different jobs, 52 representing 26.3% disagree that delegation does not increase the level of positive relations among different jobs while 12 respondents representing 8.4% was with no opinion different from that.



It can be revealed from the table above that delegation of authority has increase the level of positive relations among different department in Unilever plc.

**Table 4.2: Does delegation upgrade level of job performance**

Option	No of responses	Percentages (%)
Agree	100	54.3
Don't know	10	5.4
Disagree	74	40.3
Total	184	100

*Source: Field Survey, 2023*

From the above table, 100 respondents representing 54.3% agree that delegation upgrade the level of job performance in the organization while 74 respondents representing 40.3% disagree with the researcher that delegation doesn't upgrade the level of job performance and 10 respondents do not know anything about it.

**Table 4.3: Does authorization invest the time ideally in achievement**

Option	No of responses	Percentages (%)
Agree	24	13.04
Don't know	35	19.02
Disagree	125	67.95
Total	184	100

*Source: Field Survey, 2023*

From the table above, 125 respondents disagree that authorization invest the time ideally in achievement process of organization while 24

respondents representing 13.04% agree with the researcher that authorization invest the time ideally in achievement process of organization while 35 of them gives contrary opinion that they do not know anything about the question.

**Table 4.4: Does authorization instill loyalty and belonging to the organization**

Option	No of responses	Percentages (%)
Agree	106	57.61
Don't know	-	-
Disagree	78	42.39
Total	184	100

*Source: Field Survey, 2023*

Table 4.4 above shows that 106 respondents representing 57.61% agree that authorization instill loyalty and belonging to the organization, while 78 of the respondents have contrary opinion to that which represents 42.39%.

It can be revealed that most of the respondents agree with the question that authorization instill loyalty and belongings to the organization.

**Table 4.5: Does delegation accelerate decision making process**

Option	No of responses	Percentages (%)
Agree	90	48.9
Don't know	24	13.05
Disagree	70	38.05
Total	184	100

*Source: Field Survey, 2023*

Table 4.5 above shows that 90 respondents representing 48.9% agree that delegation accelerate decision making process while 70 of the respondents have contrary opinion to that which represent 39.05% and 24 respondents does not know the answer to the question.

It can be revealed that most of the respondents agree with the question that delegation of authority accelerate decision making process.

**Table 4.6: Does delegation make me accept overtime positively**

Option	No of responses	Percentages (%)
Agree	90	48.9
Don't know	24	13.05
Disagree	70	38.05
Total	184	100

*Source: Field Survey, 2023*

Table 4.6 above shows that 90 respondents representing 48.9% agree that delegation of authority makes them accept overtime positively while 70 respondents have contrary opinion to that which represents 39.05% and 24 respondents doesn't know the answer.

It can be revealed that the most respondents agree with the question that delegation of authority make them accept overtime positively.

**Table 4.7: Does delegation create principle of entrepreneurship in employee's performance**

<b>Option</b>	<b>No of responses</b>	<b>Percentages (%)</b>
Agree	131	70.8
Don't know	23	13
Disagree	30	16.3
Total	184	100

*Source: Field Survey, 2023*

Table 4.7 above, 131 respondents representing 70.8% agree to the question that delegation of authority create principle of entrepreneurship in employees performance while 23 respondents and 30 respondents have contrary opinion to the question (don't know and disagree) which represent 13% and 16.3% respectively.

**Table 4.8: Does delegation raises among of work achieved**

<b>Option</b>	<b>No of responses</b>	<b>Percentages (%)</b>
Agree	131	70.8
Don't know	23	13
Disagree	30	16.3
Total	184	100

*Source: Field Survey, 2023*

It can be seen from table 4.8 above that 131 respondents representing 70.8% agree to the question that delegation of authority raises amount of work

achieved while 30 representing 16.3% disagree to the question that delegation of authority raises amount of work achieved while 23 respondents representing 13% does not know the answer to the question.

It can be revealed that delegation of authority raises amount of work achieved in the organization.

