

Effective Delegation and Its Impact on Employee Performance

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Abstract

Giving employees' responsibility provides the window for job autonomy and encourages better performance. A major first step in effective delegation is effective leadership which is also fundamental to overall organizational performance. Delegation is necessary for employee performance because it is only when an employee has responsibility that he becomes accountable or answerable for performance. Effective delegation as driven by effective leadership becomes a collaborative, co-ordinated and comprehensive managerial technique for empowering, motivating and evaluating employees' over performance. It reduces unnecessary, power-distance and provides employees' self-confidence to seek feedback from managers for improved task performance. 90 respondents participated in the study conducted through the exploratory research design; and the result showed positive correlation between effective delegation and employee performance. Because of basic limitations further study should examine the relationship between planning and delegation to explore better ways of managing for performance in the face of globalization. It was suggested that evaluation process should form an integral part of effective delegation to enhance psychological empowerment, feedback and reduce power-distance.

Keywords

Psychological Empowerment, Power-distance, Feedback, Performance Management, Self-confidence, Self-efficacy, Effective Leadership, Decision-making

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1. Introduction

Conventional organizational principles should apply in any human enterprise and may be described as general rules, procedures or guidelines. They also apply to the operational aspects in the organization. Organizational principles can be recognized in many organizational structures or designs, and the major ones include; to establish realistic objectives, sound working plans so as to achieve objectives, lines of authority and responsibility, duties and effective leadership to enhance employee performance. For example, authority must be established, and which should be consistent with the responsibilities within the job. Responsibility is critical and implies being answerable to a superior for either getting work

done by subordinates or actually doing the work allocated to the job. Other important organizational principles related to effective delegation and employee performance include span of control and centralization or decentralization of authority. Span of control is considered to be the number of employees a manager or supervisor can effectively control. The factors that govern this number are whether their duties interlock, the self-discipline and self-control exercised by the employee and the ability and capability of the manager. The concept of centralization is to establish information flow to a central point where it is processed and afterwards transmitted to appropriate points for further processing. It is believed that conforming to this natural concept means that managers would be in direct contact with employees at several levels below them; thus conflicting with the process and the

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concept of delegation. The general outcome is that decentralization is used so that the subordinates' roles become more important, thus fostering increased job interest and employee performance. No manager or leader can do everything himself. He or she must therefore, delegate a substantial part of his or her authority to subordinates. Delegation is thus, the process of giving authority to subordinates to perform less important tasks. Effective delegation is an essential management tool to achieve the best results. It is argued that as organizations grow increasingly complex due to globalization and expansion in information and communication technologies (ICTs) duties and responsibilities across the organization become less than well defined. Therefore, effective delegation would involve entrusting another person with a task for which the delegator remains ultimately responsible. According to Heller and Hindle [1] delegation can range from a major appointment such as leadership of a team to other smaller tasks, such as the examination of reports in an organization. Effective delegation involves the situation of increased responsibility that can provide the subordinate with an enriched level of satisfaction as well as a greater sense of self-worth. Effective delegation is a type of employee psychological empowerment which often, forms the basis for superior performance. The unending process of effective delegation is integral to the manager's role. The process begins with the analysis, selecting the tasks that the manager could, and should delegate when such tasks are selected, the parameters of each should be clearly defined. This helps the delegator to appoint an appropriate subordinate and to provide as accurate information about the job as possible. In any role, proper briefing or orientation is essential because the delegator cannot hold people or the employee responsible for vague or undefined tasks so delegated. There can be no universal understanding of the attributes of what constitutes employee performance than efficiency, productivity and effectiveness that result to ultimate organizational performance. To enhance employee performance, leaders of organizations make adequate arrangements for recognizing the ego needs of their subordinates. The easiest and cheapest way of doing this is through *praise*, which should be directed to the deed and not to the *person*. They can also be encouraged to do better through effective motivation, and psychological, social and emotional empowerment [2-4].

