THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Effects of Delegation on Employee Performance in Savings and Credit Cooperative Societies in Kisii County, Kenya

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Abstract:
Savings and Credit Cooperative Societies are established to offer timely, affordable and quality services to their members with little struggle. The study focused on the influence of delegation on employee performance with Teamwork, Employee commitment and participation, Employee satisfaction as elements of delegation whose objective was to find out whether or not delegation impacts employee performance. The target population was 13 SACCOS in Kisii County with respondents with 1040. Four (4) SACCOS which had been in operation for at least 10yrs were sampled for the study using descriptive research and explanatory research whereby a sample of 24 employees from each SACCO was sampled randomly. Primary data was collected using a Questionnaire with both open and closed ended questions on 5 point likert scale for SACCOS which were administered to the respondents. Completed questionnaire were coded and classified and the data collected was analyzed using descriptive statistics and inferential statistics mainly averages, mean, percentages and t-test was carried out to determine whether or not delegation leads to employee performance at α=0.05 significance level. The data was analyzed and presented using frequency tables and graphs. The study established that effective delegation in organizations improves employee performance and organizational performance at large. Findings from this study were crucial in informing the managers and employees the need for delegation and how to use delegation as a management skill to improve employee performance.

1. Introduction

Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages including higher productivity and lower employee turnover. Thus, it is not surprising that organizations of all sizes and types have invested substantially in policies and practices that foster engagement and commitment in their workforces. However, with these policies employee turnover can be evidenced in many organizations which can be attributed largely to employee dissatisfaction. This study focused on the effects of delegation on employee performance on SACCOS.

Delegation is the process by which authority is shared throughout an organization and has three elements: assigning a function, duty or task to an employee, allocating to that employee sufficient authority to command the resources necessary to accomplish the assignment and creating an obligation on the part of the employee to complete the assignment satisfactorily. Hollander and Offerman (1990) as cited by Sumi (2004) hypothesized that delegation (which involves distribution of power) is more of truly empowering people than participation (which involves only sharing of power). Therefore, delegation has stronger relationship with satisfaction and performance than does participation and considered it as one of the important dimensions of empowerment. Yukl and Ping Fu (1999) found that greater delegation was associated with the following factors: Competence of the employee, sharing of managers' task objectives by the employee, longstanding and positive relationship of the manager with the employee, and the status of the lower-level persons.

Superiors play an important role in structuring the work environment and providing information and feedback to employees. As a consequence, a superior's behaviour has an impact on the affective reactions of the team members. Delegation is more likely to be successful if a subordinate has the job knowledge required by new responsibilities and will take the initiative to deal with problems without waiting for direction. Leana (1986) as cited by Sumi (2004) found that subordinate competence was correlated significantly with two measures of delegation, namely, a manager's self reported use of delegation and an objective measure of subordinate discretion to settle insurance claims.

SACCOS today in Kenya are facing stiff competition from other financial institutions which are offering affordable, reliable and efficient services to their customers through. Hollander and Sumi (2004) quoted Hollander and Offerman who hypothesized that delegation is more of truly empowering people than participation. Yukl and Ping Fu (1999) found that greater delegation was associated with the following factors: Competence of the employee, sharing of managers' task objectives by the employee, longstanding and positive relationship of the manager with the employee, and the status of the lower-level persons. According to

McConkey, (1986) Managers who choose to do everything hamper their own productivity; limit their employee performance and any contribution they do make as managers is often accompanied by frustration and excessive personal effort. Hence, there is need to integrate delegation with other managerial functions to increase employee performance. Overlooked is how delegation creates an overall environment of employee teamwork, participation and satisfaction, the extent to which delegation can lead to increased employee performance in Kenya remains an issue and it is for this reason that the study sought to determine the effects of delegation on employee performance in Kenya: a case of Kisii County.

1.1. General Objectives
The effects of delegation factors on employee performance in SACCO societies in Kisii County Kenya

1.2. Specific Objectives
- To establish the effect of delegation on employee teamwork in SACCOS in Kisii County.
- To determine the effect of delegation on employee participation in SACCOS in Kisii County.
- To find out the effect of delegation on employee satisfaction in SACCOS in Kisii County.

1.3. Research Questions
- How does delegation lead to employee teamwork in SACCOS in Kisii County?
- How does delegation lead to employee participation in SACCOS in Kisii County?
- How does delegation lead to employee satisfaction SACCOS in Kisii County?

1.4. Justification of the Study
The fact is that managers that fail to delegate tasks find that they never have enough time to complete their own work. Managers who do not delegate may be unhappy with the results of their employees' performance and may find that their employees lack enthusiasm and initiative when completing delegated tasks (Eddie, 2002). From the background information, it was evident that no study on delegation had been conducted to assess the overall environment created by delegation and employee performance. This study was therefore timely to managers in order to integrate delegation with other management functions for increased organizational output.

2. Literature Review
In today's business context, managing the ever increasing customer expectations and need is a key to survival and growth. Considering the people-centric nature of the service industry, particularly institutions, managing the motivation of employees and retaining them for continued customer relationship is a challenge. Since customers with different needs and aspirations have to be served differently, the employees play a significant role in establishing relationship with customers. To retain the customers, they should be properly trained based on the job they do. Trained employees would understand the characteristics of their job and would be more efficient while serving the customers. The superiors would also need to delegate tasks to the employees and this requires adequate knowledge of the job, proper flow of information, and sharing of resources between the superiors and the employees.

Managers that delegate are likely to foster the formation of high quality relationship with their subordinates characterized by mutual trust, respect and loyalty; in turn subordinates experiencing trust and respect are likely to reciprocate by strengthening and encouraging the superior (Deluga, 1994; Graen and Uhl-Bien, 1995) as quoted by (Sumi, 2004). As such, delegation can be viewed as a mechanism that builds and nourishes superior-subordinate relationships. Delegated responsibility sends signals of trust and competence (Leanna, 1986) as cited by (Sumi, 2004) to the subordinate contributing to the social bonding within the dyad.

