

UNIVERSITY OF KWAZULU-NATAL

**Evaluating the impact of delegation of authority on employee performance at
South African Tourism**

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of
MASTER OF COMMERCE IN LEADERSHIP**

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Declaration

I, **Takalani Ramovha**, declare that:

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Takalani Ramovha

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Abbreviations and acronyms

Covid-19	Coronavirus disease 2019
EBSCO	EBSCO Information Services
PLS-SEM	Partial Least Structural Equation Modelling
POPI ACT	Protection of Personal Information Act
SPSS	Statistical Package for the Social Sciences
UKZN	University of Kwazulu-Natal

Abstract

Delegation enables organisations to function promptly in terms of decision-making. However, management struggles to take advantage of this opportunity to delegate tasks to subordinates and extract more extraordinary value. The study aimed to evaluate the impact of the delegation of authority on employee performance at South African Tourism. The adopted research design was a quantitative method wherein online questionnaires were circulated to the whole population of the study field, South African Tourism employees. The census sampling technique was applied due to a sizeable number of employees, accounting for 169 within South African Tourism. At least 148 participants responded, which entails a response rate of 87%. The researcher holds a positivist worldview philosophy, and deductive theory development was developed during this research study. The Cronbach Alpha measurement was applied on version 29 of the SPSS to determine the validity of the questionnaire, as demonstrated by the 88% validation score. The study applied a descriptive and correlation analysis approach using SPSS. The results of this study demonstrated that delegating tasks allows managers to be freed from an overload of responsibilities, and managers need to identify individuals with the most suitable skills and experience, thereby maximising individual and team productivity. This research study recommended enhancing clarity and communication, devoting resources to employee training and development, encouraging a culture of recognition and innovation to improve work performance, and implementing effective task allocation practices. The effective use of delegation will advance employee engagement and empowerment. Management practice is such that when managers delegate tasks and responsibilities, it enhances subordinates' level of job satisfaction and motivation, including leadership development, due to new roles and accepted responsibilities, all of which influence employee performance. It is recommended that South African Tourism promote a culture that uses delegation to honour employees' accomplishments.

Keywords: Delegation of authority, Effectiveness, Efficiency, Employee performance and Empowerment.

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Chapter 1 Introduction and Background to the study

1.1 Introduction

Delegation is no longer a foreign concept from the management perspective, but is universally accepted as a way to manage employees efficiently (Shah & Kazmi, 2020). The study aims to evaluate the impact of the delegation of authority on employee performance at South African Tourism. Organisations are complex by nature, and the delegation of authority cannot be avoided if the organisation is centred on productivity. The study will measure the impact of the delegation of authority as applied by managers on the efficiency of employee performance, and further assess how the delegation of authority influences the effectiveness of employees when executing their roles. Finally, the study explores how delegation contributes to employee empowerment at South African Tourism.

Delegation is commonly recognised as a highly effective strategy employed in traditional service-oriented organisations, whilst it cannot be ruled out from the production space (Rafeeq, 2022). Managers are applying delegation to their subordinates as it increases motivation levels for their accomplishments, with great returns to the organisation (Al-Jammal, Al-Khasawneh, & Hamadat, 2015). Therefore, delegation provides employees regardless of the position they occupy, as it empowers them in making decisions and taking responsibility for greater outcomes. Tomescu-Dumitrescu and Mihai (2019) stated that one of the critical elements of delegation is that it gives self-confidence to the delegated official when executing tasks from the delegated position.

Alhosani, Yusoff, Ismail, and Rehman (2018) noted that one of the modern practices used by managers recently is the application of delegation of authority as it serves to employ, engage, integrate and increase employee motivation, as well as achieve positive outcomes for managers and employees within the organisation. (Rafeeq, 2022) concurs by stating that delegation has evolved into a leading requirement within an organisation as this enables employees to streamline decision-making processes; promote the acquisition of critical competencies; and eliminate power consolidation from higher management, instead of the centralism of decisions. Moreover, delegation

enhances the growth of organisational operations as tasks are concluded within a reasonable time.

1.2 Background to the study

Given the complexity and diversity of the demands that managers encounter nowadays, managers have evolved in terms of requiring assistance from their subordinates to fulfil some of the tasks that are part of their responsibility (Alhosani, Yusoff, Ismail, & Rehman, 2018). Therefore, it is critical to highlight that the effectiveness of delegation ought not to be undermined.

Psychological obstacles are occasionally held responsible for managers' incapacity to delegate effectively. The most substantial psychological obstacle to delegation is fear of failure by the subordinate or trusted official to execute the task (Mathebula & Barnard, 2020). Moreover, the manager may feel uneasy that the task might not be fully completed on time and in the correct manner. It is important to note that management and those that are affected by delegation may not be fully aware of how delegation operates, including the correct way of applying it. Thus, the aim of the current chapter is introducing this study and the provision of the background; applicable variables within the study; introducing key concepts for the study such as delegation, employee performance, employee efficiency, employee effectiveness and employee empowerment; and the justification for the study.

At the organisational level, delegation attains a competitive edge when expanding its knowledge repository from employees, and enhances productivity and task completion with the required speed and efficiency (Al-Jammal, Al-Khasawneh, & Hamadat, 2015). However, at the management level, delegation of authority enables managers to allocate their responsibilities of critical tasks to reduce the workload; enhance employee motivation; and encourage collaboration, working together and confidence between managers and employees.

South African Tourism is legislated by the Tourism Act 2014 as an organ of state mandated to promote South Africa as a desired destination of choice, both for domestic or local and international tourists (South African Tourism, 2023). South African Tourism's headquarters are based in Sandton, Johannesburg, South Africa with a spread of offices around the globe with representation in at least eleven countries. The spread also compelled South African Tourism to apply a decentralised process,

including in decision-making. South African Tourism faces a challenge of high vacancy rates, which is due to the freezing of employment for permanent positions. Continuous changes in the leadership of South African Tourism further leads to instability, exacerbated by having employees acting in executive roles and senior management for long periods (South African Tourism, 2023). When acting roles are prolonged, thus leads to the overload of employees with more tasks in terms of handling their roles and acting roles. According to Moodley (2013) tourism is deemed as the key enabler to create more employment and potential growth in the South African economy.

Since delegation is dependent on individuals' or employees' assigned tasks being given to them, it is important that attention is given to fully comprehend delegation from the employees' perspectives in order to get their full support and appreciation of delegation. The management practice suggests that delegation should not be interpreted as a sort of authoritative control over others, but rather as a shared procedure that necessitates thoughtful consideration in order for the productivity of the delegated employee to be realised (Mathebula & Barnard, 2020). Therefore, it is important for South African Tourism to perform well, and this can be realised when employees are performing optimally. Thus, the need for the researcher to conduct this study on the evaluation of the impact of delegation on employee performance.

1.3 Statement of the problem

Managers are compelled to deliver reasonable service swiftly. However, they are not successfully executing their demanding roles due to the failure of not exploring all available resources at their disposal, more especially to extract greater performance from the employees at a faster pace (Rumman & Alzeyadat, 2019). This failure inherently causes problems for managers in terms of ensuring that greater service is delivered with the limited capacity of available employees.

The significance of applying delegation in the workplace in the public sector is too important to overstate. There are criticisms and discontent with the services provided by different business units that are deemed relevant by customers or clients within South African Tourism's sector and applicable stakeholders. The effect of the prolonged acting of officials from different roles results in employees with an overload

of tasks and responsibilities to complete within a limited time (South African Tourism, 2023). Hence the need for the management to practice delegation by assigning tasks to the subordinate in order for management to shift focus to other pressing matters instead of dealing with all the administrative matters (Graham, Harvey, & Puri, 2015).

Idowu and Olarewaju (2017) stated that when delegation is not active, employees naturally wait or attempt to contact their superior officers first, before a final decision is taken. Additionally, they occasionally avoid having extended conversations with their clients, suggesting that they are unable to do more or having no final say on the matter. In terms of delegating tasks or responsibilities to subordinates, managers frequently fail to do so in an appropriate manner, as the literature demonstrated that managers are hesitant to assign any tasks at all. Kennedy and Keino (2017) stated that in order for managers to extend themselves through others, delegation is a necessary means to deploy with clear managerial intent and skills. Therefore, in order to maximise the benefits for both the organisation and the employees, it is important to practice effective delegation.

There are obstacles associated with the expansion of South African Tourism in terms of offices, given that the majority of work is decentralised and the organisation and its responsibilities continue to expand, some of which are the result of changes in circumstances, such as the influence of Covid-19 (South African Tourism, 2023). As the organisation expands, a considerable number of functions are transferred to other business units and subordinates with the intention of relieving the manager of such obligations in an effort to increase efficiency. According to Kennedy and Keino (2017), if the delegation of authority is not managed successfully, subordinates may feel overloaded, make delayed or erroneous decisions, and experience stress and low morale due to mistrust and resentment, which may result in poor performance.

The distinction between decentralisation and successful delegation is frequently misconstrued. Delegation of power specifies who is entrusted with decision-making responsibilities, whereas decentralisation pertains to the organisational level where decision-making takes place, although delegation is an essential component for decentralisation to function efficiently (Chanif & Melinda, 2021). Similarly, Ugoani (2020) stated that the act of delegating authority and decision-making authority was described as delegation. Identifying the elements that influence delegation and

employee performance is therefore crucial in evaluating the impact of delegation at South African Tourism.

1.4 Aim and objectives of the study

This study aims at evaluating the impact of the delegation of authority on employee performance at South African Tourism. The key focus areas are to determine the extent to which managers apply delegation and its impact on employee performance in terms of efficiency, effectiveness and empowerment at South African Tourism.

1.5 Research objectives

- a) To determine the extent of the impact of the delegation of authority by management on the efficiency of employee performance at South African Tourism;
- b) To explore how the delegation of authority influences employee performance effectiveness in the context of South African Tourism; and
- c) To assess the ways in which the delegation of authority contributes to the empowerment of employees and its impact on their performance at South African Tourism.

1.6 Research questions

- a) To what extent does the delegation of authority by management impact the efficiency of employee performance at South African Tourism?
- b) How does delegation influence employee performance effectiveness in the context of South African Tourism?
- c) In what ways does the delegation of authority contribute to the empowerment of employees, and its impact on their performance at South African Tourism?

1.7 Study variables

This research study consists of two fundamental and connected variables for considerations, namely:

Dependent variable

According to Saunders, Lewis, and Thornhill (2016) dependant variables fluctuate as a consequence of any alterations in other variables. Sekaran and Bougie (2016) concur by defining a dependent variable as one that is affected by other variables that are subjected to research studies or further investigation. Therefore, the impact of the delegation of authority function by management is the study's dependent variable.

Independent variable

Saunders, Lewis, and Thornhill (2016) describe the independent variable as the component that influences the dependent variable to change. Sekaran and Bougie (2016) stated that it is often assumed that an independent variable represents an influence that is positively or negatively impacting on the dependent variable. For this study, the independent variable will be to evaluate the influence of these three levels, namely the efficiency, effectiveness, and empowerment of employee performance at South African Tourism.

1.8 Scope of the study

This study focused on employees working at South African Tourism, from the South African Headquarters based in South Africa, Johannesburg, Sandton, and all other eleven offices across the globe. The study content centred on evaluating the delegation authority impact on employee performance; determining managerial delegation authority's impact on the efficiency and effectiveness of employee performance; and the contribution to the empowerment of employees at South African Tourism.

1.9 Justification for the study

The study has the potential to contribute positively and not limited to the following:

Professional bodies/practice in business

Benchmarking and best-practices

The study contributes on understanding and expansion of the current knowledge of delegation, and it will offer valuable insights for organisations seeking to enhance their efficiency, effectiveness and employee empowerment through proficient delegation practices. The results of the study may be utilised to establish benchmarking standards and best approaches for delegation, tailored explicitly to the tourism industry at large.

Professional development

This study may also serve as a valuable resource in employee training and development packages that are aimed at equipping managers and Human Resource professionals with effective delegation techniques, communication strategies, and the ability to foster trust within teams. By incorporating these insights into professional development initiatives, individuals can enhance their skills and competencies, ultimately leading to improved overall organisational performance.

Policy-makers in the business sector

Enhanced employee engagement and productivity

Recognising the advantageous influence of delegation on employee performance can guide policy-makers in formulating strategies to enhance employee engagement and productivity throughout the tourism industry. Accordingly, this can result in a workforce that is more proficient and driven, ultimately benefiting the industry as a whole.

Fostering a culture of empowerment

The insights derived from the study can be utilised to champion policies that cultivate a culture of empowerment within organisations. This approach can nurture innovation, creativity and resilience within the tourism sector, enabling it to effectively adapt to evolving market dynamics.

Advancing employee engagement and productivity

Gaining a wide-ranging knowledge and understanding of the positive impacts of delegation on performance of employee that can serve as a basis for policy decisions aimed at advancing employee engagement and productivity within the tourism sector. This, in turn, can lead to a workforce that is highly skilled and motivated, ultimately benefiting the entire industry.

Employees and management

Enhanced job satisfaction and motivation

The study can provide the advantages of delegation for employees, such as enhanced autonomy, ownership and a feeling of fulfilment. Accordingly, this can result in heightened job satisfaction, motivation, and dedication towards the organisation.

Improved leadership skills for managers

By shedding light on effective delegation practices, the study can equip managers with improved leadership skills. This includes establishing clear expectations, offering sufficient support, and fostering trust amongst employees. As a result, managers can enhance their leadership abilities and cultivate stronger bonds with their teams.

Increased independence ownership

The study can underscore the positive outcomes of delegation for employees, such as increased independence, ownership, and a sense of achievement. This, in turn, can lead to heightened job satisfaction, motivation, and a stronger commitment to the organisation. Additionally, the study can provide valuable insights for managers on effective delegation practices, enabling them to enhance their leadership skills and foster better relationships with their teams.

South African Tourism as an organisation

Improved performance of the organisation

By demonstrating a delegation impact that positively impacts on the performance of employees, this study can support South African Tourism's efforts to improve overall

organisational performance. This can lead to increased efficiency, better customer service, and ultimately, enhanced competitiveness in the global tourism market.

Talent retention and attraction

The study's findings can be used to promote South African Tourism as an employer of choice that values employee empowerment and development. This can attract and retain talent, contributing to a more skilled and dedicated workforce.

Policy implications

The study's finding can contribute to the development of policies within South African Tourism to capacitate managers with scientific knowledge and adequate application of delegation of authority on employee performance. Consequently, this will empower policy makers with key strategies and applicable principles when delegating tasks to subordinates and improve organisational performance.

1.10 Thesis outline

The present study research is structured into six chapters as follows:

Chapter 1

Chapter One outlined the intention of this study, which focused on evaluating the impact of delegation of authority on the performance of employees at South African Tourism. The research objectives, research questions and study field were covered. In addition, the rationale and justification for conducting this study were clearly detailed.

Chapter 2

Chapter Two presented the literature review that provided an overall overview of delegation, overview of employee performance, explanation of delegation, as well as employee performance in terms of effectiveness, efficiency, and empowerment. In the final step, a theoretical framework was constructed for the study.

Chapter 3

Chapter Three presented the critical issues that pertain to the methodology of the study. The chapter included the study setting, the research design, and the Research Process Onion as per Saunders, Lewis, and Thornhill (2016). The chapter further

addresses any researcher interference in the study, including an account of the reliability and validity of the instrument, and lastly the ethics consideration when conducting this research study. A comprehensive account regarding the applicable method in conducting the research, including every stage from the designing of questions and subsequent pilot testing in order to determine reliability was detailed in this chapter before the collection of data through online surveys with the respondents was conducted.

Chapter 4

Chapter Four presented the results of the primary data that was gathered through online surveys with the participants. The analysis of the primary data was achieved utilising SPSS through demonstration of bar graphs, descriptive and correlation statistical analysis in order to provide credibility to the analysis and findings.

Chapter 5

Chapter Five presented the results acquired from the preceding chapter were interpreted and discussed in full detail. The findings were subsequently employed to address the desired study research aim and objectives. This chapter discussed the results acquired from evaluating the impact of delegation on employee performance at South African Tourism.

Chapter 6

Chapter Six focused on providing the conclusion to this research study and the recommendations for future study and organisation. Furthermore, the chapter concluded by addressing applicable research limitations and recommendations for future research on similar topics.

1.11 Chapter summary

The current chapter has presented a comprehensive outline of the subject under investigation. The study's context described the impact of authority delegation on the efficiency, effectiveness and empowerment of employee performance, Definitions of key terms such as delegation of authority, authority delegation, employee performance, applicable variables and justification of the study, and what it may contribute to the organisation and research space, were clearly outlined.

Chapter 2 Literature review

2.1. Introduction

The problem statement of this research study is explored in detail. The research gap and search for solutions from various literature are some of the key issues to be considered. While delegation of authority is a critical topic and enabler for organisations to perform better and motivate employees, there is still a dearth of literature for consideration within South Africa in general. Some of the African countries such as Nigeria and Ghana are amongst countries that have explored this topic. This chapter will provide a comprehensive literature analysis about the influence of the delegation of authority on employee performance at South African Tourism. Additionally, this research study aims to present an analysis of an extant literature on the measurement of employee performance on efficiency, effectiveness and empowerment.

The chapter will provide the context of the delegation concept; definition of key terms; overview of delegation; employee performance; and the underpinning literature review and applicable theories. Subsequent to the review of various literature and applicable theories, the theoretical framework offers a detailed comprehension. It is important to highlight the influence of delegation on employee performance at South African Tourism.

2.2. Definitions of the key terms

Delegation

Chanif and Melinda (2021) defined delegation as a process wherein power and responsibility are transferred to a qualified individual to carry out a specific activity or assignment, while the delegating party maintains formal accountability for the final product. Akinola, Martin, and Phillips (2018) concur by defining delegation as the provision of authority and the assignment of responsibilities to subordinates, which is seen as a crucial and effective leadership trait that managers must possess.

Wabomba, Onguso, and Bula (2022) refer to delegation as an act of entrusting subordinates with the authority to execute a particular duty and/or render decisions in particular or general managerial operations. In addition to facilitating subordinates' perception of leaders as participatory, delegation can help leaders reduce job overload, enhance decision making with speed quality, and minimise workload that results to productivity (Akinola, Martin, & Phillips, 2018). According to Chanif and Melinda (2021) delegation occurs when a person or manager spreads his or her power to a subordinate or another employee to carry out certain responsibilities or tasks for a certain period.

Authority delegation

Authority delegation is a critical aspect in the organisations as it facilitates in work distribution and accelerates implementation of completion of tasks and responsibility await employees (Chanif & Melinda, 2021). Much of the management literature portrays delegation as a largely leadership activity due to its relationship nature and its potential to assist leaders in the development of their subordinates (Akinola, Martin, & Phillips, 2018). Accordingly, Lawson (2007) stated that when leaders that lack understanding of the delegation, such lack leads to a downfall and management failure.

