



Delegation Of Authority On Organizational Performance Nigeria Bottling Company In Onitsha, Anambra State.

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ABSTRACT

The purpose of this study was to investigate the effects of delegation of authority on organizational performance in Nigeria bottling company in Onitsha, Anambra State. Three objectives and three questions guide the study. Relevant literature were reviewed. The design adopted for the study was survey research design. The population of this study comprised four hundred (400) employees of Nigeria bottling company Onitsha. The Sample size consist of all the population 400. This study employed the quantitative method of data collection in which it will make use of primary data collected with the aid of questionnaire. To be sure of the authenticity of the content validity of the instrument was adopted. Test- retest and Cronbach Alpha were used in test reliability instrument. Frequency stables and simple percentage was employed in analyzing the data while chi-square inferential statistics was used to test the hypotheses at varying degree of freedom (df) and 0.05 level of significance. The result reveled that legislative delegation has a significance positive effect on organisation performance; adjudicative delegation has a significance positive effect on organisation performance and monitoring and enforcement delegation has a significance positive organization performance in Nigeria bottling company in Onitsha. The study concluded that delegation authority had a positive relationship with organization performance. The study recommended that organizations and firms should reconsider the whole concept of delegation of authority and managers should be encourage to delegate adjudicative authority in order to encourage innovation This study recommends that those in authority should be very careful when delegating authority to monitor and enforce not to go overboard. Since delegation of authority is important in enhancing teamwork it should be practiced to enhance the employees' productivity; the study also recommends that managers in firms and organizations should carefully choose subordinates that have the capabilities to execute the mandate that is being delegated to them. This will ensure they don't compromise the quality of decision made which may affect the performance in general.

Keywords: Legislative Delegation, Adjudicative Delegation, Monitoring And Enforcement, Delegation , Organization Performance

INTRODUCTION

A company, by its nature, is a complex organization such that delegation of authority is unavoidable, it is therefore imperative for all managers and administrators at whatever level to understand the concept of delegation, its importance and how to use it effectively. This chapter therefore sets out to explain the concept of delegation, its place in a company management, the possible barriers to effective delegation and ways of ensuring productive delegation. Ijaiya (2018) defines delegation of authority as 'the authorization to undertake activities that would otherwise be carried out by someone in a more senior position'. Cole (2016) describes it as a process whereby a manager or a senior officer cedes or entrusts some of his authority to subordinates or team mates to perform certain tasks or duties on his behalf. They however warned that the manager or the senior officer remains accountable for those tasks or duties to his own superior officers. The definitions above show that delegation exists at organizational, individual and personal level. At the organization level, it has to do with location of decision making and it is reflected in the organizational chart, that is, it provides the structure of the organization. It is also influenced by the size of the organization. In other words the larger the organization the more the need to delegate responsibilities or tasks to various levels throughout the organization (Musenze, et. al., (2014).

At the personal level, delegation involves the passing of one's authority and responsibility to fellow workers to act on one's behalf usually because one is unavoidably absent or busy with something else. While several studies exist, which demonstrate delegation can be used to influence incentives inside the organization, not many empirical studies have investigated how the level of authority delegation influences organizational performance. The paper will address the question whether delegating more authority to the lower levels of a company hierarchy leads to an improvement or worsening of organizational performance, both in quantitative and qualitative measures. Fehr, Herz and Wilkening (2013) highlighted in their study the origins, characteristics and consequences of authority and power. They argue that despite some notable early exceptions. The study of authority and power has not been a major focus in economics. More recently, however, organizational economists have taken interest in the incentive effects of decision rights by studying situations where one party has the contractual right to make decisions that influence another party's payoffs and potential choices (Dessein 2012; Aghion, Dewatripont & Rey 2014). There is very little empirical work in economics that have examined the behavioral consequences of authority and power or their motivational origins. Fehr, Herz and Wilkening (2013) explored these forces using a laboratory experiment where they studied how individuals manage and respond to authority in a hierarchical relationship.