2.1. Hierarchy of needs theory
The study was guided by Abraham Maslow's hierarchy of needs theory which hypothesizes that within every human being there exists a hierarchy of needs. He notes that, in order of their importance, human beings have esteem needs such as self-respect, autonomy, achievement, status, recognition and attention from others. In addition, individuals need self actualization characterized by growth, achieving potential and fulfillment (Nzuve, 2001). Delegation which can be viewed as giving employees autonomy to carry out their tasks is important as a management skill that needs to be integrated to management functions as it boosts employees' self esteem. Therefore, the essence of delegating is to motivate employees in order to exert their efforts towards achieving organizational goals.

People join and work in organizations in order to satisfy their personal needs. Thus, they are attracted to organizations that have the means of satisfying these needs. Organizations use incentives to induce people to contribute and put their efforts towards achieving organizational goals. Hence the continued existence of an organization depends on its ability to attract and motivate people in order to achieve these personal and organizational goals. When one is motivated, (s) he works hard.

2.2. Three-Need Theory
This theory seemed to conform to this study as advanced by McClelland (1953) as cited by (Nzuve, 2001) which asserts that each person possesses three needs but people differ in the degree to which the motives dominate their behaviour. This needs include: need for achievement where employees seek situations in which they can attain personal responsibility for finding solutions to

problems, need for power where individuals with a high need for power enjoy being in charge, strive to have influence over others, being competitive and status-oriented situations, and more concerned with gaining influence over others, finally need for affiliation where individuals strive for friendship, competitive situations and an intermediate degree of risk. When these characteristics are prevalent, high achievers are strongly motivated. To meet these needs among employees, delegation of tasks and responsibilities and authority is vital as it will motivate them which will in turn increase productivity.

2.3. Theory X - theory Y
This theory recognizes the importance of the treatment of workers, their work, and their social environment as documented in Mayo's studies. Barnard combined his own experiences as president of the New Jersey Bell and his research on human behavior in writing a management classic, "The Function of the Executive." Barnard's work focuses on what he termed "Cooperative Effort." He maintained that people form organizations in order to achieve certain goals they could not achieve alone. Organization can only be productive, he argued, when the goals of the organization and the goals of its employees are kept in balance. Barnard also addressed the issues of communications, motivation, and setting objectives (Griffin, 2004). In his work McGregor described theory X - theory Y (McGregor, 2000) which outlines two different assumptions about people and work and the role of management. In a nutshell theory X represents the traditional approach to management which says that people dislike work therefore, they cannot be trusted to motivate themselves. They need to be persuaded by management in order to be productive. Theory Y on the other hand, represents the belief that people are motivated by a complex set of psychological needs.
Theory Y encourages delegating authority to lower level workers; making jobs less routine to avoid boredom; increasing the level of responsibility in each workers job; improving the flow of communication and information within the organization. Organizational behavior relies heavily on the social sciences and the scientific method. For the most part, organizational behavior views management from a contingency orientation, suggesting that there is no one accepted theory or approach to the study of people in organizations. Researchers in this field have contributed to our understanding of such areas as motivation, management, group behavior, and the design of work.

2.4. Employee Teamwork
The challenge for companies nowadays is to deliver quickly and flexibly new quality products and services, in order to be able to respond to greater and changing demands from clients. Standardization and specialization characterize traditional work organization; the work is divided into different segments, from preparation to support roles, in which workers specialize in order to maximize productivity. Specialization, control and routine are suitable when a constant demand for standardized products applies. However, for a fast changing demand, this method does not seem to work as well, and may lead to coordination problems and rigidities. Thus, companies have started to look for new forms of work organization i.e. teamwork (Delarue and De Prins, 2004) as cited by European foundation for the improvement of living and working conditions (2007).
A high performance workplace focuses on increasing people's influence on the business as well as the impact of processes, methods, the physical environment, and the technology and tools that enhance their work (Burton, 2005). This work place also implements a so-called holistic organizational approach which means featuring flat hierarchical structures, job rotation, self-responsible teams, multi-tasking and a greater involvement of lower-level employees in decision-making. A high performance workplace invests in its human resources and supports both their technical and innovation skills and their social skills; this promotes good interpersonal relationships in the workplace from which the company can also benefit.
The work performance of the team is higher than individual performance when the work requires a broader scope of knowledge, judgment and opinion. The advantage of teamwork is significant productivity growth in the spheres that require creative solving of different tasks, a high degree of adaptability and operational management. Teamwork also creates an environment that facilitates knowledge and information exchange and so-called knowledge sharing. Other advantages are the ability of new forms of work organization to increase the potential for innovation that may add value to products or services, moving them into less price-sensitive markets. Moreover, the ability of new forms of work organization to increase the employability of workers through multi-skilling and the acquisition of higher competencies in problem solving, communication and team working will help labour market adaptation, and also support new forms of local and regional economic growth and regeneration.
According to the majority opinion of specialists in various fields, teamwork should help both to improve company performance and also to boost employees' well-being (Hayes, 2005) as cited by European foundation for the improvement of living and working conditions (2007). Provided that the conditions of autonomous decision-making are in place, with the corresponding powers and responsibilities for assigned tasks, teamwork enhances employees' interest and motivation, not just in the context of the employee's work task but also in the context of the corporate strategy as a whole. The key to increased company productivity should be increased employee satisfaction (Moldaschl and Weber, 1998) as cited by European foundation for the improvement of living and working conditions (2007).

2.5. Employee Satisfaction
Employee job satisfaction has been the focus of research agenda in various developing countries for a long time. Luthans (1998) argues that salaries not only assist people to attain their basic needs, but are also instrumental in satisfying the higher level needs of people. Most employees are not satisfied with how well they are remunerated. However, the role of money as a motivator is controversial. Providing opportunities for growth and development through training, delegation and promotion may be a good motivator as many people like to grow in skills, capability and experience. Dessler (2001) argues that, many people experience satisfaction when they believe that their future prospects are good. Employees maintain that if people feel they have limited opportunities for career advancement, their job satisfaction may decrease.