**Table 4.9: Does delegation improves the perspective from employer to employee**

<b>Option</b>	<b>No of responses</b>	<b>Percentages (%)</b>
Agree	110	59.8
Don't know	4	2.17
Disagree	70	38.05
Total	184	100

*Source: Field Survey, 2023*

Table 4.9 shows that 110 respondents representing 59.8% agree to the term that delegation improves the perspective from the employer to the employee while 70 respondents have contrary opinion to that which represents 38.05% and 4 respondents doesn't know the answer to the question at all.

**Table 4.10: Has delegation gives you a chance to depend on yourself in achieving work**

Option	No of responses	Percentages (%)
Agree	90	48.9
Don't know	24	13.05
Disagree	70	38.05
Total	184	100

*Source: Field Survey, 2023*

Table 4.10 above shows that 90 respondents representing 48.9% agree that delegation gives a chance to depend on someone in achieving work while 70 representing 38.05 disagree while 24 respondents does not know the answer to the question.

It can be unveiled that most of the respondents agree with the question that delegation of authority gives chances to depend on someone in achieving their work.

**Table 4.11: Does delegation increases the degree of effort and interest in achieving the objectives at the organization**

Option	No of responses	Percentages (%)
Agree	131	70.8
Don't know	23	13
Disagree	30	16.3
Total	184	100

*Source: Field Survey, 2023*

Table 4.11 above shows 131 respondents representing 70.8% agree to the term that delegation increases the degree of effort and interest in achieving the objectives at the organization while 23 respondents and 30 respondents both have contrary to the question (don't know and disagree) which represents 13% and 16.3% respectively.

### 4.3 TEST OF HYPOTHESIS

Hypothesis (i): There is no statistical significance for delegation of managerial authority on job performance efficiency. Table (3) shows that all paragraphs mean were more than 3.00 at ( $\alpha \leq 0.05$ ).

Paragraph (1) ranked first with (3.91) mean it measures that delegation develops positive relations among employees, next, paragraph (5) (3.9) and then paragraphs (3, 4, 6) respectively.

Paragraph (2) measuring capability of delegation to upgrade level of employee's performance ranked final. The total mean for all paragraphs were (3.85) at ( $\alpha \leq 0.05$ ) it was statistically significant.

First hypothesis was refused; so there is a statistical significant for authority delegation on developing employees performance at Unilever Plc.

Paragraph	Mean	Std. deviation	T	a
Does delegation increase level of positive relations among different jobs.	3.91	1.01	7.00	0.00

Authorization invests the time ideally in achievement process of organization	3.85	1.31	2.9	0.01
Authorization instill loyalty and belonging to the organization	3.83	1.29	1.92	0.02
Delegation accelerates decision making process	3.90	1.48	3.21	0.01
Delegation creates principle of entrepreneurship in employee's performance	3.80	1.1	1.99	0.02
Delegation upgrades level of job performance	3.79	1.42	1.82	0.08
Total	3.846	0.91	7.28	

***Source: Field Survey, 202***

Hypothesis (2): there is no statistical significant for managerial authority delegation on employees performance effectiveness table (4) shows that all paragraph's means were more than 3.00 at ( $\alpha \leq 0.05$ ). paragraph (7) ranked first with (4.03) mean. It measures extent of employees accepting overtime. Next, paragraph (9) (4.02) and then paragraphs (14, 12, 8, 13, 10) respectively. Paragraph (11) measuring extent of delegation improves the perspective from employer to employee ranked final. The total mean for all paragraphs was (3.96) at ( $\alpha \leq 0.05$ ). it was statistically significant. Second hypothesis was refused. So, there is a statistical significant for authority delegation on employees satisfaction at Unilever Plc.