They proposed a new authority-delegation game based on a model developed in Aghion and Tirole (2017). A principal and an agent must select one of a large number of potential projects for implementation. One party, initially the principal, has the right to decide which project to implement. The other party, initially the agent, can only make a project recommendation but lacks direct power to determine the project. Locally, delegation of authority is also a common phenomenon. Mangi (2009) in his study on strategic management practices adopted by local authorities argues that town clerks who are the chief executive officers of the councils often, in some instances delegated their duties to their assistants which lead to low adoption of strategic management practices leading to poor organization performance of local authority. According to (Ruto, 2011) if delegation of responsibility is not effective it could lead to work overload, delayed or inaccurate decisions, stress, mistrust, resentment, and low morale among the staff. It is also apparent that, without effective delegation cases of inefficiency, disharmony, and a poor working environment could result (Missik, 2004).

Delegation of responsibility to subordinates and other staff in organizations relieves managers from many pressures of work. If delegation of such responsibilities is not effective it could lead to work overload, delayed or inaccurate decisions, stress, mistrust, resentment, and low morale among the staff. It is also apparent that, without effective delegation by managers, cases of inefficiency, disharmony, and a poor working environment which have a positive effects on organization performance could result (Missik, 2004). Ruto (2011) suggests that some of the responsibilities are sensitive that making a wrong decision may have serious implications to the smooth running of the organization, such as committing finances for items that were not provided for in the budget, therefore, delegation has to be planned when such responsibilities are delegated since the general organization performance of the organization is most likely to be affected in case of mismanagement due to delegation. Some authors such as D'souza (2012) pointed out that some matters were not simply delegated to anyone. (Fehr, Herz and Wilkening 2013) article shows that lack of control has demotivating consequences on subordinates that induce them to act against their material self-interest which therefore leads to reduce organizational performance.

DeVaro and Kurtulus (2010) investigated the relationship between delegation and organizational performance. The study find evidence that supports the theory of Prendergast (2002), who proposed a positive link between delegating enforcement and monitoring authority and performance. Key assumption is that the agent is better informed about the correct way to implement new technologies. The need for delegation decreases when information about technologies becomes more publicly available. Many organizations report poor performance because senior managers mandated to run activities and make crucial decisions find it necessary to delegate their duties to their subordinates in order to address their personal responsibilities. Tammens (2012) argued that the difference in interests between the principal and agent opens a gap for poor performance during the delegation process. Therefore, this study aim to establish the link between delegation of authority and organization performance.

Statement of the Problem

Delegation of responsibility to subordinates and other staff in organisations relieves managers from many pressures of work. If delegation of such responsibilities is not effective it could lead to work overload, delayed or inaccurate decisions, stress, mistrust, resentment, and low morale among the staff. It is also apparent that,

without effective delegation by managers, cases of inefficiency, disharmony, and a poor working environment which have a positive effects on organisation performance could result (Missik, 2014). Ruto (2011) suggests that some of the responsibilities are sensitive that making a wrong decision may have serious implications to the smooth running of the organisation, such as committing finances for items that were not provided for in the budget, therefore, delegation has to be planned when such responsibilities are delegated since the general organisation performance of the organisation is most likely to be affected in case of mismanagement due to delegation. Some authors such as D'souza (2012) pointed out that some matters were not simply delegated to anyone. (Fehr, Herz & Wilkening 2013) study shows that lack of control has demotivating consequences on subordinates that induce them to act against their material self-interest which therefore leads to reduce organizational performance. DeVaro and Kurtulus (2010) investigated the relationship between delegation and organizational performance. The study find evidence that supports the theory of Prendergast (2012), who proposed a positive link between delegating enforcement and monitoring authority and performance. Key assumption is that the agent is better informed about the correct way to implement new technologies. The need for delegation decreases when information about technologies becomes more publicly available. Many organisations report poor performance because senior managers mandated to run activities and make crucial decisions find it necessary to delegate their duties to their subordinates in order to address their personal responsibilities. Tammens (2012) argued that the difference in interests between the principal and agent opens a gap for poor performance during the delegation process. Therefore, this study aim to establish the link between delegation of authority and organisation performance using empirical data collected fromat Nigeria bottling company in Onitsha, Anambra State.