1.1. Research Problem

Delegation may not be effective in a situation where discipline, fairness and justice are absent. Discipline underlines the concept within which individuals are expected to conform to established codes of official conduct and operational roles. Delegation thrives in the ideal situation where employees exercise self-discipline, but in practice;

managers have to exercise their authority to achieve varying degrees of discipline and control. In a situation of delegation, fairness and justice should be seen, exercised and recognized by all employees. Delegation, can also suffer a heavy blow if it is done without regard to competence, education, knowledge and personality that must be borne in mind when allocating jobs or contemplating delegation. Effective delegation is often misunderstood, underestimated or even confused with decentralization. Delegation of authority is concerned with whom gets authority for decision-making, while decentralization is concerned with the level of the organization at which decisions are made, even though decentralization cannot be effective without delegation. Delegation as an important organization principle does not imply shirking responsibility, abdication of responsibility or *passing the buck*. Unfortunately, some managers and chief executive officers (CEOs) experience difficulty with delegation for many reasons, such as their tendency to be lazy and to spend time on easy tasks, natural fear associated with tackling more complex tasks, which is instinctively cloaked by becoming absorbed in small details, thus leaving no time to spare, feelings of job insecurity which are compensated by refusal to pass on authority in case a subordinate proves himself or herself to be more capable, and lack of trust in subordinates to handle higher level responsibilities. Lack of time management hinders effective delegation and management decision-making. To be on his strength and the strength of subordinates and superiors the manager must keep an eye on time, concentrates on a few major areas where very superior performance will bring about very outstanding results, and makes decisions as quickly as is practically possible. Another problem of effective delegation is on weak leaders who decentralize authority to lower levels without delegating any authority to any individual. This makes decision-making and control extremely difficult. For example, a headless committee in a university composed by professors will waste all the time without achieving the required results.

1.2. Research Objective

This study was designed to explore the relationship between effective delegation and employee performance.

1.3. Research Significance

The result of the study will help managers, administrators, students, researchers, and the public learn more on the importance of effective delegation and employee performance.

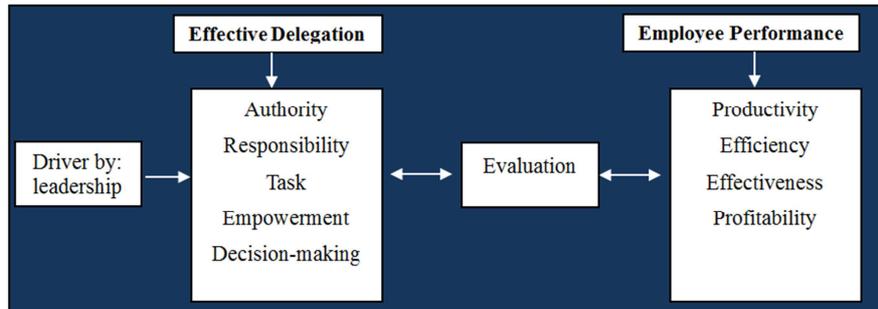
1.4. Research Questions

- i. Is leadership necessary in effective delegation?

- ii. Do you think delegation enhances employee performance?
- iii. Can defective delegation impair organizational performance?
- iv. Is productivity a measure of employee performance?
- v. Can effective delegation enhance organizational profitability?

1.5. Conceptual Framework

A conceptual framework reflects the structure of the study and the main variables in relation to the problem of the study. The conceptual framework is usually stated in a schematic model. Models help to explain important points in the research project and leads to theory building. The psychometric model for this study is shown in figure 1. [5]



Source: Author Designed (2020).

Figure 1. Effective Delegation and Employee Performance Model.

Leadership drives effective delegation by creating necessary organizational climate, representing the organization, establishing the basic policy of the organization and checking the overall performance of the organization; because the leader cannot delegate his own responsibility. In this context, the leader or manager will always remain ultimately responsible for all the activities and employees under his or her control. In the delegation process, although conferring authority is straightforward, but the ability of the subordinate to give instructions and receive the right response depends on the appropriate will power. Without such power, he or she may not suitably feel empowered to make decisions, and will then lose control and often ignored. Therefore, for delegation to be effective, it may be specific, general, written, unwritten, qualitative, quantitative, micro or macro, depending on the situation at hand. It should follow a unique process such as determining the expected result, providing training, necessary resources, granting authority, responsibility, receiving acceptance, as well as communicating and evaluating performance. The first step in effective delegation is effective leadership, and it is fundamental to overall organizational performance. Leadership is the ability to influence a group towards the achievement of objectives. Since the leader cannot do everything alone he or she delegates powers to subordinates in the organization to participate in the managerial process. This process brings about necessary motivation and psychological empowerment for better employee performance [6-7]. Management by motivation hinges on effective delegation. If the task must be properly done, it must be properly delegated, this implies that the delegatee must be fully briefed, and action taken only when

