

**THE IMPACT OF DELEGATION ON EMPLOYEES PERFORMANCE IN
ORGANIZATIONS**

**CASE STUDY COCA-COLA COMPANY IN MBARARA,
UGANDA**

BY

NOOWE DENIS


REG NO.BDS/27361/113/DU

**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF HUMANITIES
AND SOCIAL SCIENCES IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF BACHELOR'S
DEGREE IN DEVELOPMENT STUDIES OF
KAMPALA INTERNATIONAL
UNIVERSITY**

APRIL, 2013

DECLARATION

I, NOOWE DENIS, declare that this research paper is my own work and has never been submitted to any institution or University for any award.

Researcher's Signature-----

Date: 03/05/2013.

NOOWE DENIS

BDS/27361/113/DU

APPROVAL

This is to acknowledge that Noowe Denis has carried out a research on “ ***The impact of delegation on employees performance in organizations a case study of Coca-Cola company , Mbarara- Uganda*** and has been under my supervision and is now ready for presentation for the award of a Degree of Bachelor of Development Studies of Kampala International University.

Signature :.....

Date.....

Madam Rachael

SUPERVISOR

ACKNOWLEDGEMENT

My sincere gratitude goes to the almighty God for without his Grace and Prudence I would never have made it.

Special thanks go to my mum Naome Mukwano and my uncle James for their encouragement and financial support may God bless them *abundantly*. I would also want to recognize the contribution of my family who tirelessly supported me with much love throughout the entire course.

I can't forget to mention the contribution of my supervisor Madam Rachael who through his good supervision she contributed effectively and efficiently to the completion of this project.

Finally I appreciate my partner Mr. Robert Mahugu for his assistance and encouragement and my course mates.

I thank them all and may the almighty God bless them abundantly.

TABLE OF CONTENTS

DECLARATION	i
APPROVAL	ii
ACKNOWLEDGEMENT	iii
TABLE OF CONTENTS	iv
LIST OF TABLES	vii
LIST OF CHART	viii
ABSTRACT	ix
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study	1
1.2 Statement of the Problem	3
1.3 Objective of this Study	4
1.3 Research Questions	4
1.4 Scope of the Study Scope of the Study	4
1.5 Significance of the Research Study	4
CHAPTER TWO	6
LITERATURE REVIEW	6
2.0 Introduction	6
2.1 Theoretical Framework	6
2.2 Conceptual Frame Work	7
2.3 Related Literature	9
2.3.1 The Relationship between Delegation And Performance	9
2.3.2 Reluctance to Delegation	10
2.3.3 Principles of Delegation	12

CHAPTER THREE	13
METHODOLOGY	13
3.0 Introduction	13
3.1 Research Design	13
3.2 Area of Study.....	13
3.3 The Study Population	14
3.4 Sample Selection.....	14
3.4.1 Top managers.....	14
3.4.2 Middle managers	15
3.4.3 Line staff	15
3.5 Data Collection	15
3.5.1 Questionnaire.....	15
3.5.2 Interview.....	16
3.5.3 Observation method.	16
3.6 Research Procedure.....	16
3.7 Data Analysis	16
 CHAPTER FOUR.....	 17
FINDINGS, INTERPRETATION AND ANALYSIS	17
4.0 Introduction	17
4.1 Relationship between Delegation and Performance.....	17
4.1.1 Response through the questionnaires.....	17
4.2 Reluctance of managers to delegate	20
4.2.1 Responses.....	20
4.3 Principles of Delegation	25
4.3.1 Response.	25
4.4 Limitations of the Study.....	29

CHAPTER FIVE.....	30
DISCUSSION, CONCLUSION AND RECOMMENDATION.....	30
5.0 Introduction	30
5.1 Discussion	30
5.2 Conclusion.....	31
5.3 Recommendations	32
 REFERENCES.....	 34
APPENDICES.....	35
APPENDIX A: QUESTIONNAIRE	35
APPENDIX B: INTERVIEW GUIDE.....	39

LIST OF TABLES

Table 3.3.1 Study population sample	14
Table 1: Impact of delegation to the employees.....	17
Table 2: Delegation in the company	20
Table 3: Timing of delegation.....	23
Table 4: Principles of delegation.....	25
Table 5: Effectiveness of the principles	27

LIST OF CHART

Chart 1: Showing the Impact of delegation on employees.....	18
Chart 2: Showing Delegation in the company	21
Chart 3:Timing of delegation.....	24
Chart 4: Showing principles of delegation	26
Chart 5: Effectiveness of principles	28

ABSTRACT

The main purpose of this study was to find out the impact of delegation on employees performance. The interest in this particular area was due to the deteriorating in performance of the organization and in particular coca-cola company despite hiring bright and talented employees. Therefore, this triggered the researcher to go and assess the relationship between delegation and employee performance.

The main objectives of this study were to find out why managers don't delegate, the principles of delegation used in the company if any and establish the relationship between delegation and performance of the employees and that of the company as a whole. In data collection process, the researcher employed instruments like closed and open questionnaires and interviews for primary data and extensive Library research for secondary data which were all analyzed using Microsoft word, presented in tables and bar graphs.

In as far as findings are concerned, the study found out that delegation has an effect on employee performance, and delegation was a morale booster to performing well. The study further found out that delegation stimulates innovation and risk taking by letting individuals control resources and engage in experimentation without having to obtain approval from the higher authorities, it also improves the workers ability to perform different tasks efficiently and effectively with the use of minimum resources.

Thus, it can be recommended that coca-cola company Mbarara branch should delegate its employees more often, there should be well laid principles on delegation on how and when it should be done, employees should be properly recruited and selected to ensure it has qualified employees with open mind to learning through delegation, establish clear channels of communication and come up with means of appraising and evaluating the delegated tasks.

CHAPTER ONE

INTRODUCTION

This chapter focuses on the background of the study, statement of the problem, purpose of the study, research objectives and research questions, scope of the study and the significance of the study.

