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**DELEGATION AS A MANAGERIAL FUNCTION**

**A COMPARATIVE ANALYSIS OF THE EFFECT OF  
DELEGATION ON MANAGERIAL AND ORGANISATIONAL  
PERFORMANCE. A CASE STUDY OF TWO COMPANIES**

Bachelor Thesis

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**Declaration**

I declare that I have worked on this bachelor thesis titled “Delegation as a managerial function; A comparative analysis of the effect of delegation on managerial and organizational performance. A case study of two companies” on my own with the use of only those literature resources which are listed at the end of this research work.

In Prague on .....

.....

Signature

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## Abstract

This bachelor thesis is focused on the effect of delegation on managerial and organizational performance. The first part is the theoretical framework which includes several topics, such as the introduction, the various definitions of delegation, and the aims and objectives of this research work. Two key research questions would be mentioned which this research would greatly examine in details. Also there would be a part focusing on the literature review which would be reviewing some issues in logical order relating to this research. Finally, a brief summary of the two British organizations which would be used in this study, the organizations are Sainsbury's plc and Prima group. Sainsbury's plc represents a large organization while Prima Group represents a small organization. The second part of this study is the practical part which is purely based on the interviews which would be conducted and questionnaires filled out by managers of both above named organizations. The research is based on the survey which is conducted by the author of this bachelor thesis. The results are gathered, analyzed and presented in the form of graphs and tables. This work is concluded by summarizing of all discoveries from the surveys' which would provide answers for the research questions.

### Keywords

Delegation, Organization, Managerial performance, Authority, Accountability, Manager, Subordinates, Division of labour, Decentralization, Empowerment

## Souhrn

Tato bakalářská práce se zabývá efektem delegování na manažerský a organizační výkon. Na začátku první části je uveden teoretický rámec složený z několika částí – úvodu, odlišných definic delegování a cílů této výzkumné práce. Dále zde bude poskytnut detailní rozbor dvou klíčových otázek a zhodnocení literatury obsahující přehled několika zásadních bodů logicky spojených s daným tématem. Nakonec je předloženo shrnutí závěrů týkajících se dvou organizací zkoumaných v této studii – Sainsburyplc a Prima Group, první z nich jako příklad velké korporace a druhá naopak malé. Druhá část této práce je ryze praktická. Skládá se z pořizovaných rozhovorů a dotazníků vyplněných manažery výše zmíněných firem. Průzkum je založen na anketě provedené autorem této práce. Shromážděné výsledky jsou analyzovány a prezentovány ve formě grafů a tabulek. Práce je zakončena shrnutím všem zjištění z anket, která podávají odpovědi na výzkumné otázky.

### **Klíčová slova**

Delegování – Organizace – manažerský výkon – autorita – odpovědnost – manažer – podřízení – dělba práce – decentralizace – zplnomocnění

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**DELEGACE JAKO MANAŽERSKÁ FUNKCE**  
**SROVNÁVACÍ ANALÝZA EFEKTU DELEGACE NA MANAŽERSKÝ**  
**A ORGANIZAČNÍ VÝKON. PŘÍPADOVÁ STUDIE DVOU**  
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## **CHAPTER 1: INTRODUCTION**

Delegation of authority is one vital organizational process. It is inevitable along with the expansion and growth of a business enterprise. Delegation means the assigning of certain responsibilities along with the necessary authority by a superior to his subordinate managers. Although the manager remains accountable for the actions of the employee, the essence of delegation is the conferring of authority to the employee. Thus, delegation is much more than just passing a task over to be executed. When managers delegate they still remain accountable for the actions of their staffs. Delegation those not mean abdicating of responsibilities.

Delegation is quite common in all aspects of life including business. Even in the college, the principal delegates some of his authority to the vice-principal. The managerial skills needed to delegate effectively are identified. These skills include risk assessment, consideration of the strengths and weaknesses of the employees. Although, the concepts involved in delegation are relatively easily explained, many managers are very poor at delegating. Thus, the barriers to effective delegation will be examined in this study.

## **CHAPTER 2: OBJECTIVES AND METHODOLOGY**

### **2.1- Aims**

The primary aims of this research are two-fold. Firstly, it aims at finding out why and to what extent managers use delegation as a managerial tool for decision making, and other available managerial tools. Secondly, the research also aims at establishing a link between delegation and organizational success as measured by organizational effectiveness and efficiency. Therefore, the research is evaluative and comparative, looking at the nature, scope and the effectiveness of delegation as a tool available to managers in their day to day task of decision making. Delegation would also be compared and contrasted with other managerial tools such as leadership, motivation etc it is expected that the greater use of delegation is ranked amongst other managerial tools, the greater the probability of its contribution to organizational efficiency.

Also, to uncover by the end of this Thesis, if delegation has a positive effect on an Organizations performance in terms of profitability and effectiveness

### **2.2- Objectives**

This research has three key objectives, namely:

- i). To ascertain if managers use more of their delegation function compared to other managerial tools.
- ii). To ascertain whether a greater use of such delegation as a managerial tool leads to greater efficiency and effectiveness in organizations.
- iii). To ascertain the extent to which managers are to be encouraged to use more of its delegation function to enhance or achieve organizational goals. It is known that such goals are usually centered on efficiency and effectiveness. However this research study is limited to discussing the effectiveness aspect only.

### **2.3-Research questions**

Questions have often been asked as to why managers, despite the availability of many tools prefer more delegation to other managerial tools. Consequently, it is believed that this has implications for the success and survival of the organizations. This research therefore will examine in greater details the following question:

- i). Do modern managers use more of their delegation function compared to other available managerial tools?
- ii). If so, what then are the implication of this greater use of delegation for managerial functions? In other words, does it account for greater success in organizations?

### **2.4- Choice of Methods**

At least two main possibilities of structuring the research were considered. The first would have been to introduce the method or structure ahead of the research; and secondly, to introduce the structure during research and as a direct result of the empirical research. This means allowing the structure of the research to emerge during the research, in terms of the specific questions on which to focus, the design to follow, and the categories to use in representing the data. The last approach was taken in preference to the first because it was considered to be more practical and less time consuming. Moreover, it allows the researcher the opportunity to determine in advance the particular areas in which to focus our attention, such as some of the intrinsic elements of the managerial delegation, which came out of our questionnaire survey and personal interviews.

### **2.5- Research Process**

The research data were collected in two stages and involving two different methods, both of which are from primary data sources. The first stage involved distributing survey questionnaires to 20 managers in 2 organizations enlisted for the research. The managers were selected from the departmental list of managers of Sainsbury's Superstores (one of the stores that make up Sainsbury's Plc) and Prima Group, a firm of accountants and management consultants. Both companies are based in United Kingdom. The managers that took part in the research questionnaires and interviews were not randomly selected, although they are managers of the departments that make up the organizations. We believe this may not seriously affect our final research results and the conclusions that may be

drawn from them, because they representative sample on the managers in diverse managerial responsibilities in the organization. As regards Sainsbury's, they include Customer Service, Clothing, General merchandizing, Check-outs, Produce, Fresh foods, Grocery, Pharmacy, Counters, Petrol station, frozen foods and personnel, while Prima Group had managers responsible for Accountancy, Audit, Management consultancy, Personnel, Marketing, Compliance.

To some extent, the selection process was also random in the sense that in each of the departments of the 2 organizations, any of the managers, ranging from the Director, General manager, Department manager, Assistant manager, Team leader, with an authority to delegate responsibilities, completed the questionnaires. However, the 2 companies were selected based on the researcher's personal eagerness to explore the nature and scope of managerial delegation in both the public and private limited enterprises, represented by Sainsbury's Plc and Prima Group.

The idea was to get as many as 20 managers to respond to our questionnaires, but we reckoned that if we are able to give out 30 survey questionnaires, we might be able to get 20 of them completed and returned. Fifteen of them were eventually completed by the respondents (Manager) and returned. Out of the 15 returned questionnaires, 6 of them are women managers and the rest are men. Seven of the fifteen managers from the two organizations who returned their questionnaires were senior managers, five were middle managers and the rest were junior managers or team leaders. The details of the questionnaires are shown in appendix 1.

The second stage was a sort of a follow up of the success in our first stage and involved personal interviews. The plan was originally to interview personally as many as 4 of our respondent managers, but this did not work out well due to the time constraints, on the part of both the respondent managers and the researcher. It turned out that only 2 of the planned 4 interviews took place, and this was after a series of appointments and re-appointments. The details of the two interviews are shown in **section 5.3.2**. Again, the selection of the two managers interviewed was not randomly made, but was based on the availability of the managers concerned, as well as the time constraint of the researcher. Thus, the original plan was to interview Sainsbury's General merchandising manager on the date of the appointment, but instead was directed to the office of the Counters manager, with whom the interview was held. This explains the difficulty in carrying out a research of this kind.