Employee performance

Employee performance alludes to the manner in which an individual carries out all the responsibilities associated with his or her position or role within the organisation (Chanif & Melinda, 2021). Accordingly, employee performance is referred to as the degree to which employees put in effort and accomplish goals with great success (Al-Jammal, Al-Khasawneh, & Hamadat, 2015). Similarly, Chanif and Melinda (2021) refer to performance as an assessment of the degree to which policy and programme activities are executed successfully in achieving the planned targets and objectives of the organisation, as outlined in organisational planning and strategic documents.

Al-Jammal, Al-Khasawneh, and Hamadat (2015) further provided a three-dimensional employee performance model as follows:

- **Functional efficiency of employees**

Employees' proficiency in accomplishing acceptable missions ensures both speed in decision-making and accuracy in tasks. These applications save the time and effort of employees, as well as the organisation. Furthermore, this elevates the standard of excellence in job performance.

- **Effectiveness performance of employees**

This relates to the ability of employees to creatively complete acceptable requests and ensure an increase in performance and co-operation between job levels in completing requests, including adaptation to different job conditions from their current role and the delegated role, with contributing greater performance to the organisation.

- **Functional empowerment of employees**

This refers to the acquisition of the necessary competencies and supplementary understanding for personnel growth with the aim of enhancing levels of self-confidence and knowledge bases. This grants the employee the capacity to independently accomplish required tasks, including meeting clients without concerns of needing guidance from the manager or the primary delegator.

The above deliberations on various functional employee performance dimensions further demonstrate the importance of the independent variable within this study as the assessment or measures will be centered on these divisional employee performance dimensions, efficiency, effectiveness, and empowerment (Al-Jammal, Al-Khasawneh, & Hamadat, 2015).

2.3. Overview of delegation of authority

In order for responsibility delegation to be effective, the individual to whom delegation is assigned must be granted complete authority to execute the responsibility to a logical end, hence delegation must be accompanied by authority in order to be effective and to yield greater results (Wabomba, Onguso, & Bula 2022). In addition to developing subordinates' abilities and freeing up managers' time, the effective delegation of work is regarded as a crucial element to managerial success (Akinola, Martin, & Phillips, 2018).

Hughes, Kirk, and ADixon (2017) stated that time is a valuable resource for leaders and should be cautiously allocated towards adequate decision-making specifically designed to achieve specific goals. Furthermore, Smith (2012) indicated that determining the necessary qualities of a manager or someone to carry out delegation is a challenging vocation. It is unlikely and unrealistic for a single individual to undertake all the critical responsibilities required to establish, sustain and expand a viable organisation. The key to being an effective manager is the ability to integrate people and activities to meet both team and organisational goals (Mohamed, Abdel-Ghani, & Kassem, 2022).

Research from throughout the world indicates that organisations could accomplish phenomenal achievements with the assistance of more engaged people. Their profit rates are consequently several times greater. The scientific community has become increasingly interested in employee engagement during the past decade for this reason, hence the importance of effective management for employees (Budrienė and Diskienė, 2020).

Alhosani, Yusoff, Ismail, and Rehman (2018) described the delegation of authority as an essential concept that can positively contribute towards gaining an advantage over the competitor when applied correctly. The application of delegation transfers power and authority to the delegated official, which translate into a reduction of the tasks and responsibility of the supervisors (Alhosani, Yusoff, Ismail, & Rehman 2018). Furthermore, Kennedy and Keino (2017) encourage that the good application of delegation maximises the benefits for both the organisation and the employees. Similarly, the ineffective delegation of such responsibilities may result in worker burnout, delays in decision-making, lack of trust, and diminished morale.

Delegation allows the subordinate an opportunity to exercise decision-making power when executing their operation work (Limo & Mureithi, 2023). However, Juhana, Wasistiono, and Tahir (2020) stated that delegation of authority should not only be seen as a means of having the power or authority transferred, but it should be an improvement of the efficiency and effectiveness of public funds towards positive service delivery. Kennedy and Keino (2017) stated that in delegating tasks or responsibilities to employees, managers frequently fail to do so in an appropriate manner. Some managers even hesitate to assign any assignments at all. In order for

the manager to expand their strength through others, delegation necessitates managerial intent and skills transfers. Chanif and Melinda (2021) stated that in an organisation, in assigning responsibilities to subordinates and other employees, authority delegation is the method by which employees are entrusted with the allocation of work so that they may carry out their responsibilities effectively and efficiently.

Sev (2017) relates to effective delegation as a methodology that affords senior management time to focus on strategic tasks while leaving the administrative to the delegated officials. Similarly, Mathebula and Bernard (2020) refer to effective management as having greater potential to enhance employee efficiency and productivity. It boosts employee retention and trust amongst staff members.

2.4. Overview of employee performance

Olabode, Adesanya, and Bakare (2017) describe employees as organisations' most important asset and precious resource. Accordingly, the essence of any organisation rests on employee performance (Alsafadi & Altahat, 2021). Furthermore, these scholars believe that high-performing employees contribute immensely to the efficiency and profitability of the organisation. As a result, organisations must prioritise both employee performance and the development of strategies to boost organisational performance.

How an employee performs in all aspects of his or her work or role within the organisation constitutes to employee performance (Chanif and Melinda, 2021). Assessing employee performance is in accordance with the performance standards set by the organisation. However, there are several aspects, including profitability, productivity, efficiency and quality, that may be considered while assessing the performance of an employee (Wabomba, Onguso, & Bula 2022).

Employee efficiencies

The world is competitively changing and, as such, requires management to adapt and take advantage of the usage of delegation for efficiency from the employees for greater productivity. However, literature indicated that delegation should not be used to avoid responsibility by the senior management (Ukil, 2016).

According to Mathebula and Barnard (2020) delegation allows work to be completed speedily and faster. While it is recognised that speed is an important factor to get things done faster, delegation affords a means to achieve greater things in a shorter space of time. The participants indicated that the transfer of knowledge is critical as these evaded vacuums of knowledge and information between subordinates and management. The level of understanding that members of the team need each other makes delegation an important factor in management.

Employee empowerment

Andika and Darmanto (2020) define empowerment as the afforded opportunity to assess and decide on the best course of action on a particular case. According to Okochi and Ateke (2020), employee empowerment was recognised subsequent to the introduction of total quality management, while stating that it goes back to employee involvement. Employee empowerment is linked to the power-sharing concept that suggests that senior managers and middle-managers collaborate in empowering those lower than them, such as operational administrators (Ukil, 2016).

Employment engagement is an intentional act wherein the outcome resembles a set of intended actions that the superior declares to do with a view of transforming and empowering the lower management or employees (Budrienė & Diskienė, 2020). Similarly, Dahou and Hacini (2018) stated that when employee engagement is implemented successfully, employees' attitude towards work changes, and as a result improves performance of the organisation.

2.5. Theoretical framework

Theories

Management is deemed to be one of the critical components of any organisation to functional optimally. Therefore, for the successful delivery of the organisation's strategic objectives, competent management is mandatory (Mahmood, Basharat, & Bashir, 2012).

Frederick Winslow Taylor developed a theory on management which is commonly known as the Scientific Management Theory, or the Time and Motion study, in 1911

(Mahmood, Basharat, & Bashir, 2012). Scientific Management Theory is viewed as a viable solution to critical labour issues. The main purpose of this theory is to address employee efficiency. According to Ehiobuche and Tu (2012) performance by an employee on practical activity must provide a foundation to present the best possible option to perform such a task with efficiency, which was laid down as the motion principles.

In 1997, a Kanter Structural Empowerment theory was developed as the first theory with clear intentions on the empowerment of the workforce. This theory outlines how the working environment impacts on employees' capacity to complete the given tasks allocated by their respective supervisors (Jocelyne & Kariuki, 2020). Employee empowerment refers to creating a work environment that allows decision-making participation, and the problem-solving and goal-setting process involves delegating power to employees, allowing them to make decisions on their own (Tanjeen, 2013).

This study aims to examine existing literature and perspectives relating to the subject of the delegation of authority and employee empowerment. The concept of employee empowerment involves assigning more responsibility and enhancing work quality to employees.

2.6. Analysis of extant literature

Since the early 1900s, a multitude of theories have been established regarding the concept of delegation, authority and the impact on employee performance. Two pivotal and foundational variables are an integral part of the study. The impact of delegation of authority as applied by middle and top-level management is classified as the dependent variable. The independent variables include the efficiency, effectiveness, and empowerment of employee performance (Al-Jammal, Al-Khasawneh, & Hamadat, 2015). Delegating authority is essential for all organisations, whether public or private. One of the modern trends in management is delegating authority.

The purpose of delegation is not to give orders and expect everyone to get along, but rather to have a two-way conversation that must be carefully considered in order to succeed. Since delegation relies on people, therefore, it is crucial to understand employees view in order to gain a buy-in. In addition to improving efficiency and productivity, delegation can also increase staff retention, improve relationships, and

build trust amongst employees. However, if poorly managed, this can have a negative impact on employee morale, performance, and the quality of work (Mathebula & Barnard, 2020). Moreover, Wabomba, Onguso, and Bula (2022) stated that collaboration and coordination can be achieved through effective leadership, which enhances delegation, and employees can only be held accountable for their work if they have the corresponding responsibility.

During a study at the Great Irbid Municipality, a case study was conducted to analyse how delegating authority affects the performance of employees. The study's sample consisted of middle and senior management individuals and random sampling was the applied sampling technique for the study. Based on the results of the study, delegation to employees has a measurable effect on their job performance when it comes to being efficient, effective and empowered.

A study by Ugoani (2020) analysed how effective delegation affects organisational performance. The exploratory study included 90 participants and the analysis identified a positive correlation existing between the performance improvement of an organisation and successful delegation. Therefore, in order to enhance empowerment on a psychological scale, receiving adequate feedback and the clear management of the power distance concept are crucial. It has been suggested that incorporating the process of evaluation can enhance the effectiveness of delegation. Wabomba, Onguso, and Bula (2022) further stated that delegation reduces the power distance between the delegated employee and management as it is viewed that it enhances encouragement and the opportunity to seek constructive feedback for the improvement and successful execution of task performance.

An employee's performance is determined by how well he performs his duties on the job or in his position within the organisation. Performance refers to the degree of achievement attained when implementing an activity, program or policy to achieve goals, objectives and vision and it is vital to ensure proper execution (Rumman & Alzeyadat, 2019). Organisational purpose and strategic objectives are defined in strategic planning documents. Individual compensation, organisational support and psychological factors impact employee performance (Chanif & Melinda, 2021).

Nguyen, Lee, Nguyen, Le, and Kim (2023) stated that employees are an integral part in providing excellent service and creating memorable experiences for customers and

tourists by contributing successfully to the organisation. In order to gain the most from this valuable resource, the study evaluated factors that positively and significantly affect performance through the proposition of a technique that integrates with a variety of models, such as mediation with individual factors. One of Vietnam's most popular tourist destinations collected data from 65 middle and high management of the 822 employees using PLS-SEM. Employees become more engaged and get more meaning from their work due to the characteristics of their jobs and internal relationships, thus boosting their performance.

According to Zhang, Qian, Wang, Jin, Wang, and Wang (2017), delegating tasks is essential for evaluating employee performance as it holds them accountable. Employees can only be held accountable for their work if they have the corresponding responsibility. Wakomba (2021) echoed this by stating that collaboration and coordination can be achieved through effective leadership, which enhances delegation.

Kennedy and Keino's (2017) study addressed this research study topic at Twiga Chemical Industries Ltd. The study had a target population of 200 permanent employees. This research study adopted the random sampling technique in acquiring data from the population. An online survey through the use of questionnaires was utilised to gather data. The conclusion from the study identified a positive correlation and significant relationship between legislative delegation and the performance of employees.

Ugoani (2020), indicated that for delegation to be effective, the designated person must be given complete authority to perform the task. As a result, the delegation must be accompanied by authority. Therefore, management will have to delegate lower-grade tasks to subordinate, as effective delegation results in effective resource management.

The majority of research focused on the existence of the relationship between job performance and work design at the individual level. There appears to be minimal links between enhancing work quality and achieving corporate objectives (Alhosani, Yusoff, Ismail, & Rehman, 2018). Employees' performance directly impacts the organisation's financial and overall success. Further research revealed that a positive work environment between effective leadership and teamwork relationships; ongoing employee training including improve career opportunities; and a comprehensive

rewards program are vital to employee satisfaction and retention. Guidelines, procedures, workstation well-being and employee engagement significantly impact employee performance (Inuwa, 2016; Jusdienar, Ahmad, & Zandrato, 2024). The empowerment of employees motivates them to work independently and collaborate effectively, considering their involvement in decision-making, which is due to the tasks delegated by their superiors (Alhosani, Yusoff, Ismail, & Rehman, 2018).

Through the literature review, it was discovered that workers who are engaged tend to exhibit positive practices when it comes to carrying out their tasks, and the leadership of organisations can achieve their desired outcomes by utilising psychological empowerment as a valuable resource (Alhosani, Yusoff, Ismail, & Rehman, 2018). Consequently, Uki (2016), Nsirim (2024) stated that employee satisfaction and service quality depend on employee empowerment. However, in order to match the demands of the organisation, management has embraced the empowerment approach (Serami, 2015; Susanto, Riyadi, & Halik, 2023).

Serami (2015), Rahmi, Achmad and adhimursandi (2020) stated that encouraging employee empowerment creates an environment where taking calculated risks is possible whilst still maintaining the organisational goals, vision, mission and quality of services. As suggested by Alhosani, Yusoff, Ismail, and Rehman (2018), Kanjanakan, Wang, and Kim (2023) empowering employees through open communications, self-reward, teamwork, and collaborative practices fosters employee creativity. It is the manager's responsibility to encourage employees to be independent, to provide flexible working hours, and to appreciate their efforts in order to help the employees feel empowered and to encourage them to work hard, since employee empowerment leads to a higher level of service for the organisation.

Chapter summary

This chapter presented the literature review that provided an overall overview of delegation, overview of employee performance, explanation of delegation, as well as employee performance in terms of effectiveness, efficiency and empowerment. In the final step, a theoretical framework was constructed for the study.

Chapter 3 Research methodology

3.1 Introduction

The proceeding chapter addressed the extant literature review on the topic under study, and identified the research gaps and the applicable analysis of the research gaps. A comprehensive research methodology will be outlined throughout the study. In the beginning of this chapter, the study setting, research design, research process onion, researcher interference, reliability and validity and ethical clearance will be detailed in depth. Specifics on primary data collection, including the online questionnaire design, the pilot test phase of the primary data tool, and online questionnaire administration, are included in the overview of the data collection method. These are all addressed in this third chapter.

3.2 Study Setting

This research study took place at South African Tourism, one of the organs of state in South Africa whose primary objective is to market South Africa as a destination market of choice for domestic, or local, and international tourists (South African Tourism, 2023). South Africa is well-developed in terms of various infrastructure, with the best soccer World Cup stadiums, wildlife, breathtaking landscapes, ideal weather conditions and speciality activities, all of which contribute to its appeal as a tourist destination, such as deep-sea fishing, business conferences and leisure centres. The country's domestic and international tourist prospects have been significantly enhanced due to its democratic political transition from apartheid to a democratic space without monuments, places such as Robben Island where political figures such as the former president were held for decades (Moodley, 2013).

Delegation of authority yields favourable outcomes by promoting efficiency, effectiveness and empowerment in employee performance. Furthermore, it promotes trust and collaboration amongst employees and employers at the functional high and medium levels, as well as establishing alternative leadership models. The employees for the study operated in a natural environment (Sekaran & Bougie, 2016). The study population comprises 169 employees from South Africa and across eleven offices on the global scale.

3.3 Research Design

Saunders, Lewis and Thornhill (2016) described the research design as an essential guide which establishes the course of action for the execution and collection of data and analysis methodologies during the course of the research. The researcher plans in terms of how the research objectives and questions are going to be answered. Therefore, the research design is a critical point for the researcher. The research design comprises the overarching strategy that outlines the execution of the investigation in order to address the research study objectives and research aims and questions. The significance of identifying the study's research issues precisely cannot be emphasised enough due to their importance (Saunders, Lewis & Thornhill, 2016).

Furthermore, Saunders, Lewis and Thornhill (2016) stated that quantitative research is generally associated with positivism, especially when extremely organised data collection methods are employed during the research study. As outlined, the objective of the quantitative research design method is to create a connection or relationship that between the applicable study dependent variable and the independent variable. Quantitative research can take the form of experimental research designs or descriptive designs.

The primary distinction between the two research designs is that the descriptive design measures variables only once in an effort to establish a relationship between them, whereas the Inferential design creates a connection by measuring these variables on both occasions, prior to and after the experiment (Saunders, Lewis & Thornhill, 2016). Since this study seeks to evaluate the influence of delegation on employee performance, the researcher deemed fit that the descriptive and correlation analysis will be the utilised as it is the most adequate to address the research objectives and questions.

3.4 Research process

Saunders, Lewis, and Thornhill (2016) refer to the research methodology as the overall strategy that outlines the approach and methods that will be used to conduct research. It is a set of presumptions and strong convictions that influences the comprehension of the research objectives and questions. The research methodology ensures consistency between the identified study research gap and chosen research tools.

Moreover, Saunders, Lewis, and Thornhill (2016) present a research methodology with comprehensive layers through the use of the Research Onion. However, the fundamental aspect that gives direction for the selection and collection of data methodologies and applicable analysis procedures rests in the manner in which data is gathered.

The researcher must justify the conclusion with an explanation of the reasoning behind the decisions taken during the research study in order for future researchers to recognise that the research merits serious consideration. As a result, Saunders, Lewis, and Thornhill (2016) stated that clarifications and understanding are critical for the various layers of the research onion, as opposed to just peeling and discarding different research onion layers.

Additionally, Saunders, Lewis, and Thornhill (2016) stated that when determining the research philosophy and choosing methodologies, research methods and applicable strategies must align with the research methodology, such as the time horizons. Additionally, the research onion visualises the processes and procedures that are involved when gathering and analysing data for the study.

Research Paradigm or philosophy

The term "paradigm" was initially introduced by American philosopher Thomas Kuhn in 1962 to denote a philosophical mode of thinking (Kivunja & Kuyini, 2017). Furthermore, Rahi (2017) defined a paradigm as a fundamental collection of scientific beliefs that are universally accepted. Equally so, Lather (1986) described a paradigm as fundamentally mirroring the researcher's worldview, beliefs and aspirations. It consists of the conceptual convictions and theoretical frameworks influencing the researcher's worldview, interpretation and behaviour. A paradigm comprises the abstract beliefs and principles that affect a researcher's perception of the world, as well as his or her corresponding actions and interpretations within it. Consequently, the researcher perceives the world through this defined lens.