Bull (2005) also found out that, most employees were less satisfied with advancement opportunities and pay. Promotional opportunities therefore, have differential effects on job satisfaction, and it is essential that this be taken into account in cases where promotion policies are designed to enhance job satisfaction. The advancement indirectly will change individual's needs. In consequential, it will help individuals to put extra effort to continuously achieve their needs and satisfaction. This can be done through allowing employees to participate in decision making without necessarily referring to the higher authority for instructions. The motivation strategies though present in Organizations, the literature indicates that it most managers delegate tasks and responsibilities but not authority. This is witnessed by long queues by clients as they wait for services from those in authority. To increase employees' job satisfaction, all these factors need to be incorporated in the working process. The relevance of job satisfaction is crucial to the long term growth of any work industry all over the world. This has to do with needs' satisfaction which is essential in the lives of workers because it forms the fundamental reason for working (Olulobe, 2005). Motivation, along with planning and organizing, plays an important part in the level of performance achieved in any endeavor. Effective delegation can be a powerful motivating factor.

Teamwork theorists believe that if teams work well, have a common goal, are autonomous in their decision-making, and have responsibility and support, teamwork becomes a valuable experience for the workers involved. Working in a team empowers people and helps them develop autonomy, which is a source of profound job satisfaction and reduces stress. (Hayes 2005) In view of this theory, the following hypothesis may be made: Working in a team contributes to job satisfaction.

Effective delegation gives subordinates the chance to incorporate their values in the work environment and, in many cases, to undertake activities of special interest to them. By increasing subordinates' involvement in the workplace, the manager heightens their enthusiasm and initiative for their work. Delegation gives subordinates an opportunity to invest something of themselves in their work giving them a feeling of owning the work as well as its outcomes. Delegation therefore enhances subordinates' sense of accomplishment and self-esteem, as it is much more rewarding to be able to congratulate oneself for a task that is well planned and executed than for another person's plan, which is merely executed (Eddie, 2002).

Robbins (2003) emphasizes the importance of employee job satisfaction as a factor influencing, amongst others, employee work performance. He argues that happy workers aren't necessarily productive workers. This argument is in line with Poisat's deduction (2006) that satisfied employees are not necessarily productive employees. Robbins (2003), however, suggests that the opposite might be more accurate that productivity will probably lead to satisfaction. Studies comparing job satisfaction in1995 to that of 2000 have shown a decrease in satisfaction over the 5 years, despite an increase in economic prosperity. He claims that this drop in job satisfaction might be because of organizations trying to increase productivity by increasing employee workloads and tightening deadlines. In addition, there has been an increase in employees reporting the feeling that they have less control over their work. Spreitzer and Quinn (2001) touches on the feeling employees have of losing control over their work when they argue that it has become a challenge for organizations to create an organizational culture where all employees would want to work to their full potential, where they can take initiative and act as an owner of the firm. They claim that organizations that can create such a culture will attract and keep the best and the brightest employees, and hence generate an important competitive advantage. Workers participation in decision-making; profit sharing; worker's ownership are positively associated with productivity, quality, and employees morale and satisfaction (Doucouliuagos, 2005)

A recognition program may appear to be merely extra effort on their part with few tangible returns in terms of employee performance. While most employees certainly appreciate monetary awards for a job well done, many people merely seek recognition of their hard work. For an entrepreneur with more ingenuity than cash available, this presents an opportunity to motivate employees. (Odell, Patricia, 2005)

In order to develop an effective recognition program, a small business owner must be sure to separate the program from the company's system of rewarding employees. This ensures a focus on recognizing the efforts of employees. To this end, although the recognition may have a monetary value (such as a luncheon, gift certificates, or plaques), money itself is not given to recognize performance (Bolle De Bal, 2002). Effectively recognizing employees is another performance management competency. Being able to genuinely acknowledge a job well done is critical for strengthening employees' commitment to do their best. Supervisors should be skilled at using formal awards programs as well as using informal recognition techniques, including personal thank yous and voicing verbal appreciation in staff meetings.

Recognition has a timing element: it must occur so that the performance recognized is still fresh in the mind. If high performance continues, recognition should be frequent but cautiously timed so that it doesn't become automatic. Furthermore, like rewards, the method of recognition needs to be appropriate for the achievement. Rauch and Maggie (2005) assert that this also ensures that those actions which go farthest in supporting corporate goals receive the most attention. However, an entrepreneur should remain flexible in the methods of recognition, as different employees are motivated by different forms of recognition. Finally, employees need to clearly understand the behavior or action being recognized. A small business owner can ensure this by being specific in what actions will be recognized and then reinforcing this by communicating exactly what an employee did to be recognized.

Both reward and recognition programs have their place in small business. Small business owners should first determine desired employee behaviors, skills, and accomplishments that will support their business goals. By rewarding and recognizing outstanding performance, entrepreneurs will have an edge in a competitive corporate climate (Brandi and Joanna, 2005). Employees not only want good pay and benefits, they also want to be valued and appreciated for their work, to be treated fairly, to do work that is important, and to have opportunities for advancement and involvement in the company. According to Davis (2006), recognition and reward programs play an important role in organizational success by helping attract and retain high-performing employees.

2.6. Employee Participation

Decision makers cannot be experts in all fields and hence, the decision maker delegates full or partial responsibility of decision-making for a particular area of concern, to the expert on the team for best management outcomes. Mitchell (2003) asserts that the participative leader retains the responsibility of final compilation of the draft responses from all. Such delegation is work specific and singular. It depends on the decision maker to compile the expert reports for the final response. Advantages of this type of decision-making process makes the group members feel engaged in the process, more motivated and creative.

When managers delegate tasks according to the skills and abilities of subordinates, the institution as a whole is likely to produce a higher level of output than would have been possible otherwise. Delegation can also contribute in this regard as it gives subordinates the opportunity to offer new ideas, viewpoints and suggestions that can improve operations in the institution (Eddie, 2002).

The achievement of business goals and financial returns is increasingly dependent on delivery by front-line employees. This emerges from the operation of a mix of human resource/high-performance work practices in the context of a supportive management. It can't be imposed from the top but depends on developing employee security, trust and buy-in to the goals and values of the organization. Johnson (2004) describes employee participation as a combination of commitment and organizational citizenship. The modern world of business has accepted the fact that true organizational competitive ability lies hidden in the depths of individual human beings and their participation to deliver super standard outputs. The secret to outperforming competitors has become increasingly dependent on the levels of performance delivered by an organization's employees (Izak, 2008).