1.3 Objectives of the Study

The main objective of this study was to determine the effects of delegation of authority on organizational performance at Nigeria bottling company in Onitsha, Anambra State. Specially the study seek to

1. Investigate the effects of legislative delegation on organisation performance at in Nigeria bottling company in Onitsha, Anambra State
2. Determine the effects of adjudicative delegation on organisation performance at in Nigeria bottling company in Onitsha, Anambra State
3. Examine the effects of monitoring and enforcement delegation on organisation performance at Nigeria bottling company in Onitsha, Anambra State

Research Questions

1. To what extent does legislative delegation affect organisation performance in Nigeria bottling company in Onitsha, Anambra State
2. To what degree does adjudicative delegation affect organisation performance in Nigeria bottling company in Onitsha, Anambra State
3. To what extent does monitoring and enforcement delegation affect organisation performance in Nigeria bottling company in Onitsha, Anambra State

Hypotheses

H0₁: Legislative delegation has no significance positive effect on organisation performance in Nigeria bottling company in Onitsha, Anambra State

H0₂: Adjudicative delegation has no significance positive organisation performance in Nigeria bottling company in Onitsha, Anambra State

H0₃: Monitoring and enforcement delegation has no significance positive organization performance in Nigeria bottling company in Onitsha, Anambra State

LITERATURE REVIEW

Conceptual Framework

Delegation Authority

Delegation of authority is the transference to subordinates of the responsibility for the performance of a specific task and/or for the making of decisions in a general or specific area of management activity. Delegation of authority can be effective only if the person to whom it is delegated is given full authority to carry out his or her responsibility to a logical conclusion. Therefore, for delegation to be effective it must come with authority (Muio 2019). Organization principle emphasizes that effective of authority hinges on the classic assumption that no one should be overloaded, responsibilities should therefore, be pushed as far down

the line as possible consistent with competence. This means that management must release lower grade tasks and allocate them to subordinates. Delegation of authority helps in managing resources effectively to achieve organizational goals. It is influenced by organizational leadership and structure on the universal basic assumption that good organization involves a process of dividing work into convenient tasks or duties and delegating authority to qualified people to be responsible so that the work is done as planned (Seibert, Wang & Courtright 2011).

Effective delegation of authority brings about psychological empowerment. This is the mechanism underlying the leaders influence on outcome variables. Effective leadership involves the process of influencing the activities of others towards goal setting and goal attainment. Successful leaders are usually experienced delegators of authority. They recognize that unless they do delegate, they can quickly become overloaded with little responsibilities. They also appreciate that empowering subordinates to make decisions, is a good motivational tool.

Effective delegation of authority also makes huge business and economic sense when it results in decisions being made by those subordinates who must implement them. At the same time, good leaders note that they need to maintain control over certain key decisions. Therefore, although they will delegate many decisions to lower level employees, they will not delegate decisions that they judge to be of critical importance to the future success or sustainability of the organization under their control. There is evidence in the management literature that effective delegation enhances psychological empowerment and may also effectively boost subordinates' self-esteem and make them believe that they are qualified and capable of performing certain tasks autonomously and successfully.

Effective delegation of authority enables subordinates to exercise self direction and control, provides employees with a sense of responsibility on measure of perceptions of self-efficacy and self-determination, as well as the strength and will power to enable them make impact on overall organizational success (Yukl, & Fu, 2019).

Legislative Delegation and Organizational Performance

Delegation of authority is widely accepted as an essential element of effective management; however the understanding of delegation has been largely restricted to North Americans organizations (Pellegrini & Scandura, 2006). There is certainly ample evidence to support the view that cultural values influence the way managers behave, and cultural differences evoke subtle yet powerfully different managerial behaviours and management styles (Joiner, Bakalis and Choy, 2007). Thus, delegation may be effective in some cultures and not others. As noted by Pellegrini and Scandura (2006), there is a lack of research that examines how cultural issues might affect leadership practices, such as delegation. We argue that delegation is unlikely to be effective among Chinese subordinates who are culturally more comfortable with a paternalistic management style where the boss directs subordinates on work tasks. Moreover, subordinates are accustomed to taking orders and delegation is not sought nor desired (Pellegrini and Scandura, 2006).