Paradigms comprise a set of consensus about the methodological approach to problem-solving, individuals' worldviews and, consequently, the research methodologies that may be utilised. Kivunja and Kuyini (2017) refer to the term

“worldview” as a collection of shared beliefs and philosophical thoughts that significantly influences the interpretation of the research data. These perspectives, unfortunately, shape individuals’ perceptions about the world and influence their thoughts, ideas and assumptions regarding society and themselves. As implied by the above explanations, paradigms comprise fundamental assumptions or beliefs that guide the research.

Saunders, Lewis, and Thornhill (2016) presented that researchers may employ one of five distinct paradigms as overarching philosophical frameworks that shape their understanding of the world during the research process. These paradigms include pragmatism, critical realism, interpretivism, postmodernism, and positivism. In alignment with the research's objectives, the researcher employed the positivist paradigm to guide the selection of research tools, methodologies and instruments, including the participants.

As the positivist approach is adopted for this study, one may formulate hypotheses based on established theories. Through testing and confirming, in whole or in part, or refuting these hypotheses, theories would be developed that could subsequently be tested through additional research. Nevertheless, this by no means implies that positivists are obligated to commence their investigations with leading theories. In the same way Saunders, Lewis, and Thornhill (2016) stated that a positivist would want to avoid influencing their findings, and they would also strive to maintain objectivity and detachment from their study and data.

Kivunja and Kuyini (2017) suggested that a positivist researcher ought to possess the ability to discern the phenomena being investigated and draw conclusions about what might be anticipated in different regions of the globe as per those observations through the study. As a result of these presumptions, the positivist paradigm promotes the utilisation of quantitative research methods. as the foundation for the researcher's capacity to accurately select a quantitative research approach. Subsequently, the study aimed to evaluate the impact of delegation of authority on employee performance, and a quantitative research method was chosen as the suitable method. Details regarding the quantitative research method will be addressed at a later stage in this chapter.

3.4.1 Research approach

When conducting research, the research approach is critical as it may be the deductive or inductive approach (Benitez-Correa, Gonzalez-Torres, & Vargas-Saritama, 2019). The deductive method involves commencing with generalisations to establish if the theory is applicable to a particular situation.

The researcher peels off the research onion layers and addresses theory development, wherein the approach to theory development is the research strategy that the researcher employs to test a theoretical claim for the explicit intention of doing so. It is for this reason that Ketokivi and Mantere (2010) described deductive reasoning as a process that occurs when an inference and conclusion are logically drawn from the observation that is considered factual if every single one of the premises is true after testing. Likewise, Saunders, Lewis, and Thornhill (2016) referred to deductive reasoning as involving the researcher assessing the congruence between the collected facts and the pre-existing assumptions, beliefs or hypotheses by the researcher. Applying the deductive technique, the researcher generalises from the general point of view to the specific point of view.

Ketokivi and Mantere (2010) stated that inductive reasoning relates to establishing the logical void between the premises that have been observable and the desired conclusion. Through this, the series of observations, the conclusion is considered as being supported (Ketokivi & Mantere, 2010). Furthermore, the third form of theory development is abductive reasoning, which is the foundation of theory development as its formation begins from the observation of an unexpected truth, and it is an equally prevalent third technique for theory development in scientific research. Rather than a premise, this unexpected fact serves as the conclusion of theory development. A set of potential premises is identified on the basis of this conclusion, which is deemed adequate or almost adequate to clarify the desired result (Saunders, Lewis & Thornhill, 2016). The researcher adopted the deductive reasoning method as through the utilisation of the deductive method, the researcher is able to generalise the conclusion from a broad perspective to particular or specific points.

3.4.2 Research methodological choice

When distinguishing quantitative research from qualitative research, the approach rests in making a distinction choice between numerical data and non-numerical data. Thus, quantitative is frequently applied in a similar manner to any method of data collection, an example can be questionnaires, or the statistical or graphical analysis of data by generating or employing numerical data (Saunders, Lewis & Thornhill, 2016). To gain a deeper comprehension of the essence of a given issue, qualitative research methods are frequently employed. A full comprehension must be attained. For full comprehension and understanding regarding the phenomenon and to gain a firm grasp on the situation, it may be necessary to conduct numerous in-depth interviews (Sekaran & Bougie, 2016).

Saunders, Lewis, and Thornhill (2016) indicated that the purpose of mixed methods research is to provide responses to research questions that are not manageable through the use of either the qualitative or quantitative approaches. Mixed methods research design integrates both qualitative and quantitative approach in data collection, analysis and integration exclusively in one study.

This research study adopted a quantitative research method due to its adoption of a positivist philosophy and deductive reasoning as theory development. In order to determine the extent of delegation of authority's impact on employee performance at South African Tourism, it was crucial to gather the primary data from the whole population through the use of an online survey that applied questionnaires in order to conduct a statistical analysis.

3.4.3 Research strategies

Sekaran and Bougie (2016) stated that the survey method is widely utilised in business research due to its capacity to collect quantitative data on broader research questions. Sekaran and Bougie (2016) further stated that the primary aim of a research strategy is to address and answer the research study questions. Equally, Saunders, Lewis, and Thornhill (2016) described a research strategy as a link between the collection and analysis of data techniques and the research theory. Some of the dominant research strategies are experiments and surveys. A survey research strategy is one in which data is systematically gathered due to a sizable population, while the term "survey" is

frequently applied, denoting the gathering of data through questionnaires (Saunders, Lewis, & Thornhill 2016). Similarly, Kivunja and Kuyini (2017) support the use of the survey research methodology, which is frequently employed in studies guided by researchers that are positivist.

Since this study adopted positivism and a sizeable population of 169 employees from South African Tourism, wherein a census approach was utilised, a survey was deemed an adequate strategy for distributing the online questionnaires to the participants.

3.4.4 Time horizon

According to Saunders, Lewis, and Thornhill (2016), when designing research, it is crucial to consider the key questions, such as, does the researcher want to collect data research at a specific time? Likewise, Sekaran and Bougie (2016) stated that a cross-sectional design examines a specific occurrence of that singular moment which is likely to characterise study research. Furthermore, Sekaran and Bougie (2016) stated that more frequently, cross-sectional research utilises the survey methodology.

In contrast to the cross-sectional design, Saunders, Lewis, and Thornhill (2016) described longitudinal research as of a longer time horizon and its primary advantages are the ability to examine progression and evolution over a longer period. The adopted time horizon in this study is cross-sectional as data collection was between 23 October 2023 and 06 November 2023. The allocated time was relevant in response to the research study questions, and the collection of data at this singular point was adequate enough for the research study, rather than a periodic or long progression data collection process.

3.4.5 Techniques and procedures

Saunders, Lewis, and Thornhill (2016) stated that there are several approaches to consider when undertaking a research study. These approaches of collecting and analysing data for a research project are detailed below.

Data collection method

Data was collected from blending secondary and primary data collection sources. The employees of South African Tourism were the source of the primary data collection. The online survey method through the use of a questionnaire was adopted. Subsequent to the receipt of Ethical Clearance approval on 26 September 2023 by the UKZN Research Ethics Committee, an online survey questionnaire was then distributed to all participants by email.

Saunders, Lewis, and Thornhill (2016) stated that pilot testing is an essential procedure to substantiate that the set questions are clear and also to establish if the participants will be able to fully understand and respond accordingly. Furthermore, Saunders, Lewis, and Thornhill (2016) detailed that the importance of pilot testing is that the primary objective of conducting the pilot test ensures that the set questions are clear without any ambiguity or opportunity of different interpretations during the data collection process or from the responses of the participants, as this may positively or negatively impact on the study results and interpretations.

Furthermore, pilot testing allows the researcher an opportunity to get an understanding of whether the questions are valid and can be relied upon during the data collection process. Sekaran and Bougie (2016) stated that pilot testing is the process that allows the researcher to acquire an evaluation of the validity of the questionnaire and the probable dependability of the data that will be gathered. Additionally, during the pilot study, the researcher can validate the questions and ascertain the probable validation of the gathered data.

The researcher conducted a pilot test on at least 10 participants from the 169 South African Tourism employees, the pilot test was done between 16 to 20 October 2023, A telephonic conversation in ensuring clarification of the tasks was held beyond the completion of the pilot test questionnaire. The participants were also advised not to participate in the final data collection. The process offered an opportunity to refine and give the questionnaire more clarity. Pilot testing was deemed a success as the primary collection process was efficient and resulted in higher response rates during the primary data collection. Minor adjustments were made through the pilot testing phase, including re-phrasing of some of the unclear questions by providing more clarity and

additional general working experience, and also accommodating those employees who never received delegation in terms of how they would appreciate it should they be given delegation by their superiors. This was part of the introduction before commencement of the survey.

Upon successful completion of the pilot testing process, administration of the online questionnaire was the next step for the researcher acquire an approval from the study field to utilise an open communication platform for all staff, which assisted in getting better responses. Since the adopted strategy was a census method that required the whole population from the study field be tested, an email invitation was shared with all South African Tourism employees who are the participants. The invitation was titled "*Voluntary research participation to assist Takalani Ramovha*" and was issued on 24 October 2023. The researcher included the time it may take to complete the Google participation form and that participation is voluntary without any prejudice. A disclaimer note was provided that completing the questionnaire would be deemed consent to participate in the research study voluntarily. Moreover, the participants were given assurance that their confidentiality will remain a priority, and for the exclusive use of the data for scientific research purposes only.

The process for collecting primary data using an email invitation was commenced on 23 October 2023, while the open communication invite to all was issued by South African Tourism's communication platform on 24 October 2023 and closed on 06 November 2023. The headcount of South African Tourism was 169, and the researcher received 148 responses after numerous follow-ups through WhatsApp and emails, which equated to an 87% response rate. An online survey provides numerous benefits, such as its capacity to collect significant amounts of data and the participants' flexibility in completing it at their convenience (Sekaran & Bougie, 2016). This was clear as the response rate was satisfactory even though it was not from the entire population. Secondary data was also collected and analysed through peer-reviewed journal articles that were sourced from the electronic library and UKZN databases, such as EBSCOhost, amongst others.

An online questionnaire was designed using the Google Form and was distributed to all participants using this hyperlink, <https://forms.gle/CiTdsjDPgpVxpUfH6>. The South

African Tourism's Internal Communication division issued to all employees, the participants, since the study adopted the census method. To increase the response rate, the survey link of the online questionnaire was distributed through the use of WhatsApp messaging as a way of enhancing the response rate. Moreover, follow-up emails with the survey link were utilised which yielded a positive response rate on the closing date of 06 November 2023.

The researcher utilised the questionnaire that was originally designed by Al-Jammal, Al-Khasawneh, and Hamadat (2015). Furthermore, the researcher on more than four occasions wrote to the corresponding author, Professor Akif Khasawneh, seeking permission to utilise the validated questionnaire, with no success. The assumption was that the corresponding contact details such as the email may no longer be in use as no reply was received after these attempts. The researcher credits the authors of the designed questionnaire wherein it was modified to suit the current study conditions (Al-Jammal, Al-Khasawneh, & Hamadat, 2015).

The online questionnaire comprised two distinct sections: Section A covered the biographical details that accommodates the demographic aspects such as gender, education or qualifications, general working experience and level of occupation. Meanwhile, Section B adopted the Likert scale with a response scale of one to five where 1 indicated "strongly disagree" and 5 indicated "strongly agree", and the total number of questions were 21 (Saunders, Lewis, & Thornhill, 2016).

Scale range 1 represented strongly disagree, range 2 represented disagree, range 3 was undecided or neutral, range 4 represented agree, and lastly, range 5 represented strongly agree. All 21 questions were restricted or structured to a multiple choice between 1 to 5 with a clearly defined scale range. The questionnaire was also divided into three categories as follows: the first category measured the job performance of employee efficiency, utilising questions 1 to 6 to address Research Objective One. The second category measured job performance of employee effectiveness from questions 7 to 14 to address Research Objective Two, and the last category covered job empowerment of employees from questions 15 to 21 to address Research Objective Three of the study. Sekaran and Bougie (2016) stated that in order to ensure that respondents' responses do not overlap, mutually exclusive categories must be utilised.

Saunders, Lewis, and Thornhill (2016) refer to the population as the entire group of individuals or objects under consideration. Moreover, Sekaran and Bougie (2013) refer to 'population' as the full complete set of individuals of particular interest, and the researcher's point of interest for this study research. The South African Tourism employee headcount was 169. The population included each and every employee from the executives to the administrators within the organisation as the census was adopted for the study. The study field also approved a method of issuing the questionnaire through the official platform versus the approach of emails to every employee. This gave the researcher a better opportunity for a greater response rate of 148, which equated to an 87% response rate.

Sekaran and Bougie (2016) define a sample as a sub-category of the population, which comprised a sub-category of its members. This comprises a sub-category of individuals chosen from it. The sample should enable the researcher to derive a conclusion that can be applied to the entire population. Saunders, Lewis, and Thornhill (2016) stated that in certain research studies, sample data is a necessity that can be extrapolated to encompass the entire set of instances from which the sample was chosen. According to Archer (2019) a sample consists of a limited number of persons from which the necessary data is gathered. In doing so, resources are saved, such as money and time. The study adopted a census method by distributing questionnaires to the whole population within South African Tourism.

Sample size assumes greater significance during the research study that adopted the quantitative method due to the reliance on conclusions, which necessitates evidence of objectivity and the ability to generalise to a more extensive population (Archer, 2019). Meanwhile, Saunders, Lewis, and Thornhill (2016) defined a census as a data collection process that is aimed at all members of a group or population. Furthermore, Saunders, Lewis, and Thornhill (2016) stated that when the population size is manageable, it is feasible for data collection that is aimed at the whole population in order to address certain research questions.

Since South African Tourism's workforce had a manageable number of 169 employees, it was prudent to adopt the census method and distribute the questionnaire to the whole population. The researcher was able to generalise from the population to infer

for the research questions analysis. When conducting research using primary data, obtaining information through the census can be a valuable resource for comparing or contextualising the researcher's findings (Saunders, Lewis, & Thornhill, 2016).

Effective from October 23, 2023, the process for collecting primary data commenced. Existing literature on this particular research approach, the census, suggests that because each item in the population is examined, the replies received accurately reflect the sentiments of the variables under study. The organisation formally notified all employees of the invitation on October 24, 2023. The period for receiving the completed questionnaires closed on November 6, 2023, in order to afford the researcher to rather have a complete set of responses than fluctuating due to an open-ended link without the closing date. During the period of data collection, the workforce or employees at South Africa Tourism numbered 169 employees.

The researcher was granted access to every employee through the use of an Internal communication email shared with all employees. Furthermore, the email was inclusive of the purpose, consent and questionnaire link, which enabled the researcher to reach each and every employee within South African Tourism. This process enabled the researcher to reach even employees who would not usually be easy to reach. The results of the distribution method, coupled with various follow-ups through email and WhatsApp links, aided the response rate being 87% from the 148 responses at the closing date and time of the data collection.

The surveys were distributed to the whole workforce, comprising the respondents, who comprised the entire population. The questionnaire was composed of questions designed to prompt responses that were in line with this research study's aims.

Data analysis

Analysing quantitative data acquired from the population with the aim to address this study's research questions and the subsequent analysis helped to gain insights from the lessons learnt from diverse literature sources that were vital, hence data was processed and organised accordingly (Sekaran and Bougie, 2016). Data was downloaded from Google Forms in a Microsoft Excel spreadsheet as captured by the respondents during their participation.

The researcher employed a quantitative approach to analyse the data. The gathered information was reviewed, coded and captured on Microsoft Excel before capturing details on SPSS version 29. The study adopted a descriptive statistical analysis and the correlation analysis of the collected data.

3.5 Researcher interference

Data collection was conducted with employees of South African Tourism as the researcher aimed to evaluate the influence of delegation on employee performance at the organisation. Moreover, the research study was cross-sectional in design. Therefore, access to the natural environment and daily operations were minimally disrupted throughout the study. The researcher's influence was minimal as the study adopted the quantitative method and the application of objectivity in the manner in which data analysis and interpretation were carried out to prevent personal bias.

3.6 Reliability and validity

Ordinarily, when undertaking research, the majority of researchers strive to develop tests that possess a combination of reliability and validity testing, with the intention of enhancing the correctness of their evaluations and assessments. The purpose of doing both of these tests is to verify that the study being carried out effectively addresses its objectives (Sekaran and Bougie, 2016). How well the acquired data pertains to the real subject of study investigation is referred to as validity (Taherdoost, 2016). Similarly, Sekaran and Bougie (2016) refer to validity as a concept that pertains to the degree to which a created instrument accurately evaluates the particular construct for which it is intended. In order to provide more clarification, validity refers to the precision of the measurements acquired, whereas reliability focuses on the consistency and stability of the measurements (Sekaran & Bougie, 2016).

When the researcher is assessing internal consistency, Taherdoost (2016) referred to the Cronbach Alpha as the utmost and frequently adopted approach, which is sufficient for a Likert scale rating. Equally, Rafeeq (2022) regards Cronbach Alpha as a very significant tool specifically utilised in the calculation of the article's reliability coefficient and objective testing. Sekaran and Bougie (2016) concur when stating that Cronbach Alpha is the most often used measure of inter-item consistency dependability. Similarly,

Taber (2018) stated that the reliability of a research instrument is assessed by the utilisation test of the Cronbach Alpha and it is reliable for the research instrument.

3.7 Ethical consideration

Sekaran and Bougie (2016) refer to ethical consideration as the process of addressing all relevant governance issues from participants in the field study. Ethical consideration pertains to the systematic examination and resolution of any pertinent governance concerns that may arise from the participants' involvement in the research, including the field study. The researcher obtained gate-keeper permission that permitted the use of South African Tourism as the study setting or field. Ethical clearance approval by the UKZN Ethics Social Committee approved the protocol and reference HSSREC/00006095/2023 was obtained. Subsequent to the approval by the Ethics Committee, the researcher commenced with the study, including the primary collection data.

Voluntary participation was ensured by the invitation for participation, background and questionnaire introduction, which gave participants the prerogative to withdraw from the research without facing any adverse consequences. Participants were re-assured by means of the disclaimer that their involvement in the study would not cause any harm, including mental or emotional distress that may occur throughout the study, through the Informed Consent Form that safeguarded their participation. A disclaimer was included with the questionnaire to get participants' consent and guarantee the confidentiality of any personal information supplied with respect to its handling. With regard to safeguarding and utilising the gathered information for its intended purposes, the acquired data was in complete adherence to the POPI Act in terms of the protection of information, and was to be used specifically for its intended purposes, which is the scientific research study.

After the gathered data has been effectively utilised and no longer required, it will be thoroughly cleansed and removed from the online vault in an undetectable manner. Data will be appropriately disposed of in adherence to the UKZN Research and Ethics Policy over a period of five years. All information gathered online will be password-protected and securely stored on UKZN's one-drive.