Equally, the choice of the two organizations used in the research were informed by a deliberate attempt to gauge the use and scope of managerial delegation in a large enterprise and as well as a small business organization. Sainsbury's Plc represents a large organization while Prima Group represents a small organization. The reasons for the use of the managers of these two companies as representative sample are twofold. Firstly, they are perceived as first class managers on account of their education, experience, training and background and therefore in a better position to provide answers to our research question. Secondly, it would have been difficult to seek and find better and more appropriate managerial talents, other than the ones in our survey, that would provide us with the necessary insight into the managerial functions in general and their delegation function, in particular.

It is possible that the responses of the above respondents may have been affected on account of the differing backgrounds of the 2 managers interviewed- a manager in grocery retailing and another in public practice. The interview could have been extended to more respondents, but it is believed that the interview of the two employees from two different companies and backgrounds would effectively represent the views of how the public in general perceive managerial delegation. The contents of the interviews are shown in appendix 3.

## **CHAPTER 3: LITERATURE REVIEW**

There are few studies that seek to explicitly challenge the ideas and assumptions associated with rational choice as they pertain specifically to the logic of delegation. In logical order, reviewing issues relating to this research would include; definition of delegation, an evaluation of the nature and scope of delegation- both in the public and private sector, the benefits of delegation to organizations, the limitations of delegated authority, the similarities and distinctions between delegation and decentralization. A review of the known and probable outcomes of the use of delegation in organizations, as well as its relationship, if any, with the very important managerial concept of empowerment, will be made.

### **3.1-Definition of Delegation**

According to Moore (2007), “delegation means assigning work to others and giving them authority to do so. Similarly, Miner (2010), see delegation as something that “takes place when one person gives another the right to perform work on his behalf and in his name and the second person accepts a corresponding duty or obligation to do what is required of him”. The above two definitions appears to explain managerial delegation only in terms of task or assignment, with the necessary authority to carry it out.

On the other hand Allen (1958), sees delegation as “the dynamics of management,.....and the process a manager follows in dividing the work assigned to him so that he performs that part which only he, because of his unique organizational placement, can perform effectively, and so that he can get others to help him with what remains."

The above definition by Allen appears to be a more functional definition of delegation, because it takes into account both the tasks and processes involved, in the day to day managerial delegation of authority.

### **3.2-The Nature and scope of Delegation**

Delegation involves three important concepts and practices, which are; authority, responsibility, and accountability. Authority according to Fayol (1916), delegation is “the



right to give orders and the power to extract obedience”. Mooney and Reiley (1939) defined authority broadly as “the principle at the root of organization and so important that it is impossible to conceive of an organization at all unless some person or persons are in a position to require action of others.” In the light of the above definitions, a manager would not be able to function properly without proper authority. Authority is thus at the very heart of the organizational framework, and an essential accompaniment of the job of management.

It is known that when you delegate, you share responsibility and authority with others and in so doing you hold them accountable for their performance. Goetsch and Davis (2012) defined responsibility as “an obligation of individual to perform assigned duties to the best of his ability under the direction of his executive leader”. However, Haimann (1978) described responsibility as “the obligation of the subordinate to perform the duty as required by his superior”. This is similar to Wickert and McFarland (1964) definition of responsibility, as “the duties and activities assigned to a position or an executive”. These three definitions shed more light on the essence of responsibility as the obligation of the subordinate to perform the duty assigned to him. Managers in the exercise of their delegating powers give delegates the appropriate authority to act, along with clear expectations including any boundaries or criteria. The manager, however, tries to avoid prescribing how the assignment should be completed.

Accountability on the other hand, according to McFarland (ibid), “is the obligation of an individual to report formally to his superior about the work he has done to discharge the responsibility”. It is generally accepted that this delegation of authority is not abdication of responsibility. When authority is delegated to a subordinate; the person is accountable to the superior for the performance in relation to assigned duties. If the subordinate does a poor job, the superior cannot evade the responsibility by stating that the poor performance is the fault of the subordinate. A superior is normally responsible for all the actions of the group under his supervision, even if there are several layers down in the hierarchy. That is why it is vital to establish appropriate controls and checkpoints to monitor progress. Simply stated, accountability means that the subordinate should explain the factors responsible for non-performance or lack of performance.

There is an effect on the wider issues of responsibility and accountability. According to Pettinger (2007) “Overall responsibility, especially to the wider organization, normally

remains with the superior. Any problem arising, especially questions of failure or ineffectiveness, therefore remains a matter between the superior and the rest of the organization. However, this is invariably accompanied by discussions between the superior and subordinates. Where such problem do arise, to apportion blame to the subordinate when dealing with wider organization lead to loss of morale and accusations of scape-goating.”

It now generally accepted that in the process of delegation, a superior transfers his/her duties and responsibilities to his subordinates and also give necessary authority for performing the responsibilities assigned. At the same time, the superior is accountable for the performance of his subordinates.

### **3.3-The Benefits of delegation to organizations**

The theoretical economic literature on delegation gives several reasons for the use of delegation to make more efficient decisions. With delegation, decisions may be based on better information. One of the key importance of delegation according to Rees and Porter (2008) is that, “it is a means whereby a manager can, having decided their priorities, concentrate on the work of greatest importance, leaving the work of lesser importance to be done by others”. Delegation saves time enabling the subordinates deal with issues promptly. It would be unreasonable for a manager to do their own clerical work because they thought they could do it better than their clerk or subordinate. Delegation of responsibilities may also provide incentives to employees to put more effort into the task assigned to them. Managers who do not delegate simply get swamped by the weight of details and variety of issues in which they must become involved. The time of a manager is limited, thus it is important for them to tackle their work in some order of priority so that the most important tasks get the appropriate attention.

Epstein and O’Halloran (1999) also pointed out that Subordinates are encouraged to do their best at work when they have authority and responsibilities. One adage about managerial assessment according to Rees and Porter (2008) is that “you judge a manager by the quality of their employee”. Delegation enables employees develop the skill to deal with any emergencies that may arise. Thus, “managers set a pattern for their employees to delegate in turn down the line as they take more initiatives and interest in the work and are

also careful and cautions in their work place”. So hence, delegation leads to motivation of employees and man power development.

Kanter (1979) also proposed that managers can increase their power by, paradoxically, delegating some of it subordinates. As subordinate carry out tasks previously done by the manger, he or she has more time to build the external and senior contacts which further boost power. By delegating not only tasks but line of supply (giving subordinates a generous budget), lines of information (inviting them to high level meeting) and lines of support (giving visible encouragement), managers develop subordinates’ confidence, and at times enhance their power. They can spend more time on external matters, making contacts, keeping in touch with what is happening and so building their visibility and reputation. A manger who fails to delegate, and who looks inward rather than outward, becomes increasingly isolated.

A further advantage of effective delegation is that it facilitates management development as it acts as a training ground for management development. It provides an opportunity for subordinates to grow and to develop new qualities and skills as it creates managers and not mere messengers Due to delegation, effective communication develops between the superiors and subordinates. This brings about a better relationship between the superiors and their employees’.

### **3.4-The Limitation of Delegated Authority**

In evaluating the limitation of delegated authority, two key main issues becomes worthy of note. Firstly, questions are being asked as to the extent to which lack of authority could limit the scope of delegation on the part of the manager. Secondly, whether such factors as uncertainty could impose limitations on the part of the employees? In an attempt to shed more light on the barriers or limitations that may impacts on an effective delegation, Pettinger (2007), identified the main challenges faced by those in organization leadership positions, capable of limiting managerial delegation as the ability of the managers to; establish their own authority; cope with change and uncertainty; choose good staff and subordinates; encourage and reward initiative, excellent performance, targeted performance and advancement; and deal effectively with poor performance.

Positive incentives like recognition of work and reward go a long way in building up the morale of subordinates. In the absences of such incentives in form of recognition,

appreciation or monetary benefit, a subordinate may not be willing to accept delegation of authority. According to Rees and Porter (2008), delegation consumes time. In particular, significant time may need to be spent in: Identifying what is to be delegated, establishing appropriate control procedures, briefing and training employees. “Delegation is like a capital investment: time spent setting it up may achieve substantial dividend-but only in the future. If the manager does not carefully think through the pattern of delegation, it may backfire and discourage them from further attempts”.

McGarvey (2012) also pointed out in her article that, “Many managers delegate because they feel overloaded, which is understandable; but repeated need to delegate may mean that managers need to analyze their own workload and the scope of their own job description in more detail. If you repeatedly have to delegate a particular task, for example, then that task needs to become part of someone else’s job, as it clearly can’t remain part of yours! In addition, effective delegation takes time; time to explain the parameters of the task, time to train, time to support, time to ‘keep tabs’. A manager who delegates and expects to have more time as a result is, in the beginning at least, in for a bit of a shock. However, delegating routine tasks (for you) to someone else (for whom they are not routine, but something new) can free up the manager’s time for thinking/planning/reading – activities which are often put on the back burner because we are ‘too busy’”.

Some manager seems to think that they can do the job better when they themselves handle it. Success in delegation depends heavily on the manager’s own attitude. Being afraid that work will not be so well done by the delegate as by the manager can be partly countered by managers reminding themselves that the reason they have their jobs is because they are expected to be able to do the work involved. The attitude that ‘I can do it better myself’ acts as an obstacle to delegation. If their expectations of the delegator are not unreasonably high, then there is less likelihood of disappointment.