possible and probable outcomes have been systematically weighed and success appears extremely likely, and anything less is generally poor management. According to Heller [8] some organizations run on rules that are passed down to the employees from top management, this is demotivating. In contrast, delegating authority traditionally kept at the top not only motivates but also raises employees' levels of performance. Research evidence shows that being managed is not in itself a motivating experience. Sharing authority helps to develop employees own talents. Therefore, the manager should delegate downwards any tasks he or she does not have to do himself or herself. In this case, the manager should look for *whole* areas of *authority* that can be delegated, but always retaining overall control. In successful delegation, of task, authority must command an equal amount of responsibility. Authority without adequate responsibility will impede the delegatee in exercising his or her duties, because authority naturally is derived from responsibility. It is only when someone has responsibility that he or she becomes accountable or answerable for performance. If a subordinate is given a responsibility to perform a certain function without adequate authority such a subordinate will not have the authority, to obtain obedience. Therefore, an individual will have no authority unless such a person has been assigned some responsibility. Effective delegation must therefore, clearly state status for decision-making and mechanism for feedback or evaluation necessary for overall employee performance [9-10]. Effective delegation as driven by effective leadership becomes a collaborative, co-ordinated and comprehensive managerial technique for empowering, motivating and evaluating employees over performance

outcomes. It reduces unnecessary power distance and provides employees self-confidence to seek feedback from managers for improved task performance [11-13].

2. Literature Review

Even though top management has responsibility for sound administrative performance it can also delegate some authority to employees and retain overall control as a modern means of achieving organizational success. Delegation 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 responsibility 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 [14]. Organization principle emphasizes that effective delegation 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 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. Effective delegation 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 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 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 [15-19].

2.1. Delegation and Empowerment

The critical factor that an organization needs in order to succeed involves developing abilities in subordinates, motivating and empowering them. Good leadership style, enhances delegation and can motivate subordinates better for higher performance. Also, leader's attention on corporate goals can also motivate subordinates most effectively. Effective motivation depends on having clear objectives which will be achieved with good management. Abilities are learned, and never inborn, therefore, the processes of training, and development are necessary to develop abilities based on skills. Delegating authority is a measure of psychological empowerment that can effectively boost employee performance. It is a unique leadership technique that helps subordinates and allows them participation in decision-making and enhances subordinate feelings of self-esteem and encourages the development of open communication and relationship building in the work group. Effective delegation enhances learning. To learn develops the mind and objectivity. It is useful in terms of personal development and a sense of growth that builds confidence. As confidence increases, so will self-control and self-awareness that broadens ability for performance. Zhang, et al [20] posit that authentic leadership promotes positive emotions among employees and therefore encourages them to seek feedback from their superiors. According to them, when power and authority are delegated to employees they have more freedom to work autonomously and experience a range of positive outcomes such as higher job satisfaction, organizational commitment, innovative behavior and task performance. They emphasize that psychological empowerment is positively related to increased intrinsic task motivation. According to Bass [21] delegation implies that a person has been empowered by his or her boss to take responsibility for certain activities. According to him delegation is tightly related to empowerment. Also, empowerment is a motivational concept related to self-efficacy. It is emphasized that employees experience psychological empowerment when they are allowed to take responsibility for superior tasks. Additionally, employees feel a high sense of power and responsibility when they participate in making decisions over issues that affect their work and personal wellbeing. Delegation therefore, boosts the feelings of trust and recognition, organizational and service orientation, and thus a major driver of performance.