3.8 Chapter summary

This chapter presented the critical issues pertaining to the methodology of the study. The chapter included a description of the study setting, the research design, and the Research Process Onion as per Saunders, Lewis, and Thornhill (2016). The chapter further addressed any researcher interference in the study, including an account of the reliability and validity of the instrument and lastly, the ethics consideration when conducting this research study. A comprehensive account regarding the applicable method in conducting the research, including every stage from the designing of questions and subsequent pilot testing, to determining reliability, was detailed in this chapter before the collection of data through an online survey with the participants.

Chapter 4 Presentation and analysis of results

4.1. Introduction

Following the collection of the primary data from the participants at South African Tourism as the study field, this chapter focuses on the presentation and analysis of the results as outlined below.

The research study objectives are as follows:

- To determine the extent of the impact of the delegation of authority by management on the efficiency of employee performance at South African Tourism;
- To explore how delegation influences employee performance effectiveness in the context of South African Tourism; and
- To assess ways in which delegation of authority contributes to the empowerment of employees and its impact on their performance at South African Tourism.

Response Rate

The response rate in this study, calculated as the percentage of individuals who participated by submitting completed questionnaires, is a crucial metric in understanding the representativeness and consistency of the gathered data. In this particular instance, out of the total target population of 169 employees at South African Tourism, 148 individuals actively responded to the survey. The response rate was therefore determined as follows:

Response Rate = (Number of Responses / Total Head Count) * 100

Given:

- Number of Responses = 148
- Total Head Count = 169

Response Rate = $\frac{148}{169} \times 100$

Response Rate = 87.57%

Therefore, the response rate is approximately 87.57%. This indicates that 87.57% of the total population (169 employees) participated in the survey by providing responses.

A response rate of 87.57% is generally considered quite high and suggests a strong engagement from the workforce. A high response rate enhances the validity of the study's results as it indicates a comprehensive representation of the employees' perspectives on the impact of delegation on employee performance at South African Tourism.

4.2. Consistency and reliability

Cronbach Alpha is described as one of the most important tools for assessing the internal consistency of the Likert scale questionnaire (Taherdoost, 2016). Below is the internal consistency analysis of the 21 questions.

Table 4- 1 Internal consistency and reliability

Reliability statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.882	.888	21

For the analysis, the researcher conducted a reliability test on SPSS version 29 to confirm that all the questions are reliable and valid. According to Sekaran and Bougie (2015), for the internal consistency to be deemed reliable, the measurement must be greater than 0.60 and close to 1 or 100%. The tool was validated utilising the Cronbach Alpha measurement, which projected the validity of 88%. This confirms the reliability of the tool as all twenty-one questions demonstrated a strong internal consistency of 0.882 as outlined in Table 4-1.

The researcher ensured that questions were clear, consistent, concise and unambiguous to avoid misinterpretations and inconsistent responses. Furthermore, the use of language and formatting throughout the questionnaire were consistent.

The validity and reliability of the questions used were confirmed through the use of a pilot test of the designed questions. This process was only conducted with a group of 10 employees to assess the instrument's validity (measures what it intends to) and

reliability (consistent results across repeated administrations). Questionnaires were refined based on feedback in order to improve its effectiveness for the entire population.

Response bias was addressed by avoiding leading questions, social desirability bias (for instance, overstating positive aspects of delegation), and acceptance bias (agreeing with statements regardless of opinion).

4.3. Section 1: Demographic analysis

The demographic analysis of 148 respondents is presented below. This includes gender, educational qualifications, length of working service and employment position, all of which were covered under demographics.

Gender representations

The analysis below in the form of bar graphs represent the respondents' gender at South African Tourism.

The figure below outlines the gender representation during the data collection.

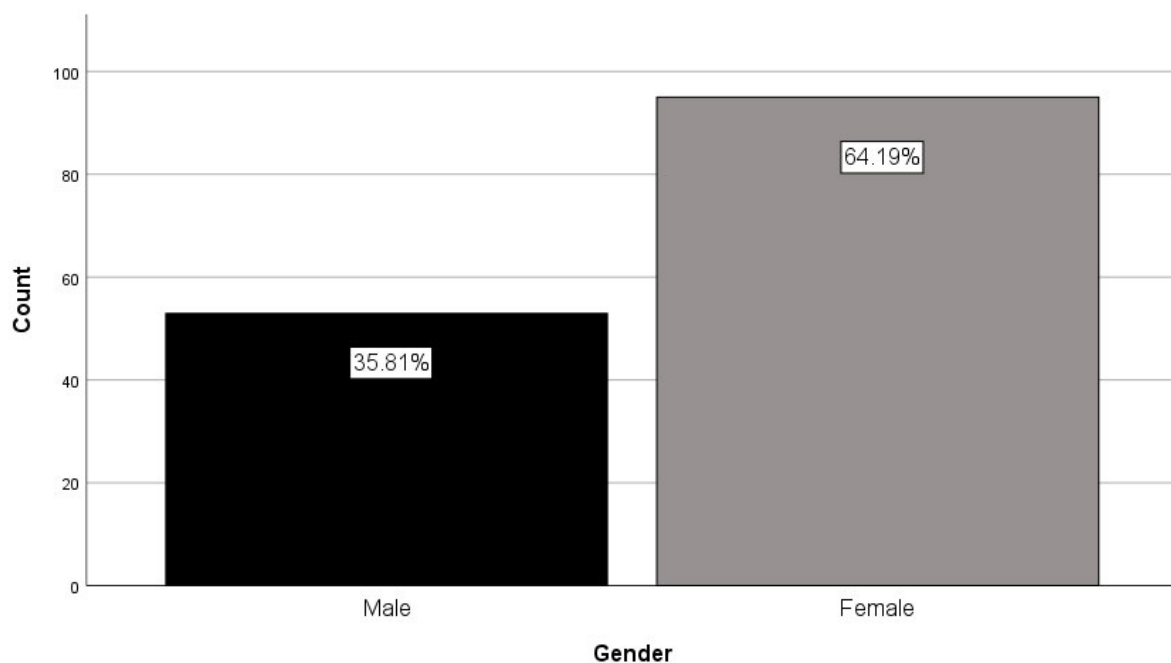


Figure 4- 1 Gender

The sample consists of 148 respondents, and as per Figure 4-1 above, the demographic data show a female majority, with 95 females (64.19%) compared to 53 males (35.81%). The observations are that the gender distribution is somewhat skewed towards females due to employment equity, which seeks to promote previously disadvantaged females by targeting more female employment. South African Tourism’s representation is more favourable towards females compared to males, hence the representations.

Education qualifications

The analysis below in the form of a bar graph representing the respondents’ educational qualification background.

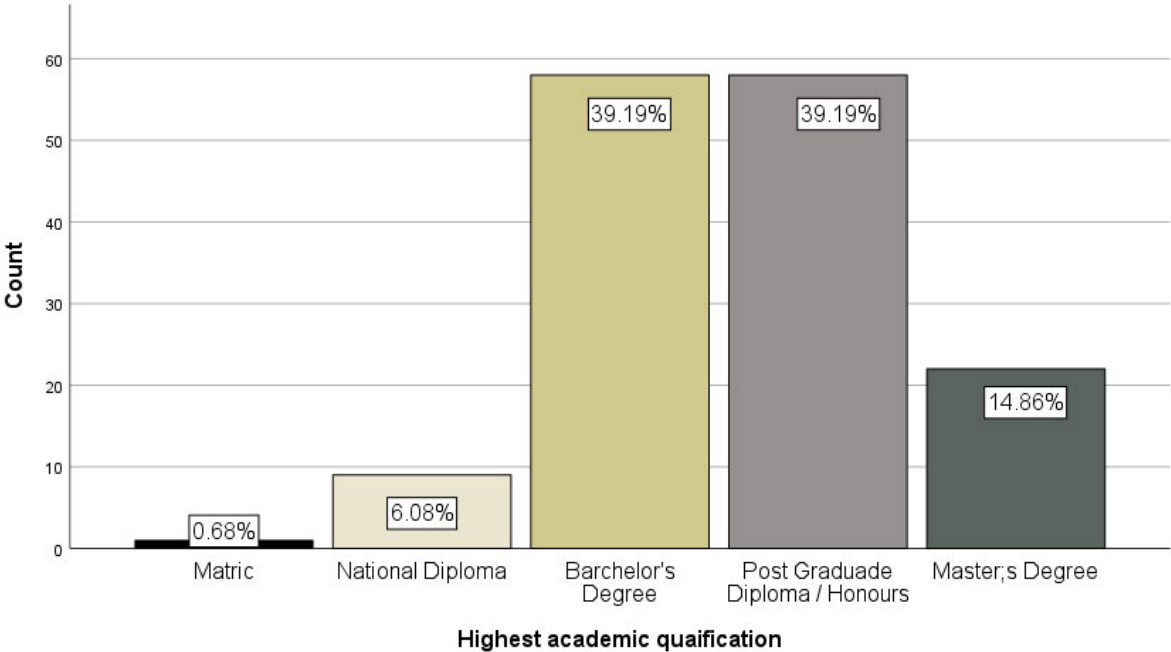


Figure 4- 2 Highest academic qualification

The analysis above in Figure 4-2 provides a distribution of educational qualification demographics, showing that the study sample size has 148 respondents with varying educational qualifications. The observations are that respondents hold postgraduate qualifications (Postgraduate Diploma/Honours) at 39.19%. Master’s degree holders are at 14.86%, suggesting a highly educated workforce at South African Tourism.

There is also limited representation of lower qualifications as the sample includes only a small percentage (6.08%) with National Diplomas or Matriculation, potentially limiting the generalisability of results to the full employee population.

General working experience

The bar graph below represents the respondents' general working experience.

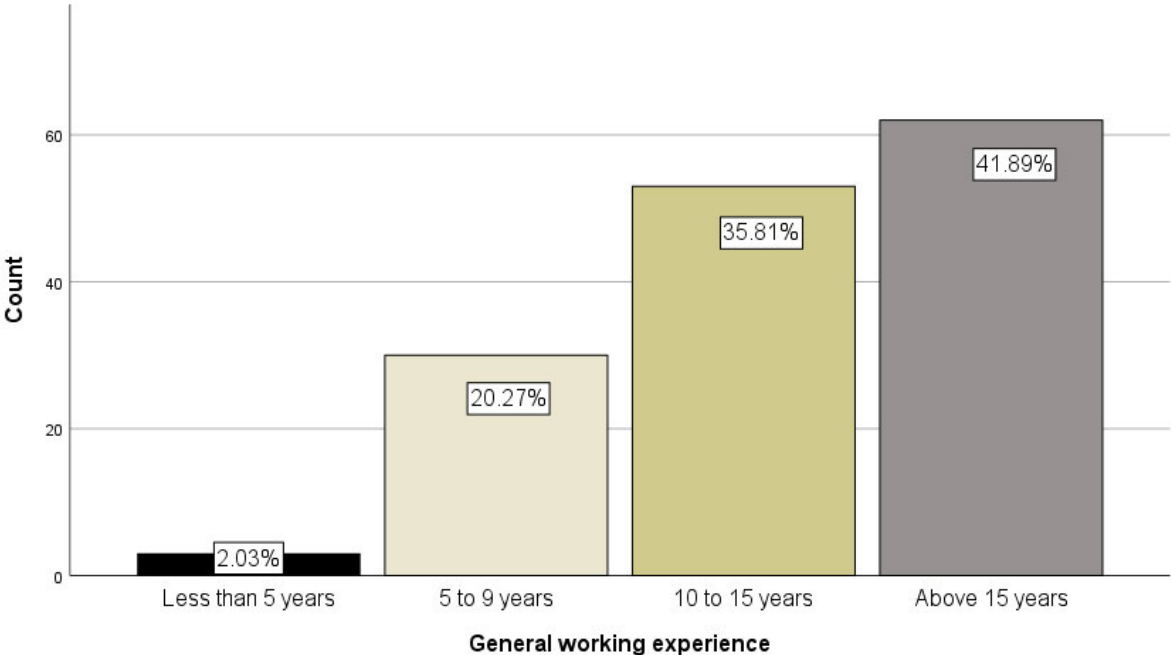


Figure 4- 3 General working experience

Figure 4-3 above shows a diverse range of general working experience, whereby 20.27% have 5-9 years of experience; 35.81% have 10-15 years of experience; 41.89% have over 15 years of experience; and lastly, only 2.03% have less than 5 years of experience.

The above demographic data provides insight into the organisational context and maturity of the workforce. With a high proportion of experienced employees, the study results might be more relevant to established organisations with similar demographics. Job experience can also influence perceptions and responses to delegation.

Employment position

The analysis below in the form of a bar graph represents the respondents' level of occupation/employment position at South African Tourism.

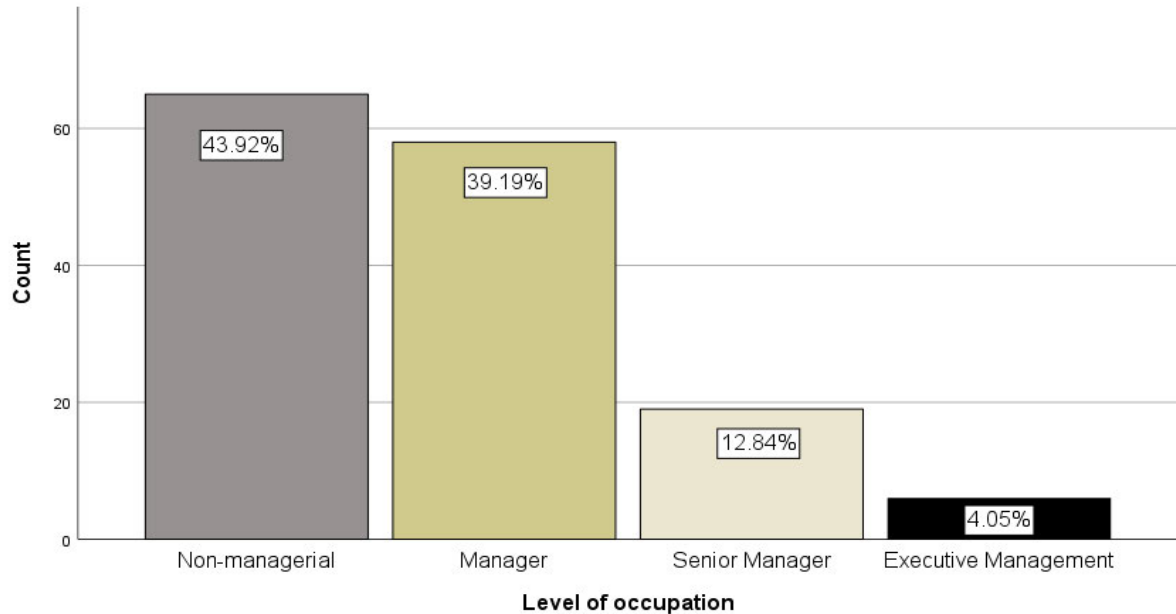


Figure 4- 4 Level of occupation

Figure 4-4 above provides a demographic distribution of South African Tourism employees' level of occupation or employment position. The data demonstrated that the study sample includes employees across different hierarchical levels, whereby 43.92% are non-managerial; 39.19% are managers; 12.84% are senior managers; and lastly, 4.05% are executive management. There is a high vacancy rate at management level.

The value of this demographic data is that delegation practices and expectations often differ across hierarchical levels. Non-managerial employees might receive more direct supervision and task assignments, while managers and senior management might have greater autonomy and decision-making power. Employment position can also influence responses on performance and empowerment due to differences in responsibilities, authority and access to resources. Employment position might also moderate the relationship between delegation and performance.

4.4. Section 2 Analysis on the responses

This section presents the responses to the three key issues raised such as the extent of delegation on efficiency, effectiveness, and empowerment of employee performance.

Analysis of research objective one

- To determine the extent of the impact of the delegation of authority by management on the efficiency of employee performance at South African Tourism.

The abovementioned research objective aims to determine the extent of the impact of delegation as applied by management on the efficiency of employee performance. Six questions were asked to address this research objective, namely:

- Question 1: “Delegation of authority improves the quality of relationships between different job roles, the current role and the delegated role”.
- Question 2: “Delegation of authority enhances the job performance of the delegated employee”.
- Question 3: “Authorisation through delegation saves time in achieving the organisations’ goals within a shorter period”.
- Question 4: “Authorisation through the delegation of authority inspires loyalty and belonging to the organisation”.
- Question 5: “Delegation of authority speeds up the process of decision-making”.
- Question 6: “Delegation of authority empowers employees to work independently and take responsibility for their tasks and/or unit's performance”.

Descriptive information for questions 1 to 6

Table 4-2 illustrates that all questions or paragraphs were above 3.00, wherein questions 2 and 3 are tied with same mean score of 4.30. However, question 3, which relates to “Authorisation through delegation saves time in achieving organisations”, has a better standard deviation of 0.735 compared to question 2 at 0.687. These measures demonstrate that employees believe that delegation does save time in meeting organisational goals, followed by the view that states that delegation enhances job performance. It is worth noting that questions 1,5 and 6 ranked low on

the descriptive statistical analysis. Question 4 ranked last as respondents somewhat believe that delegation does inspire loyalty.

The analysis of “Authorisation through delegation saves time in achieving the organisations’ goals within a shorter period” scored the tied mean of 4.30 on the descriptive analysis, which signifies a somewhat between an agreement and strongly agree that delegation does save time, as reflected in Table 4-2. The analysis of the standard deviation or mean score is at 0.735, which represent a second low mean score.

Therefore, the overall mean score is 4.18, which demonstrates the consistency of agreeing that there is significance in the impact of delegation on the effectiveness of employee performance at South African Tourism.

