

**EMPLOYEE DELEGATION AND TALENT DEVELOPMENT IN AN ORGANIZATION. A CASE STUDY
OF ADJUMAN TOWN COUNCIL ADJUMANI DISTRICT**

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ABSTRACT

The main purpose of this study was to find out the impact of delegation on employees' performance. The interest in this particular area was due to the deteriorating in performance of the organization and in particular Adjumani town council despite hiring bright and talented employees. Therefore, this triggered the researcher to go and assess the relationship between delegation and employee performance. The main objectives of this study were to find out why managers don't delegate, the principles of delegation used in the company if any and establish the relationship between delegation and performance, and talent development of the employees and that of the company as a whole. In data collection process, the researcher employed instruments like closed and open questionnaires and interviews for primary data and extensive Library research for secondary data which were all analyzed using SPSS, presented in tables and bar graphs. In as far as findings are concerned, the study found out that delegation has an effect on employee performance, and delegation was a morale booster to performing well. The correlation coefficient (0.696) shown a strong statistical relationship between management styles and talent management. This was statistically significant at 95% confidence interval since the P-value (0.000) was less than 0.05 and therefore we rejected the null hypothesis and concluded that there was a statistically significant relationship between management styles and talent management. Thus, it can be recommended that Adjumani town council should delegate its employees more often, there should be well laid principles on delegation on how and when it should be done, employees should be properly recruited and selected to ensure it has qualified employees with open mind to learning through delegation, establish clear channels of communication and come up with means of appraising and evaluating the delegated tasks.

Key words: employee delegation, talent development and organization

Back ground of the study

Delegation of authority is one of the modern trends of managers. It is a function that contributes and increases the level of motivation of employees and achieves positive returns for (organization with manager) and (employee with customer) for both (Ntirandekura et al., 2022). At the organizational level, it achieves competitive advantages, knowledge stocks, increases the level of productivity and speed in the effective finalization of tasks (Isaac et al., 2023). At the manager level, it eases the functional load, gains employee satisfaction, and builds cooperation and trust between the manager and employees, giving the manager a chance to have full time to do more important work. Thus, it reduces the physical and intellectual effort exerted by the manager and other employees (Christopher, Moses, Muhindo, & Nturanabo, 2022).

At the employee level, he works to achieve functional empowerment, building alternative and administrative leadership, giving employees a sense of self-confidence and motivation for excellence in performance. At the customer

Received: 09.12.2023

Accepted: 14.12.2023

Published on: 30.12.2023

level, it meets the needs of customers quickly, the delivery or service will not be delayed due to the mandate. Providing a higher level of care and attention to the customer, building perceived customers and creating loyalty and mutual respect for the organization and the production in which the organization produced. It can be said that the way of delegation of authority becomes an inevitable problem for every organization, whether in the public or private sector (Winny et al., 2023).

Research has identified employee delegation and consultation to promote organizational commitment, employee job satisfaction, and improved individual productivity, which in turn leads to organizational performance. Lack of staff delegation and consultation in decision-making, either individually or through representatives, in the health sector in Kenya has been identified as a major factor sustaining strikes and lack of engagement among health workers (Richard et al., 2022).

Problem statement

A study conducted to examine the phenomenon of Adjumani City Council in different contexts largely agrees that Adjumani City Council can have a positive impact on the lives of its employees (Paul & Kazaara, 2023), especially in the developing country of Uganda. However, this study tends to examine the city council in isolation from the socio-cultural context in which it operates. Given the paucity of empirical literature on the impact of leadership on employee performance in Adjumani City Council (Seth & Ntirandekura, 2022), this study sought to determine whether leadership development practices in ATCs have an impact on their declining performance, which threatens their financial sustainability, market share and profitability. Poor employee performance in ATCs has become a problem in Uganda and most of these city councils are beginning to adopt corporate governance in their strategic management plans to increase their sustainability (Ntirandekura et al., 2022). Leadership development is seen as a tool to enhance the performance and sustainability of employee performance, as well as to increase district outreach. This study sought to investigate the effect of leadership development practices (coaching, empowerment, participation and delegation) on employee performance in Adjumani City Council, Adjumani District (Micheal et al., 2023).

General objectives of the study

To determine the impacts of employee's delegation and talent management in an organization.