1.1 Background of the Study

The changing nature of business organization including flatter structure and recognition of the efficient use of human resource coupled with advances in social democracy have combined to growing importance of delegation. The nature of management is moving away from the emphasis on getting results by the close control of the workforce and towards an environment of coaching, support and empowerment.

The organization is made of groups of people. An essential part of management is coordinating the activities of groups and directing the efforts of their members towards the goals and objectives of the organization. This involves the process of delegating style. Delegation is an essential ingredient in effective and successful management. The manager must understand the importance of delegation. He should also know how to delegate authority and strive to develop the employee's responsibility. Delegation involves dealing constructively with the employer's responsibility.

Delegation is by defined by Jackson Slocum as the process of giving authority to a person or a group to make decisions and act in certain situations on behalf of the manager. Thus an employee is held accountable for the performance of defined responsibilities; the manager gives the employee the authority to carry out the responsibilities effectively.

According to Chandan (2006)delegation is the assignment of authority and responsibilities to others in order to carry out certain assignment. This is because the

manager has to be in more than one place, doing more than one thing simultaneously and can not perform all the tasks of the organization by himself. Consequently he shares his duties with his immediate subordinates who in turn delegate to their subordinates and this process continues until all activities are assigned to a person who is made responsible of performing them.

Employee is a person who is paid to work for somebody or organization. Performance is how well or badly you do something. Performance is often defined in output terms — the achievement of quantified objectives. But performance is a matter not only of what people achieve but how they achieve it. The concept performance has been expressed by Chuck Williams as follows "performance means both behaviors and results. Behaviors emanate from the performer and transform performance from abstraction to action. Not just the instruments for results, behaviors are also outcomes in their own right—the product of mental and physical effort applied to tasks and can be judged apart from results (Armstrong, 2006)..

Delegation starts when structure of the organization is being established and work is divided. It continues as new jobs are added during day —day operations. Delegation occurs with the assignment of responsibilities for instance when a company president assigns to an executive assistant the task of preparing a formal statement for presentation to a congressional committee at this point the manager is giving authority to a subordinate.

In the current business setting employees hired are bright and talented to ensure that the needs of the organization are met. For this to be achieved the employees potentials need to be explored to ensure that they are always producing at their best. Delegating subordinates improves their ability to perform the different tasks which contribute to the attainment of the organization goals. Effective delegation of subordinates improves the performance of employees to being more productive for the organization leading to higher market share and higher profits, responsiveness in the willingness with which

service providers give good service, confidence in performing their tasks knowledgeably with the skills acquired from carrying out delegated duties.

Century bottling company (Coca-cola) Mbarara branch was started in 1995. In century bottling company they manufacture cocacola, cokelight , Fanta, sprite and dasani as well as beverages in the Krest and Sparletta groups.

It has two branches in Uganda, one is in Kampala and another is in Mbarara. Numbers of employees for both branches is 664.

The top management team for delegation in Coca-cola company in Mbarara branch are manufacturing managers, human resources manager, finance manager, sales and marketing manager.

Additional marketing research showed that coca-cola classic was even more popular among teenagers, with a 25.6% market shares. Coca-cola has been in existence for over 20 years in Uganda with two branches in different geographical locations including Mbarara branch.

1.2 Statement of the Problem

Due to dynamic and competitive business environment, organizations need to espouse values that regard employees not as costs to be minimized but as assets to be maintained and developed. In Mbarara Coca-Cola Company there are problems affecting employee's performance which is characterized by work related behavior such as absenteeism, labor turnover and reduced productivity. These go along side with sub-standard industrial welfare, unfair company policies and former insecurity experienced. But delegation has of late been observed and has taken the fore front. It has a wonderful effect on performance and productivity level of the organization calling for a more comprehensive investigation in to it. Therefore this shows that the company is much more concerned on the gains than employing the appropriate delegation processes which will stimulate performance

1.3 Objective of this Study

The purpose of the study was to establish the impact of delegation on employees' performance.

1.2.1 Objectives

1. To establish the relationship between delegation and performance.
2. To find out why managers are reluctant to delegate.
3. To find out if the company has any principles governing delegation

1.3 Research Questions

1. What is the relationship between delegation and performance?
2. Why don't managers delegate?
3. What are the principles of delegation?

1.4 Scope of the Study Scope of the Study

The research was restricted to coca-cola company, Mbarara branch in Uganda. It is in the western side of Uganda bordered by Bushenyi in the north, Kiruhura in the west, Isingiro in the south, Lyantonde in the east.

In content form the focus of the study was to identify the impact of delegation on employee performance, examine why managers are reluctant to delegate and examine the process of delegation employed in the company and finally establish the relationship between delegation and performance.

1.5 Significance of the Research Study

Delegation is an essential element in the training and development of employees in every organization enhancing its survival in the ever changing, complex and competitive environment. The research will be of paramount significance to the researcher and other scholars and it will be used as documentary evidence that can be reviewed

whenever there is a need to investigate on delegation and employee performance and specifically to the area of study.

The study will be of great treasure to the researcher since it is a requirement for the award of bachelors' degree in of Kampala international university.

Organization; From the study findings, the organization may learn how to delegate effectively with the implementation of principles leading to the improvement of the employee and the organization.

Government; The government will also get to know the relationship that exists between delegation and performance hence ensure that delegation is done in the organizations properly to increase the performance of the employee and productivity of the country.

Scholars; The findings may be used as a reference for future research work by anyone who is interested in this area.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter reviews literature on the impact of delegation on employee performance, the relationship between delegation and performance, why managers don't delegate and the principles of delegation.

2.1 Theoretical Framework

The study was guided by the Follet theory which is a behavioral view point of management contributed by Mary Parker Follet (1868-1933). According to her management is believed to be a flowing continuous process, not a static one, and that if a problem has been solved, the method used to solve it probably generated new problems. She stressed on involvement of workers in solving problems and the dynamics of management rather than static principles.