Table 4- 2 Descriptive information for research objective 1

Descriptive Statistics			
	Mean	Std. Deviation	N
1.Delegation of authority improves the quality of relationships between different job roles, the current role and the delegated role.	4.23	.809	148
2.Delegation of authority enhances the job performance of the delegated employee.	4.30	.687	148
3.Authorisation through delegation saves time in achieving organisations’ goals within a shorter period.	4.30	.735	148
4.Authorisation through delegation of authority inspires loyalty and belonging to the organisation.	4.03	.844	148
5.Delegation of authority speeds up the process of decision-making.	4.11	.885	148
6.Delegation of authority empowers employees to work independently and take responsibility for their tasks and/or unit's performance.	4.08	.787	148

Total mean score: 4.1

Table 4- 3 Correlation information for research objective 1

		Correlations					
		1.Delegation of authority improves the quality of relationships between different job roles, the current role and the delegated role.	2.Delegation of authority enhances the job performance of the delegated employee.	3.Authorisation through delegation saves time in achieving organisations' goals within a shorter period.	4.Authorisation through delegation of authority inspires loyalty and belonging to the organisation.	5.Delegation of authority speeds up the process of decision-making.	6.Delegation of authority empowers employees to work independently and take responsibility for their tasks and/or unit's performance.
1.Delegation of authority improves the quality of relationships between different job roles, the current role and the delegated role.	Pearson Correlation	1	.424**	.397**	.327**	.286**	.345**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001	<.001
	N	148	148	148	148	148	148
2.Delegation of authority enhances the job performance of the delegated employee.	Pearson Correlation	.424**	1	.517**	.451**	.524**	.495**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001	<.001
	N	148	148	148	148	148	148
3.Authorisation through delegation saves time in achieving organisations' goals within a shorter period.	Pearson Correlation	.397**	.517**	1	.400**	.553**	.428**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001	<.001
	N	148	148	148	148	148	148
4.Authorisation through delegation of authority inspires loyalty and belonging to the organisation.	Pearson Correlation	.327**	.451**	.400**	1	.332**	.323**
	Sig. (2-tailed)	<.001	<.001	<.001		<.001	<.001
	N	148	148	148	148	148	148
5.Delegation of authority speeds up the process of decision-making.	Pearson Correlation	.286**	.524**	.553**	.332**	1	.524**
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001
	N	148	148	148	148	148	148
6.Delegation of authority empowers employees to work independently and take responsibility for their tasks and/or unit's performance.	Pearson Correlation	.345**	.495**	.428**	.323**	.524**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	
	N	148	148	148	148	148	148

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

Correlation for questions 1 to 6

Table 4-3 above highlights a strong connection in relation to various questions with a positive relationship that seek to answer Research Objective 1. On “delegation of authority enhances the job performance of the delegated employee”, the results somewhat demonstrated a positive relationship with delegation at a significance value of 0.424. However, on the contrary, “delegation of authority speeds up the process of decision-making” has a somewhat low correlation coefficient of <.001.

The Pearson Correlation for “Authorisation through delegation saves time in achieving the organisations’ goals within a shorter period” scored the second highest score of 0.397 compared to the tied mean score of 4.30 on the descriptive analysis, which signifies a somewhat between an agreement and strongly agree that delegation does save time, as reflected by Table 4-3. The analysis of the standard deviation or mean score is at 0.809, which contrast a low score. However, the correlation is significant as its above level 0.01.

Authority delegation improves relationship quality

The analysis below in the form of a bar graph represents results from the respondents.

Question 1. Delegation of authority improves the quality of relationships between different job roles, the current role, and the delegated role.

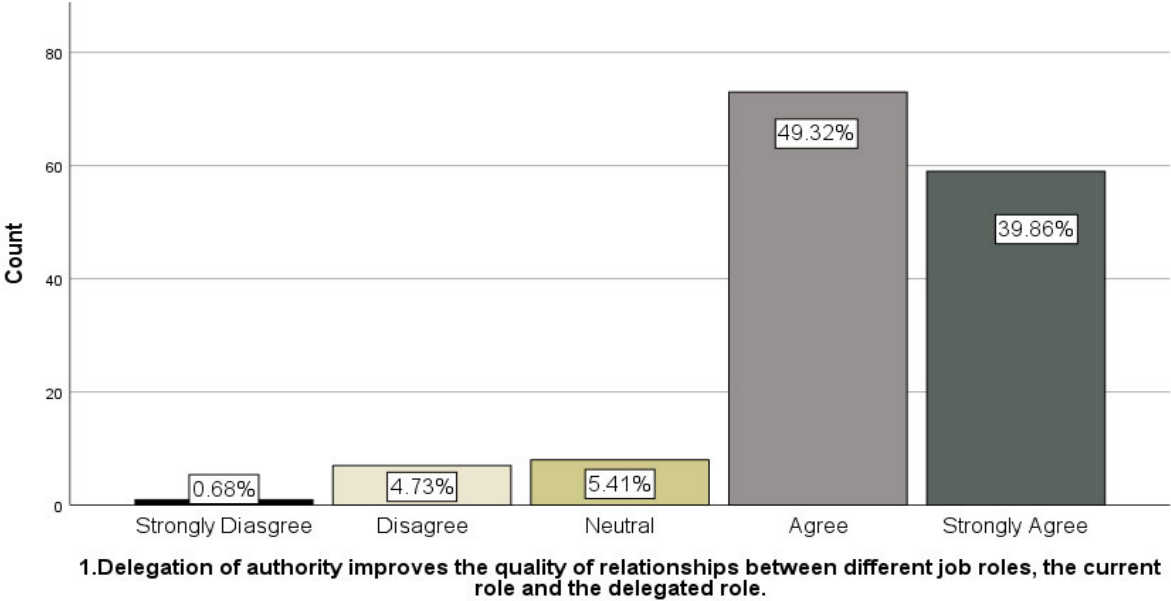


Figure 4- 5 Delegation of authority improves relationship quality

For analysis, the researcher uses Figure 4-5 above to illustrate responses to the statement that authority delegation improves the quality of relationships between different job roles. The analysis of the collected data suggests a strong positive perception of delegation amongst employees at South African Tourism, with over 89% of respondents (49.32% + 39.86%) in agreement with statement and a moderate

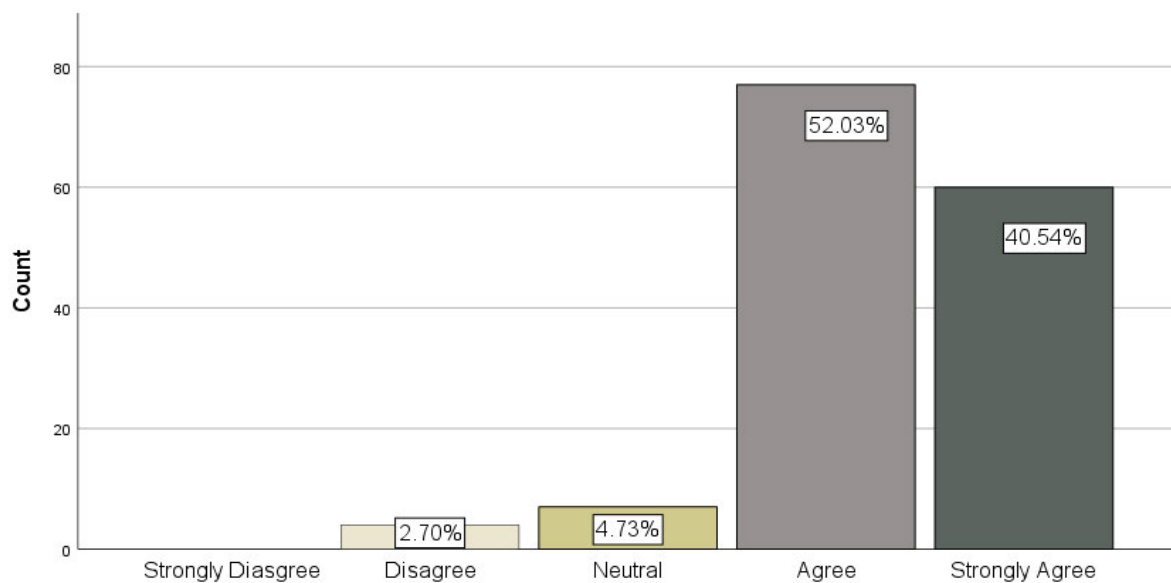
number strongly agreeing respectively with the statement, indicating a majority understanding of the belief that delegation enhances relationships.

Although the data indicate minimal dissent, with only 5.41% (4.73% + 0.68%) of the respondents disagreeing or strongly disagreeing respectively, this highlights a low level of respondents opposing the statement on delegation's impact on relationships. The analysis also indicates that there is a neutral minority, standing at 5.41%, suggesting that a small group may be undecided or have mixed experiences with delegation.

Authority delegation enhances job performance

The bar graph below presents results from the respondents.

Question 2. Delegation of authority enhances the job performance of the delegated employee.



2.Delegation of authority enhances the job performance of the delegated employee.

Figure 4- 6 Authority delegation enhances job performance

In reference to Figure 4-6 above, the analysis of the data on responses regarding the statement on the delegation of authority as enhancing the job performance of the delegated employee shows that over 40% of respondents (40.5%) strongly agree, indicating a clear belief that delegation has a significant improvement impact on job performance. There is also a moderate agreement amongst 52% of the respondents,

suggesting a positive perception, but perhaps less certainty compared to those who strongly agree.

The analysis from Figure 4-6 also indicates a minimal dissent with 4.7% of the respondents disagreeing, highlighting a low level of opposition to the statement on delegation's impact on performance; while a minority of the respondents at 7.4% remain neutral, an indication of being undecided or having mixed experiences with delegation's effects.

Authorisation through delegation saves time

The analysis below presents results from the respondents on the above aspect.

Question 3. Authorisation through delegation saves time in achieving the organisations' goals within a shorter period.

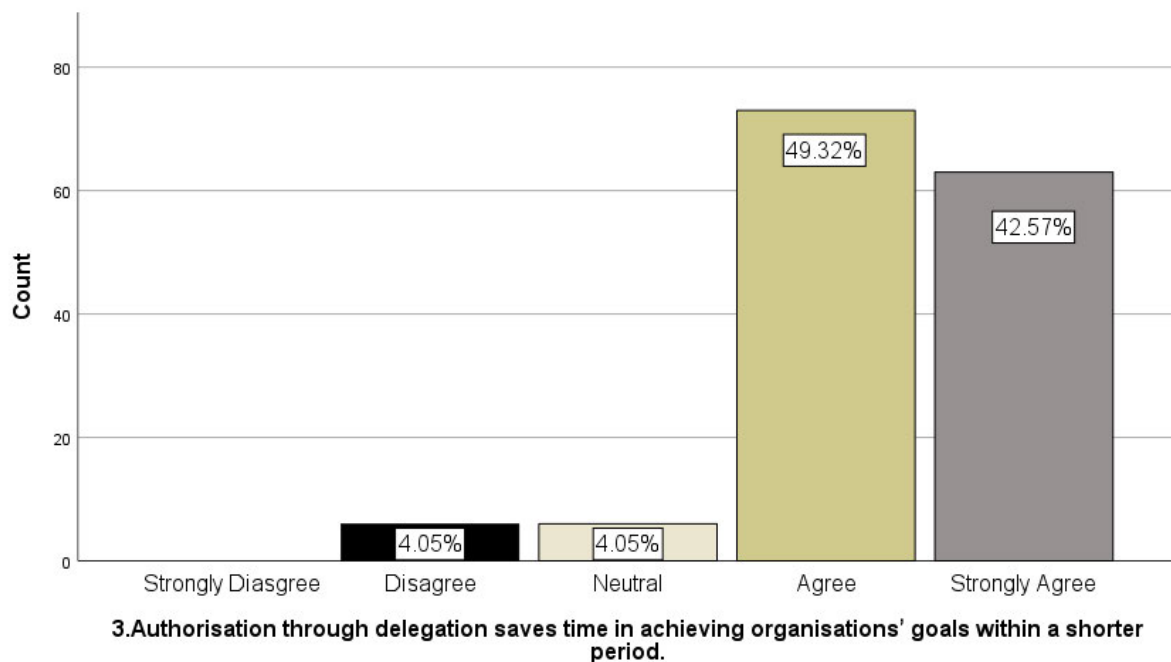


Figure 4- 7 Authorisation through delegation saves time

In response to the statement that authorisation through delegation saves time in achieving the organisations' goals within a shorter period, the data as per Figure 4-7 above suggests a strong positive perception of delegation's impact on achieving goals within a shorter time-frame, with 42.57% of the respondents strongly agreeing. This

highlights a strong belief that delegation significantly reduces the time needed to achieve goals. There is also a moderate agreement from the respondents, standing at 50% (49.32%) agreeing. This suggests a positive perception but perhaps less certainty compared to those who strongly agree.

The analysis of the data as per Figure 4-7 above also reveals minimal dissent on the statement, with 4.05% disagreeing, an indication of a low level of opposition to delegation's impact on goal achievement. Those who are undecided/neutral are a minority, standing at 8.1% of the respondents, suggesting that a small group may be unsure or have mixed experiences with delegation's effects on time efficiency.

Authority delegation inspires loyalty and belonging

The bar graph below presents results from the respondents.

Question 4. Authorisation through delegation of authority inspires loyalty and belonging to the organisation.

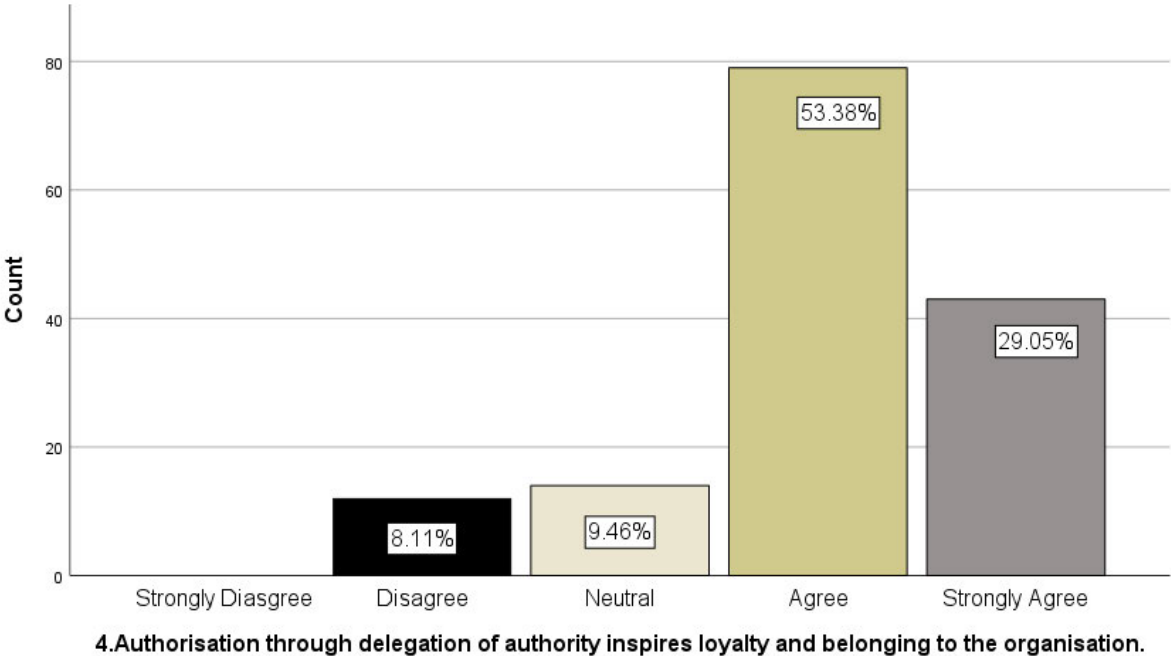


Figure 4- 8 Authority delegation inspires loyalty

The analysis is based on the responses to the statement that authorisation through the delegation of authority inspires loyalty and belonging to the organisation. The data

show that nearly 30% strongly agree with the posed question, indicating a clear belief that delegation significantly increases loyalty and belonging. There is also a moderate agreement from the respondents standing at over 50%, which suggests a positive perception but perhaps less certainty compared to those who strongly agree.

There is moderate disagreement on the statement, with 8.1% disagreeing, highlighting a small group who believe that delegation might not positively impact loyalty and belonging. Moreover, a minority of 9.5% of the respondents remain undecided/neutral, indicating that a small group may be unsure or have mixed experiences with delegation's effects on these factors.

Delegation of authority speeds up decision-making

The analysis below presents the results from the respondents regarding Question 5.

Question 5. Delegation of authority speeds up the process of decision-making.

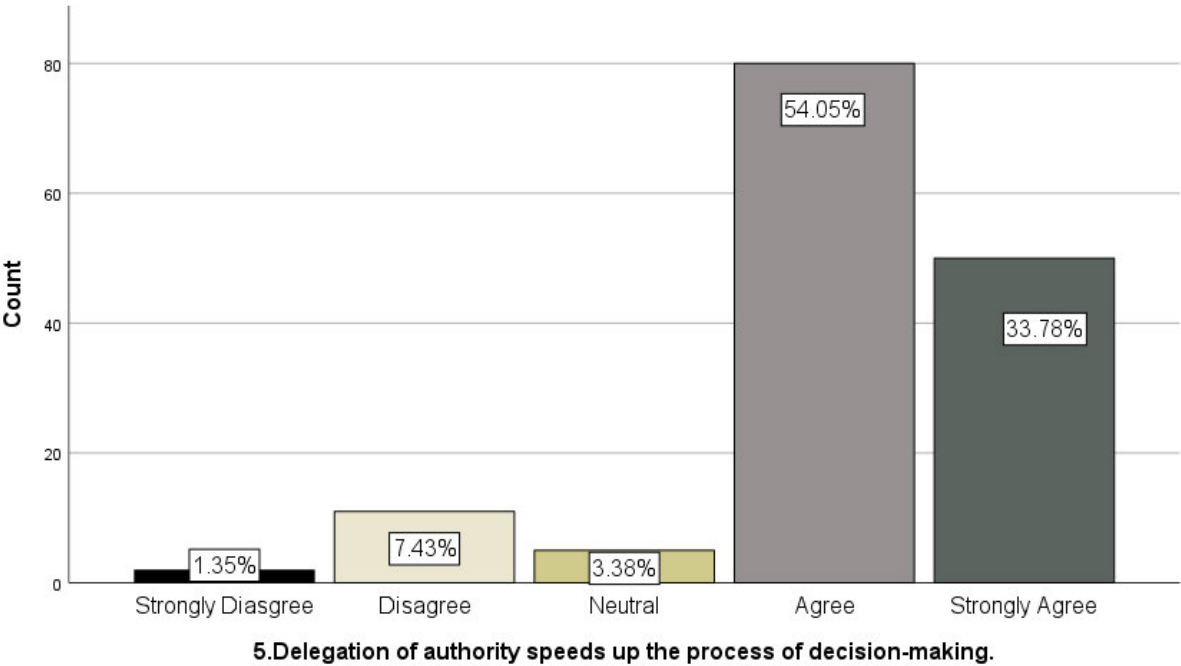


Figure 4- 9 Delegation of authority speeds up decision-making

Data on the responses to the statement that the delegation of authority speeds up the process of decision-making show that over 33.78% of the respondents strongly agree, which highlights a strong indication that delegation significantly accelerates the

process of decision-making. The graph further demonstrates a moderate agreement of nearly 54% agreeing, suggesting a positive perception, but with some potential variability in the perceived degree of acceleration on the decision-making process.

However, there are minimal dissenting views by 8.8% of the respondents disagreeing or strongly disagreeing, and an indication of a low level of opposition to delegation's impact on decision-making speed. Moreover, those undecided or posting a neutral position on the statement stands at 12.2%, suggesting that a small group may be unsure or have mixed experiences with the effects of delegation on decision time-frames. Delegation of authority empowers employees to work independently and take responsibility for their tasks and/or unit's performance.

