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

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ABSTRACT

The primary purpose of delegation of Authority is to make work in organisation possible, just as managers or superiors cannot do all the task necessary as an organisation grow in both size and resources. This paper examined delegation of authority and employee motivation in registry department, Federal Polytechnic, Bida. The study examined delegation of authority and employee's motivation and how this can lead to attainment of organisational objective in Federal Polytechnic, Bida. The methodology used was a structured question using Likert Scale Rating to collect and analyse data. The study area is the registry department, Federal Polytechnic, Bida. A total of thirty five (35) questionnaires were administered to employees in registry department to elicit adequate information but only twenty four (24) questionnaires were returned. The analyses were done as based on the questionnaires returned. Findings reveal that delegation of authority on employee motivation in registry department, Federal Polytechnic, Bida can lead to the employee's motivation and attainment of the Polytechnics goals and objective. The paper concludes that delegation of authority by superiors in registry department in Federal Polytechnic, Bida, is necessary since the superior cannot perform all jobs in their various units. The researcher therefore recommended that superior officers in registry department, Federal Polytechnic, Bida, should endeavour to accommodate the mistake of subordinates. This is obvious because majority of respondents that superiors in strongly agreed that superiors in registry department, Federal Polytechnic, Bida are not willing to accommodate mistake made by subordinates.

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

INTRODUCTION

The primary purpose of delegation of Authority is to make work in organization possible, just as a manager or superior cannot do all the task necessary as an organization grow in both size and resources. Managers will always find it difficult to look after and evaluate all the staff in the

organization, hence the need to decentralize decision making and supervision in order to facilitate the realization of organizational objectives. In the business world, businesses and organizations are faced with problems of task execution and attainment of performance level.

Even et-al (2004), opine that delegation of authority is to foster a more efficient use of resources and facilitate a responsive organization and overall performance. Because performance improves when the people who are closest to the work have managerial authority and responsibility delegated directly to them. What is advocated is no longer the delegation of authority to managers for the sake of expediency that has always existed for a number of administrative procedures. A complete change in management systems and using delegation of authority as a veritable means of achieving good results by an organization is always emphasized.

STATEMENT OF PROBLEM

The issue of delegating authority in organizations has posed some problems to the smooth running of many organizations. The increased complexity of most organizations has created a relationship gap between managers and their subordinates and this has an impact on the overall employee motivation and performance of the organization which in turn affected the attainment of organizational objectives.

OBJECTIVE OF THE RESEARCH

The study is aimed at examining delegation of authority and employee's motivation and how this can lead to attainment of organizational objectives in Federal Polytechnic, Bida. The paper also intends to study and find out about the benefits of delegation of authority to employees and organizations in general.

RESEARCH HYPOTHESIS

H₀: Delegation of authority by Superiors in registry department, Federal Polytechnic, Bida cannot lead to the motivation of employees and attainment of objectives.

H₁: Delegation of authority by superiors in registry department, Federal Polytechnic, Bida can lead to the employee's motivation and attainment of the Polytechnic's goals and objectives.

FRAMEWORK

Akani (2010), in his view sees delegation of authority as a vital organizational process, which is inevitable as an organization expands and

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

According Harris (2009), It is an authorization to a subordinate to act in a certain manner independently, the delegation of authority is the delivery by one individual to another of the right to act, to make decision, to acquire resource and to perform other tasks in other to fulfil job responsibilities. Allen (2008) has defined delegation of authority as an instrument of part of the work, or responsibilities and authority to another and the creation of accountability for performance. Delegation of authority is the sum of power and rights entrusted to make possible the performance of the work delegated. It is the obligation of individual to render an account of the fulfilment of his responsibilities to the boss to whom he reports. Authority must therefore be delegated to subordinates who will make decision within the area of their assigned task. Not only will a firm incur direct costs of gathering, analyzing and verifying information on each performance measure, but also indirect costs of performance measure diversity exist.

Indirect costs may arise because employees start shifting their attention from poorly measured to the better measured and well compensated activities, even if this allocation of effort is not optimal to the firm Holmstrom and Milgrom, (1991). These costs can cause top management to refrain from using (additional) measures and to put restrictions on the allocation of effort over tasks of an agent in effect, reducing his authority Holmstrom, (1989).

According to Mullins Cited in Yetunde, (2000), delegation of authority is the authorization to undertake activities that would otherwise be carried out by someone in a more senior position. Cole (1996) describes it as a process whereby a manager or a senior officer cedes or entrusts some of his

authority to subordinates or team mates to perform certain tasks or duties on his behalf. They however warned that the manager or the senior officer remains accountable for those tasks or duties to his own superior officers. The above definitions showed that delegation exists at both organization and individual or personal level. In the Federal Polytechnic, Bida, it has to do with location of decision making and it is reflected in the organizational chart or structure, that is, it provides the structure of the organization and the relationship which exist amongst Rectory, Registry, Schools, Departments and Units. However delegation of authority is also influenced by the size of the organization.