She studied how managers did their jobs by observing them at work and based on her observations she concluded that coordination is vital to effective management.

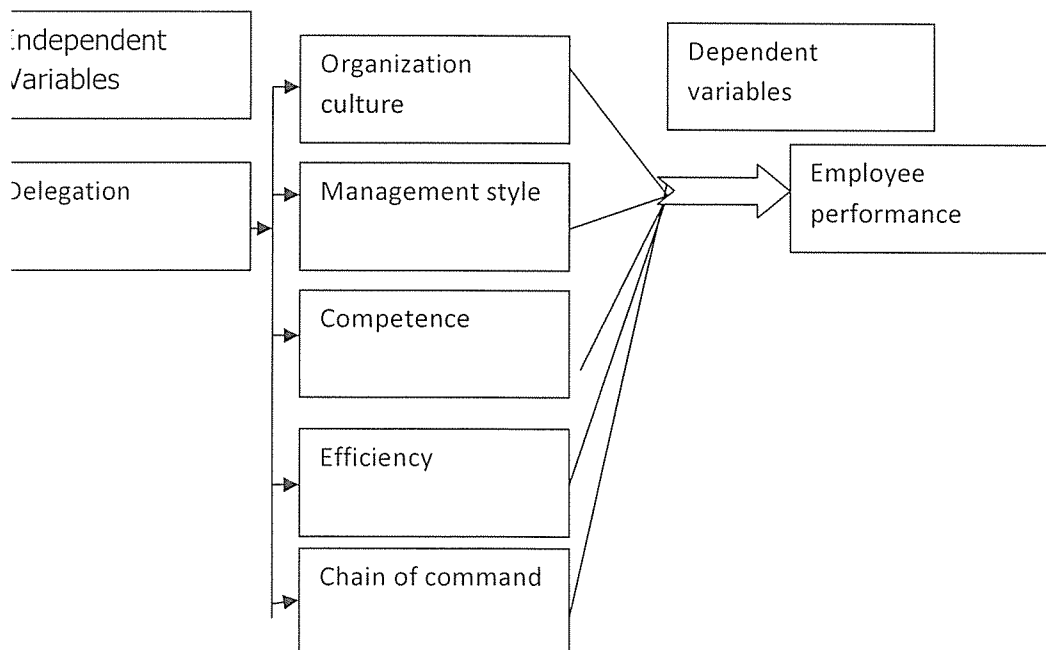
She developed four principles of coordination for managers to apply.

- (a) Coordination is best achieved when the people responsible for making a decision are in direct contact.
- (b) Coordination during the early stages of planning and project implementation is essential.
- (c) Coordination should address all the factors in a situation
- (d) Coordination must be worked at continuously.

Follet believed that people closest to the action could make the best decisions. For example, she was convinced that first line managers are in the best position to coordinate production tasks. And by increasing communication among themselves and with workers these managers can make better decisions regarding such tasks than the managers up the hierarchy can. She also believed that first Line managers should not only plan and coordinate workers activities, but also involve them in the process. Simply because managers told employees to do something a certain way, they shouldn't assume it done, she argued that all managers at all levels should maintain a good relationship with their subordinates and involve them in all activities of the organization.

2.2 Conceptual Frame Work

This is a representation of concepts of variables either graphically, diagrammatically or in a narrative form and their presumed relationship with each other.



Organization Culture

Organizational culture is a system of shared values, assumptions, beliefs, and norms that unite the members of the organization. Organization culture is reflected on how management carries out its functions. The culture of every organization dictates whether delegation is to be done or not. This is derived at from the confidence and trust the management has in its employees stating the far to which delegation can be done.

Management Style

Management style refers to the ways in which an organization carries out its management functions and tasks. Every organization has its way of carrying out its functions and implementing them. It also has policies and strategies which guide it in its operations. These are always limited or controlled by financial resources of the organization. Delegation will be affected by the management style of the organization.

Competence

Competence is the set of knowledge, skills, behaviors and attitude that a person needs to be effective in a wide range of managerial jobs. For an employee to be delegated, he must be competent enough in order to handle the responsibilities appropriately and in accordance with the description of the job

Efficiency

Efficiency is the ability to do things the right way, fast, with the consumption of as little resources as possible. Delegation should be done on efficient employees who are capable of saving the organization from incurring costs which may lead to a loss for the organization.

Chain Of Command

Chain of command refers to the number of persons a subordinate is liable to for his responsibilities or the persons to whom an employee should report to. Chain of command is a factor which affects the implementation of delegation in an organization. A long chain of command makes delegation difficult to implement.

2.3 Related Literature

The related literature was reviewed on the order of objective by objective.

2.3.1 The Relationship between Delegation And Performance

According to Jackson (2002) Performance is the amount of initiations, direction and persistence one applies in his work. Performance is judged on out put of an individual. The concept performance has been expressed by Chuck Williams as follows "performance means both behaviors and results. Behaviors emanate from the performer and transform performance from abstraction to action. Not just the instruments for results, behaviors are also outcomes in their own erwiuright-the product of mental and physical effort applied to tasks and can be judged apart from results. According to Gomez Mejia & Balkin (2000):delegation of authority stimulates innovation and risk taking by letting individuals control resource and engage in experimentation without having to obtain the approval of higher authorities. Besides that delegation permits great utilization of the talent and abilities of subordinates and makes them to be the needs of the organization this leads to the improvement in performance of both the employee and the organization. Delegation leads to enhancement of prompt action as no consultation is needed before decisions are made. This results to performance improvement as duties are done and completed fast. Griffin W.R (2002) Performance improves as a result of delegation because the superiors perform higher levels of work. The decisions are also made at the lowest competent levels. Delegation helps the subordinates develop themselves professionally by doing challenging tasks. This makes them become competent.