Adjudicative Delegation and Organizational Performance

Senyuta (2013) conducted a study on delegation and performance. The study focused on legislative and adjudicative delegation of authority and their effect on performance. The effect of authority delegation was studied using empirical data from the banking sector. Different specifications were used to estimate the effect of authority delegation on performance characteristics. Estimates demonstrate that more authority delegated has a positive effect on quantitative measures of bank performance; however, it decreases the quality of decisions taken. Results demonstrate that there is a trade-off between the quantitative and qualitative performance characteristics. While the local bank branch is able to increase loan generation when more authority is delegated to it, there is also some evidence of loan quality deterioration leading reduced curve in performance.

Enforcement Delegation and Organizational Performance

Colombo and Delmastro (2004) have investigated the effects of a wide range of possible determinants of agent's performance. The study used information for 438 Italian manufacturing plants about monitoring delegation of the plant manager responsibility for a number of strategic decisions. They find a positive effect of delegating monitoring powers to subordinates and the plants' performance. This result confirms that the information advantage of the agent is a key determinant of organizational performance. However, this effect disappears for plants that have adopted advanced intra-firm communication technologies. Second, they find that delegation is less likely in plants that are part of multi-unit firms. Again, the adoption of advanced

monitoring and enforcement delegation influences the organization performance: when communication technologies make monitoring easier, the positive relation disappears. Third, in general, the use of advanced communication technologies tends to favour decentralization. Final result is that different types of decisions lead to different levels of authority. According to the study, the assignment of authority depends on the relative importance of the decision, the extent of intra-firm externalities and the desire to the advantage of local knowledge and specific capabilities of the plant manager.

Theoretical Framework

The study was anchored on organization theory. Organization Theory was proposed by McAuley, Duberley and Johnson (2007). They defined Organization Theory as a rational coordination of the activities of a number of people for the achievement of some common explicit purpose or goal, through division of labor or function, and through a hierarchy of authority and responsibility. If our organizations and the process of organizing are about goal attainment, it could follow that organization theory is about conceptualizing, explaining and ultimately guiding action regarding the different ways in which people act in unison together to achieve particular, desirable shared ends or 'common' organizational goal (McAuley, Duberley and Johnson, 2007). Ratha (2004) defines organization theory as a proposition or set of propositions that attempts to explain or predict how groups and individuals behave in differing organizational arrangements. They further divided organization theory into classic organizational theory, bureaucratic organizational theory, functional specification organizational theory, human relations organization theory and systems theory.

This study will adopt Ratha (2004) definition of bureaucratic organizational theory which states that task should be divided among various position holders on the criteria of their abilities and position should be organized in a hierarchical structure of authority. It also asserts that official decisions and actions should be governed by a formally established system of rules and regulations and finally employment and promotions in the organization should be based on the universalistic criterion of abilities.

Delegation of authority is about transferring of responsibilities to other staff. Bureaucratic organizational theory states that task should be divided based on various position holders abilities. The theory also asserts that decisions and actions should be governed by formally established rules and regulations. Therefore, delegation of duties should be done based on this theory or else it will be ineffective and may lead to poor performance.

Empirical Review

Edna, Asenath and Bula (2022) determined the effect of employee delegation affects employee performance in commercial banks in Nairobi County, Kenya. The descriptive survey research design was used in this investigation. The commercial banks in Kenya were the study's target population, and three banks were involved that included; Kenya Commercial bank, Cooperative Bank and Barclays bank in Nairobi City County. The respondents were employees from these selected banks who were 569 in total number. To ensure that all instances are represented, a stratified sampling method was employed to sample respondents as per their departments. The respondents were chosen using a simple random selection procedure. A total of 235 respondents were sampled. For the objective of gathering primary data, questionnaires were employed. The questionnaires were piloted to 14 respondents. The validity and reliability of the questionnaires were tested by conducting a pilot study. Analysis of data in quantitative form was done using descriptive analysis. In addition, inferential analysis constituting of analysis of multiple regressions was done to assess how one variable influences the other. The study established that employee delegation had a positive and significant influence on employee performance in commercial banks in Nairobi County, Kenya. The study concluded that delegation enables managers to focus on more important tasks or tasks for which they are better suited and encourages managers to learn how to trust their subordinates and once subordinates successfully complete a task, they have more trust in the future in their capabilities. The study recommended that the managers of the commercial banks should choose tasks to delegate based on employee's skills, preferences and availability and let the employee know why this task is important.