Delegation of authority encourages independence

The bar graph below presents results from the respondents on this question.

Question 6. Delegation of authority empowers employees to work independently and take responsibility for their tasks and/or unit's performance.

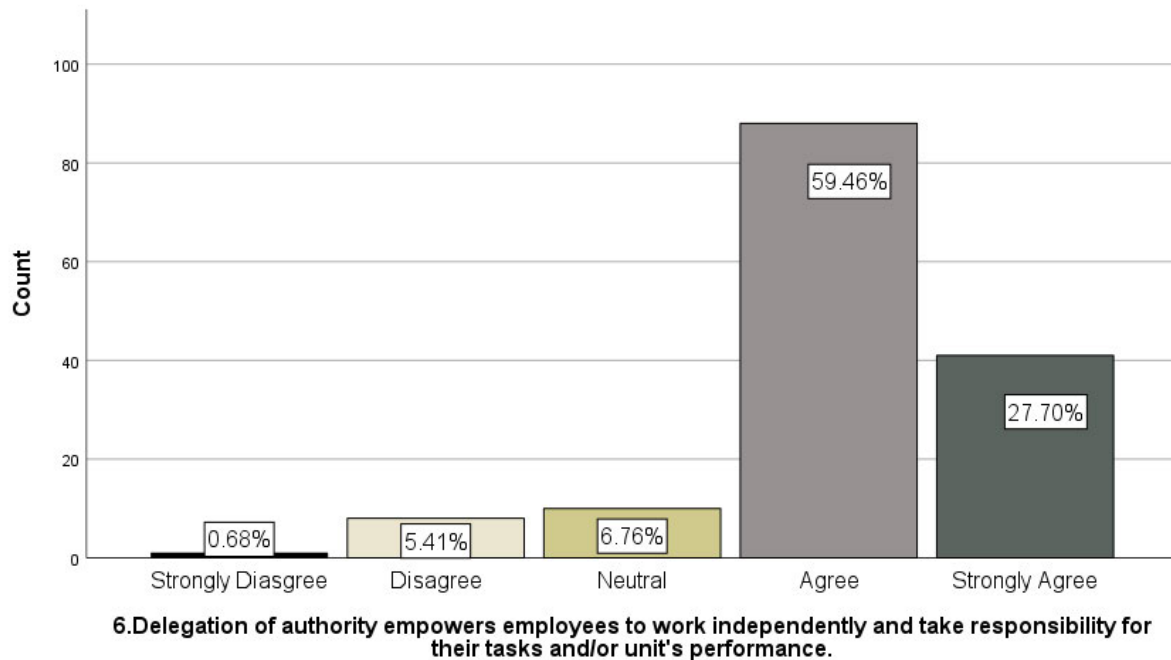


Figure 4- 10 Delegation of authority encourages independence The data on the responses to the statement that the delegation of authority encourages work independence show that over 59% of the respondents agree, which highlights a strong indication that delegation significantly encourages the work independence process. There is also a moderate agreement of nearly 27% strongly agreeing, suggesting a positive perception, but with some potential variability in the perceived degree of acceleration on the decision-making process.

However, there is a minimal portion of dissenting views, with 5.41% of the respondents disagreeing and less than a percent (0.68%) strongly disagreeing, and an indication of a low level of opposition to delegation's impact on work independence. Those undecided or posting a neutral position on the statement stands at 6.76%, suggesting that a small group may be unsure or have mixed experiences with the effects of delegation on work independence.

Analysis of research objective two

- To explore how the delegation of authority influences employee performance effectiveness in the context of South African Tourism.

The abovementioned research objective aims to explore how delegation influences employee performance effectiveness. Eight questions were asked to address this research objective, namely:

- Question 7: “Delegation allows me to perform above my normal role and go the extra mile for my colleagues or the organisation”.
- Question 8: “Delegation can increase the amount of work that can be completed”.
- Question 9: “Delegation allows me to appreciate and adjust to or understand various organisational job roles”.
- Question 10: “Delegating tasks to others helps me manage my workload and be more productive with my time”.
- Question 11: “Delegation gives employers or managers a better perspective on the delegated employee in the new role for a certain period”.
- Question 12: “Delegation is a valuable strategy that enables me to accomplish my work within a limited time-frame”.
- Question 13: “Delegation allows me an opportunity to achieve work goals independently”.
- Question 14: “Delegation increases effort and interest in achieving goals”.

Descriptive information for questions 7 to 14

Table 4- 4 illustrates that all questions’ means were higher than 3.00. “Delegation allows me to appreciate and adjust to or understand various organisational job roles” ranked highest with a 4.24 mean, followed by “Delegating tasks to others helps me manage my workload and be more productive with my time” with a mean score of 4.17. On measuring “Delegating gives employers or managers a better perspective on the delegated employee in the new role for a certain period” ranked third at a 4.11 mean score. “Delegation can increase the amount of work that can be completed within limited time” ranked fourth at 4.00, which is the last mean on the margin of 4 and above, which significantly represents a high mean. Mean scores of 3.94; 3.92 and 3.82 respectively still demonstrated a high mean score that breaks the 3.00 benchmark. The second hypothesis is refused and the total mean for all the questions is 4.03. Therefore, there is a significant understanding that authorisation delegation influence effectiveness of employee performance at South African Tourism.

Table 4- 4 Descriptive information for research objective 2

Descriptive Statistics			
	Mean	Std. Deviation	N
7.Delegation allows me to perform above my ordinary role and to go the extra mile for my colleagues or the organisation.	3.82	.974	148
8.Delegation can increase the amount of work that can be completed within limited time.	4.00	.808	148
9.Delegation allows me to appreciate and adjust to or understand various organisational job roles.	4.24	.703	148
10.Delegating tasks to others helps me manage my workload and be more productive with my time.	4.17	.811	148
11.Delegation gives employers or managers a better perspective on the delegated employee in the new role for a certain period.	4.11	.634	148
12.Delegation is a valuable strategy that enables me to accomplish my work within a limited time frame.	3.92	.804	148
13.Delegation allows me an opportunity to achieve work goals independently.	3.94	.793	148
14.Delegation increases effort and interest in achieving goals.	4.06	.721	148

Total mean score: 4.03

Table 4- 5 Correlation information for research objective 2

		Correlations							
		7.Delegation allows me to perform above my ordinary role and to go the extra mile for my colleagues or the organisation.	8.Delegation can increase the amount of work that can be completed within limited time.	9.Delegation allows me to appreciate and adjust to or understand various organisational job roles.	10.Delegating tasks to others helps me manage my workload and be more productive with my time.	11.Delegation gives employers or managers a better perspective on the delegated employee in the new role for a certain period.	12.Delegation is a valuable strategy that enables me to accomplish my work within a limited time frame.	13.Delegation allows me an opportunity to achieve work goals independently.	14.Delegation increases effort and interest in achieving goals.
7.Delegation allows me to perform above my ordinary role and to go the extra mile for my colleagues or the organisation.	Pearson Correlation	1	.285**	.349**	.227**	.165*	.155	.294**	.306**
	Sig. (2-tailed)		<.001	<.001	.005	.045	.059	<.001	<.001
	N	148	148	148	148	148	148	148	148
8.Delegation can increase the amount of work that can be completed within limited time.	Pearson Correlation	.285**	1	.239**	.197*	.159	.230**	.234**	.245**
	Sig. (2-tailed)	<.001		.003	.016	.053	.005	.004	.003
	N	148	148	148	148	148	148	148	148
9.Delegation allows me to appreciate and adjust to or understand various organisational job roles.	Pearson Correlation	.349**	.239**	1	.311**	.427**	.383**	.367**	.401**
	Sig. (2-tailed)	<.001	.003		<.001	<.001	<.001	<.001	<.001
	N	148	148	148	148	148	148	148	148
10.Delegating tasks to others helps me manage my workload and be more productive with my time.	Pearson Correlation	.227**	.197*	.311**	1	.346**	.428**	.397**	.366**
	Sig. (2-tailed)	.005	.016	<.001		<.001	<.001	<.001	<.001
	N	148	148	148	148	148	148	148	148
11.Delegation gives employers or managers a better perspective on the delegated employee in the new role for a certain period.	Pearson Correlation	.165*	.159	.427**	.346**	1	.365**	.352**	.372**
	Sig. (2-tailed)	.045	.053	<.001	<.001		<.001	<.001	<.001
	N	148	148	148	148	148	148	148	148
12.Delegation is a valuable strategy that enables me to accomplish my work within a limited time frame.	Pearson Correlation	.155	.230**	.383**	.428**	.365**	1	.686**	.548**
	Sig. (2-tailed)	.059	.005	<.001	<.001	<.001		<.001	<.001
	N	148	148	148	148	148	148	148	148
13.Delegation allows me an opportunity to achieve work goals independently.	Pearson Correlation	.294**	.234**	.367**	.397**	.352**	.686**	1	.637**
	Sig. (2-tailed)	<.001	.004	<.001	<.001	<.001	<.001	<.001	<.001
	N	148	148	148	148	148	148	148	148
14.Delegation increases effort and interest in achieving goals.	Pearson Correlation	.306**	.245**	.401**	.366**	.372**	.548**	.637**	1
	Sig. (2-tailed)	<.001	.003	<.001	<.001	<.001	<.001	<.001	<.001
	N	148	148	148	148	148	148	148	148

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

*. Correlation is significant at the 0.05 level (2-tailed).

Correlation information for questions 7 to 14

Table 4- 5 illustrates a strong connection in relation to various questions with a positive relationship that seek to answer Research Objective 2 in terms of exploring delegation’s influence on the effectiveness of employees on their performance.

“Delegation is a valuable strategy that enables me to accomplish my work within a limited time-frame” scored the lowest correlation coefficient of 0.155, reflecting a non-significant association due to the required correlation significance value of 0.59, which is > 0.01 of the significant level of correlation. From the above analysis, the highest Pearson correlation coefficient is 0.349, which relates to “Delegation allows me to appreciate and adjust to or understand various organisational job roles”. The correlation on “Delegation gives employers or managers a better perspective on the delegated employee in the new role for a certain period” of 0.165 with the Pearson correlation significance is 0.45, reflecting a non-significant association due to the

required correlation significance value of the 0.01 significant rate. The analysis above ranges from moderate to strong.

Delegation enhances exceptional performance

The analysis below presents results from the respondents.

Question 7. Delegation allows me to perform above my ordinary role and to go the extra mile for my colleagues or the organisation.

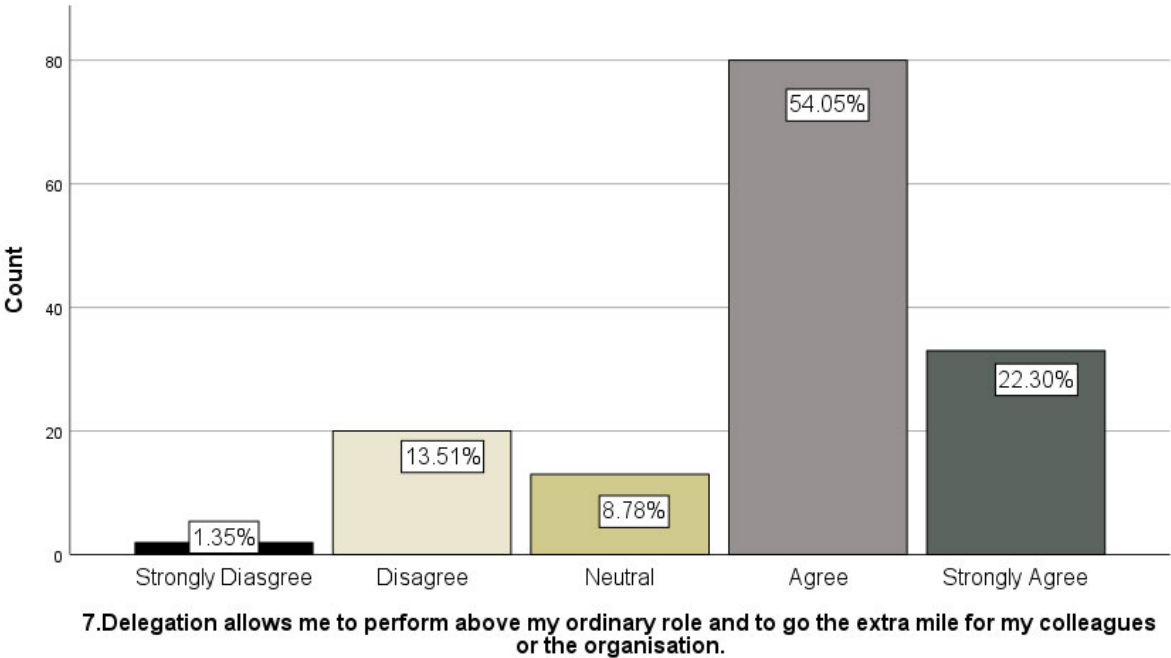


Figure 4- 11 Delegation of authority enhances exceptional performance

Figure 4-11 above illustrates responses on the statement that “delegation allows me to perform above my ordinary role and to go the extra mile for my colleagues or the organisation”. The analysis shows that over 22% of the participants are strongly in agreement, highlighting a strong position that delegation significantly enhances employees' ability to contribute beyond their usual responsibilities, with nearly 54% agreeing, suggesting a positive perception but perhaps less certainty compared to those who strongly agree. Those who disagree stands at 14.9% (disagree or strongly disagree), indicating a small group who do not believe that delegation facilitates exceeding expectations, while those who are undecided or neutral account for 23.6%

of the responses, suggesting that a small group may be unsure or have mixed experiences with the effects of delegation on exceeding expectations.

More work can be completed due to delegation

The bar graph below presents results from the respondents.

Question 8. Delegation can increase the amount of work that can be completed within a limited time.

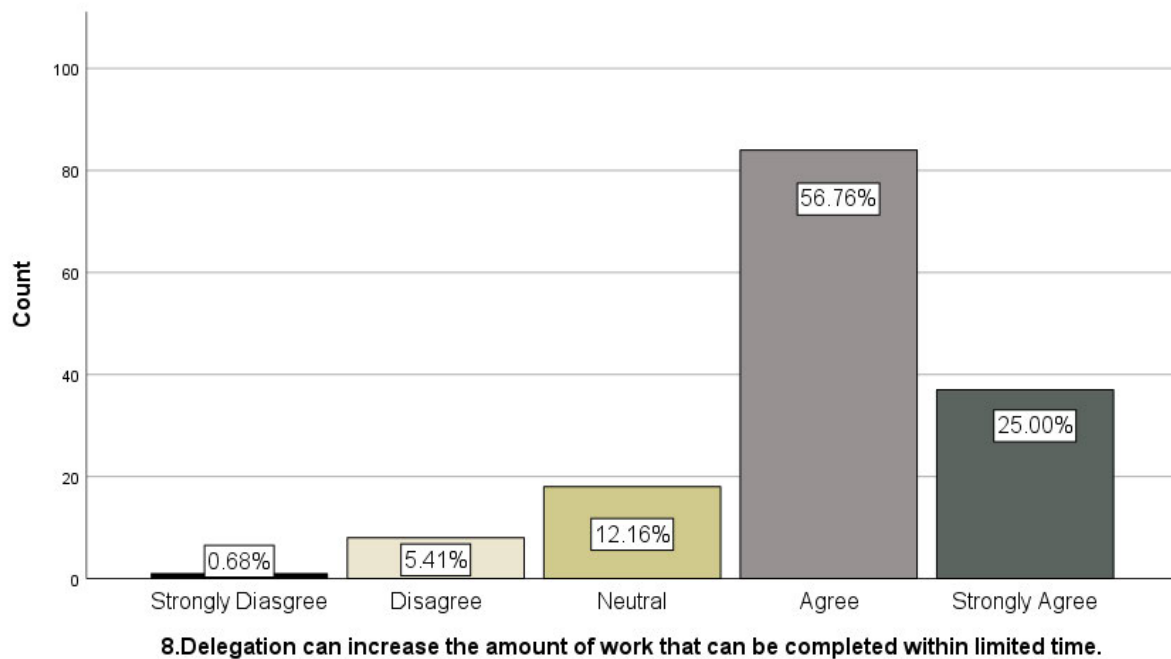


Figure 4- 12 More work can be completed due to delegation

According to Figure 4-12 above, responses on the statement that delegation can increase the amount of work that can be completed within a limited time indicate that 25% of the participants are strongly in agreement with the statement, highlighting a strong belief that delegation significantly increases the amount of work completed within limited time-frames, while nearly 57% of the respondents agree, an indication of a positive perception, but perhaps less certainty compared to those who strongly agree.

The analysis of the data also shows that only 6.1% are disagreeing or strongly disagreeing, indicating a low level of opposition to delegation's impact on work output under time pressure, while those who are undecided / neutral stand at 18.2%, which suggests that they may be unsure or have mixed experiences with the effects of delegation on completing work under time constraints.

Delegation on inter-role understanding

The analysis below presents results from the respondents.

Question 9. Delegation allows me to appreciate and adjust to or understand various organisational job roles.

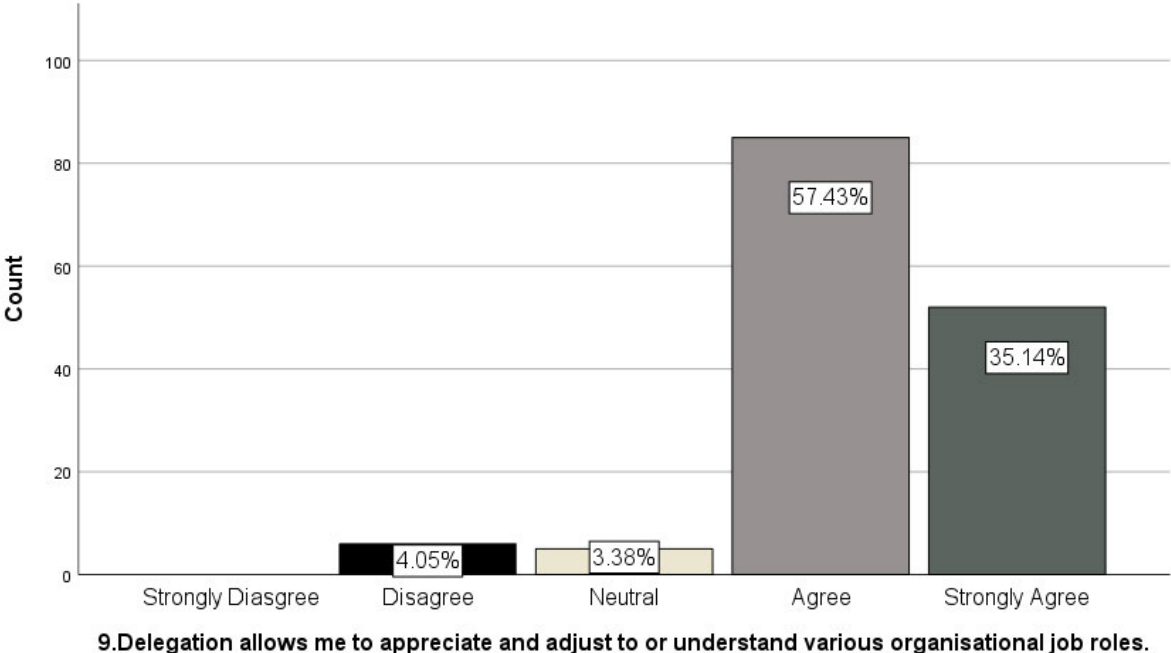


Figure 4- 13 Delegation’s impact on inter-role understanding

As per the responses in Figure 4-13 above on the statement that “delegation allows me to appreciate and adjust to or understand various organisational job roles”, the data suggests that 35% strongly agreeing with the statement. This highlights a strong belief on the statement that delegation significantly increases understanding and appreciation for diverse roles within the organisation, with nearly 58% agreeing,

suggesting a positive perception but perhaps less certainty compared to those who strongly agree.