Another major limitation of delegation is the managers desire to dominate subordinates. Managers (superiors) normally, have a desire to dominate subordinates functioning under their control. Most result to misusing their power and influence. According to Pettinger (2007), the main areas by which managers/ superiors misuse their powers are as follows: favoritism: Promoting an individual’s career, prospect and advancement because of a personal liking and at the expense of others; victimization: the converse of favoritism- the blocking or reduction of someone’s career prospects and advancement. Lack of manners:

calling out rudely to people, abusing and humiliating subordinates in public. Lack of respect: treating subordinates with contempt, giving individuals dressing down in public, or conducting discipline in public.

Some superiors who are autocratic and power worshippers feel that delegation will lead to reduction of their influence in the organization. A manager may feel that he has a competent subordinate and if he delegates authority to the subordinate, quite likely he might outshine him.

Also, a manager might hesitate to delegate authority, if he feels that his subordinate is not capable of handling the issues for example; taking decisions. This is where trust falls in. In addition, fear of being exposed due to personal shortcomings may act as a limitation in the process of delegation.

Conservative and cautious temperament can also be a major limitation for delegation of authority. There are also factors outside the manager's control which could include: Inadequate resources, particularly of employee staff- shortages of workforce can be in terms of quantity, quality or both; an organizational climate that discourages delegation; their own lack of authority; jealousy amongst employees; over-ambitious employees etc.

Finally, on the part of the subordinates, some subordinates may not have the skills and the expertise to take quick and accurate decisions. He/she would rather go to his superior and ask for their guidance or opinion. Hence, they avoid delegation due to such mental tension or inferiority complex.

### **3.5-Similarities and distinction between Delegation, Decentralization and Division of labor**

Although there are slight similarities between delegation, decentralization and division of labor there are differences too. Most times, they are often mistaken and mixed up simply because of their similarities.

According to Allen (1958) "decentralization refers to the systematic effort to delegate to the lowest levels of all authority except that which can only be exercised at central point". According to Fayol (1949), "everything that goes to increase the importance of the subordinate's role is decentralization, and everything that goes to reduce it centralization".

These definitions make it even clear that even in decentralization, delegation to the lowest level is not complete as the essential functions in management process are centralized. Decentralization of authority means conscious/systematic effort to bring dispersal (Spreading) of decision making power to the lowest levels of the organization. Decentralization divides an organization into decision making units and giving the powers to take routine types of decisions in regards to the functioning of those units. Decentralization is not delegation from one individual to another but delegation to all unit of an organization .So an organization is said to be highly decentralized, when the delegation is company-wide in all functions and divisions of the company.

Delegation however, is the assignment of authority to another person to carry out the specific job-related activities. It allows a subordinate to make decisions; that is, it is a shift of decision-making authority from one organizational level to another lower. It is also the allocation of work to subordinate, accompanied by the handing down of authority in the given area to carry out the work and control over the process by which the work is to be carried out. Delegation thus normally involves relaxing a part of the process of work supervision. Activities taken in pursuit of the task are normally left entirely to the subordinate.

### **3.6-Review of known outcomes of the use of Delegation**

Mastering the art of delegation makes you a professional manager; it is an effective means of developing employees, and a key to the organizational prosperity. One of the most challenging and crucial tasks for managers and supervisors is to allocate the work amongst the employees they manage and supervise. So many managers and supervisors frequently complain that they have too much to do and too little time in which to do it. Unchecked, this feeling leads to stress and ineffectiveness. In many cases, executives could greatly reduce their stress by practicing a critical management skill – delegation

The inability to delegate has led to the downfall of many organizations .From the top-notch managers to the first-line supervisors. Successful businesses, regardless of size, encourage not only their managers and supervisors but also others to delegate. Historically, delegation has been a vertical process, with managers delegating to subordinates in a clearly defined hierarchical structure. Today’s successful businesses are emphasizing both horizontal and

vertical delegation. With the growing emphasis on teamwork, the ability to influence and delegate to others over whom you have no direct control is critical to the team's success.

### **3.7-The Concept of empowerment**

The concept of empowerment has become increasingly fashionable in recent years. The term seems to have originated in the USA when Democratic administrations in the 1960's were seeking to build 'The great society'. It was a response by the government to the need for disadvantaged groups to have more control over their lives with a view to improving them. These groups particularly included ethnic minorities and the physically and mentally challenged. It was a bottom-up process. Subsequently, the term 'empowerment' was increasingly used in the business world. Empowerment closely aligns with the leadership topic of delegation. Delegation is leaders giving subordinates tasks to complete and timelines in which to complete them. Empowerment is more about trusting employees to make decisions in customer service situations or other front-end situations when a manager is not available. In essence, delegation is typically more task-based while empowerment is more authority and decision-based.

Armstrong (1991) defines it as, "ensuring that people are able to use and develop their skills and knowledge in ways that help to achieve both their own goals and those of the organization". Empowerment is achieved by organization and work design approaches which place responsibility fairly on individual and teams, by recognizing the contribution people make, by providing mechanisms such as improvement groups to enable them to make this contribution and by training and developing programs which increase both competence and confidence.

According to **Theory X and Theory Y**; empowerment is more correlated with the "Theory Y" style of management, which Douglas McGregor explained in his 1960 book "The Human Side of Enterprise." This is a coaching style, where McGregor's "Theory X" was a more authoritative style. With "Theory Y," leaders have a more optimistic view of the ability to get good work from employees. This belief makes them more likely to implement empowerment than "Theory X" leaders who are less trusting of worker capabilities.

While employee empowerment is increasingly popular, it is challenging in some work environments. Managers that are not as natural at the "Theory Y" coaching style may need training to better understand the value of empowerment and how to give appropriate

authority and trust to make it work. Some employees also need ongoing coaching and training on how to make better use of empowerment. While leaders can deter employees from making decisions by harshly criticizing them, they should discuss decisions and alternatives to help employees improve.

Pettinger (2007) defined Empowerment as: “A form of delegation that gives measures of control and responsibility to employees over their work, work processes and working lives. The concept of empowerment is based on the view that people seek as much personal satisfaction and fulfillment as possible from all situations, and that responsibility and control lead to increased levels of satisfaction”. According to Rees and Porter (2008), “delegation overlaps with the concept of empowerment. A key difference between the two concepts can be that it involves conferring authority on groups of people”.

Finally, empowerment was also defined by Bowen and Lawler, (1992) in terms of the degree to which four ingredients of the organization are shared with front-line employees: information about the organization’s performance; rewards based on the organization’s performance, knowledge that enables employees to contribute to organizational performance; and power to make decisions that influence organizational direction and performance.

Companies and leaders have increasingly implemented empowerment because of the benefits of empowered employees. Employees typically feel a stronger sense of ownership and worth when entrusted to make important decisions. This, in turn, makes them more productive in their roles. Customer benefits are also important. Customers who are angry or seeking resolution for a problem typically want that problem dealt with as quickly as possible and get frustrated when told that a manager is not available to help them and they will have to wait.



## **CHAPTER 4: THE ORGANIZATIONS**

### **4.1- Brief History of Sainsbury's Plc**

J Sainsbury plc, widely known in its home nation as Sainsbury's, is one of the largest operators of supermarkets in the United Kingdom. There are about 440 Sainsbury's stores in the United Kingdom, the largest of which stock more than 23,000 products; 40 percent of the items carry the Sainsbury's brand. The Sainsbury's chain was once the largest U.K. food retailer, but in the stiffly competitive 1990s Tesco PLC pulled into the lead while ASDA Group Limited, which was purchased by U.S. giant Wal-Mart Stores, Inc. late in the decade, began threatening to drop Sainsbury's to number three.

J Sainsbury also owns nearly 170 supermarkets in the northeastern United States operating under the Shaw's and Star Markets names, while Sainsbury's Bank is a joint venture with the Bank of Scotland that runs in-store banks in the United Kingdom offering basic savings accounts, bonds, personal loans, mortgages, and other consumer-oriented financial products. In late 2000 the company was in the process of disposing of two other holdings: the Homebase chain of nearly 300 do-it-yourself (DIY) home centers located throughout the United Kingdom and an 80 percent stake in Sainsbury's Egypt, a chain of more than 100 supermarkets and neighborhood stores in and around Cairo. The founding Sainsbury family still maintains a 30 percent stake in the company.

### **4.2- Brief History of prima Group**

Prima Group is a group of companies comprising Prima Consults Ltd, Prima and Company Limited, Prima Properties Ltd, Maliz and Company Ltd and Prima Energy Ltd. The companies within the group are private limited liability companies, all which are limited by shares. The Group had been trading in the United Kingdom and Overseas, for over 12 years, with its head office based in South East London. While Prima Consults Limited is a management consultancy outfit, the other sister company Prima and Company specializes in audit, accountancy and financial consultancy. Prima properties Limited on the other hand is engaged in property acquisition and management, with its core activities based overseas. Maliz and Company is also engaged in farming equipment procurement and marketing, with its core operations based in Nigeria. Prima Consults Ltd also carries out

training and education management services with Prima Energy Ltd dealing in energy brokerage services.