Shikami, (2017) investigated the effects of delegation of authority on organizational performance: a case of Twiga chemical industries ltd. The study adopted descriptive research design and correlation research design. The target population in this study was 200 permanent employees of Twiga chemical industries ltd in Nairobi. Stratified sampling technique was used in this study to come with a desirable sample. Primary data was collected by use of questionnaires and utilized in this study to enhance originality of the study. The

questionnaires were administered to the randomly selected employees who were the respondents. The questionnaire comprised of the questions that intended to answer the questions formulated with reference to the objectives of the study. The study used the quantitative method of data analysis. The collected data was edited, coded, keyed in and analysed using Statistical Package for Social Sciences (SPSS) version 20. The quantitative data was analysed using both descriptive statistics and correlations. Regression model was then used to show the relationship between independent variables and dependent variable: Regression of coefficients results showed that legislative delegation and organization performance are positively and significant related at both 1% and 5% confidence level ($B=0.284$, $p=0.032$). The results further indicated that adjudicative delegation and organization performance are positively and significant related at 1% and 5% confidence level ($B=0.319$, $p=0.011$). The results further established that monitoring and enforcement delegation were positively and significantly related at 1% and 5% confidence level ($B=0.334$, $p=.013$). Similarly, results showed that agenda setting delegation and organization performance were positively and insignificantly related at 5% confidence level ($B=0.094$, $p=0.455$). Based on the findings the study recommended that organizations and firms should consider delegation of authority as one way of enhancing organization performance. The study further recommended that those in authority should be very careful when delegating authority not to go overboard.

Andrei and Johanna (2017) conducted a study entitled "delegation of responsibilities and Decision Making Authority in Low Trust Countries". This paper aimed to study delegation in a low trust country. For the study, a qualitative research is used since the focus is on exploring and understanding what kind of decisions managers in a low trust country delegate and since the studies found on this phenomena were of quantities nature and did not give any specific information on what is and what is not delegated. The qualitative approach used to collect the data is the semi- structured interview. The conclusion is in a low country, responsibilities and tasks are mainly delegated but not that much decision authority. Managers are delegating responsibilities as constructing the budget, the job description, interviewing, monitoring and evaluating employees, doing market research on suppliers and on promoting channels etc. As for decision authority, this is delegated just in the cases of promotions, choosing the person to be hired, handling customer complaints and negotiating sales terms. No decision authority is delegated in situations that have a financial implication for the company.

Joseph (2017) conducted a study entitled: "Effective Delegation of Authority as a Strategy for Task Accomplishment and Performance Enhanced in Business Organization – an empirical Survey of Flour Mills of Nigeria plc, Lagos- Nigeria". This study aimed to determine the impact of effective delegation of authority as a strategy for task accomplishment and performance enhancement in business organizations, the population of the study comprises of staff of the flour mills of Nigeria plc, Lagos, Nigeria, totaled 2920 employee as at 2016. The sample size for the study is 352 employees. The first findings revealed that proper adoption of principles of delegation by the Flour Milles of Nigeria plc will enhance high performance output. The second findings revealed that obstacles and barriers to delegation if not property managed will impact negatively on performance output. The main proper recommendations are that, only qualified subordinates be assigned task to carry out and perform for quality decision making process. This is entailing that, Flour Mills of Nigeria plc should Endeavour to train her subordinate's staff to perform delegated task competently.

Thomas, Idowu and Olarewaju, (2017) study examined the influence of delegation of authority and employee performance. As part of the survey design technique, the sampled respondents were given a structured questionnaire. A total of 300 surveys were distributed, with 211 being returned and useable. Descriptive statistics and regression analysis were used to analyze the data collected from the respondents. Delegation of authority has a considerable impact on employee performance, according to the study's findings.

Sev, (2017) conducted an empirical study of Nigeria Plc's flour mills in Lagos, Nigeria, to assess the effectiveness of delegation of power as a method for job completion and performance improvement in corporate organizations. For this investigation, data was gathered from both primary and secondary sources. To determine whether the variable's classification into specific factors was correct, confirmatory factor analysis with Varimax rotation was used. The study found that the Flour Mills of Nigeria Plc's correct application of delegation principles will result in higher performance output.