Due to delegation better decisions are made at lower levels of the organization close to where the problems arise leading to a general improvement in performance throughout the organization. Snell A.S (1997)

According to chuck (2003) delegation improves workers ability to perform the tasks by providing sufficient information and resources. That is empowering workers by permanently passing decision making and responsibility to subordinate through giving information and resources they need to make and carry out good decisions. Delegation leads to decisions being made right away or at near the centre of operation as soon as the situation demands. For instance budgeting at lower level, lower officer may generate a budget with the provision of accurate information of the required particulars. This saves time while implementation is being done. This is seen as an improvement in performance due to delegation. Owalabi (2006) Delegation being a training and development tool as said by Chandan (2006) leads to the organization having skilled and competent employees who can take up senior position incase a vacant occurs. Lower level managers face challenges and in dealing with the tasks granted to them and this prepares them for problem solving process when they reach a high executive level.

According to Peter L J and Hull, Pan Book 1970 there is facilitation in identification and assessment of performance in detailed manner. It encourages initiative, stimulates job satisfaction and improves morale by providing individuals with more control over their work

2.3.2 Reluctance to Delegation

The unwillingness of the manager to delegate is based on certain belief and attitude which are personnel. According to griffin (1996) some managers may worry that subordinates will do too well and pose a threat to their own advancement.

Belief in the fallacy: "if you want it done right do it yourself" manager's belief that a delegate can hardly do a task perfectly like the real holder of the task.

According to Robert Kreiter(2001) some superior may feel insecure to delegate authority due to fear for the loss of his power and competition from the subordinates. Delegation makes the process of decision making slow and long, this is because the dean of authority is delegated therefore a lot of consultation is required. Rue Byars(2000)

The size of the organization: With delegation there is need for uniform policy, in a company where there is need for a uniform policy in terms of planning and action; delegation may not be the right philosophy of management. Delegation will be possible only where there is an enterprise which is large and lends itself to departments and division. Ashok Kumar(1999)

The importance of the duty/decision: the more important a duty or a decision is as expressed in terms of cost and impact on the future of the organization determines its probability for delegations. Managers rarely delegate the most important duties for the fear of mistakes because even the slightest mistake done on such issues can be harmful to the organization. Owalabi J (2005)

Task complexity: some tasks are very complex making it difficult for top management to posses current and sufficient technical information to make effective decisions. Complex tasks require greater expertise and should be delegated to the people who have the necessary technical skills. This makes the management not to delegate until they are sure of the subordinate potential for the duty. David .A. Decenzo(2001)

Qualities of employees: delegation requires employees with the skills, abilities and motivation to accept authority and act on it. If these are lacking, top management will be reluctant to relinquish authority.

Organization culture: if management has confidence and trust in employees, the culture will support a great degree of delegation. However if top management does not have confidence in done.

2.3.3 Principles of Delegation

According to Chandan (2006) one should be effective in his work in order to delegate. This should involve the adherence of the principles of delegation. They include: Functional clarity: before delegating any task to a subordinate, the manager is expected to define the task that needs to be delegated. This leads to having a clear picture of what is to be done whereby the manager can now determine the means to perform the tasks, the methods of operations and the results expected which must clearly be defined. The authority delegated must be clearly defined. The authority delegated must be adequate to ensure that these functions are well performed.

Matching authority with responsibility: delegation involves the transfer of authority. Responsibility and authority are highly interconnected; therefore authority should be adequate and should not only match the duties to be performed but also the personal capabilities of subordinates.

Unity of command: this refers to the number of people a subordinate is entitled to report to.

According to this principle, a subordinate should be responsible to only one superior who is delegating the authority in the first place.

Principle of communication: communication is the passing of information from one person to the other. This principle emphasizes on the establishment of clear channels of communication throughout the organization and especially when delegation is taking place. A misunderstood responsibility can be dangerous hence general authority must be clearly specified, openly communicated and properly understood.

Management by exception. According to this principle, the subordinate must take decision and take action whenever they can, and should only refer matter of such nature to their superior which are outside their domain of authority. This principle reflects on qualification of subordinates.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter specifically focused on the research design as a general framework for the study, population of study and sample selection. The chapter also explains the various methods of data collection and analysis.

3.1 Research Design

The study was essentially designed to a case study with specific focus on coca-cola company , Mbarara branch. According to P.V Young, a case study is a method of explaining and analyzing the life of a social unit be it a person, a family, an institution, cultural group or even entire community. It is the study through which one can precisely know the factors and causes of a particular phenomenon. Case study design is flexible and compatible to with all the data collection methods. In order to identify the groups and select samples for the study: a survey of all the targeted groups will be designed and a total of 62 people will be selected. Although the methodology of the study will be fundamentally qualitative, it will be supplemented by quantitative methods of data collection and analysis. Data collected from the selected sample will be generalized.

3.2 Area of Study

The study was conducted in Mbarara branch of coca cola company in Uganda one of the branches of coca cola company. It was selected by the researcher because it has different employees in the different levels of management who experience the effect of delegation in their work hence they are a rich source of information in regard to the researcher area of study. The area was also close to the researcher and it was convenient in terms of time, reduced costs making the process of data collection easy.

The target population consisted of 320 people, 60 are top managers and middle managers and 260 are the line staff and casuals. A sample size of 62 people was chosen to get a representative picture of the whole organization. This was done by listing the levels of management in each department. They were then randomly selected from each department.

3.3 The Study Population

The study considered a population of sixty two (47) respondents (out of 220) as a sample population which was included in the sample frame. This was drawn from different levels and departments. These categories included: top managers (10), middle managers (7), and line staff (30)

Table 3.3.1 Study population sample

Sample category	Sample size
Top managers	10
Middle managers	7
Line staff	30

Source: author

3.4 Sample Selection

3.4.1 Top managers

The (10) top managers were selected by use of purposive or judgmental sampling procedure. This category was selected on the basis of their knowledge of the subject under investigation and the situation on the ground. A total of ten was then chosen. This was done by selecting one manager from each department.