Empowerment and delegation also involve collapsing tall organizational structures, enhancing interactive communications between management and employees. Employee empowerment provides effective ways of modifying leadership behavior and attitude through effective team performance management or measurement mechanisms such as, peer assessment, behavioural profiling, competency assessment, training and employee appraisal or evaluation. In effective delegation, it is important to first, establish sound outcome measures, for the competencies that were targeted and second, include job performance measures to evaluate subordinate performance over targets at stipulated intervals [22-24].

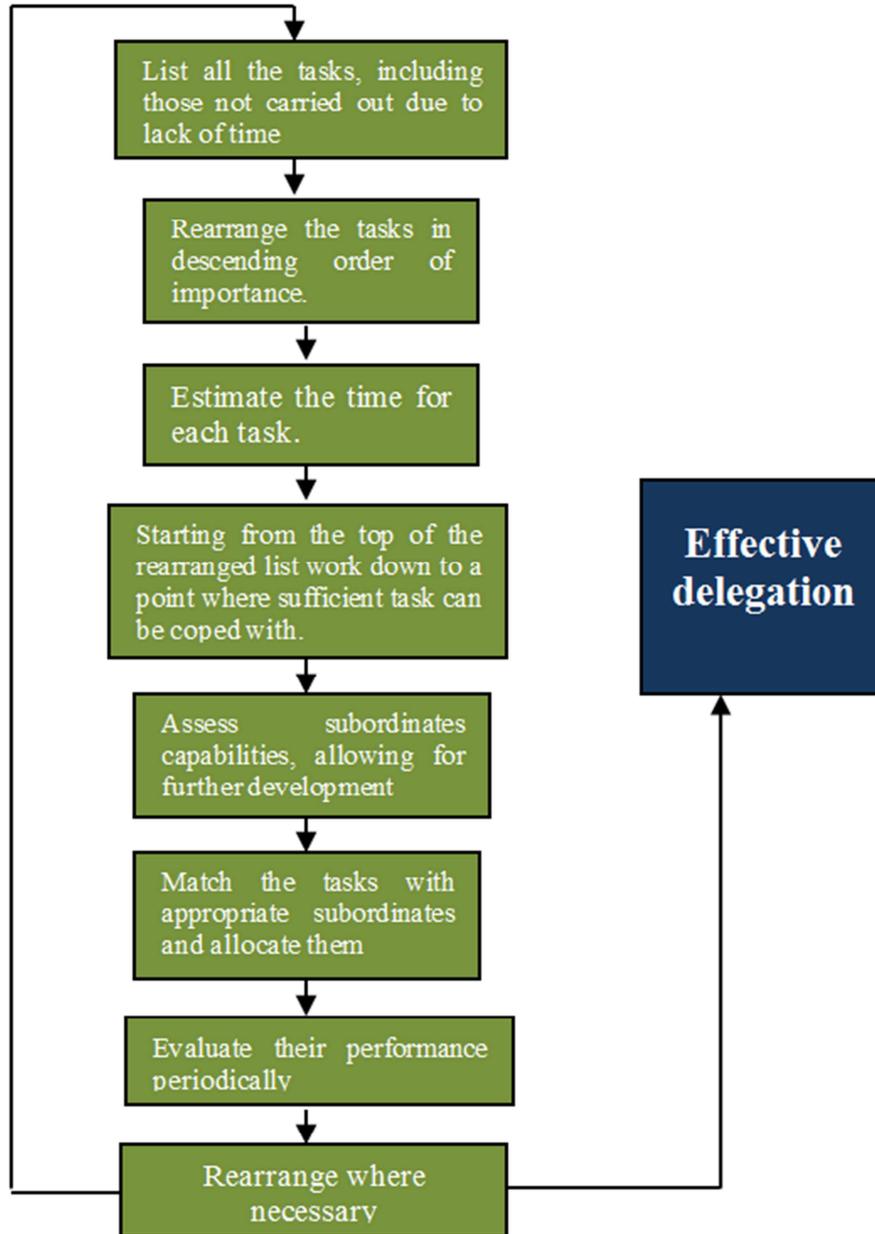
2.2. Employee Performance Evaluation

In the delegation process it is always almost important to evaluate employees' performance to reduce errors that may arise because conferring authority also requires effective performance feedback to advert employees of performance levels. Evaluating employees' performance is a focal part of overall team performance management. According to Noe, et al [25] opine that performance management is the process through which management ensures that employees' actions and outputs contribute to organizational goals. It involves establishing what activities and outputs are desired, observing if they occur, and providing feedback to assist employees' meet management expectations. In the processes of providing and receiving feedback, management and employees' may identify performance problems and establish means to resolve them. For a long time, a measure of employees' performance has been effective appraisal system which seeks to establish uniform standards for evaluating employees' performance and in the process helping the organization to identify its strongest and weakest performers. Effective delegation and employees' evaluation are inescapable in the changing global environment, especially in the areas of ICT, science and management, that make it mandatory on organizations to train and evaluate employees' to prepare them better for higher responsibility. Training and empowering employees in the use of modern technology and the application of relevant current work methods and management techniques are essential to ensure that employees' become competent on their tasks and therefore, become more proficient while the management benefits from such proficiency through effective delegation. Employees' appraisal or evaluation is the judgment of an employees' performance in his or her job, based on other considerations than productivity alone. Traditionally, among the main uses of employees' evaluation include empowering and determining the future use of an employee, for example, to determine if the employee would remain on the present job or be transferred, promoted, denoted or in some extreme cases,