METHODOLOGY

Nigeria Bottling Company in Onitsha, Anambra State. The research design adopted for this study ass survey research design. This type of research design allows for the studies of both large and small population by

selecting and studying sample chosen from the population to discover the relative incidence, distribution and interrelation of variables. The target population of this study comprised four hundred (400) employees of Nigeria bottling company Onitsha. The Sample size consist of all the population (400). This study employed the quantitative method of data collection in which it will make use of primary data collected with the aid of questionnaire. The questionnaire had 5 point Likert scale where the respondents were requested to tick answers based on statements given. Questionnaire was used because it is easy to analyse and can collect data rapidly from a large sample who are literate within a very short time. To be sure of the authenticity of the content validity of the instrument was adopted. Test- retest and Cronbach Alpha were used in test reliability instrument. Frequency stables and simple percentage was employed in analyzing the data while chi-square inferential statistics was used to test the hypotheses at varying degree of freedom (df) and 0.05 level of significance. This was done with the aid of Statistical Package for Social Sciences (SPSS) version 21.

DATA PRESENTATION AND ANALYSIS

In this section, the data generated from Nigeria bottling company were presented, analyzed and interpreted. A total of four hundred copies of questionnaire were distributed to the respondents, out of which three hundred and fifty seven copies of the questionnaire were properly filled and found relevant to the study. Therefore, the analysis in this section was based on the relevant copies.

Analysis of Data Relevant to the Research Questions

Research Question One: *To what extent does legislative delegation affect organisation performance in Nigeria bottling company in Onitsha, Anambra State?*

Table 1 Response view on the effect of legislative delegation on organisation performance in Nigeria bottling company

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	15	4.2	4.2	4.2
Disagree	9	2.5	2.5	6.7
Undecided	15	4.2	4.2	10.9
Agree	173	48.5	48.5	59.4
Strongly Agree	145	40.6	40.6	100.0
Total	357	100.0	100.0	

Source: Field Survey, 2023

The table above indicates that 145 respondents representing 40.6% strongly agreed that legislative delegation affect organisation performance in Nigeria bottling company in Onitsha, Anambra State, 48.5% of the respondents agreed, 4.2% of the respondents were undecided, 2.5% of the respondents disagreed while the remaining 4.2% of the respondents strongly disagreed.

Research Question Two: *To what degree does adjudicative delegation affect organisation performance in Nigeria bottling company in Onitsha, Anambra State?*

Table 2: Response opinion on the effect of adjudicative delegation on organisation performance in Nigeria bottling company

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	36	10.1	10.1	10.1
Disagree	29	8.1	8.1	18.2
Undecided	8	2.2	2.2	20.4
Agree	189	52.9	52.9	73.4
Strongly Agree	95	26.6	26.6	100.0
Total	357	100.0	100.0	

Source: Field Survey, 2023

Table 2 above shows that 95 respondents representing 26.6% strongly agreed that adjudicative delegation affect organisation performance in Nigeria bottling company in Onitsha, Anambra Stat, 52.9% of the

respondents agreed, 2.2% of the respondents were undecided, 8.1% of the respondents disagreed while the remaining 10.1% strongly disagreed.

Research Question Three: *To what extent does monitoring and enforcement delegation affect organisation performance in Nigeria bottling company in Onitsha, Anambra State?*

Table 4.2.3 Response on the effect of monitoring and enforcement delegation on organisation performance in Nigeria bottling company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	37	10.4	10.4	10.4
	Disagree	51	14.3	14.3	24.7
	Undecided	15	4.2	4.2	28.9
	Agree	165	46.2	46.2	75.1
	Strongly Agree	89	24.9	24.9	100.0
	Total	357	100.0	100.0	

Source: Field Survey, 2023

Table 3 above indicates that 89 respondents representing 18.2% strongly agreed that monitoring and enforcement delegation affect organisation performance in Nigeria bottling company in Onitsha, Anambra State, 46.2% of the respondents agreed, 4.2% of the respondents were undecided, 14.3% of the respondents disagreed while the remaining 10.4% of the respondents strongly disagreed. This implies that political subjugation of a particular ethnic groups leads to ethnic nationalism.