The Group has a combined gross income of over £1 million pounds and employs more than 50 staff in its three offices located in the United Kingdom. The Group has 8 directors, 12 managers of varying grade with the rest constituting the intermediate and junior staff. In addition, the Group maintains a substantial clientele of clients in London are of the United Kingdom where its core clients are based.

## CHAPTER 5: DATA ANALYSIS

### 5.1- Data analysis and Presentation

In analyzing our research data, we need to recognize that our main research question is *"whether modern managers use more of their delegation function compared to other available managerial tools; and if so, what are the implications of this greater use of delegation for managerial functions?"* In answering the above question, we shall analyze our survey questionnaires, followed by the personal research interviews, in the following logical order:

#### 5.1.1 The Research questionnaires:

The 18 survey questions were structured or grouped into 5 sections, with each section specifically meant to address specific answers relating to the answer to our main research question. They are analyzed in tabular form as follows:

- I. Confirmation of company and managerial profiles that uses delegation as a tool (Q1-3),
- II. Confirmation of the status of delegation compared with other managerial tools (Q4-5),
- III. The motives for managerial use of delegation (Q6-11),
- IV. Confirmation of the limits of delegation as a managerial tool (Q12-16), and
- V. Layers of authority that benefits managerial delegation of authority (Q17-18).

#### **(i) Confirmation of company and managerial profiles that uses delegation as a tool (Q1-3),**

A summary analysis of the responses of the 15 managers from the 2 companies, in respect of our survey questionnaires are laid side by side with each other. The reason being to gauge the extent to which delegation is used by managers in the two companies. In other words, the nature and scope of the use of delegation would have been confirmed.

**Summary Company and Managerial Profile that uses Delegation \*\*\***

**Table 1**

Managerial Role	No. of Respondents	Company		Managers	
		Sainsbury's	Prima	Use of Delegation	
				Yes	No
Director	1		1	1	
General manager	1		1	1	
Customer services	1	1		1	
Clothing	1	1		1	
General merchandise	1	1		1	
Check Outs	1	1		1	
Fresh foods	1	1		1	
Counters	1	1		1	
Grocery	1	1		1	
Personnel & Recruitment	2	1	1	2	
Practice (Accountancy & Audit)	1		1	1	
Sales & Marketing	2	1	1	2	
Compliance	1		1	1	
<b>Total</b>	<b>15</b>	<b>9</b>	<b>6</b>	<b>15</b>	<b>0</b>

\*\*\* For confidentiality, the names of the managers are not disclosed in this analysis. Rather, only the roles, in which they represented their companies, were used.

**(ii) Confirmation of the status of delegation  
Compared with other managerial tools (Q4-5)**

**Table 2**

Business Activity	No of Respondents	Q5.Manegerial tools					With Frequency of use
		Plan ning	Staffing	Direc ting	Controll ing	Delega ting	
		Rank ing	Ranking	Rank ing	Ranking	Rankin g	
Director	1	4	3	1	2	5	Planning
General Manager	1	5	2	3	1	4	Delegating
Customer services	1	2	5	3	1	4	Planning
Clothing	1	5	4	1	2	3	Planning
General merchandise	1	4	1	3	2	5	Planning
Check Outs	1	5	2	3	1	4	Planning
Fresh foods	1	4	1	2	3	5	Delegating
Counters	1	5	4	3	1	2	Directing
Grocery	1	4	1	3	2	5	Planning
Personnel(Sainsbury)	1	5	4	1	2	3	Delegating
Personnel (Prima)	1	5	2	3	1	4	Directing
Practice(Accountancy	1	5	4	2	1	3	Planning
Marketing(Sainsbury)	1	3	1	5	2	4	Planning
Sales/Marketing(Prim	1	4	1	2	3	5	Planning
Compliance	1	5	2	1	3	4	Planning
	1	5	2	2	3	4	Delegating
<b>Total</b>	<b>15</b>	<b>65</b>	<b>37</b>	<b>36</b>	<b>27</b>	<b>60</b>	<b>15</b>
<b>Q4.Ranking</b>		<b>1st</b>	<b>3rd</b>	<b>4th</b>	<b>5th</b>	<b>2nd</b>	

(iii) The motives for the use of delegation by managers (Q6-11)

**Table 3**

Actions & Effect	Managerial Responses to motives for delegation					Total No.
	Yes	No	Positive	Negative	Not sure	Managers
<b>Q6. Whether delegation is a danger to managerial authority?</b>						
(a) Yes	3					3
(b) No		12				12
						<b>15</b>
<b>Q7. Perceived impact of delegation on managerial authority?</b>						
(a) Positive			13			13
(b) Negative				1		1
(c) Not sure					1	1
						<b>15</b>
<b>Q8. Managerial consideration to delegate authority?</b>						
(a) Trust	2					2
(b) Level of competence	2					2
(c) Organizational policy	1					1
(d) All of the above	10					10
(e) None of the above	0					0
						<b>15</b>

<b><i>Q9. Manager's view of how subordinates perceive their delegation of authority?</i></b>						
(a) Good and appreciated	14					14
(b) Suspicious and unappreciated	0					0
(c) Unwelcomed	0					0
(d) Not sure	1					1
						<b>15</b>
<b><i>Q10. Whether delegation of managerial authority should be encouraged?</i></b>						
(a) Mandatorily	1					1
(b) Voluntarily	13					13
(c) Discretionary	1					1
(d) Not sure						<b>15</b>
<b><i>Q11. Other motives which inform managerial delegation of authority?</i></b>						
(a) managerial effectiveness	3					3
(b) managerial efficiency	5					5
(c) Both (a) and (b) above	7					7
						<b>15</b>
<b>Total</b>	<b>63</b>	<b>12</b>	<b>13</b>	<b>1</b>	<b>1</b>	<b>180</b>

(iv) Confirmation of the limits of delegation as a managerial tool (Q12-16)

Table 4

Delegation & limiting factors	Managerial Responses				No. of Respondents
	Sainsbury's		Prima		
	Yes **	No	Yes	No	
<p><b>Q12. Any managerial functions that can not be delegated to subordinates?</b></p> <p>Managerial functions that cannot be delegated are listed as:</p> <p>**</p> <ol style="list-style-type: none"> <li>1. Specific tasks assigned to a manager only</li> <li>2. Tasks arising from company policy</li> <li>3. tasks considered too risky to be delegated to subordinates</li> </ol>	2	8	1	4	3
					12
					<b>15</b>
<p><b>Q13. Why would a manager want to delegate authority while responsibility still resides on the manager?</b></p> <p>(a) As a matter of company policy</p> <p>(b) As a matter of no other available option</p> <p>c) Others (please specify)</p>	8	2	5		13
					2
					0
					<b>15</b>



<b><i>Q14. What in your opinion limits your choice of use of delegation as a managerial tool available to you?</i></b>					
(a) The nature of delegation itself	2		1		3
(b) The nature of the task involved	7		3		10
(c) Company policy as a whole	1		1		2
(d) Others (please specify)					0
					<b>15</b>
<b><i>Q15. Any direct positive effect of managerial delegation on organizational efficiency?</i></b>	10		5		<b>15</b>
<b><i>Q16. Whether delegation of their managerial authority often results into conflict?</i></b>	2	8	1	4	<b>15</b>
<b>Total</b>	<b>34</b>	<b>16</b>	<b>17</b>	<b>8</b>	<b>75</b>

(v) Layers of authority that benefits managerial delegation of authority (Q17-18)

**Table 5**

Layers of authority	Managerial Responses				No. of Respondents
	Sainsbury's		Prima		
	Yes **	No	Yes	No	
<i>Q17. Layers of managerial authority in your department?</i> (a) Less than 5 (b) between 6 and 15 (c) More than 15			3		3
	1		2		3
	9				9
					<b>15</b>
<i>Q18. Whether organization would benefit more by using more of delegation as a managerial tool?</i>					
	10		5		<b>15</b>
<b>Total</b>	20		10		<b>30</b>
<b>Percentage</b>					

### **5.1.2 The Structured interview:**

The final stage was to analyze our personal interviews with our two respondent managers. The interviews were structured in a way that we would be able to carry out the interview and to analyze them much more accurately. In fact, they were meant to enquire more about their responses in the earlier survey questionnaires, by asking them about their 'roles' and the 'impact' it has on their organization. However, in some cases the interview tended to spill out of control, especially when they are responding to questions requiring the manager to provide their own answers, followed by the reasons for such an answer.