dismissed for non performance. Another major reason is to motivate the employee to do better on the present job, by giving feedback, recognition and the opportunity to discuss work outcomes with management. Consequently, employees' evaluation is an integral part of general performance management approach that is centrally concerned both with utilization and motivation of employees. This can often range from unsatisfactory to exceptional and this can also make an important distinction on organizational success or failure. Delegation of authority and responsibility provides some kind of autonomy which is the degree to which the job allows the employee to make use of his or her discretion and freedom in determining the pace of the work. This in-turn provides necessary *psychological power* over responsibility for work outcomes. An autonomous job is one that makes an employee responsible and accountable for his or her performance and thrives on feedback. Feedback evaluates the extent to which the employee has access to information relating to his performance. It creates psychological states that lead to increased motivation, high quality performance, increased job satisfaction and reduced employee turnover and absenteeism. Employees view feedback as an important way of improving the quality of their work because it gives them information about how well others think they are doing their job. Therefore, they may choose to seek feedback more frequently as a way of improving the quality of their work [26]. Empowered employees feel trusted and motivated, and believe their superior consider them to be able, task competent and important in achieving goals. [27-37]. Effective delegation is a special type of motivation and empowerment for managers and employees. It is empowerment because the process transfers direction from the higher management to the lower management willing to serve the organization. Therefore, the concept of empowerment entails providing managers and employees with the skills and authority to make decisions that would otherwise be made by top management. The aim of empowerment is to encourage organizational people with distinctive competencies to work *ably* for the success of management and the entire organization. Effective delegation recognizes the importance of authority and responsibility in order to reduce the chances of poor management. In the case of *responsibility*, management should understand that it cannot delegate its own *responsibility*. Management will therefore, always remain ultimately responsible for all the activities of employees under its control. Basically, the concept of *responsibility* at various levels involves the absorption of all lower levels of responsibility into the next level up the management ladder. Specifically, the *responsibility* at any level is expanded into lower levels, but the basic *responsibility* still remains. An example of this concept means that, the managing director/chief executive

officer (MD/CEO) of a bank, for instance, has first-rate *responsibility*, the executive director (ED) has second-rate *responsibility*, the general manager has third rate *responsibility*, the manager has fourth-rate *responsibility*, and the supervisor has fifth-rate *responsibility*, all aimed at

getting the work done. This example explains the concept of expanding *responsibility* for getting the work done, down to a point where operational *responsibility* for actually doing the work takes over. For delegation to be effective it may follow the process as in figure 2.



Source: Author Designed (2020).

Figure 2. Effective Delegation Process Model.

Listing and examining all the tasks allow top management to determine the 20 percent tasks to focus on and the 80 percent that could be delegated downwards.