Participative decision-making is the extent to which managers encourage employees to share or participate in organizational decision-making. The manager must think of the best possible style that will allow the organization to achieve the best results. Participative management is known by many names including shared leadership, employee empowerment, employee involvement, participative decision-making, dispersed leadership, open-book management, or industrial democracy. The basic concept involves any power-sharing arrangement in which workplace influence is shared among individuals who are otherwise hierarchical unequal. Such power- sharing arrangements may entail various employee involvement schemes resulting in co-determination of working conditions, problem solving, and decision-making. The primary aim of participative management is for the organization to benefit from the "perceived motivational effects of increased employee involvement (Brenda, 2001). participative management is most effective where a large number of stakeholders are involved coming together to make a decision which benefits everyone. When employees participate in the decision-making process, they improve understanding and perceptions among colleagues and superiors, and enhance personnel value in the organization. Participatory decision- making by the top management team ensures the completeness of decision-making and increases team members' commitment to final decisions.

When everyone in an organization participates in the decision-making process, organizational communication is much more effective and everyone produces more efficient results (Walker, 2007). By sharing decision-making with other employees, participants eventually achieve organization objectives that influence them (Brenda, 2001). In this process, Participative management can be used as a tool that enhance relationships in the organization, explore incentives of employees and increase the rate of information circulation across the organization (Anderson & McDaniel, as cited in Brenda, 2001).

Poisat (2006) agrees that employees generally value the need for autonomy and authority, and that they prefer a job that would require increased responsibility and risk. An organization where every employee acts and behaves as a leader has a competitive advantage. Spreitzer and Quinn (2001) not only sees this characteristic as an advantage, but arguably a necessity with the movement to a global economy, competition is increasing daily, and there remains no room for the passive obedience that seemed effective when it was sufficient to do the same thing over and over efficiently. To be successful, organizations need the knowledge, ideas, energy and creativity of every employee. In order to establish such a culture where every employee in the organization is a leader revisits the now familiar concept of empowerment. They argue that the era of empowerment has come and gone, not because it lacked value, but since it was not completely understood, and more importantly, imperfectly applied. Empowered individuals see themselves as having freedom and discretion, being able to interpret a personal connection to the organization that they work in meaning, having confidence in their own abilities competence, and finally able to make a difference to and in the system that they find themselves in impact.

Glaser (2005) quotes William James saying: "The deepest principle of human nature is to be appreciated". Armstrong and Baron (2005) agree and also claim that non-financial motivation can be provided by performance management through the process of recognition, by providing opportunities to succeed, as well as enhancing job engagement and commitment. Jackman and Strober (2005), describe a wonderful relationship between employees and managers where feedback is received and provided on a regular basis, and where it is acted on in ways that improve employee performance as well as possible prospects for promotion.

2.7. Employee Performance

Performance does not include the results of an employee's behavior, but only the behaviors themselves. Performance is about behaviour or what employees do, not about what employees produce or the outcomes of their work. Shirley, (2006), perceived that employee performance represents the general belief of the employee about his behavior and contributions in the success of organization. Employee performance may be taken in the perspective of three factors which makes possible to perform better than others, determinants of performance may be such as "declarative knowledge", "procedural knowledge" and "motivation". Managerial practices have positive impact on performance of individuals. Carlson et al. (2006) proposed five human resource management practices that affect performance which are setting competitive compensation level, training and development, performance appraisal, recruitment package, and maintaining morale.

Some people mistakenly assume that performance management is concerned only with following regulatory requirements to appraise and rate performance. Actually,assigning ratings of record is only one part of the overall process (and perhaps the least important part). Brandi and Joanna, (2005) defined it as "A strategic and integrated approach to increasing the effectiveness of organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors". Richard A. Swanson, (2003), in Performance Improvement Theory and Practice, explains an effective performance improvement process must follow a systems-based approach while looking at outcomes and drivers. Otherwise, the effort produces a flawed picture. For example, laying off people will likely produce short-term profits. However, the organization may eventually experience reduced productivity, resulting in long-term profit loss due to reduced employee performance.

Supervisors must manage employee performance well in order for organizations to accomplish their missions and achieve their goals. Consequently, performance management is one the most important parts of a supervisor's or team leader's job. According to Buchner (2007), developing skills in performance management is a wise investment for organizations an investment that will help them achieve their strategic goals. Grimaldi (2005) explains that managing employee performance includes: planning work and setting expectations, monitoring and measuring performance, developing the capacity to perform, periodically rating performance in a summary fash-ion, and recognizing and rewarding good performance. Practicing good employee performance requires proficiency in certain competencies. Competencies are observable, measurable patterns of skills, knowledge, abilities, behaviors, and other characteristics that an individual needs to perform work roles or occupational functions successfully. According to Huselid (2005), employee performance reminds people that being busy is not the same as producing results. It reminds us that training, strong commitment and lots of hard work alone are not results. The major contribution of performance management is its focus on achieving results useful products and services for customers inside and outside the organization. Performance management redirects our efforts away from busyness towardeffectiveness. Armstrong and Baron (2005) agree that work performance management for teams is inherently the same as for individuals. However, the difference between individual employee and team performance management lies in the actual measurement and reward approach. They base the ethos of performance and performance management on the assumption that if the performance levels of individuals can be raised somehow, better organizational performance will follow as a direct result. Organizational performance means that the organization has to achieve or accomplish its goal, which is ultimately to maximize the value of the organization and the success of any enterprise is marked by the level to which it achieves what it set out to do in the world (Glaser. 2005).

According to Armstrong and Baron (2005), performance management is about encouraging productive discretionary behaviour, and has as its goal to achieve human capital advantage. They continue to support the believe that people are the most important source of competitive advantage, and recognize that, as opposed to other forms of competitive advantage resulting from improving factors such as design or process, the people factor is very difficult to reproduce or replicate, making it so valuable to organizations. Robbins (2003), states that self evaluation is consistent with values such as self management and empowerment. He argues that despite the fact that employees tend to inflate their own ratings, self evaluation lessens their defensiveness about the appraisal process, and it serves very effectively to stimulate job performance discussions between employees and their superiors.