Test of Hypotheses

Here, three hypotheses formulated earlier in this study were tested using Pearson’s Chi-square. The results are presented below.

Test of Hypothesis One

Ho: Legislative delegation has no significance positive effect on organisation performance in Nigeria bottling company in Onitsha, Anambra State

Hi: Legislative delegation has a significance positive effect on organisation performance in Nigeria bottling company in Onitsha, Anambra State

Table 4: Chi-square Tests for Hypothesis One

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	109.320 ^a	24	.000
Likelihood Ratio	142.711	24	.000
Linear-by-Linear Association	6.556	1	.010
N of Valid Cases	257		

Source: Field Survey, 2023

Since the Pearson chi-square value of 109.320 at 24 degree of freedom is significant at .05 alpha level, we reject the null hypothesis and accept the alternative hypothesis. Hence, we conclude that legislative delegation has a significance positive effect on organisation performance in Nigeria bottling company in Onitsha, Anambra State.

Test of Hypothesis Two

Ho: Adjudicative delegation has no significance positive organisation performance in Nigeria bottling company in Onitsha, Anambra State

Hi: Adjudicative delegation has a significance positive organisation performance in Nigeria bottling company in Onitsha, Anambra State

Table 5 Chi-square Tests for Hypothesis Two

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	113.743 ^a	24	.000
Likelihood Ratio	147.575	24	.000
Linear-by-Linear Association	8.829	1	.003
N of Valid Cases	257		

Source: Field Survey, 2023

Since the Pearson chi-square value of 113.743 at 24 degree of freedom is significant at .05 alpha level, we reject the null hypothesis and accept the alternative hypothesis. Hence, we conclude that competition for state that adjudicative delegation has a significance positive effect on organisation performance in Nigeria bottling company in Onitsha, Anambra State

Test of Hypothesis Three

Ho: Legislative delegation has no significance positive effect on organisation performance in Nigeria bottling company in Onitsha, Anambra State

Ho: Adjudicative delegation has no significance positive organisation performance in Nigeria bottling company in Onitsha, Anambra State

Ho: Monitoring and enforcement delegation has no significance positive organization performance in Nigeria bottling company in Onitsha, Anambra State

Hi: Monitoring and enforcement delegation has a significance positive organization performance in Nigeria bottling company in Onitsha, Anambra State

Table 6 Chi-square Tests for Hypothesis Three

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	435.354 ^a	24	.000
Likelihood Ratio	252.778	24	.000
Linear-by-Linear Association	136.976	1	.000
N of Valid Cases	257		

Source: Field Survey, 2023

Since the Pearson chi-square value of 435.354 at 24 degree of freedom is significant at .05 alpha level, we reject the null hypothesis and accept the alternative hypothesis. Hence, we conclude that monitoring and enforcement delegation has a significance positive organization performance in Nigeria bottling company in Onitsha

Summary of Findings

1. Legislative delegation has a significance positive effect on organisation performance in Nigeria bottling company in Onitsha, Anambra State.
2. Adjudicative delegation has a significance positive effect on organisation performance in Nigeria bottling company in Onitsha, Anambra State
3. Monitoring and enforcement delegation has a significance positive organization performance in Nigeria bottling company in Onitsha

CONCLUSIONS

Based on the above the study concluded that legislative delegation has a positive and significant effect on organization performance. This is supported by the results of the final multivariate regression model that showed positive and significant relationship between legislative delegation and organization performance. The study also concluded that adjudicative delegation has a positive and significant effect on the organization performance. This is supported by the results in the regression model which indicated that adjudicative

delegation had positive effects on organization performance. Lastly, the study concluded that monitoring and enforcement delegation has positive and significant effects on organization performance. The study further concluded that delegation authority had a positive relationship with organization performance.

RECOMMENDATIONS

Based on the findings of this study the following recommendation can be made;

1. Organizations and firms should reconsider the whole concept of delegation of authority and managers should be encouraged to delegate adjudicative authority in order to encourage innovation
2. This study recommends that those in authority should be very careful when delegating authority to monitor and enforce not to go overboard.
3. Since delegation of authority is important in enhancing teamwork it should be practiced to enhance the employees' productivity

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