3. Research Methodology

This describes the procedure of the study.

3.1. Research Design

The study employed the exploratory research design. This design is historical in nature, and does not often require a large sample or a structured questionnaire. In some cases, the qualitative or quantitative technique may be used in exploratory study.

3.2. Sources of Data

Data for the study were generated from both primary and secondary sources. Primary data are information collected and organized specifically for the research objectives at hand, while secondary data are information that has been previously collected for some other purposes. Each data collection method has advantages and disadvantages. However, Nelson and Quick [38] state that the best approach is to use multiple methods of collecting data, since it offers the researcher a chance to cross check the information obtained through the different methods.

3.3. Population of the Study

The population of the study comprised of bank employees and managers in Nigeria.

3.4. Sample Frame

The sample frame comprised of bank employees and managers in Nigeria.

3.5. Sample Method

The probabilistic sampling design was adopted for the study, and the stratified random sampling technique was used to select the sample of 90 people. This is a procedure where the population is first divided into subgroups before sampling begins. This is important to ensure that the sample involves members from not only the extreme classes but also those intermediate and less significant subgroups. This procedure is used because of its ability to give good coverage especially where the population has naturally occurring subgroups, such as entry-level employees, officers, accountants, managers, senior managers, and others. Most importantly, where data of known precision are needed to overcome administrative constraints, the use of stratified random sampling increases precision [39].

3.6. Sample Size

In this study 90 respondents comprised of 30 females and 60 males were selected. Sample size is the number of people that represent a given sample. It is important because it

directly relates to the choice of and efficiency of statistical tests. The sample size for this study was determined based on the sampling ratio concept [40].

3.7. Area of the Study

The study was conducted in Southeast Nigeria, comprised of 5 states out of the 36 states in Nigeria. It is believed that the opinion of the people in the geopolitical area is adequate enough to represent the opinion of the Nigerian population based on the 1/10th principle [41].

3.8. Decision Rule

The decision rule for the mean cut-off point for the analysis of responses is 3 points. According to Nwankwo [42] this method is appropriate to analysis responses to research questions.

3.9. Data Analysis

Data were analyzed through descriptive statistical technique and result presented in tables.

4. Presentation of Result

Table 1. Profile of Respondents (n=90).

S/N	Description	Category	Total	Percentage
i	Sex	a) Female	35	38.89
		b) Male	55	61.11
ii	Education	a) Diplomas	20	22.22
		b) Degrees	45	50.50
		c) Others	25	27.78
iii	Age	a) 18 – 35	15	16.67
		b) 36 – 60	55	61.11
		c) 61-75 years	20	22.22
iv	Experience	a) Less than 10 years	25	27.7
		b) 11 – 20 years	35	38.89
		c) Above 20 years	30	33.33
v	Status	a) Low	10	11.11
		b) Middle	60	66.64
		c) Top	20	22.22

Source: Fieldwork (2020).

Table 2. Analysis of Frequencies, Mean, Decision Mean and Grand Mean, for Responses to Research Questions.

S/N	Restatement of Research Questions	Scores					Row Scores	No of Resps.	Mean	Decision mean @ 3 points	Grand mean
		SA	A	N	D	SD					
		5	4	3	2	1					
i	Leadership is not necessary for effective delegation	7	3	4	20	58	151	90	1.68	Rejected	3.29
ii	Delegation does not enhances employee performance	10	8	1	25	46	181	90	2.01	Rejected	
iii	Defective delegation impairs organizational performance	55	18	2	5	10	373	90	4.41	Accepted	
iv	Productivity is a measure of employee performance	55	20	1	4	10	376	90	4.17	Accepted	
v	Effective delegation can enhance organizational profitability	60	15	2	3	5	377	90	4.19	Accepted	

Source: Fieldwork (2020).