Methodology

The study essentially was designed to a case study specifically focus on Adjumani town council and a case study was a method of explaining and analyzing the life of a social unit be it a person, a family, an institution, cultural group or even entire community. It was the study through which one can precisely know the factors and causes of a particular phenomenon. Case study design was flexible and compatible to with all the data collection methods. In order to identify the groups and select samples for the study: a survey of all the targeted groups were designed and a total of 62 people were selected. The study was conducted in Adjumani town council in Adjumani district in Uganda. This was selected by the researcher because it has different employees in the different levels of management who

experience the effect of delegation in their work hence, they were a rich source of information in regard to the researcher area of study. The area was also close to the researcher and it's convenient in terms of time, reduced costs making the process of data collection easy. The target population consisted of 320 people, 60 are top managers and middle managers and 260 are the line staff and casuals, a sample size of 62 people was chosen to get a representative picture of the whole organization. This was done by listing the levels of management in each department. They were then randomly selected from each department. The study considered a population of sixty-two (47) respondents (out of 220) as a sample population which will include in the sample frame. It will be drawn from different levels and departments. These categories include: top managers (10), middle managers (7), and line staff (30)

Table 1 Study population sample

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

Source: author

Data analysis involved organizing, accounting for and explaining the data; that was, making sense of the data in terms of the respondent definition of the situation noting patterns, themes, categories and irregularities using SPSS (Nelson et al., 2022). The researcher used tables and charts to expound the validity and reliability of the findings.

RESULTS

Table 2: Correlation between employee's delegation and talent management

		employee's delegation	talent management
employee's delegation	Pearson Correlation	1	.876**
	Sig. (2-tailed)		.000
	N	47	47
talent management	Pearson Correlation	.876**	1
	Sig. (2-tailed)	.000	
	N	47	47

Received: 09.12.2023

Accepted: 14.12.2023

Published on: 30.12.2023

**. Correlation is significant at the 0.01 level (2-tailed).

Source; Primary Data, 2022

The information in table 2 above illustrates the relationship between employee's delegation (an independent variable) and talent management (a dependent variable). By employing bivariate means, it reveals that there is a connection between the consume employee's delegation and talent management of $(r) = 0.876$ (Ntirandekura et al., 2022). The fact that the p-value is 0.000, which is less than 0.05 ($p < 0.05$), and the p-value is significant enough to lead to the conclusion that the two parameters may be slightly positively correlated. The relationship between an enhancement in the employee's delegation and a corresponding change in talent management appears to be reciprocal, as indicated by the beneficial r value (Christopher, Moses, Muhindo, & Muhammad, 2022).

Table 3: Correlation between employee's delegation and talent management

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.606 ^a	.367	.361	.31114
a. Predictors: (Constant), employee's delegation				

Source; Primary Data, 2022

The Regression results as presented in table 3 above show the, adjusted R square value 0.361, it implies that employee's delegation only contributes to 36.1% towards talent management, the remaining 63.9% employee's delegation being explained by other factors. This generally shows that there is a relationship employee's delegation and talent management (Christopher, Moses, Muhindo, & Nturanabo, 2022)

Table 4: ANOVA values for employee's delegation and talent management

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.224	1	6.224	33.265	.000 ^b
	Residual	10.746	46	.0924		
	Total	16.970	47			
a. Dependent Variable: talent management						
b. Predictors: (Constant), employee's delegation						

Source; Primary Data, 2022

Table 4 of the study's findings shows that the regression model substantially and accurately forecasts the dependent variable. The regression model's statistical significance is demonstrated by $F = 33.265$ and $\text{Sig} = 0.000$, both less than 0.05. The regression means square value of 6.224 contrasted to the remainder mean square value of 0.0924, which is substantial to zero, further supports this (Nelson et al., 2023). This demonstrates that there is a connection between talent management and employee's delegation.

Table 5: Coefficients of employee's delegation and talent management

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.577	.276		6.561	.000
employee's delegation	.475	.071	.606	7.058	.000
a. Dependent Variable: talent management					

Source; Primary Data (2022)

Results from table 5 give t values and Beta. The t-values test the hypothesis that the coefficient is different from 0. To reject this, you need a t-value greater than 1.96 (for 95% confidence). The t-value for employee's delegation is 7.058 which are greater than 1.96. This implied employee's delegation affects talent management considering a significant factor (Sig =0.000) (Ntirandekura & Christopher, 2022).

Table 6: Correlation between management styles currently employed by the company and talent management.

		management styles	Talent management
management styles	Pearson Correlation	1	.696**
	Sig. (2-tailed)		.000
	N	46	46
Talent management	Pearson Correlation	.696**	1
	Sig. (2-tailed)	.000	
	N	46	46
**. Correlation is significant at the 0.01 level (2-tailed).			

Source; Primary Data, 2022

The correlation coefficient (0.696) shows a strong statistical relationship between management styles and talent management. This is statistically significant at 95% confidence interval since the P-value (0.000) is less than 0.05 and therefore we reject the null hypothesis and conclude that there was a statistically significant relationship between management styles and talent management (Alex & Kazaara, 2023).

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Received: 09.12.2023**Accepted: 14.12.2023****Published on: 30.12.2023**

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