3.4.2 Middle managers

The (7) of middle managers was selected. This was another category for the study due to their knowledge on implanting the functions of management in the organization. Their selection was done by use of purposive sampling procedure.

3.4.3 Line staff

The 30 line staff respondents out of line staff were selected using simple random sampling technique. This was made possible because of the availability of data from the management showing the number of the line staff and casuals in the organization.

3.5 Data Collection

The study adopted mainly qualitative methods of data collection supplemented by quantitative methods to support data from qualitative methods. The methods used for data collection were: interview, observation, and questionnaires. All these methods were used to minimize the weakness of each so that a clear picture of the situation was obtained.

3.5.1 Questionnaire

This refers to the collection of data to which the respondent is required to fill in the questions asked by the researcher. Due to lack of time to interview all the respondents, the researcher used questionnaire for the respondents to fill in during their leisure time as they will provide information needed. The questions focused on how often they delegate, the delegation process the company uses and how delegation affects their performance.

3.5.2 Interview

Interview method is a verbal technique for obtaining data and is more appropriate in the study of human behavior. This method was used to collect data from the lower level staffs that were not able to read properly. Structured and unstructured questions were used depending on the nature of the population to be interviewed.

3.5.3 Observation method.

Observation method was used to supplement information from the interviews. This focused on the silent but important information that that wont be given by the respondents.

3.6 Research Procedure

Before going to the field the researcher obtained an introduction letter from the office of the dean of students, school of business and management. This introduced the researcher as a student attempting to carry out an academic research. The researcher seeks permission from the concerned authorities of the organization to be introduced to other departments. To ensure promptness and accuracy, some of the questionnaires were administered by the researcher and others were to be sent to the heads of the departments while the rest were left for the respondents to respond at their own time.

3.7 Data Analysis

Data analysis involved organizing, accounting for and explaining the data; that is, making sense of the data in terms of the respondent definition of the situation noting patterns, themes, categories and irregularities. The researcher used tables and charts to expound the validity and reliability of the findings.

CHAPTER FOUR

FINDINGS, INTERPRETATION AND ANALYSIS

4.0 Introduction

This chapter analyses data collected from the field based on the questions proposed in the objectives in the first chapter. The study specifically focused on the impact of delegation on employee performance.

The research involves presentations, interpretations and analysis of the collected primary data. The presentation is done in the tables with illustration to make sure that research biases are eliminated. It continues in presenting the findings of the study by use of responses, frequencies and percentages in order to reach at the true findings.

4.1 Relationship between Delegation and Performance

The first objective was to establish the relationship between delegation and performance. The findings were based on research questions and interview between the employees and the researcher from the specific objective of the study.

4.1.1 Response through the questionnaires

To achieve this objective the respondents were asked if they felt that delegation employed in the company motivates the employees, improves the performance or helps them build their confidence at work.

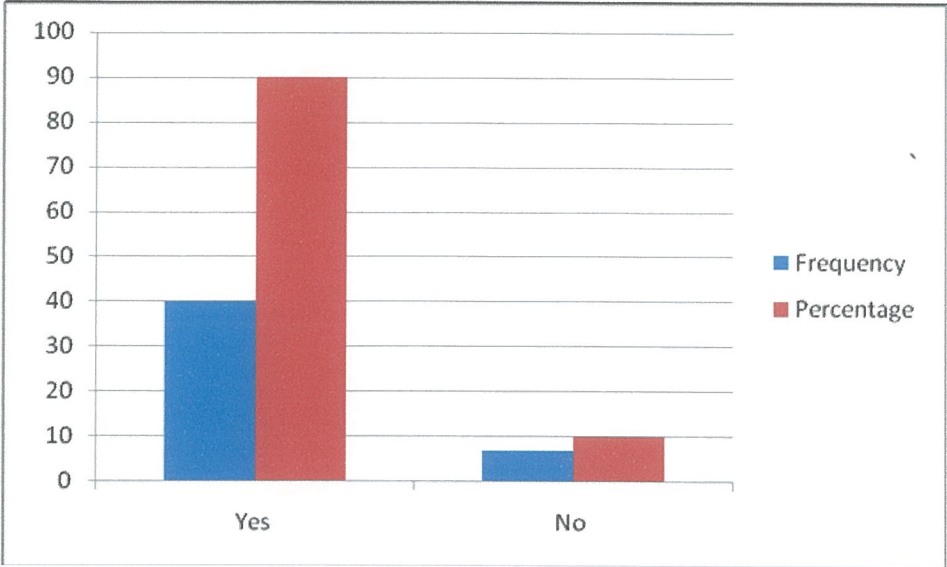
Table 1: Impact of delegation to the employees

Question	Response		
	Yes	No	Total
Does delegation motivate, improve performance and build confidence?			
Frequency	40	7	47
Percentage	90	10	100

Source: Primary Data.

There was a 40(90%) agreement from the respondents that delegation improves efficiency and performance of employees only 7(10%) of the respondents felt that it had no impact on them. The data was then analyzed and plotted on the bar graph shown below.

Chart 1: Showing the Impact of delegation on employees



They agreed that there was a great difference between the companies where there was no delegation and where there was delegation.

The respondents approved that delegation carried out in the company satisfied the performance factor, contributed to the building of the employee confidence and motivates the employee.

They said that delegation is a key tool to effective and efficient job performance as it enables one to undertake different tasks in his work and some which are outside his job description always undertaken by his seniors perfectly as they are expected. Delegation involves having the subordinate perform the work of his senior, it does not exclude the function of making decisions made by the seniors where by it leaves them in a better position of making sound and substance decisions, it makes the employee to be more

competent in his work leading to an improvement in how he does his work and improving the performance of the company too.