A number of problems were encountered particularly in trying to get an interview date with the respondent managers. In fact none of the 2 interviews took place on the first date of appointment. Both of them were cancelled and rebooked twice, while the other two, which is part of the planned 4 interviews, were permanently cancelled, due to the tight schedules of most of these managers. The respondents were told in advance that the interview will be for 30 minutes. The summary of the personal interviews are presented in a quadrant format below:

**Table 6**

<p><b>RESPONDENT 1</b> Sainsbury’s manager  <b>Status: counter manager</b></p>	<p><b>RESPONDENT 2</b> Prima s manager  <b>Status: General manager</b></p>
<p><b>Q1:</b> What are the goals of your department within the organization?</p> <p><b>Interview:</b> Reads out Q1 and his response.  <b>Answer:</b> The goals of my department are to ensure the safety of staff and to be legally compliant at all times because we work at an open food department.</p>	<p><b>Interview:</b> Reads out Q1 and his response.  <b>Answer:</b> The goals of my department are the same as the goals of the organization, which are to remain competitive to maximize the wealth of the shareholders.</p>
<p><b>Q2 :</b> How does your role as a manger and your department support the goals and objectives of the organization?</p> <p><b>Interview:</b> Reads out Q2 and his response.  <b>Answer:</b> Sainsbury’s as an organization has a documentary role manual that are in use on a daily basis and it’s got some set of food safety and legal questions which each subordinate under the department checks and follows each day in order to be safe and legally compliant all the time. We also have a department specifically for training new employees, which is mandatory and have to be completed. The company also has an external audit department that makes sure that we do all that needs to be done.</p>	<p><b>Interview:</b> Reads out Q2 and his response  <b>Answer:</b> Managerial roles are always tied to the attainment of organizational goals, and depending on how these goals and objectives are defined and pursued, they are always given. In my company, reasonable market share and maximum returns for all the stakeholders, including employees, shareholders, the taxman, are the goal, and every action that I take are geared towards the attainment of these goals</p>

<p><b>Q3:</b> How often do you supervise?</p> <p><b>Interview:</b> Reads out Q3 and his response.</p> <p><b>Answer:</b> As a manager, I supervise 5 days a week when I am on duty and I equally has a team leader who also supervises the department on day to day basis, including the days I am off work.</p>	<p><b>Interview:</b> Reads out Q3 and his response.</p> <p><b>Answer:</b> I see supervision as a 24/7 affairs. I supervise every day as a functional manager of my organization.</p>
<p><b>Q4:</b> Does the fact that you delegate facilitate efficiency and quick actions?</p> <p><b>Interview:</b> Reads out Q4 and his response.</p> <p><b>Answer:</b> Yes! Because it has to do with time. I have so much to do under my department or unit and can't possibly do all of them alone in an 8 hour shift; so I have to delegate.</p>	<p><b>Interview:</b> Reads out Q4 and his response.</p> <p><b>Answer:</b> Of course, delegation is believed to facilitate managerial efficiency and in so doing ensures organizational efficiency as well.</p>
<p><b>Q5:</b> Is trust taken into consideration by you as a manager before proceeding to delegate?</p> <p><b>Interview:</b> Reads out Q5 and his response.</p> <p><b>Answer:</b> No! I don't usually consider trust before any delegation. I only delegate to someone competent, like my team leader and certainly not someone new to department.</p>	<p><b>Interview:</b> Reads out Q5 and his response.</p> <p><b>Answer:</b> Yes, I cannot imagine how a manager can delegate without necessarily trusting the subordinate I am delegating</p>

<p><b>Q6:</b> Are there positive incentives, like recognition of work and rewards awarded to your subordinates, as a means of boosting their morale and preparing them to accept delegated authority?</p> <p><b>Interview:</b> Reads out Q6 and his response.</p> <p><b>Answer:</b> Yes, there are lots of things that can be complemented upon. It could equally be customer compliment, and there's a card which would be awarded to the staff concerned. It could have about £5-6 pounds in them.</p>	<p><b>Interview:</b> Reads out Q6 and his response.</p> <p><b>Answer:</b> Yes, positive incentives are always available to both the managers and subordinates who are able to achieve targets. For instance, we give out bonuses and a times promotion, but not necessarily to make them accept delegated authority.</p>
<p><b>Q7:</b> Are subordinates accountable to you directly or do they have more than one superiors other than you, who they account to?</p> <p>Now madam, this is the last question, and I am very grateful for sparing your time for this interview.</p> <p><b>Interview:</b> Reads out Q7 and his response.</p> <p><b>Answer:</b> Yes! I have the overall accountability but if I am absent, there are 2 team leaders available. So there's a clear direct line of authority in the organization</p>	<p>Sir, this is the last question I will be asking, and I am grateful for sparing your time for this interview.</p> <p><b>Interview:</b> Reads out Q7 and his response.</p> <p><b>Answer:</b> Thank you and I am also delighted to have you. We have about 3 layers of authority, flowing from the top to the bottom, with me as the General manager at the middle of the layer. The answer to your question is therefore yes.</p>

## **5.2- Interpretation and Presentation of Results**

The research data as analyzed above are presented and interpreted below, in accordance with the research survey questionnaires and interviews with the two managers. They were conducted so as to help in answering the questions posed by the research; i.e. *whether modern managers use more of their delegation function compared to other available managerial tools? And if so, what are the implications of this greater use of delegation for managerial functions?*

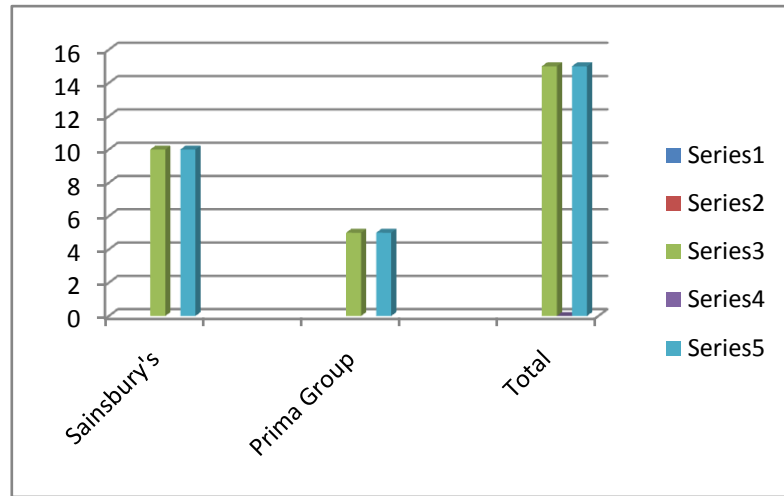
Thus, the research survey questionnaire results are divided into 5 parts and presented as shown in section 5.1 above (tables 1-5), while the interview results are as shown in table 6 above. They are expected to collectively confirm the profiles of the managers that use delegation as a managerial tool, the degree of their use, the motives for their use and the inherent danger and limits in the use of delegation by managers. They are interpreted as either confirmatory or not as follows:

### **(i) Confirmation of company and managerial profiles that uses delegation as a tool (Q1-3),**

The data presented on table 7 indicated that all the 15 managers from the 2 companies who returned their research questionnaires agreed that they use delegation as a managerial tool. Further analysis of the data indicates that the managers were of diverse background, with 10 from Sainsbury's Plc and 5 from Prima Group. The managers also included a company director, general manger, customer services manager, practice manger, as well as personnel manager. They all confirm that they use delegation as a managerial tool in their day to day managerial functions. The results are presented graphically in Chart 1 below.

**Chart 1**

**Managers that responded to the Questionnaires and uses delegation**



**Table7**

**Managerial responses to the question on the use of delegation**

Organization	Mangers		
	Use of Delegation		
	Yes	No	Total
Sainsbury's	10		10
Prima Group	5		5
<b>Total</b>	<b>15</b>	<b>0</b>	<b>15</b>



**(ii) Confirmation of the status of delegation Compared with other managerial tools (Q4-5)**

Managers were also asked to confirm the most important managerial tools they use and to rank them in their order of importance, with R5 being the highest and R1 being the least. Of the five managerial tools listed- planning, staffing, directing, controlling and delegating, five of the fifteen managers surveyed ranked delegation above all the other managerial tools. Thus, delegation ranked second with 60 points and second only to planning, which ranked first with 65 points. Staffing, directing and controlling rank third, fourth and fifth respectively. Of the 15 respondent managers, none gave delegation the least ranking, thereby giving it a very important status as a managerial tool.

In terms of the make-up of the managers who scored delegation as the most important managerial tools, the director and marketing manager of Prima Group as well as the 3 managers from Sainsbury's - the general merchandising manager, the fresh food manager and the grocery manager, did so. The reason on why delegation was ranked as the most important managerial tool by these managers is not clear. However, it may be suggested that this may be due to the fact that each of these managerial functions involved a large number of subordinate employees, which invariably requires that delegation be constantly employed, to achieve the desired organizational effectiveness. One other important outcome of this survey results is the way these managers perceive the use of each of these managerial tools and the extent to which their perceptions impact on the overall organizational objectives.

On the whole the survey confirms the status of delegation amongst other managerial tools as very important and only second to planning. However, planning rather than delegation is confirmed to rank first compared to other managerial tools. The results are presented in table 6 below.