On the same topic, Mello (2003) appreciates self evaluation for its effect as a motivating factor because it allows the employee to participate in a critical decision that impacts on their employment and career. He also raises the point that self evaluations could provide insights, examples, and a more holistic assessment of performance than provided by any other observation which is often only performed for a limited amount of time. Both Mello and Robbins (2003) recognize the fact self evaluations often suffer from over-inflated results and self-serving bias, and sees it as tool better suited to developmental uses than for evaluative purposes. According to Armstrong and Murlis (2004), people will channel their discretionary effort into their work when they believe that it will have meaning, is worthwhile and appreciated. They argue that people will feel less motivated in an environment where they don't have any control over the pace or quantity of work. This issue links across to work life balance as well as perceptions of freedom and autonomy. They have noticed that employees in high-pressure jobs, who enjoy their work but not the constant pressure, often are found to seek parallel rewards by restricting their time on the job or to even take sabbaticals or additional time off in order to get proper breaks.

Osland (2007) confirm that people spend the majority of their waking hours at work and that the quality of their work experience has a large influence on the quality of their lives in general, and they acknowledge the fact that every working person would prefer to work in a good working environment. They continue to define a great working environment to be a place where employees trust the people they work for, have pride in what they do and enjoy the people they work with. Landy and Conte (2007) explained that performance is behaviour. They continue to include specific actions and behaviors that are relevant and applicable to an organization's goals into the concept of performance, and conclude that it is this performance that an organization will hire an employee to do, and to do well. Throughout the literature under review it was made clear that even though the definition of performance supports the notion of exceptional, better than normal, and the like, it has become acceptable to also use performance in the context of execution, merely getting something done, or just achieving a certain goal.

Richard (2009) says that organizational performance involves three areas namely; profit returns on assets, returns on investment; product market performance (sales, market share) and shareholders return total shareholder return. In most organizations performance is managed through balanced scorecard methodology where performance is monitored and measured in multiple dimensions such as; financial performance, customer service, social responsibility and employee stewardship. Laulie & Mullins (2010) points out that performance indicators can be measured in terms of; business performance and results, market standing, innovations, productivity, physical and financial resources, profitability, manager performance and development, worker performance and public responsibility. The key performance indicators also known as Key Success Indicators help an organization define and measure progress towards an organizational goal in line with the mission.

Poisat (2006) in his study found that improved business performance hinges not only on improved processes, technology and products but also equally as much on the contributions of engaged employees. He also claims that the cornerstones of employee engagement and engaged work performance can be found in constructs of employee motivation, commitment, organizational citizenship, self-efficacy and employees' emotions, and finally describes the following organizational strategies that would be considered key for engaging employees: organizational vision, challenging work, work culture, shared gains, communication, concern for people, technology, training and development, empowerment, customer focus, and the manager's role.

Hakala (2008) states that organizational performance can be achieved through employee performance that is characterized by six indicators namely; competency measured in terms of ability to handle the assigned workload, completing the work in time with minimal errors, and ability to work largely unsupervised; productivity measured in terms of time utilization, prioritizing projects, multitasking and continuous striving to improve skills; communication skills in terms of ability to offer and accept help when needed, accept and provide constructive criticism resulting in reduction in mistakes and misunderstandings; commitment as in taking responsibility for one's errors, taking advantage of additional training or educational opportunities; cooperation in resolving conflicts before they become disruptions and professionalism exhibited by avoiding frequent absences, excessive gossiping and using company time and resources for personal projects. This is further complemented by other measures of employee performance such as quantity, quality, timeliness, cost effectiveness, creativity, adherence to policy and appraisals by managers, self, peers, teams, and assessment centers.
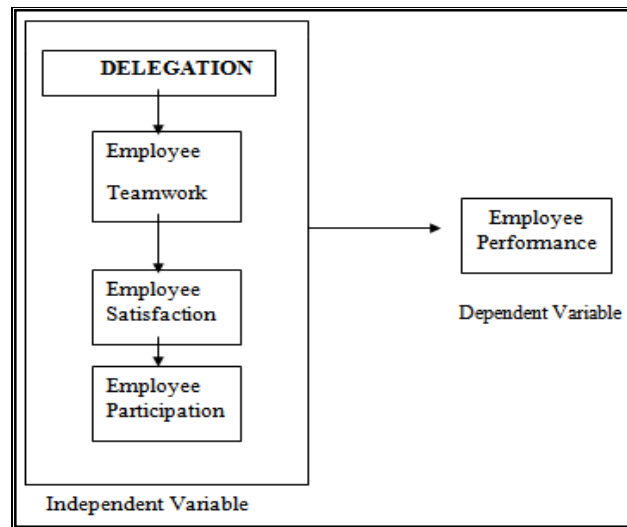
2.8. Conceptual Framework

Figure 1: Conceptual Framework

3. Research Methodology

3.1. Research Design
The study used descriptive and explanatory research designs. The descriptive design was adopted because, according to Kothari (2003), descriptive design is a method of securing information concerning an existing phenomenon from all or a selected number of respondents of the concerned universe. Explanatory design was adopted because the research aimed at collecting information from respondents on their attitudes and opinions in relation to the effects of delegation on employee performance.

3.2. Target Population
The study targeted all SACCOS operating in Kisii County 13 in total which had been in operation for at least 10 yrs with a population of 1040 respondents to determine the effects of delegation on employee performance.

3.3. Sampling Design and Sample Size
In this study, 24 employees were randomly sampled from each SACCO to fill the questionnaire representing 30 percent of the target population according to (Roscoe, 1975) as quoted by Uma Sekaran and roger Bourgie's book (2009). From a preliminary study, every institution selected had 80 employees on average and 30 percent of this yielded 24 employees as a sample size.