The data also show that only 4.1% disagree, indicating a low level of opposition to delegation's impact on understanding other roles, with 7.4% of the respondents being undecided, thus suggesting that a small group may be unsure or neutral on the statement assertion.

Delegation of tasks helps in workload management

The bar graph below presents results from the respondent.

Question 10. Delegating tasks to others helps me manage my workload and be more productive with my time.

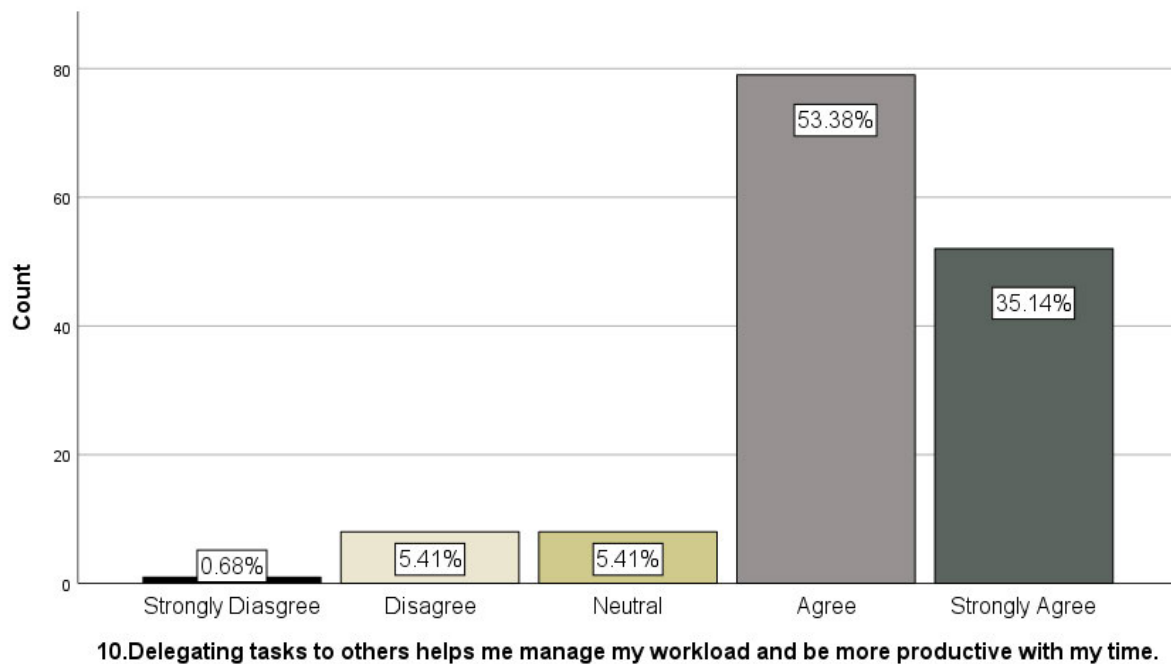


Figure 4- 14 Delegation of tasks helps in workload management

Analysis to the statement that “delegating tasks to others helps me manage my workload and be more productive with my time” are analysed in Figure 4-14 above, with over 35% of the respondents strongly agreeing, which highlights a strong position that delegation significantly reduces workloads and increases time productivity. There

is a moderate agreement by respondents, standing at 53% agreeing, suggesting a positive perception but perhaps less certainty compared to those who strongly agree.

The analysis indicates a minimal dissent by 6.1% disagreeing or strongly disagreeing, suggesting a low level of opposition to delegation's impact on workload and time management, while 11.5%, a minority of the respondents, remain undecided, suggesting that a small group may be unsure or have mixed experiences with the effects of delegation on these factors.

Delegation provides a better perspective of employees

The analysis below in the form of a bar graph presents results from the respondents.

Question 11. Delegation gives employers or managers a better perspective on the delegated employee in the new role for a certain period.

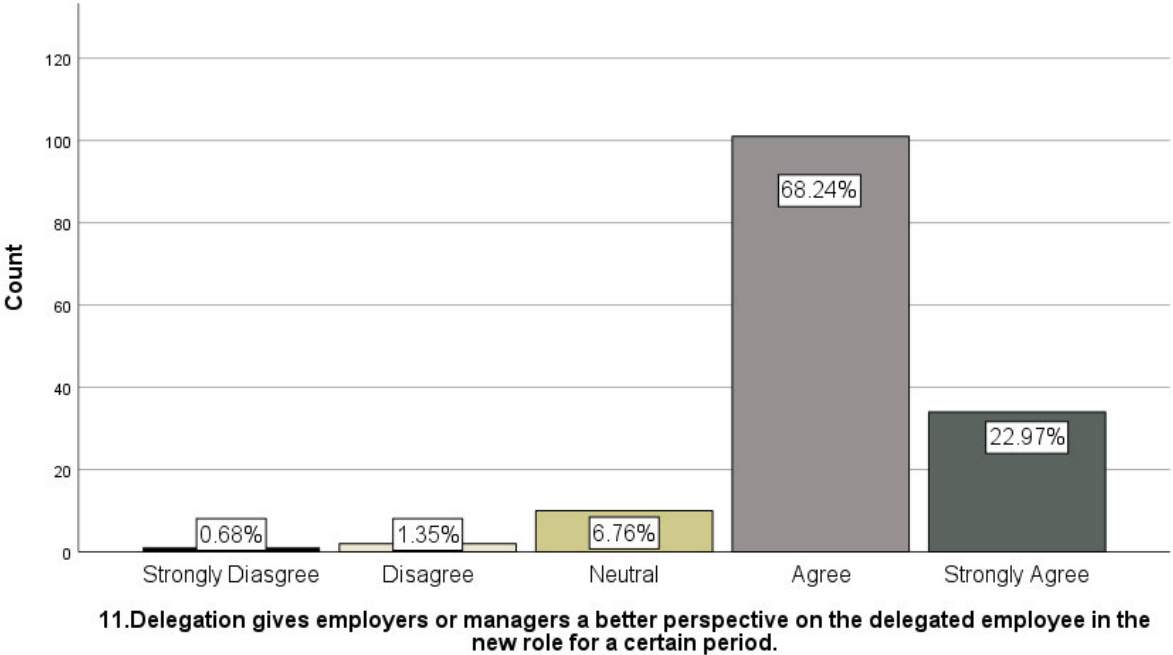


Figure 4- 15: Delegation provides a better perspective of employees

As per Figure 4-15 above, responses on the statement that delegation gives employers or managers a better perspective on the delegated employee in the new role for a certain period indicate that those strongly agreeing with the statement account for over

23% of the respondents, highlighting a strong belief that delegation significantly enhances managers' perspective on the delegated employee's performance and suitability for new roles. There are nearly 68% agreeing, suggesting a positive perception but perhaps less certainty compared to those who strongly agree.

Those who disagree or strongly disagree stand at 2.0%, which indicates a low level of dissenting views to delegation's impact on managers' understanding of the employee, while 8.8% of the respondents remaining undecided / neutral. This suggests that they may not be sure or that they have mixed experiences with the effects of delegation on the manager's perspective.

Delegation as a valuable work strategy

The analysis below presents results from the respondents.

Question 12. Delegation is a valuable strategy that enables me to accomplish my work within a limited time-frame.

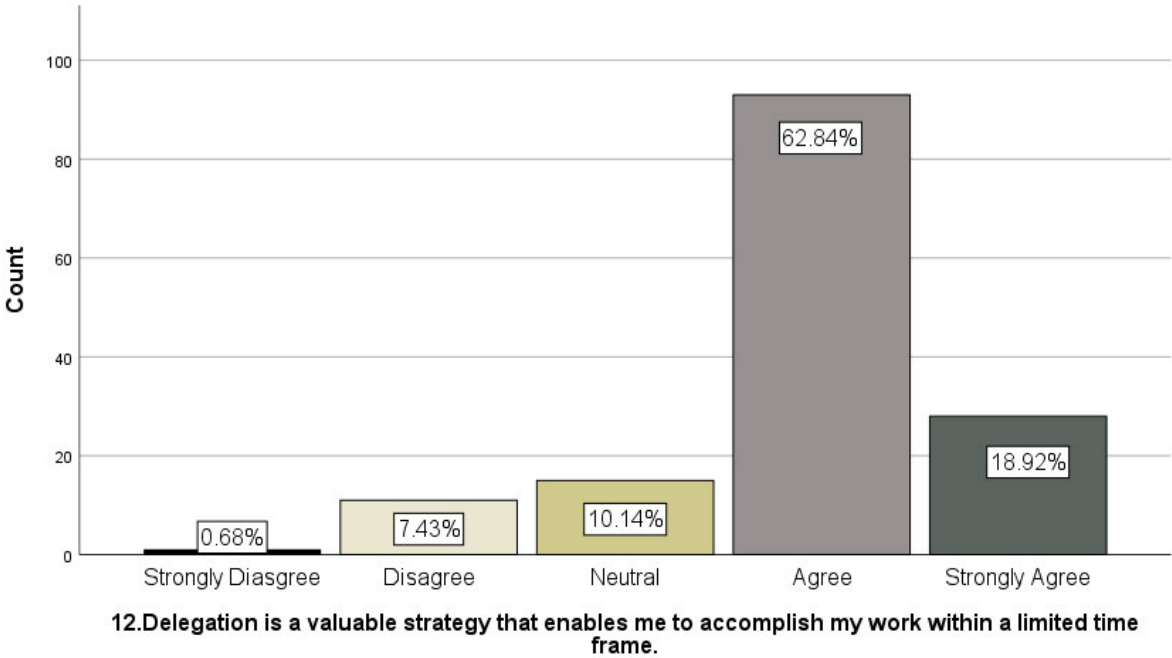


Figure 4- 16: Delegation as a valuable work strategy According to Figure 4-16 above, provides the following data analysis which indicates that 19% of the participants are strongly in agreement with the statement, pointing to a strong position that

delegation significantly increases the efficiency and timeliness of work completion. Nearly 63% are in agreement, suggesting a positive perception but perhaps less certainty compared to those who strongly agree. Those disagreeing or strongly disagreeing account for 8.1%, which indicates a low level of opposition to the statement on delegation's impact on meeting deadlines. There are also respondents who are undecided, standing at 18.2%, indicating that a small group of employees may be undecided or have mixed experiences with the effects of delegation on time management.

Delegation allows independence in achieving goals

The graph below presents results from the respondents.

Question 13. Delegation allows me an opportunity to achieve work goals independently.

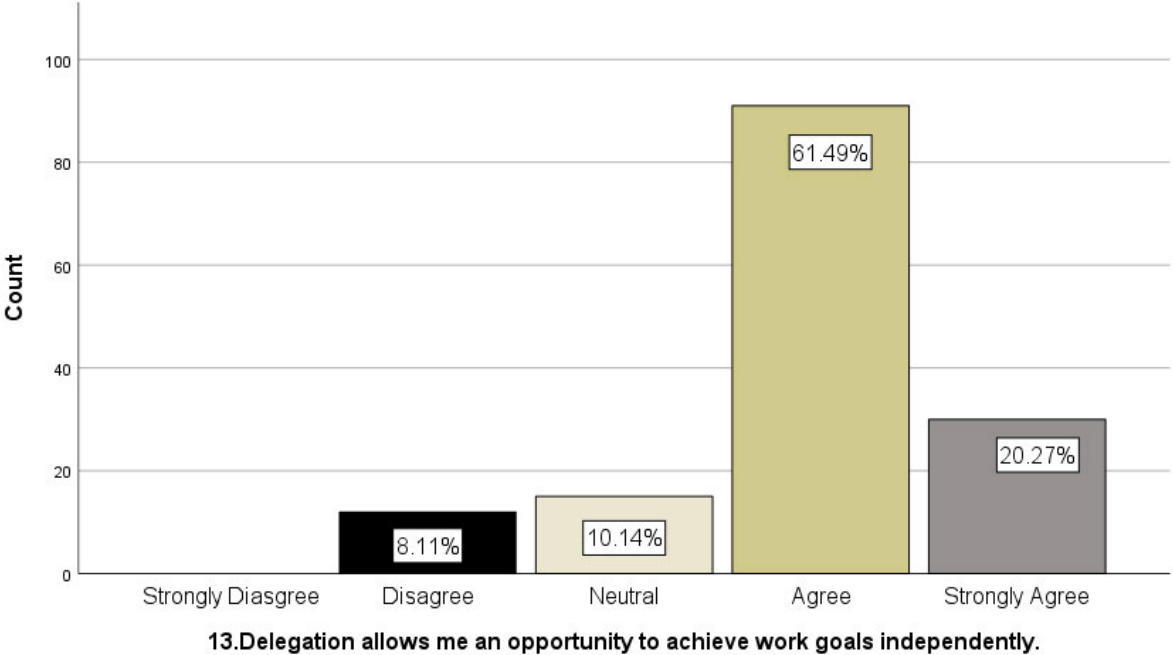


Figure 4- 17: Delegation allowing independence in achieving goals

For the analysis, the researcher presents Figure 4-17 above which illustrates the responses on the statement that delegation allows the opportunity to achieve work goals independently. The analysis of the data shows that 20% strongly agree with the statement that delegation significantly increases autonomy and independence in

achieving work goals, with another 62% agreeing with the statement, suggesting a positive perception but perhaps less certainty compared to those who strongly agree. Those who disagree account for only 8.1%, indicating a low level of opposition to delegation's impact on work autonomy, while those who are undecided stand at 8.2% and remain neutral, suggesting that a small group may be unsure or have mixed experiences with the effects of delegation on independent work goal achievement.

Delegation increases efforts and interest in achieving goals

The analysis below presents results from the respondents on Question 14.

Question 14. Delegation increases effort and interest in achieving goals.

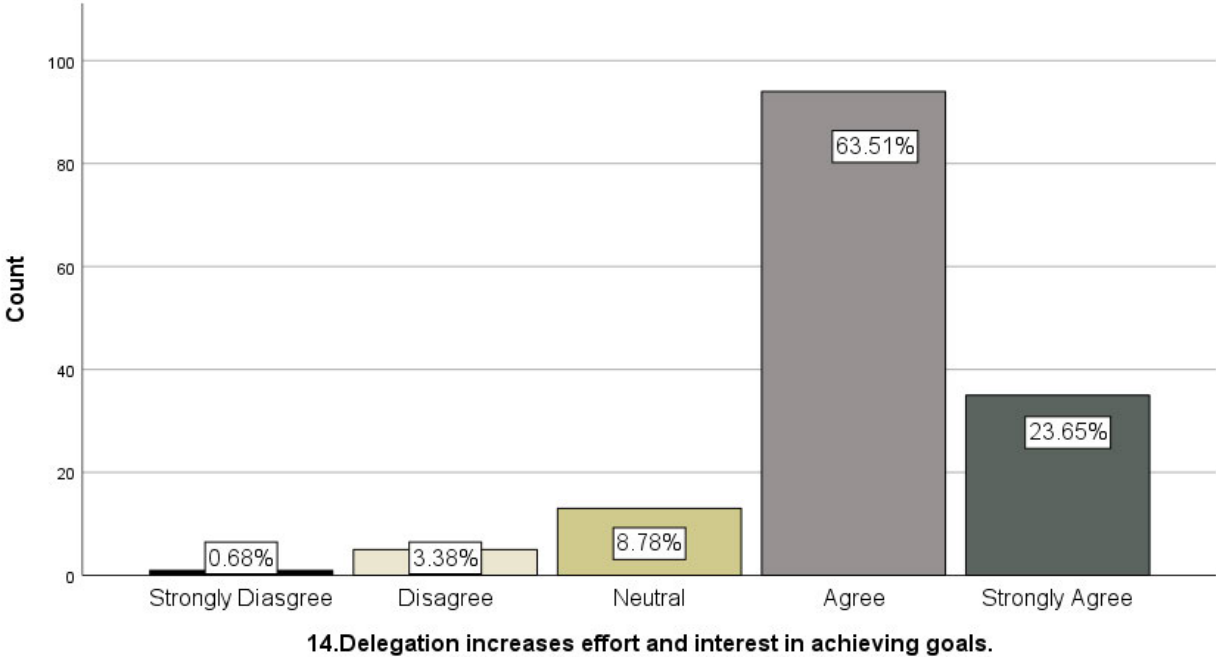


Figure 4- 18 Delegation increases efforts and interest in achieving goals

Figure 4-18 provides an analysis on the responses regarding the statement that delegation increases effort and interest in achieving goals. According to the data, 23% strongly agree with the statement, highlighting a strong belief that delegation significantly increases motivation and commitment to achieving delegated objectives, with nearly 64% agreeing, suggesting a positive perception but perhaps less certainty compared to those who strongly agree.

However, 4.1% disagree with the statement, indicating a low level of dissenting perspective on delegation's impact on goal motivation, while those remaining undecided account for 12.8% of the respondents. This indicates that there is a small group of employees who may be undecided or have mixed views on the effects of delegation on goal commitment.

Analysis of research objective three

- To assess ways in which the delegation of authority contributes to the empowerment of employees and its impact on their performance at South African Tourism.

The abovementioned research objective aims to assess the ways in which delegation may contribute to employee empowerment impacts on employee performance. Seven questions were asked to address this research objective, namely:

- Question 15: "Delegation ensures that work is not disrupted or left unattended in the manager's absence".
- Question 16: "Delegation can enhance one's authority and encourage taking the initiative to demonstrate performance excellence".
- Question 17: "Delegation helps to increase the confidence level of subordinates or delegated officials".
- Question 18: "Successfully delegated tasks can significantly increase the job satisfaction of the employee to whom the delegation is given".
- Question 19: "Delegation allows for the establishment of uniformity and understanding within the business unit".
- Question 20: "Delegation creates opportunities to explore innovative and efficient management techniques".
- Question 21: "Delegation plays a vital role in reducing the level of centralisation in decision-making processes".