**Table 8**  
**Ranking of the use of managerial tools by managers**

Business Activity	No. of Respondents	Q5. Managerial tools					With Highest Frequency of use
		Planning	Staffing	Directing	Controlling	Delegating	
		Ranking	Ranking	Ranking	Ranking	Ranking	
Director	1	4	3	1	2	5	Delegating
General manager	1	5	2	3	1	4	Planning
Customer services	1	5	1	3	2	4	Planning
Clothing	1	5	4	1	2	3	Planning
General merchandise	1	4	1	3	2	5	Delegating
Check Outs	1	5	2	3	1	4	Planning
Fresh foods	1	4	1	2	3	5	Delegating
Counters	1	3	4	5	1	2	Directing
Grocery	1	4	1	3	2	5	Delegating
Personnel (Sainsbury's)	1	5	4	1	2	3	Planning
Personnel (Prima)	1	5	2	3	1	4	Planning
Practice (Accountancy & Audit)	1	5	4	2	1	3	Planning
Marketing (Sainsbury's)	1	3	1	5	2	4	Directing
Sales/Marketing(Prima )	1	4	1	2	3	5	Delegating
Compliance	1	5	2	1	3	4	Planning
<b>Total</b>	<b>15</b>	<b>65</b>	<b>37</b>	<b>36</b>	<b>27</b>	<b>60</b>	<b>15</b>
<b>Q4. Ranking</b>		<b>1st</b>	<b>3rd</b>	<b>4th</b>	<b>5th</b>	<b>2nd</b>	

### **(iii) The motives for the use of delegation by managers (Q6-Q11)**

Analysis of the survey results concerning the motives for the use of delegation by managers indicates that of the 15 managers across the two companies surveyed, 3 of them representing 23.0% of the respondent managers saw the delegation of their responsibilities to subordinates as a danger to their authority. This could also be interpreted to mean that the delegation of their authority to subordinates is a source of danger to the organization, since any delegation of authority is never the abdication of responsibility by the manager who is delegating. This is believed to occur due to an over delegation by a manager, which may occur when a manager decides to delegate all his duties. It could also mean that there are certain organizational tasks that may need to be carried out directly by managers and therefore may not be delegated to subordinates. This view is supported by responses from our respondent managers in question Q12 and tabulated in table 11.

Majority of the respondent managers, representing 12 or 77.0% of the managers surveyed, saw delegation as not in any way a danger to their authority, as managers (Q6). Further analysis of their organizational functions could not explain why majority of these managers did not see delegation as a danger to their authority. For instance, both the marketing managers of Sainsbury's and Prima Group are of the same view, that delegation does not constitute a danger to their authority. One possible explanation is that managers generally have positive view of delegation and therefore are very likely to see managerial delegation as a no danger to their authority. This can be deduced from their responses in Q7 and Q8, where majority of the managers indicated that they would consider the level of trust, competence as well as organizational policy, in order to delegate their authority to subordinates.

Analysis of question Q7 where 13 of the 15 managers surveyed perceived the impact of delegation on managerial authority as being positive, 1 manager saw it as negative while the remaining 1 respondent was not sure if the impact of delegation is always positive or a times negative. This supports the overall view that delegation by managers is not a danger to the organization. However, it may well be argued that the number of respondents that indicated that delegation is a danger to a managerial authority is statistically significant (20%), and therefore it may not be conclusively stated that delegation as a managerial tools is preferable to other tools, due to this negative managerial perception. The managerial responses to the survey question Q10 throws more light on why it may be difficult to

conclude that delegation as a managerial function is of greater use compared to other managerial functions. Of the 15 managers surveyed, 13 of them stated that the use of delegation as a managerial tool should be voluntary, while 1 of the respondents indicated that it should be compulsory. One felt that its use should be at the discretion of the manager concerned. The voluntary use of delegation as indicated by the majority of the respondents clearly indicated that while delegation may be of significant importance as managerial tool, it cannot be conclusively stated that modern managers use more of it compared to say planning.

As noted in the foregoing paragraphs that delegation as managerial tool is of great significance to managers, we now turn to the implication of its use for managerial functions. Thus, question Q11 which seeks to ascertain the motives which informs managerial delegation authority provides us with what could be considered as an inconclusive answer to the question. While 7 of the 15 managers surveyed, representing approximately 47.0% of the respondent, indicated that the positive outcome of delegating their authority to subordinate is seen in terms of both managerial effectiveness and efficiency. Only 3 (or 20.0%) of the 15 respondents indicated that managerial delegation of authority drives managerial effectiveness while the remaining 5 respondents (or 33.3%) indicated that it drives managerial efficiency.

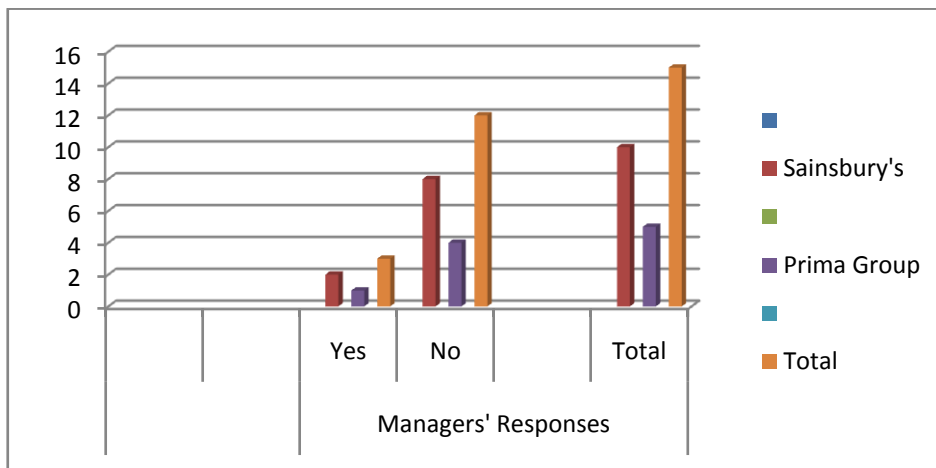
**Q6. Delegation as a danger to managerial authority**

**Table 9**

Organization	Managers' Responses		
	Yes	No	Total
Sainsbury's	2	8	10
Prima Group	1	4	5
<b>Total</b>	<b>3</b>	<b>12</b>	<b>15</b>

**Chart 2**

**Delegation as a danger to managerial authority**



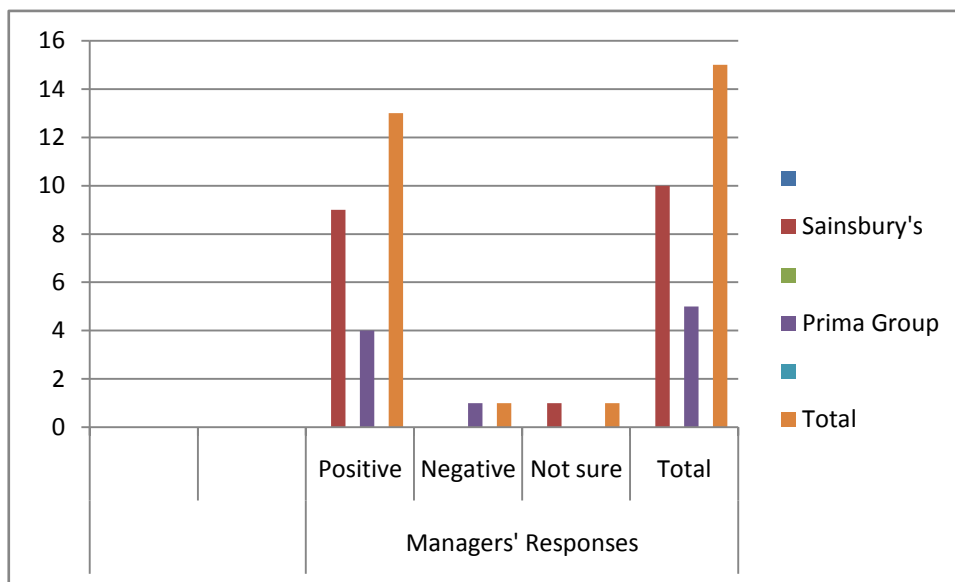
**Q7. Perceived impact of delegation on managerial authority**

**Table 10**

Organization	Managers' Responses			
	Positive	Negative	Not sure	Total
Sainsbury's	9		1	10
Prima Group	4	1		5
<b>Total</b>	<b>13</b>	<b>1</b>	<b>1</b>	<b>15</b>