3.4. Data collection Tools and Procedure
A Questionnaire was the main instrument of data collection. A questionnaire with both closed-ended and open- ended questions which were consistent to the objectives of the study were administered to the selected sample. The questionnaire was the main tool for data collection since it is easier to administer, economical in terms of time and money and also permit a greater depth of response (Mugenda and Mugenda, 1999). The researcher personally collected data from the selected sample. Date and time for

administration of the instruments was done in consultation with selected organizations' management. Areas of confidentiality and anonymity, intentions of the study and how the information would be used were explained to the respondents.

3.5. Validity and Reliability of Research Instruments
In order to ensure validity and reliability, the questionnaires were composed of carefully constructed questions to avoid ambiguity and to facilitate answers to all the research questions. The questionnaires were then pre-tested in a pilot study through a sample of 30% of selected sample on SACCOS In Nyamira County to avoid respondent contamination (Kothari, 2003), after which corrections and adjustments were done; this ensured reliability.
The validity of the research instrument was then tested for internal consistency by use of Cronbach's Alpha with a 70% acceptance level. The instrument was presented to supervisors to ascertain its face validity.

3.6. Pre-Testing of the Instruments
The questionnaires were pre-tested in a pilot study through a sample of 30% according to (Roscoe 1975)) in Uma Sekaran and roger Bourgie's book (2009) which he notes is representative for piloting in a selected sample of SACCOS in Nyamira County to avoid respondent contamination (Kothari, 2007).

3.7. Data Processing and Analysis
Completed questionnaires were coded and analyzed to ensure accuracy of information, and then the data collected which was then summarized and classified both qualitatively and quantitatively. Qualitative analysis of opinions was organized into patterns relevant to the research using judge mental method. Quantitative data was analyzed using descriptive statistics and inferential statistics such as measures of central tendency of weighted mean and frequencies and a t-test was carried out to ascertain whether or not delegation led to employee performance. Frequency distribution tables and graphs were used to organize and give a summary of the collected data

4. Reseach Findings And Discussions
With increasing globalization, there have been enormous and far reaching changes in global organizations. These changes are the result of fierce international competitive pressure faced by enterprises operating in the global place encircled with knowledge driven productive economy (Wokoma and Iheriohanma, 2010). Employee commitment, productivity and retention issues are emerging as the most critical challenge on the management of workforce. This challenge is driven by the concerns of employee loyalty, corporate restructuring efforts and tight competition for key talents (Kresiman, 2002). Thus, prompting the study. Data was analyzed qualitatively and quantitatively.
The reason for this qualitative section in this study was to provide more information of the underlying issues pertaining to delegation. The study benefited from a rich qualitative data through key information obtained in the questionnaires. This section relied mainly on hypothesis testing process and basic exploratory statistics to interpret and structure the meanings that could be derived from the data collected. The main objective of this section was to use qualitative data in a process of hypothesis testing within the context of management in order to generate ideas, as opposed to inductive reasoning. Much of the qualitative analysis was focused on the how teamwork, employee commitment and participation as elements of delegation can be used to increase performance of employees.

4.1. Respondents Distribution per SACCO
The study was carried out on 4 SACCOS which had been sampled from the target population. Table 1 illustrates the respondents' distribution per SACCO

Name of SACCO	Number of Respondents Involved
Mwalimu National SACCO	24(25%)
Gusii Mwalimu SACCO	24(25%)
Wakenya Pamoja SACCO	24(25%)
Kenya Achievas SACCO	24(25%)
Total	96(100%)

Table 1: Respondents' Distribution per SACCO

From table 1, it can be shown that each SACCO involved in the study had equal number of respondents. This brought the total sample size to 96 respondents.
All SACCO employees agreed that they work as a team but their tasks are determined by their Supervisors and sometimes Managers. This was attributed to the fact that SACCOS are very sensitive because they handle finances. Hence, Managers, want to reduce the errors which might occur as possible.
The respondents also agreed that there was delegation of tasks and responsibilities but the employees were not allowed to make decisions on their own without consulting. This in turn affected their performance which eventually affects the organizational performance. This was due to increased wait time during transaction processing. Hence, although teams existed, they were not autonomous.

The study also established that, delegation increased their commitment and participation and this brings satisfaction thus increasing their performance. This was attributed to the fact that, delegation enabled employees to be creative and innovative. Thus giving organizations a competitive edge over others that do not delegate.

4.2. Advantages of delegation

The study sought to determine the advantages of delegation as perceived by employees and the results of respondents' agreement were tabulated in table 2.

Aspect	Agree	Disagree
More work is accomplished	65(67.7%)	11(11.5%)
More time for planning, organizing, Motivating and controlling	40(41.7%)	46(47.9%)
Measurement of individual performance	70(72.9%)	21(21.9%)
Enhances satisfaction and recognition	80(83.3%)	13(13.5%)
Participation and involvement	75(78.1%)	16(16.7%)
Growth and development	89(92.7%)	6(6.3%)
Human resources are fully Utilized	55(57.3%)	31(32.3%)
The findings revealed that delegation in the work place had advantages and therefore they embraced it fully. However, there were some who disagreed and these were mainly cashiers and this was attributed to low flow of information in the institutions. It was strongly agreed that delegation in the work place led to employee growth and development. This was evident as 89 respondents agreed against 6 who disagreed. This was also attributed to the fact that autonomy makes employees to be more innovative and creative based on their competence.		

Table 2: Advantages of Delegation

It is was also worthy to note that from the study, delegation does not allow the manager more time to plan, motivate and control as 46 respondents disagreed that delegation has little influence on managerial functions against 40 respondents who agreed.
The study sought to establish the employees' perception on the importance of delegation to their overall performance. The results were tabulated as shown in table 3.