4.1. Discussion

Delegation is defined as a process whereby individuals or groups transfers to some other individual or groups the duty of carrying out some particular actions and taking some particular decisions. A key tool in time management is the art of delegating. Delegation arose partly from the concept of management by exception and the 20 – 80 percent rule. Management by exception requires the manager or administrator to leave the routine or ordinary duties and to focus on those unusual issues that occur once in a while which can destabilize the organization. It also involves looking forward, concentrating on the strategic rather than on the daily issues which can be managed by the establishment of standard policies. The 20 – 80 percent rule also called the *pareto principle*, relates to the 20 percent of activities that produce 80 percent of business results. Therefore, the manager or administrator should focus on these 80 percent and leave the rest 20 percent to his subordinates. Delegation may be specific, general, written, unwritten, qualitative, quantitative, micro or macro, depending on the situation at hand. Delegation should also follow a due process such as determining the expected result, assigning the duty to somebody, train the person, provide resources, grant authority, exert responsibility and acceptance, communicate and evaluate performance. A major reason for delegation is to train subordinates for high level responsibilities, motivation, a sense of involvement, succession, skill development, knowledge sharing and other factors that are critical for organizational sustainability. Delegation is often influenced by the skill of the boss/subordinate, controls available, the nature of decision needed, cost of the decision, and availability of capable rules. However, unfortunately, many managers and administrators fail to delegate sometimes due to lack of trust, organizational culture, subordinates' lack of ability, feelings of fear, refusal to share power, feelings of perfection by the boss, *one-man show* or *small business ownership syndrome* of selfishness. Delegation does not mean *dereliction*, and to ensure *effective delegation* the instruction must be precise and concise, delegatee must be capable, and willing, there must be adequate communication, full authority, training resources, organizational support and co-operation. There should also be proper control and feedback system and the boss has to know and understand the subordinates ability and capacity before embarking on delegation. Figure 1 showed that leadership is necessary in effective delegation which relies on the release of authority task, empowerment, decision-making and evaluation. These promote employee performance and results to productivity and efficiency and

other outcomes. As shown in figure 2, effective delegation starts from listing and examining all the tasks through making adjustments where necessary so as to achieve objectives. As shown in table 1, knowledgeable people were selected to make necessary input for the efficacy of the investigation. Their responses were statistically analyzed in table 2. The respondents with a mean score of 1.68 in table 2 (i) effectively disagreed that leadership is not necessary for effective delegation. This supports Zhu, et al [24] that psychological empowerment results to better work outcomes. Also, in table 2 (ii) the respondents at a mean score of 2.01 declined to agree that delegation does not enhance employee performance. This supports the earlier finding of Chen, and Aryee [4] that delegation enhances employee performance. With a mean score 4.41 in table 2 (iii) the respondents agreed that defective delegation can impair organizational performance. This supports the notion that under-delegation or over delegation results to poor performance. Over a mean score of 4.17 the respondents in table 2 (iv) agreed that productivity is a measure of employee performance; and in table 2 (v) with a mean score of 4.19 the respondents agreed that effective delegation can enhance organizational profitability. With a grand mean score of 3.29 over a decision score of 3.00 it was found that effective delegation positively influences employee performance. This is the objective of the study.

4.2. Scope for Further Study

Further study should examine the relationship between planning and delegation to find a better way of business management in the face of globalization.

4.3. Recommendations

- i. Executive directors of banks should always monitor credit evaluation and approval processes to reduce abuses caused by over delegation.
- ii. Delegation can only be effective if it follows a standard process and consistent with competence. This is necessary to minimize under or over delegation.
- iii. Evaluation is critical to ensure effective delegation. This can be done through different mechanisms including management by walking about (MBWA).
- iv. Delegation to subordinates should not be seen as a favour as some top managers feel. It encourages management by involvement (MBI) that builds capacity and enhances organizational excellence.
- v. Effective delegation needs to reflect the popular *Pareto's Principle* to ensure that organizational targets are achieved in an efficient manner.

5. Conclusion

Effective delegation provides psychological empowerment and a collaborative, co-ordinated and comprehensive managerial technique for motivating and evaluating employees over their performance. It enhances self-confidence and reduces power distance necessary for employees to seek performance feedback from managers. 90 respondents participated in the study conducted through the exploratory research design and the result showed positive relationship between effective delegation and employee performance.

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Declaration of Conflicting Interests

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Biography



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