**Chart 3**

**Perceived impact of delegation on managerial authority**



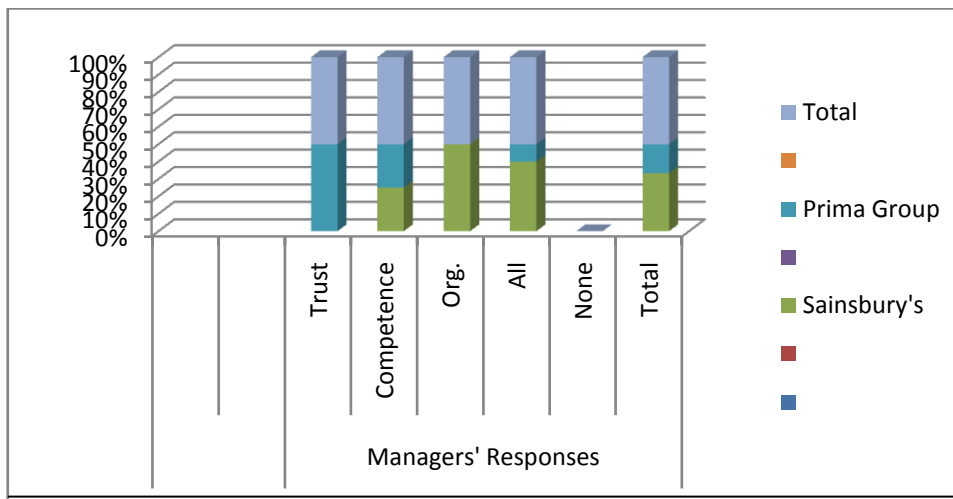
**Q8. Managerial consideration to delegate authority**

**Table 11**

Organization	Managers' Responses					
	Trust	Competence	Org. policy	All	None	Total
Sainsbury's		1	1	8		10
Prima Group	2	1		2		5
<b>Total</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>10</b>	<b>0</b>	<b>15</b>

**Chart 4**

**Managerial consideration to delegate authority**



**Q9. Manager's view of how subordinates perceive their delegation of authority?**

**Table 12**

	<b>Sainsbury's</b>	<b>Prima Group</b>		<b>Total</b>
(a) Good and appreciated	9	5		14
(b) Suspicious and unappreciated	0	0		0
(c) Unwelcomed	0	0		0
(d) Not sure	1			1
<b>Total</b>	<b>10</b>	<b>5</b>		<b>15</b>

**Q10. Whether delegation of managerial authority should be encouraged?**

**Table 13**

	<b>Sainsbury's</b>	<b>Prima Group</b>		<b>Total</b>
(a) Mandatorily		1		1
(b) Voluntarily	9	4		13
(c) Discretionary	1			1
(d) Not sure				0
<b>Total</b>	<b>10</b>	<b>5</b>		<b>15</b>



***Q11. Other motives which inform managerial delegation of authority?***

**Table 14**

	<b>Sainsbury's</b>	<b>Prima Group</b>		<b>Total</b>
(a) managerial effectiveness	2	1		3
(b) managerial efficiency	3	2		5
c) Both (a) and (b) above	5	2		7
<b>Total</b>	<b>10</b>	<b>5</b>		<b>15</b>

**(iv) Confirmation of the limits of delegation as a managerial tool (Q12-16)**

The responses of the research question Q12 on the limits of delegation as a managerial tool provided further insight into the scope of use of delegation as a managerial tool. Of the 15 respondent managers, 3 of the managers indicated that there are certain managerial functions which they believe cannot be delegated. They listed such function as ‘specific tasks assigned to managers by management; tasks relating specifically to company policies and thirdly; managerial functions and tasks considered to be too risky to be assigned or delegated to subordinates’. However, 12 of the 15 managers representing 80.0% of the respondent managers surveyed indicated that there is no managerial function that cannot be delegated. The respondent are as shown in table 15 below.

**Q12. Any managerial functions that cannot be delegated to subordinates?**

**Table 15**

<b>Delegation &amp; limiting factors</b>	<b>Managerial Responses</b>				<b>No. of Respondents</b>
	<b>Sainsbury's</b>		<b>Prima</b>		
	<b>Yes **</b>	<b>No</b>	<b>Yes **</b>	<b>No</b>	
<i>Any managerial functions that cannot be delegated by managers?</i>	2	8	1	4	15
<b>Total</b>	<b>2</b>	<b>8</b>	<b>1</b>	<b>4</b>	<b>15</b>

\*\*These are listed under table 4.

On why a manager should delegate his authority while still retaining his responsibility, 13 of the 15 respondent managers indicated that it was as a result of the company policy while 2 respondent thought that it may be due to none availability of an alternative option. Hence, managers are bound to delegate under such a situation. The summary responses are tabulated in table 15.

*Q13. Why would a manager want to delegate authority while responsibility still resides on the manager?*

**Table16**

Why managers delegate authority	Managerial Responses				No. of Respondents
	Sainsbury's		Prima		
	Yes **	No	Yes	No	
(a) As a matter of company policy	8		5		13
(b) As a matter of no other available option	2				2
c) Others (please specify)					0
<b>Total</b>	<b>10</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>15</b>

Question Q14 details the opinion of managers on what limits their choice of use of delegation. Of the 15 respondent, 10 stated that they are influenced by the nature of the task, 3 stated that the nature of the delegation itself, while 1 respondent indicated that she is influenced by the company policy. The results of the responses are tabulated in table 17 below.

***Q14. What in your own opinion limits your choice of the use of delegation as a managerial tool available to you?***

**Table**

**17**

<i>Limits on choice of use of delegation</i>	<b>Managerial Responses</b>				<b>No. of Respondents</b>
	<b>Sainsbury's</b>		<b>Prima</b>		
	<b>Yes **</b>	<b>No</b>	<b>Yes</b>	<b>No</b>	
(a) The nature of delegation itself	2		1		3
(b) The nature of the task involved	7		3		10
c) Company policy as a whole	1		1		2
(d) Others (Please specify)					0
<b>Total</b>	<b>10</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>15</b>

***Q15-16 Managerial efficiency and authority***

Analysis of Q15 and 16 as detailed on table 18 below indicated that all the 15 respondent managers agreed that managerial delegation leads to organizational efficiency, while 3 of the 15 managers agreed that delegation could result into conflicts. However, 12 of our respondents hold the view that delegation of managerial authority cannot result into conflict. This is surprising since it is accepted that any delegation of authority does not imply the abdication of responsibility by managers. What happens in an organization where you have two or more layers of managerial authority and where a subordinate could potentially be reporting to 2 or more superiors? Could that not on its own lead to conflict?

**Table18**

	Managerial Responses				No. of Respondents
	Sainsbury's		Prima		
	Yes **	No	Yes	No	
Q15. Does delegation lead to organizational efficiency?	10		5		15
Q16. Delegation of managerial authority results into conflict?	2	8	1	4	15
<b>Total</b>	<b>12</b>	<b>8</b>	<b>6</b>	<b>4</b>	<b>30</b>

*(v) Layers of managerial authority in your department?*

*Q17. Layers of managerial authority in your department?*

Again, the results from the interview show that although layers of managerial authority differ from one department to another, they all agreed that organization benefits from the use of more delegation power. How organization will benefit from such greater use is not clear since delegation is dependent on a number of variables identified earlier, such as the nature of the delegation itself, the nature of tasks to be delegated. The results of the two questionnaires are presented in tables 19 and 20 respectively.

**Table19**

Layers of authority	Managerial Responses				No. of Respondents
	Sainsbury's		Prima		
	Yes **	No	Yes	No	
(a) Less than 5			3		3
(b) between 6 and 15	1		2		3
(c) More than 15	9				9
<b>Total</b>	<b>10</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>15</b>

*Q18. Whether organization would benefit more by using more of delegation as a managerial tool?*

**Table 20**

Organizational benefits	Managerial Responses				No. of Respondents
	Sainsbury's		Prima		
	Yes **	No	Yes	No	
Whether organization would benefit more by using more delegation?	10		5		15
<b>Total</b>	<b>10</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>15</b>

### **Interview results ( Table 6)**

The analysis of the interview conducted also shows a divergent view of how each of the two managers sees delegation. While the Sainsbury's manager sees delegation as time related, the manager from Prima Group sees delegation as not necessarily so. However, both of them believed that delegation can lead to managerial efficiency and effectiveness (Q3 and Q4). Both managers also confirmed that trust is important as a consideration by a manager before delegating his/ her authority to subordinates (Q5). Both also agreed that positive incentives like bonuses and vouchers are used to encourage staffs and subordinates for greater performance (Q6), and subordinates are accountable to them directly.

In general, the interview results re- enforced the views expressed in the survey questionnaires and therefore helps to clarify and affirm the various views expressed in the research.

## Chapter 6: Conclusion

As a summary, it must be noted that our research survey based on the respondent managers from the two companies, as well as the interviews conducted (table 6), confirmed a significant use of delegation as a managerial tool (Q1-3), its status as a managerial tool (Q4-5), the motivation for its use (Q6-11), the limits of its use (Q12-16) and the layers of authority that benefits most from the use of managerial delegation of authority (Q17-18), nevertheless, the research could not conclusively confirm the greater use of managerial delegation of authority in the two companies compared to other managerial tools. We suspect that the scope and the motivation for its use amongst managers may have to do with the individual managers' perception of his/her individual need, rather than a better understanding of what a greater use of delegation would entail or result into, as a whole.