Name of SACCO	Agree (Frequency)	Disagree (Frequency)
Mwalimu National SACCO	23(95.8%)	1(4.2%)
Gusii Mwalimu SACCO	20(83.3%)	4(16.7%)
Wakenya Pamoja SACCO	10(41.2%)	14(58.8%)
Kenya Achievas	17(70.8%)	07(29.2%)
Total	n=70 (72.9%)	n=26(27.1%)

Table 3: Delegation and Overall Employee Performance

From table 3, 70 respondents agreed that delegation leads to overall employee performance which in turn increases organizational performance as opposed to 26 respondents who disagreed.
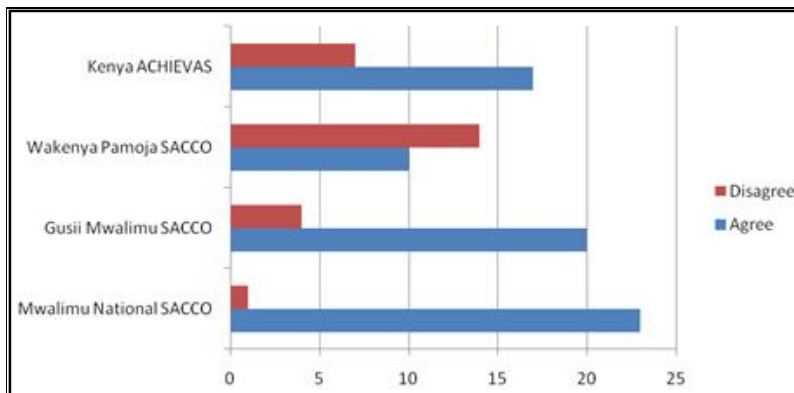Graphically, the above information can be represented as shown in figure 2.

Figure 2: Graph of Delegation and Overall Employee Performance

From the bar graph, it can be seen that 70 respondents generally agreed that delegation influences their performance. However, for those who disagreed, the study established that they were not either delegated at all or to a certain extent due to their inadequate capabilities or tasks were too important to be delegated.

The results were subjected to a statistical tool (t-test) to test whether there was any significant difference in the sample means of the groups at $\alpha=0.05$ significance level at degrees of freedom=94.

Name of SACCO	(Xa) Agree (Freq)	Disagree (Freq) (Xd)
Mwalimu National SACCO	23	1
Gusii Mwalimu SACCO	20	4
Wakenya Pamoja SACCO	10	14
Kenya Achievas	17	07
Total	**n=70**	**n=26**
Calculated / observed t is 30.54		
The critical t-value/ Table value was 1.984		

Table 4: Statistical t-Test

The observed value of 30.54 exceeds the critical value of 1.984, and therefore there is statically significant difference between the means of the two groups and the Null hypothesis of no difference between the groups is rejected. The researcher then adopts an Alternative hypothesis that delegation leads to increased overall employee performance, hence lead to an increase in the performance of the organization as a whole. However, delegation is likely to be more successful when staffs have adequate competence of the job. Thus, employees have to be retrained to equip them with up-to-date skills and knowledge required in their daily tasks. Managers, therefore, should sponsor their employees to seminars and workshops if the SACCOs are to be competitive.

4.3. Delegation and Employee Teamwork
Out of 96 sampled cases it was found that 65 cases representing (67.7%) of the total strongly agreed that delegation increases their performance. Eleven 11 respondents, (11.5 %) disagreed that delegation brings in performance. Only 20 cases were Neutral on this, translating to 20.8%. From the findings, delegation makes employees to concentrate their efforts towards a common goal of the organization. This in turn increases their performance and organization as a whole.

4.4. Delegation and Employee Participation
Cases were split between Agreeing and Strongly Agreeing. Seventy five (75) cases   representing   78.1% agreed that delegation increases employee performance whereas 16 cases representing (16.6%) strongly disagreed. This shows that delegation leads to employee performance. This findings contradicted Hollander and Offerman (1990)'s hypothesis that delegation is more truly empowering people than participation indicating that delegation had stronger relationship with satisfaction and performance than participation.

4.5. Delegation and Employee Satisfaction and Recognition
Out of 96 cases 13 cases Disagreed on this proposition representing 13.5%, three (3) cases were Neutral representing 3.1%, eighty (80) cases agreed representing 83.3%. The results concurred to Eddie (2002)'s work that effective delegation gives subordinates the chance to incorporate their values in the work environment and, in many cases, to undertake activities of special interest to them. Delegation gives subordinates an opportunity to invest something of themselves in their work giving them a feeling of owning the work as well as its outcomes. Thus, ownership of the plan is almost always more satisfying and motivating than stewardship of someone else's plan.

5. Summary, Conclusions And Recommendations
The long term success of an organization depends on its capacity to develop managers capable of accepting increasingly broader roles and responsibilities. The continual process of development is a primary ingredient in organizational health. Renewal with new managers comes with new approaches, new ideas, creative potential and the change that is so necessary to survive in an ever changing environment. That was the reason behind the study to determine how delegation influence employee performance in SACCOS and then replicate the results in other sectors in Kenya. The variables investigated were employee teamwork, participation and satisfaction as major employee performance variables.

5.1. Summary of findings
Globally, the retention of skilled employees has been a serious concern to management. The desired critical measures for retention of employees have therefore become strategic to sustainable competition among organizations in a globalizing economy such as Kenya. This development has dramatically changed human resource practice in the area of attracting skilled employees into organizations, and most importantly is the strategy for retaining them (Samuel, 2008; Nwokocha, 2012).

Organizations rely on the expertise, knowledge, skills, and capital resource and capacity development of their employees in order to compete favorably and indeed gain competitive advantage in the international market. This behooves on management to create an enabling and sustainable critical culture and strategies to work out retention systems and structures for their existing core employees in these contemporary organizations. This is pertinent because according to Czkan (2005), the motivational strategies used to attain retention in the past are or may no longer be appropriate to motivate critically talented and mobile employees to

remain, thereby increasing the rate of turnover. It is against this backdrop that this study sought to evaluate the influence of delegation on employee performance.

The study was analyzed under the following subheadings to help us better understand how delegation lead to increased employee performance.

5.2. Delegation and Employee Teamwork

Out of 96 sampled cases it was found that 65 cases representing (67.7%) of the total strongly agreed that delegation increases their performance. Eleven 11 respondents, (11.5 %) disagreed that delegation brings in performance. Only 20 cases were Neutral on this, translating to 20.8%. From the findings, delegation makes employees to concentrate their efforts towards a common goal of the organization. These findings concurred with Burton, (2005) who argued that high performance workplace focuses on increasing people's influence on the business as well as the impact of processes, methods, the physical environment, and the technology and tools that enhance their work. A high performance workplace invests in its human resources and supports both their technical and innovation skills and their social skills; this promotes good interpersonal relationships in the workplace from which the company can also benefit.