In other words, the larger the organization, the more the need to delegate responsibilities or tasks "to various levels throughout the organization" Mullins (1993). At the personal level, delegation involves the passing of one's authority and responsibility to fellow workers to act on one's behalf usually because one is unavoidably absent or busy with something else. Delegation of authority is the base of superior-subordinate relationship, it involves following steps, MSG (2013).

1. Assignment of Duties - The delegator first tries to define the task and duties to the subordinate. He also has to define the result expected from the subordinates. Clarity of duty as well as result expected has to be the first step in delegation.
2. Granting of authority - Subdivision of authority takes place when a superior divides and shares his authority with the subordinate. It is for this reason; every subordinate should be given enough independence to carry the task given to him by his superiors. The managers at all levels delegate authority and power which is attached to their job positions. The subdivision of powers is very important to get effective results.
3. Creating Responsibility and Accountability - The delegation process does not end once powers are granted to the subordinates. They at the same time have to be obligatory towards the duties assigned to them. Responsibility is said to be the factor or obligation of an individual to carry out his duties in best of his ability as per the directions of superior. Responsibility is very important. Therefore, it is that which gives effectiveness to authority. At the same time, responsibility is absolute and cannot be shifted. Accountability, on the others hand, is the obligation of the individual to carry out his duties as per the standards of performance. Therefore, it is said that authority is delegated, responsibility is created and accountability is imposed. Accountability arises out of responsibility and

responsibility arises out of authority. Therefore, it becomes important that with every authority position an equal and opposite responsibility should be attached.

METHODOLOGY

Like every research study, we employed the use of structured questionnaire through the Linkert Scale Rating method. A total of thirty five (35) questionnaires were administered to elicit information from respondents. The analysis will be subjected to hypothesis testing using the chi-square technique.

DATA ANALYSIS AND DISCUSSION OF RESULT

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

Table 1: Delegation of Authority Improves and Motivates Employees Motivation in Registry Department of Federal Polytechnic, Bida

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

Source: Questionnaire Administered (2017)

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

Table 2: Superiors in Registry Units of Federal Polytechnic, Bida, are not willing to Accommodate the Mistake of Subordinates as Result of Delegating Authority

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

Source: Questionnaire Administered (2017)

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

Table 3: Often Times Superior Officers in Registry Department Federal Polytechnic, Bida Rely on the Subordinate for Delegation of Authority to get the Work Done

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

Source: Questionnaire Administered (2017)

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

Table 4: Superiors in Registry Department often Allows their Subordinate to make Meaningful Contribution to Decision Making

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

Source: Questionnaire Administered (2017)

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

Table 5: Delegation of Authority can lead to the Attainment of Employee Motivation in Registry Department of Federal Polytechnic, Bida

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

Source: Questionnaire Administered (2017)

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

Table 6: Non – Delegation of Authority can Adversely Affect the Morale and Motivation of Employees in Registry Department of Federal Polytechnic, Bida

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

Source: Questionnaire Administered (2017)

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

Table 7: Delegation of Authority is Necessary for Subordinates to Carry out their Duties Effectively in Registry Department of Federal Polytechnic, Bida

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

Source: Questionnaire Administered (2017)

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

Table 8: Delegation of Authority Increases the Relationship between Superior and Subordinates in Registry Department of Federal Polytechnic, Bida

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

Source: Questionnaire Administered (2017)

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

HYPOTHESES TESTING

H₀: Delegation of authority by Superiors in registry department, Federal Polytechnic, Bida cannot lead to the motivation of employees and attainment of objective.

**Chi-Square Test
Frequencies**

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

Test Statistics

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

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

Conclusion

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

H₁: Delegation of authority by superiors in registry department, Federal Polytechnic, Bida can lead to the employee’s motivation and attainment of the Polytechnics goals and objective.

Chi-Square Test Frequencies

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

Test Statistics

Chi-Square ^a	62.243
df	3
Asy mp. Sig.	.000

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

Conclusion

Since p – value < 0.005, we reject the null hypothesis and hence conclude that the effect of delegation of authority on employee’s job motivation in Federal Polytechnic, Bida leads to attainment of the organisation goal and objectives at 5% significant level.

CONCLUSION

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

RECOMMENDATIONS

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

1. The superior officers in registry department, Federal Polytechnic, Bida, should endeavour to accommodate the mistake of subordinates. This is obvious because majority of respondents strongly disagree that superiors in Federal Polytechnic, Bida are not willing to accommodate subordinates mistake.
2. There should be careful selection and matching of employees with jobs to be delegated to ensure efficient performance and productivity. Hence the superior should provide a guide for subordinate to get the task accomplished.
3. Because of the fear of risk associated with delegation of duties the superior therefore should first of all determine the task to be done and make strategies for it to enable the subordinates effectively and efficiently perform the delegated task.
4. Superiors should understand when, how and who to delegate because delegation of authority does not free them from the responsibilities of failure.

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