Delegation worked as a tool to build the employee confidence in carrying out different tasks. This was evident on cases where the employee was required to make a prompt action on behalf of the organization and no consultation is needed before the decisions are made. The employee is bold on the decisions he makes as they are better due to the skills acquired through delegation.

According to the study the employees were strongly in favor of delegation they felt it was a way of the company motivating them and allowing them to be responsible. They felt that the company recognized and embraced their contribution to it. Usually employees have talents and if allowed to use them they become more committed to their work and the organization. Delegation means job enrichment and management by objectives which enhanced morale and commitment. This is due to the full involvement of the subordinates in making decisions. Delegation involves the cooperation process between the senior and the junior; this is so because before delegating a task, the senior has to explain to the junior on what to do, how to do it and when it should be completed. The employees said that this led to an improvement in not only performance but also to their relationship with their managers and their fellow employees.

The skills they acquire also make them flexible in times of change as they can easily carry out a variety of roles perfectly making them fit in the dynamic business world. Delegation was said to ignite creativity and innovation by the employee so as to come up with the best and appropriate decisions.

4.2 Reluctance of managers to delegate

The second objective of this study was to examine why managers are reluctant to delegation in the organization; that is do they delegate as they are supposed to? The findings were based on the research, the questions and interview between the researcher and the manager from the specific objective of the study.

4.2.1 Responses

To achieve this objective, the respondents were asked whether they felt that the managers delegate as they were supposed to, and if delegation was done at the right time.

The responses to the questions are given in the subsections below;

Table 2: Delegation in the company

Question	Response		
	yes	No	total
Do managers delegate as			
Frequency	17	30	47
Percentage	30	70	100

Source: Primary Data.

From the table 2 above, results showed that 30 (70% of the respondents) don't think that managers delegate as they are supposed to while 17(30% of the respondents) do think that managers delegate accordingly.

The data in the table 2 was analyzed using a bar graph and chart 2 summaries the analysis of how many accidents each employee has witnessed.

Unreceptive of other people views

Some managers are unable to welcome other people views which are the key point in delegation. Delegation entails willingness to give others the right to use their discretion in carrying out the tasks delegated to them by their seniors; some managers are unwilling to part with some of their authority to their juniors leading to lack of delegation.

Unwillingness to let others make mistake

Mistakes are often good learning experiences and subordinates are bound to make mistakes which call for the delegator to be keen so as to rectify any mistake that may occur. If the senior does not follow up on the junior well mistake done may exceed the value of learning. This makes the managers not to delegate.

Perceived threat

Superiors are always afraid of being replaced by brighter and educated subordinates limiting the authority they pass to them. A manager who is incompetent fears that fears that they will expose their incompetence through delegation. This limits the extent to which delegation is done in a company.

The importance of the duty or task

Some duties or tasks are less likely to be delegated; this is due to its importance to the company as expressed in terms of cost and impact on the future of the company. Managers are less willing to risk the life of the company by delegating such tasks and instead they carry out the tasks themselves.

Organization culture

The management has little confidence and trust in the employees. Due to this the culture of the organization allow for only a part of delegation being done hence only a little of it is practiced and this is done when it is really necessary.

More time to do the task

Delegation involves having subordinates carrying out tasks they are *not* too familiar to: this result to a delay in the task and it takes longer to be completed unlike when it's being done by an expert. This makes the managers uneasy to delegate.

Lack of experience

This was cited by the managers who suggested that the junior staff lacked the required skills, abilities and competent to carry out the delegated duties. This has led to the management being reluctant to relinquish authority.

The respondents were also asked to tell whether they thought that delegation was being done at the right time in the organization.

The table below shows their responses;

Table 3: Timing of delegation

Question	Response		
	yes	No	total
Do managers delegate as			
Frequency	18	29	47
Percentage	30	70	100

Source: Primary Data.

The results in table 3 above revealed that 18 (40% of the respondents) employees agreed that delegation was done at the right time which was contrary to the response of the largest percentage 29(60%) who felt that the timing of delegation was not right because it was done when the manager was overburdened with work and needed help. The work was mostly allocated to those who were believed to do it better giving no space for those willing to learn and develop as it was urgent so as to beat the deadline. It was also done when some expertise was required in a certain task: this called the organization to give the work to the skilled and experienced and sometime led to the

4.3 Principles of Delegation

The third objective was to find out if the company has delegation principles. The findings were based on research questions and interview between the employees and the researcher from the specific objective of the study.

4.3.1 Response.

To achieve this objective the respondents were asked to express their position about the current delegation principles being used in the company. From the information collected the company principles were unknown to the employee because they were rarely implemented when delegating.

Table 4: Principles of delegation

Question	Response		
	yes	No	total
State your position on the delegation principles in the company			
Frequency	18	29	47
Percentage	40	60	100

Source: Primary Data.

The results in the table above revealed that 29 (60% of the respondents) employees, were against the principles of delegation in the company while 18(40% of the respondents) were in favor of the delegation principles in the company.

The data in the table 4 was analyzed using bar graphs as illustrated below

Delegation by results is expected; the respondents felt that delegation should be based on the results expected from a position in the organization. Authority should be equated to the intended out comes.

The employees were also asked on the effectiveness of the delegation principles used in the company. The response of the respondents was analyzed and shown in the table below.