It is apparent from the foregoing analysis particularly from the results emanating from these research survey questionnaires and the interviews that accompanied the surveys, that an investigation into whether modern managers use more of their delegation function compared to other available managerial tools, yielded some interesting deductive and mixed conclusions. Firstly, asking managers to express their opinions about their own managerial actions and experiences appeared very problematic, because of the difficulties of distancing themselves from the very acts (functions) that they perform and the outcome flowing from them. It is also apparent that managerial functions are very diverse and often cut across each other that attempts by managers to define or attach greater importance on one function or to rank such managerial functions, in preference from the other, in a way that completely fits into the model, will be futile.

It is also important to note that as a result of the difficulties noted in the above paragraph, conclusive inferences on the implication of the greater use of delegation for managerial functions becomes a victim of our failure to establish that delegation predominates other managerial functions. Thus, it becomes very difficult to isolate delegation as a managerial function from other managerial functions as these functions are inter-related and also interwoven. It was not surprising therefore that although the research found significant use of delegation by managers, compared to other managerial functions, it could not be established conclusively whether the implications for this significant use of delegation, as



identified by the research, yielded greater positive outcome for the two organizations, in the form of organizational effectiveness, organizational efficiency or both. However, a common understanding that managerial delegation is something positive, rewarding and may have contributed, albeit jointly, with other managerial tools such as planning, in the attainment of managerial and organizational objectives, is found to exist.

Finally, divergent views are found to exist amongst our respondent managers on the extent of use and implications of such use on the managerial delegation of authority. The research also found that these views are very divergent because they appear to emerge from two different and opposite angles- one relates to how a manager perceives managerial delegation and is prepared to use it and the other based on the extent to which organizational policies allows the use of delegation. The former angle will tend not to limit the use of delegation while the later will inevitably restrict the use of delegation within the organization.

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# Appendix 1

## RESEARCH QUESTIONNAIRES

### Delegation As A Managerial Function: A comparative Analysis of The Effect Of Delegation On Managerial And Organisational Performance. A Case Study of Two Companies

1. What is the name of your department and organization?

.....  
.....

2. What is your managerial role or title in the organisation? (a) Financial   
(b) marketing  (c) Production  (d) others (pls specify) .....

3. Do you as a manager use delegation as a tool for attaining defined company objectives?

(a) Yes  (b) No

If so, what are these objectives (pls list them) .....

.....

4. As well as delegation, what other managerial tools do you as a manager frequently use? Pls rank them in order of importance with 5= highest and 1=lowest)

(a) Planning  (b) Staffing  (c) Directing  (d) Controlling   
(e) Delegating

5. How often do you use each of the managerial tools listed above?

(i) Daily (ii) Frequently (iii) More frequently y (iv) Less

frequently

(a) Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(b) Staffing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(c) Directing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(d) Controlling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(e) Delegating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Do you consider that delegation may be a danger to your authority as a manager?

(a) Yes  (b) No

If so, what are such dangers? (pls specify) .....  
.....

7. How does your managerial delegation impact on your authority as a manager?  
(a) Positively  (b) Negatively  (c) Not sure  (d) others (Pls specify) .....

8. What considerations are taken into account by you as a manager before proceeding to delegate your authority to subordinates, in your organization?  
(a) Trust  (b) Level of competence  (c) organizational policy   
(d) All of the above  (e) None of the above

9. How in your view do subordinates perceive your delegation of authority as a manager?  
(a) God nd appreciated (b) Suspicious unappreciated   
(c) Unwelcome  
(d) Not sure

10. Should the use of delegation of managerial authority in your view be encouraged by company management? (pls tick)

	Yes	No
(a) Mandatory	<input type="checkbox"/>	<input type="checkbox"/>
(b) Voluntary	<input type="checkbox"/>	<input type="checkbox"/>
(c) Discretionary	<input type="checkbox"/>	<input type="checkbox"/>
(d) Only encouraged	<input type="checkbox"/>	<input type="checkbox"/>
(e) Not sure	<input type="checkbox"/>	<input type="checkbox"/>

.....

11. Are there any managerial functions that cannot be delegated to subordinates?  
(a) Yes  (b) No  If Yes, please specify:  
.....

12. Why would you as a manager want to delegate your authority to subordinates when responsibility still remains with you? Please list below:  
(a) .....  
(b) .....  
(c) .....  
(d) .....

13. If you were to curtail the use of delegation as a managerial function available to you, what do you consider to be the impact on the organisational effectiveness?  
 (a) Very Positively  (b) Very Negatively  (c) No impact at all
14. Do you think that the delegation of managerial functions to subordinates have any direct positive effect on the organisational efficiency?  
 (a) Yes  (b) No  (c) Not sure
15. How many layers of managerial authority does your organisation have?  
 (a) Less than 3  (b) More than 3 but less than 10  (c) More than 10
16. Do you think that your organization would benefit more when managers use more of their delegated authority compared with other managerial tools?  
 (a) Yes  (b) No  (c) Not sure
17. Does your delegation of managerial authority often result to conflicts?  
 (a) Yes  (b) No  If yes, please describe the nature of the Conflicts.....  
 .....
18. Do you normally consider trust as a basis of delegating managerial authority to subordinates?  
 (a) Completely  (b) Partially  (c) No at all

## Appendix 2

### STRUCTURED INTERVIEW AND ANSWER FOR SAINSBUBY'S PLC

1. What are the goals of your department within the organization?

Answer

The goals of my department are to ensure the safety of staff and to be legally compliant at all times because we work at an open food department.

2. How does your role as a manger and your department support the goals and objectives of the organization?

Answer

Sainsbury's as an organization has a documentary role manual that are in use on a daily basis and it's got some set of food safety and legal questions which each subordinate under the department checks and follows each day in order to be safe and legally compliant all the time. We also have a department specifically for training new employees, who is mandatory and have to be completed. The company also has an external audit department that makes sure that we do all that needs to be done.

3. How often do you supervise?

Answer

As a manger, I supervise 5 days a week when I am on duty and I equally has a team leader who also supervises the department on day to day basis, including the days I am off work.

4. Does the fact that you delegate facilitate efficiency and quick actions?

Answer

Yes! Because it has to do with time, I have so much to do under my department or unit and can't possibly do all of them alone in an 8 hour shift; so I have to delegate.

5. Is trust taken into consideration by you as a manager before proceeding to delegate?

Answer

No! I don't usually consider trust before any delegation. I only delegate to someone competent, like my team leader and certainly not someone new to department.

6. Are there positive incentives, like recognition of work and rewards awarded to your subordinates, as a means of boosting their morale and preparing them to accept delegated authority?

Answer

Yes, there are lots of things that can be complemented upon. It could equally be customer compliment, and there's a card which would be awarded to the staff concerned. It could have about 5-6 pounds in them.

7. Are subordinates accountable to you directly or do they have more than one superiors other than you, who they account to?

Answer

Yes! I have the overall accountability but if I am absent, there are 2 team leaders available. So there's a clear direct line of authority in the organization.

## **Appendix 3**

### **STRUCTURED INTERVIEW AND ANSWER FOR PRIMA GROUP**

#### **RESPONDENT 2 -Prima's Manager**

Status: General Manager

1. What are the goals of your department ?

Interviewer: Reads out Q1 and his response

Answer:

The goals of my department are the same as the goals of the organization, which are to remain competitive to maximize the wealth of the shareholders.

2. How does your role as a manager and your department support the goals and objectives of the organization?

Interviewer: Reads out Q2 and his response

Answer:

Managerial roles are always tied to the attainment of organizational goals, and depending on how these goals and objectives are defined and pursued, they are always given. In my company, reasonable market shares and maximum returns for all the stakeholders, including employees, shareholder, the taxman, are the goal, and every action that I take are geared towards the attainment of these goals.



3. How often do you supervise?

**Interviewer:** Reads out Q3 and his response

**Answer:**

I see supervision as a 24/7 affair. I supervise everyday as a functional manager of the organization.

4. Does the fact that you delegate facilitate efficiency and quick actions?

**Interviewer:** Reads out Q4 and his response

**Answer:**

Of course, delegation is believed to facilitate managerial efficiency and in so doing ensures organizational efficiency as well.

5. Is trust taken into consideration by you as a manager before proceeding to delegate?

**Interviewer:** Reads out Q5 and his response

**Answer:**

Yes, I cannot imagine how a manager can delegate without necessarily trusting the subordinate I am delegating.

6. Are there positive incentives, like recognition?

**Interviewer:** Reads out Q6 and his response

**Answer:**

Yes, positive incentives are always available to both the managers and subordinates who are able to achieve targets. For instance, we give out bonuses and at times promotions, but not necessarily to make them accept delegated authority.

7. Are subordinates accountable to you directly or do they have more than one superior other than you, who they account to?

Sir, this is the last question I will be asking, and I am grateful for sparing your time for this interview.

**Interviewer:** Reads out Q7 and his response

**Answer:**

Thank you I am also delighted to have you, we have about 3 layers of authority, flowing from the top to bottom, with me as the General manager at the middle of the layer. The answer to your question is therefore yes.