The work performance of the team is higher than individual performance when the work requires a broader scope of knowledge, judgment and opinion. The advantage of teamwork is significant productivity growth in the spheres that require creative solving of different tasks, a high degree of adaptability and operational management.

5.3. Delegation and Employee Participation

Cases were split between Agreeing and Strongly Agreeing. Seventy five (75) cases   representing   78.1% agreed that delegation increases employee performance whereas 16 cases representing (16.6%) strongly disagreed. These findings showed that delegation leads to employee performance. This findings contradicted Hollander and Offerman (1990)'s hypothesis that delegation is more truly empowering people than participation indicating that delegation had stronger relationship with satisfaction and performance than participation. However, Johnson (2004) describes employee participation as a combination of commitment and organizational citizenship.

The modern world of business has accepted the fact that true organizational competitive ability lies hidden in the depths of individual human beings and their participation to deliver super standard outputs. The secret to outperforming competitors has become increasingly dependent on the levels of performance delivered by an organization's employees (Izak, 2008). Hence, the study concluded that delegation improves employee performance which in turn results to overall organizational performance.

5.4. Delegation and Employee Satisfaction and Recognition

Out of 96 cases 13 cases Disagreed on this proposition representing 13.5%, three (3) cases were Neutral representing 3.1%, eighty (80) cases agreed representing 83.3%. The results concur to Eddie (2002)'s work that effective delegation gives subordinates the chance to incorporate their values in the work environment and, in many cases, to undertake activities of special interest to them. Delegation gives subordinates an opportunity to invest something of themselves in their work giving them a feeling of owning the work as well as its outcomes. Thus, ownership of the plan is almost always more satisfying and motivating than stewardship of someone else's plan. Abassi and Hollman (2000), also argues that individuals with high levels of job satisfaction would have healthier physical and psychological records that very likely result in higher productivity and effectiveness in their job performance and willing to stay longer in organization.

5.5. Delegation and Employee Growth and Development

Among those sampled, only 89 agreed to this proposition, representing 92.7% whereas 6 respondents strongly disagreed to this translating to 6.25%. Only 1 respondent was neutral to this preposition. Therefore, delegation of authority and responsibility is essential to provide opportunities for the development of their subordinates. Through delegation, leaders provide subordinates with additional challenges, broaden their experience and assist them in becoming better decision-makers. Hence, when leaders fail to delegate, they deprive subordinates of opportunities to improve their knowledge and skills and to assume greater responsibility.

5.6. Delegation and Organizational Performance

Richard (2009) argued that organizational performance involves three areas namely; profit returns on assets, returns on investment; product market performance (sales, market share) and shareholders return total shareholder return. In most organizations performance is managed through balanced scorecard methodology where performance is monitored and measured in multiple dimensions such as; financial performance, customer service, social responsibility and employee stewardship. Laulie & Mullins (2010) points out that performance indicators can be measured in terms of; business performance and results, market standing, innovations, productivity, physical and financial resources, profitability, manager performance and development, worker performance and public responsibility.

The study established that, when there is delegation of tasks according to the skills and abilities of subordinates, the institution as a whole is likely to produce a higher level of output than would have been possible otherwise. Delegation can also contribute in this regard as it gives subordinates the opportunity to offer new ideas, viewpoints and suggestions that can improve operations in the institution. Because of advancement in technology, the managers should update the skills of their employees in order to cut the niche.

5.7. Conclusion

Managers must realize that delegation is not an easy task some risk is inherent when responsibility is delegated and some degree of error and misjudgment is usually inevitable but delegation is important if the organization is to achieve its goals and objectives. Hence, it should be integrated into management functions to increase employee performance which in turn translates to increase in organizational performance. The chance of finding errors in the work place is highly likely whenever humans are involved. If subordinates do make mistakes rather than blame the concept of delegation, it should be investigated whether the particular subordinate was equipped or not, at that time, to cope with that specific task since errors can be rectified. The study established that delegation of responsibility, of authority to make decisions and control over critical management functions builds both competence and confidence in employees.

It was also established that inadequate delegation hampers creativity, innovation and self development among employees and this can cause high potential employees to seek other positions where talents are better used and this will eventually cost the organization.

Finally, the results in this study concurred to (Axley 1992) as cited by Eddie (2002) that effective delegation gives subordinates the chance to incorporate their values in the work environment and, in many cases, to undertake activities of special interest to them. By increasing subordinates' involvement in the workplace, the manager heightens their enthusiasm and initiative for their work. Delegation gives subordinates an opportunity to invest something of themselves in their work giving them a feeling of owning the work as well as its outcomes. Delegation therefore enhances subordinates' sense of accomplishment and self-esteem, as it is much more rewarding to be able to congratulate oneself for a task that is well planned and executed than for another person's plan, which is merely executed.

5.8. Recommendations

From the study, it was established that managers in SACCOS rarely delegate to their juniors for fear of incompetence and these findings forms a basis for further research in determining to what extent management should delegate and to evaluate the performance of each employee with regard to organizational goals and objectives. The study recommends that managers should embrace delegation as a management function to foster teamwork among employees in order for them to exert their efforts towards the overall increased organizational performance. On satisfaction, the study recommends that proper delegation gives employees satisfaction in their work and hence delegation can act as a motivational factor among employees. However, caution should be taken when delegating by evaluating on the competence of staff before delegating to avoid errors in production. Participation in employees can also be increased through delegation which in turn influences employee performance resulting to organizational growth and competitiveness. The study also recommended the results to be replicated in other sectors as well to assist managers to achieve greater organizational performance because effective delegation leads to overall improved employee performance. Finally, managers should adopt delegation and integrate it with other managerial functions i.e. planning, controlling, directing and motivation for greater employee performance. However, greater precaution should be taken when delegating to safeguard organizational strengths in order for the organization to remain competitive.

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