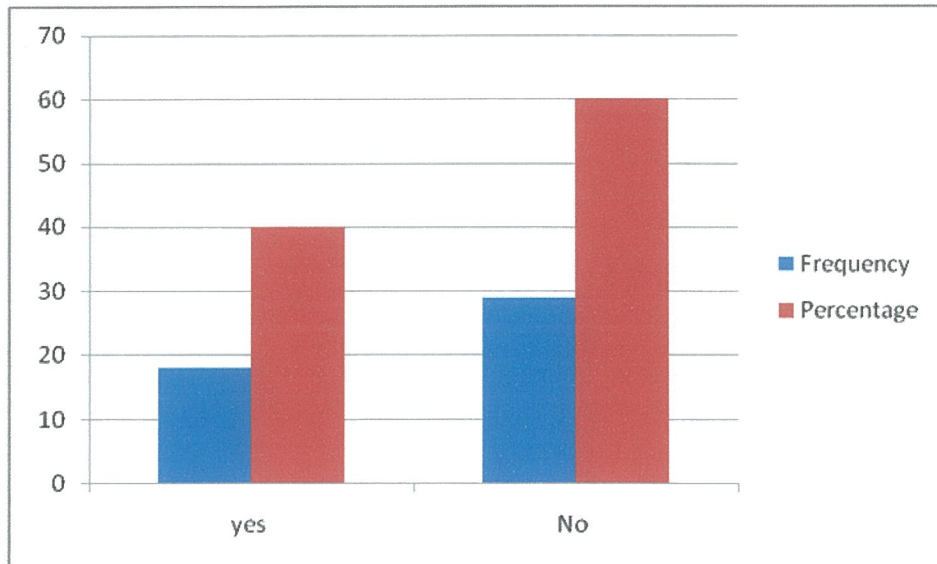
Table 5: Effectiveness of the principles

Question	Response		
	yes	No	total
Do you think the delegation principles are sound?			
Frequency	18	29	47
Percentage	40	60	100

Source: Primary Data

The results in the table above revealed that 37 (80% of the respondents) employees, felt that the principles were not sound because they were never implemented and some respondents wondered if they ever existed while a least population of 10(20% of the respondent) employees felt that they were sound. From the difference in respondents it can be deduced that the principles are ineffective and never put in work. The data in the table was analyzed using bar graphs as illustrated

Chart 5: Effectiveness of principles



Source: Primary Data

The data was analyzed using central tendency mode and grouped frequency and chart 5 showed the opinion of the employee regarding the effectiveness of delegation principles in the company. This revealed that 80% of the respondents disagreed on the effectiveness of the principles as only 20% agreed that the principles were sound. According to the respondents the principles were supposed to be known to all members of the organization by being put in to action. They also suggested that the principles should determine clearly what needed to be done in the delegated duties and the task should be matched with the most appropriate employee to complete it.

The principles were expected to determine the channels of communication to be used when delegating to ensure that the information being conveyed was received as expected and treated accordingly. The communication channels were also expected to be kept open for consultation and discussion. This made it easy to monitor the duties being delegated and give feedback

The principles should also allow employees to do the task the way they felt comfortable doing it, trust employees capabilities and not hold high expectations of failure. For

delegation to be effective, the management is required to have trust in the employee potentials.

There should be patience in checking on the progress of the assignment rather than rushing to rescue just because there is a sign of failure in the assignments. The assignee should be granted the chance to rectify the situation as it makes them gain experience on how to take on actions on their own.

4.4 Limitations of the Study

Financial constraint: - the researcher was a student who relied for funds from her guardian to carry out the research.

Negative response from the respondents:- from the study it is evident that delegation is not carried out as expected and this made the respondents unwilling to discuss the matter with the researcher.

Lack of enough time :- the researcher is a student who is carrying out the research for the award of his bachelors and has a detailed deadline laid forward.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter presents the discussion, conclusions and recommendations related to the relationship that exists between delegation and employee performance at Coca-Cola Company in Mbarara branch drawn specifically from the findings and analysis made after conducting the study. Delegation was characterized by authority, empowerment and responsibility whereas employee performance was characterized by productivity, satisfaction and achievement of goals.

This chapter summarizes the findings of the data collected during the study, conclusion and suggestions where further studies can be conducted to improve these findings.

5.1 Discussion

Delegation is always on the fore front when it comes to the performance of the employees and that of the organization in general. It is up to the management to ensure that delegation is taking place in the company to enhance its performance so as to yield the expected results and goals of the organization.

In regard to the objective of finding out why managers don't delegate it was revealed that; Managers do not empower staff to enable them to take up delegation successfully and it was shown by 60% of the respondents. This was also deduced from the staff that held one position for a very long period of time.

The factors leading to lack of delegation in the company were managers lack of confidence in the subordinates as they felt that the subordinates lacked the skills to do the delegated activities, managers also fear being out done by their juniors hence prefer doing all the work themselves.

The other objective which was to find out if the company had principles which governed delegation it was discovered that the organization had principles of delegation but they

were rarely put into work and in case they were, no follow up was done to ensure they were being adhered to accordingly. This was from the situation where some respondents were surprised on hearing of the term delegation principles. It is up to the management to ensure that it has clear principles of delegation which enhances its implementation and make it effective as ineffective principles could fails the delegation process leading to mistakes which are costly to the company.

During the research to establish the impact of delegation on employee performance at the study revealed that delegation leads to an improvement in employee performance since it develops their skills while acting as a motivator. The absence of delegation leads to dissatisfaction. According to the research, employee performance was average because of the in effective implementation of delegation. The findings were and they are similar to what Gomez-Mejia & Banking said that delegation permits great utilization of the talent and abilities of the subordinates and makes them to be responsible to the needs of the organization.

The study revealed that delegation influences the performance of an employee by turning the employee to be more productive due to the skills and knowledge acquired when carrying out the delegated duties. Delegation acts as a learning field for an employee whereby his/her job is enlarged or enriched hence does more outside his job description.

5.2 Conclusion

It was been observed that delegation has great impact or effect towards employee performance especially in economic development and competitive business environment where by organizations need to have skilled employees who are flexible to carry out the tasks of the organization effectively enhancing its potentials to meet its goals. From the study it could be deduced that delegation influences the performance of the employee by improving their ability to perform different tasks allocated to them as it stimulates innovation and creativity in their working leaving them to perform more

efficiently and effectively leading to the achievement of the organization goals. The main objective of the study was to establish delegation in relation to employee performance at Coca-Cola Company. It *was* therefore observed that employee performance is greatly affected by delegation.