<b>Paragraph</b>	<b>Mean</b>	<b>Std. deviation</b>	<b>T</b>	<b>a</b>
Delegation makes me accept overtime positively	4.03	0.86	10.00	0.00
Delegation raises amount of work achieved	3.95	1.35	4.47	0.00
Delegation improves the perspective from employer to employee	3.88	1.26	3.03	0.00
Delegation gives a chance to depend on myself in achieving work	3.91	1.33	5.20	0.00
Delegation increase degree of effort and interest in achieving the objectives at the organizations.	4.00	0.70	9.80	0.00
Total	3.846	0.91	7.28	

***Source: Field Survey, 2022***

## **CHAPTER FIVE**

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

#### **5.1 SUMMARY**

In the course of the study, it was found out that management decision cannot be effective without authority, authority can also enhance organization harmony, peace and stability coupled with this is that delegation of authority can boost the morale of the employee; with that, organization can achieve their performance positively. It was also found out that any employees will like to spend more time and then at work in their suggestion are put into consideration in their various departments and organizations as a whole. Also, majority of the employee (respondents) were of the view like absenteeism, truancy etc. to the bearest minimum in their departments.

Furthermore, superior employees (respondents) were of the view that they would like to delegate executive functions of the creative and innovation subordinates as well as delegating authority of their subordinates on areas that are mostly affecting their jobs and also organization that delegates successfully get much work done to others that do not delegate to its employees.

## **5.2 CONCLUSION**

The most important results of the study are:

1. There is a statistically significance for authority delegation on developing employee's performance at Unilever Nigeria plc, Ilorin. Delegation develops positive relations among employees were in the first rank. Capability of delegation to upgrade level of employee's performance ranked final.
2. There is statistically significant for authority delegation on developing employee's performance efficiency at Unilever Nigeria plc, Ilorin. Extent of employees accepting overtime was in first rank. Extent of delegation improves the perspective from employer to employee ranked final.
3. There is statistically significant for authority delegation on employee's empowerment at Unilever Nigeria plc, Ilorin. Extent of delegation eliminates the central authority in decision making, extent of delegation contributes not to business disabled because of the absence of the administrative leader ranked final.

## **5.3 RECOMMENDATIONS**

The researchers recommend the following:

1. The study recommends Unilever Nigeria plc, Ilorin to progress the process of activating managerial authority delegation for employees and increasing the level of delegation confirms with the amount of tasks in order to upgrade job performance.

2. The necessity for studying the mechanism and improving managerial authority delegation to be reflected on increasing employee's satisfaction level in all fields. Also, to improve the impression of subordinates for heads.
3. Unilever Nigeria plc, Ilorin has to increase level of employee's empowerment to be able to implement tasks individually without referring to high management for long time and effort and offering services for customers being ready for planning strategies related to long run objectives of the organizations.
4. Conducting more studies about different elements of managerial authority and be implementing on other public and private institutions.

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## **QUESTIONNAIRE**

Institute of Finance and  
Management Studies,  
Kwara State Polytechnic, Ilorin,  
Kwara State.

Dear Respondent,

I am an HND student of the above mentioned institution and currently undertaking research study on the “Delegation of Authority on Employee’s Motivation and Performance”.

The researcher is using this medium to solicit for your cooperation and assistance in providing necessary information as regard to the questionnaire attached.

I am highly convinced that all information obtained from you would be treated strictly for this academic purpose.

Yours faithfully,

**Biodun Omotayo**



## **DEMOGRAPHIC DATA**

1. Gender: Male ( ) Female ( )
2. Experience: Less than 5 years ( ) 5-less than 10 years ( ) more than 10 years ( )
3. Qualification: Secondary ( ) Bachelor ( ) Higher Studies ( )

## **Section B: Research Question**

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 make me accept overtime positively? (a) Agree ( ) (b) Don't Know ( ) (c) Disagree ( )
10. Does delegation create principle of entrepreneurship in employee's performance? (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 gives you a chance to depend on yourself in achieving work? (a) Agree ( ) (b) Don't Know ( ) (c) Disagree ( )
14. Does delegation increases degree of effort and interest in achieving the objectives at the organization? (a) Agree ( ) (b) Don't Know ( ) (c) Disagree ( )