Implementation of in efficient delegation principles was the root cause of all unskilled employees and a demotivated staff. This was evident because the organization had no effective principles being put in to practice. Lack of clear job description of task by management also affects the implementation of delegation. This was shown by subordinates who did not know what they were responsible for or who to report to.

5.3 Recommendations

On the basis of the results obtained from the study the researcher cited areas that need improvement in making sure that delegation is well implemented to improve the performance of the employee and that of the organization at large.

(a) Measures for effective delegation

The company should ensure that the potential delegate feel secure in his job. There should also be creation of awareness for the need of delegation through proper education, training and refresher courses. Conducive organizational climate should be established that is free from fear and frustration, satisfactory compensation and continuous management development.

(b) Leadership commitment

The top management should be committed to ensure that there are clear policies governing the delegation and have a follow up on how it is implemented. There should be set goal to be achieved through delegation to ensure it has more meaning to the employees. This involves allocating funds to be used as remuneration to the delegate after successfully accomplishing the task.

(c) Communication

The management should set up clear channels of communication to ensure the information is well passed to the relevant persons. All modes of communication should be put in to practice that is downward communication, upward communication and lateral mode of communication this makes monitoring and passing feedback easy saving time.

REFERENCES

- Armstrong, M. (2006). *A Handbook of Human Resource Management practice* (10th ed.). New Delhi, UK.
- Aswathappa, K. (2008). *Human Resource Management, text and cases*, (5th ed.) Mc Graw-Hill companies, New Delhi.
- Byars, Li. & Rue, L.W. (2000). *Human Resource Management* (6th ed.). USA.
- Chandan, J.S. (2000). *Management Theory and Practice*. Vikas Publishing House PVT Ltd. New Delhi, India.
- Dessler, G. (1998). *Personnel Management*. USA.
- Gomez-Mejic, L.R., Balkin, D.B. & Cardy, R.L. (2001). *Managing Human Resources* (3 ed.). New Jersey. USA.
- Ivancevich, J.M. (2001). *Human Resource Management* (8th ed). Mc Grawin-Hill Irwin, New York. USA.
- Kielman, L.S. (2000). *Human resource Management* (2 ed.). USA.
- Mathis, R.L. & Jackson, J.H. (2003). *Human Resource Management* (10th ed.). USA.
- Bentley Trevor (1991): *The business of training achieving success in changing world market*. 4 Editions - Mc Graw Hill.
- Dworedi o. p and 3. Nef (1982): *Crisis and continuities in Development*.
- Edwin B. Hippo (1984): *Personnel Management* 6th Edition, Tafa MS. Grawhl — New York.
- G. A. Cole (1996): *Management theory and practice* 5 Edition.
- G. A. Cole (1997): *Management theory and practice* 4 Edition.
- Hall Torrington 1998: *H.R.M.* 4th Edition.
- NA Saleem (1997): *Personnel Management Simplified*.
- Shale R.S. & Haber V.L 1993 *Personnel T H.R.M.* went publishing Company, Minneapolis St Paul

APPENDICES

APPENDIX A: QUESTIONNAIRE

Dear respondent, I am Noowe Denis a student of Kampala International University pursuing a bachelor in Development Studies I am carrying out a study on the impact of delegation on employee's performance. I kindly request for your cooperation and sincere assistance by filling this questionnaire so as to enable me complete the study successfully.

N.B

1. The exercise is purely for academic purposes therefore any information given will be treated with due confidence.
2. The researcher will maintain anonymity in quoting specific statements unless permitted otherwise by the person concerned.

SECTION A

Bio data

1. Sex

Male

☐

Female

☐

2. Marital status

Single

☐

Married

☐

Others specify.....

3. Age

Below 25

☐

25-30

☐

30-35

☐

35-40

☐

40-45 ☐

45 and above ☐

Questionnaire for the employees

4. Do you think managers delegate as they are supposed to do?

Yes ☐

No ☐

5. Do you think delegation is done at the right time in the company?

Yes ☐

No ☐

6. Do managers in the company delegate?

Yes ☐

No ☐

7. State your position about the delegation principles in the company

Strongly in favours of it ☐

In favor of it ☐

Strongly against it ☐

Against it ☐

(Please tick where appropriate) ☐

8. Do you think that the delegation principles in the company are sound?

Yes ☐

No ☐

9. Comment on the principles of delegation implemented in the company

.....
.....

10. Given a chance, what suggestion could you give to improve on the delegation principles in the company

.....
.....

11. Do you think delegation affects performance?

Yes ☐

No ☐

Please comment on your answer

.....
.....

12. According to how delegation is carried out in the company which of these factors you think it meets?

Motivation ☐

Performance improvement ☐

Intelligence ☐

All the above ☐

13. Do you think the delegation in the company meets any needs of the employees?

Yes ☐

No ☐

Please comment on what you feel

.....
.....

APPENDIX B: INTERVIEW GUIDE

1. What is your marital status?
2. How old are you?
3. Do you think managers delegate as they are supposed to do?
4. Do you think delegation is done at the right time in the company?
5. Do managers in the company delegate?
6. State your position about the delegation principles in the company
7. Do you think that the delegation principles in the company are sound?
8. Comment on the principles of delegation implemented in the company
9. Given a chance, what suggestion could you give to improve on the delegation principles in the company
10. Do you think delegation affects performance?
11. According to how delegation is carried out in the company which of these factors you think it meets?
12. Do you think the delegation in the company meets any needs of the employees?
13. Are there any specific times that delegation is done?
14. How often is delegation done in the organization?
15. Do you think the delegation principles implemented in the company are sound?
16. Do you think the delegation employed in the company has effect on performance?
17. Does the company have any policies backing up delegation in the company?