Descriptive information for questions 15 to 21

Table 4-6 highlights that all questions' means that seek to answer this research objective were higher than 3.00. The highest mean score of 4.47 for "Delegation plays a vital role in reducing the level of centralisation in decision-making processes" is

significant to note as rather strongly agreed in terms of measurement of reduction of centralisation due to lack of delegation. The second highest ranked mean at 4.43 measures lack of empowerment “*Delegation ensures that work is not disrupted or left unattended in the manager’s absence*”. Question 16, 18 and 19 scored standards mean above significant of 3.00 with the following scores 3.93, 4.21 and 4.10 respectively. However, the lowest ranked mean at 3.75 measuring innovation: “*Delegation creates opportunities to explore innovative and efficient management techniques*”, remains moderate to agreeing. The total mean of all questions was 4.17, which is significantly high. Therefore, there is significant coefficient relationship between delegation contribution to empower of employees at South African Tourism.

Table 4- 6 Descriptive information for research objective 3

Descriptive Statistics			
	Mean	Std. Deviation	N
15.Delegation ensures that work is not disrupted or left unattended in the manager's absence.	4.43	.701	148
16.Delegation can enhance one's authority and encourage taking the initiative to demonstrate performance excellence.	3.93	.912	148
17.Delegation helps to increase the confidence level of subordinates or delegated officials.	4.27	.656	148
18.Successfully delegated tasks can significantly increase the job satisfaction of the employee to whom the delegation is given.	4.21	.652	148
19.Delegation allows for the establishment of uniformity and understanding within the business unit.	4.10	.745	148
20.Delegation creates opportunities to explore innovative and efficient management techniques.	3.75	.925	148
21.Delegation plays a vital role in reducing the level of centralisation in decision-making processes.	4.47	.685	148

Total mean score:

4.17

Table 4- 7 Correlation information for research objective 3

		Correlations						
		15.Delegation ensures that work is not disrupted or left unattended in the manager's absence.	16.Delegation can enhance one's authority and encourage taking the initiative to demonstrate performance excellence.	17.Delegation helps to increase the confidence level of subordinates or delegated officials.	18. Successfully delegated tasks can significantly increase the job satisfaction of the employee to whom the delegation is given.	19.Delegation allows for the establishment of uniformity and understanding within the business unit.	20.Delegation creates opportunities to explore innovative and efficient management techniques.	21.Delegation plays a vital role in reducing the level of centralisation in decision-making processes.
15.Delegation ensures that work is not disrupted or left unattended in the manager's absence.	Pearson Correlation	1	.135	.429**	.116	.230**	.050	.201*
	Sig. (2-tailed)		.102	<.001	.160	.005	.547	.014
	N	148	148	148	148	148	148	148
16.Delegation can enhance one's authority and encourage taking the initiative to demonstrate performance excellence.	Pearson Correlation	.135	1	.307**	.118	.021	.026	.111
	Sig. (2-tailed)	.102		<.001	.154	.798	.752	.178
	N	148	148	148	148	148	148	148
17.Delegation helps to increase the confidence level of subordinates or delegated officials.	Pearson Correlation	.429**	.307**	1	.360**	.194*	.123	.244**
	Sig. (2-tailed)	<.001	<.001		<.001	.018	.135	.003
	N	148	148	148	148	148	148	148
18.Successfully delegated tasks can significantly increase the job satisfaction of the employee to whom the delegation is given.	Pearson Correlation	.116	.118	.360**	1	.559**	.245**	.295**
	Sig. (2-tailed)	.160	.154	<.001		<.001	.003	<.001
	N	148	148	148	148	148	148	148
19.Delegation allows for the establishment of uniformity and understanding within the business unit.	Pearson Correlation	.230**	.021	.194*	.559**	1	.185*	.346**
	Sig. (2-tailed)	.005	.798	.018	<.001		.024	<.001
	N	148	148	148	148	148	148	148
20.Delegation creates opportunities to explore innovative and efficient management techniques.	Pearson Correlation	.050	.026	.123	.245**	.185*	1	.059
	Sig. (2-tailed)	.547	.752	.135	.003	.024		.476
	N	148	148	148	148	148	148	148
21.Delegation plays a vital role in reducing the level of centralisation in decision-making processes.	Pearson Correlation	.201*	.111	.244**	.295**	.346**	.059	1
	Sig. (2-tailed)	.014	.178	.003	<.001	<.001	.476	
	N	148	148	148	148	148	148	148

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

* . Correlation is significant at the 0.05 level (2-tailed).

Table 4-7 highlights a strong connection in relation to various questions, with a positive relationship that seeks to answer Research Objective 3 in terms of measuring the extent the impact of delegation on employee empowerment.

“Delegation creates opportunities to explore innovative and efficient management techniques” scored the lowest correlation coefficient of 0.050 however, reflecting a non-significant association due to the required correlation significance value of 0.050, which is > 0.01 of the significant level of correlation. From the above analysis, the highest Pearson correlation coefficient is 0.429, which relates to “Delegation helps to increase the confidence level of subordinates or delegated officials”. The correlation on “Delegation can enhance one's authority and encourage taking the initiative to demonstrate performance excellence” with a Pearson correlation significance of 0.135

is however reflecting a non-significant association due to the required correlation significance value of 0.01. The analysis above ranges from moderate to strong.

Delegation ensures continuity of work at all times

The analysis below presents results from the respondents.

Question 15. Delegation ensures that work is not disrupted or left unattended in the manager’s absence.

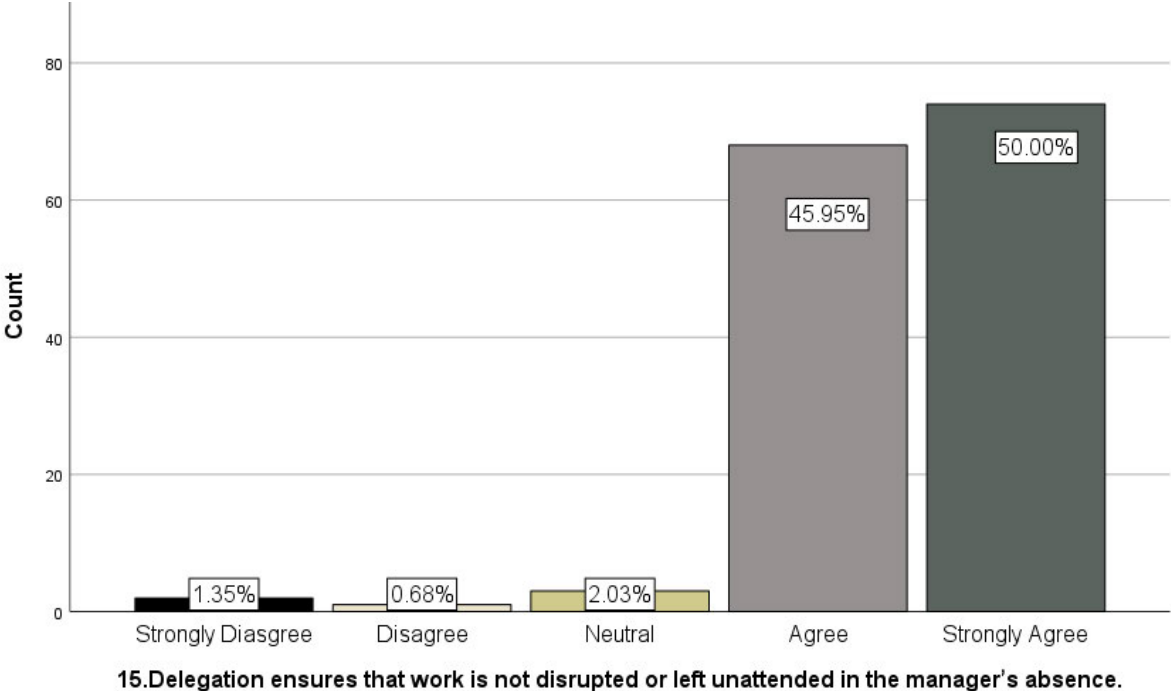


Figure 4- 19 Delegation ensures continuity of work at all times

Figure 4-19 above provides an analysis of responses regarding the statement that delegation ensures that work is not disrupted or left unattended in the manager's absence. According to the analysis of the above data, 95% of respondents (50% strongly agree, 45.9% agree) believe that delegation effectively maintains continuity of work during a manager's absence, with only 3.1% disagreeing or strongly disagreeing, indicating a negligible level of opposing views on the statement’s assertion. There is also 4.1% of the respondents remaining undecided / neutral, pointing out that a small group of employees may have reservations or mixed views.

Delegation increases levels of performance excellence

The graph below presents the results from the respondents.

Question 16. Delegation can enhance one's authority and encourage taking the initiative to demonstrate performance excellence.

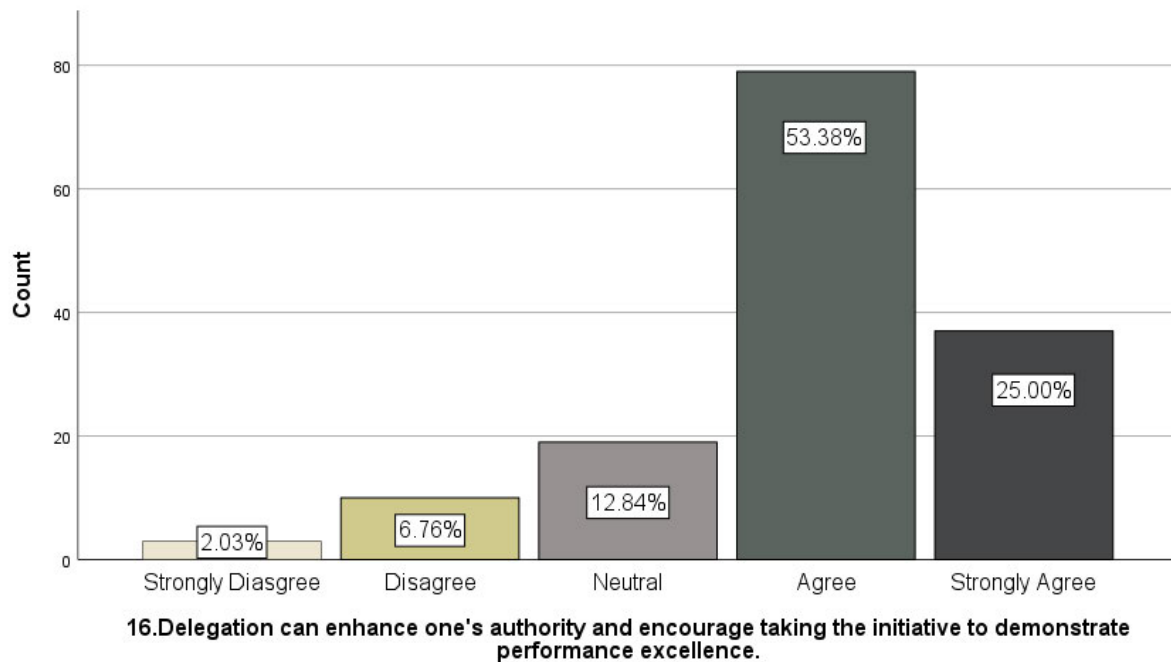


Figure 4- 20: Delegation increases levels of excellence The analysis of the data in Figure 4-20 indicates that for the statement: Delegation can enhance one's authority and encourage taking the initiative to demonstrate performance excellence, over 78% (53.4% + 25%) of respondents agree or strongly agree on the statement that delegation can elevate their authority and motivate them to take initiatives for outstanding performance. This is represented by 25% strongly agreeing and 53% agreeing, suggesting a positive perception but perhaps less certainty compared to those who strongly agree. However, the data indicated that 8.8% disagree or strongly disagree with the statement, which is a low level of dissent on the statement. Those having a neutral position on the matter is at 21.6%. This analysis indicates that this smaller group of employees might have mixed views on the effects of delegation on authority and initiative.

Delegation increases the level of employees' confidence

The analysis below presents the results from the respondents.

Question 17. Delegation helps to increase the confidence level of subordinates or delegated officials.

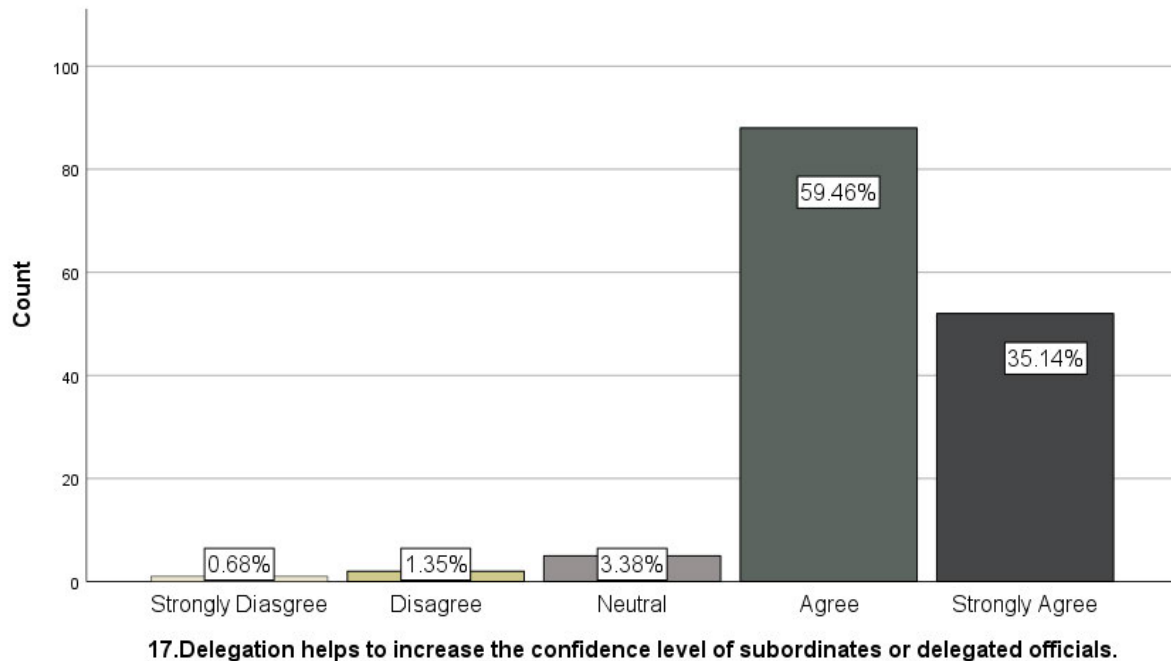


Figure 4- 21: Delegation increases levels of employees' confidence Regarding responses to the statement that delegation helps to increase the confidence level of subordinates or delegated officials, the data as per Figure 4-21 above are indicative that the perception regarding delegation's impacting the confidence levels of employees is strongly supported, with 35% strongly agreeing that delegation significantly boosts confidence and self-assurance and nearly 60% of the respondents agreeing, suggesting a positive perception on the statement, with less certainty in comparison to those who strongly agree. However, there are those in disagreement with the statement, standing at 2%, which is a low level of dissenting views to the statement. Moreover, 5.4% remain neutral, suggesting that a small group may not have sufficient experience with the effects of delegation to make an informed decision on the statement.

Delegation increases employees' level of job satisfaction

The bar graph presents the results from the respondents.

Question 18. Successfully delegated tasks can significantly increase the job satisfaction of the employee to whom the delegation is given.

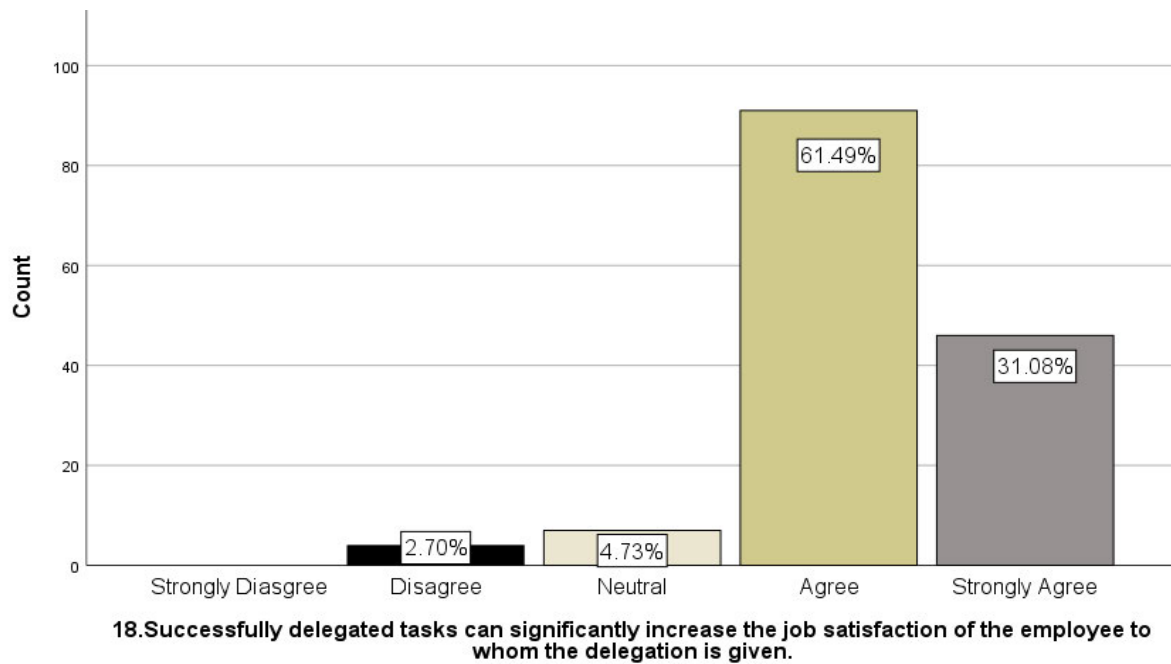


Figure 4- 22 Delegation increases employees’ level of confidence

As per Figure 4-22 above on the statement that delegated tasks can significantly increase the job satisfaction of the employee to whom the delegation is given, over 92% (61.5% + 31.1%) agree or strongly agree, indicating that a clear majority believes that successful delegation significantly enhances job satisfaction. This is represented by over 31% strongly agreeing and nearly 62% agreeing, suggesting a positive perception on the statement and its assertion. Those disagreeing stands at 2.7%, an indication of a very low level of dissenting views on the statement, with 7.4% representing respondents who have a neutral or undecided position on the statement. This could possibly be informed by a lack of experience with the delegation aspect, or a mixed experience, making it difficult for them to be categorical in their responses.

Delegation establishes uniformity in an organisation

The analysis below presents the results from the respondents.

Question 19. Delegation allows for the establishment of uniformity and understanding within the business unit.

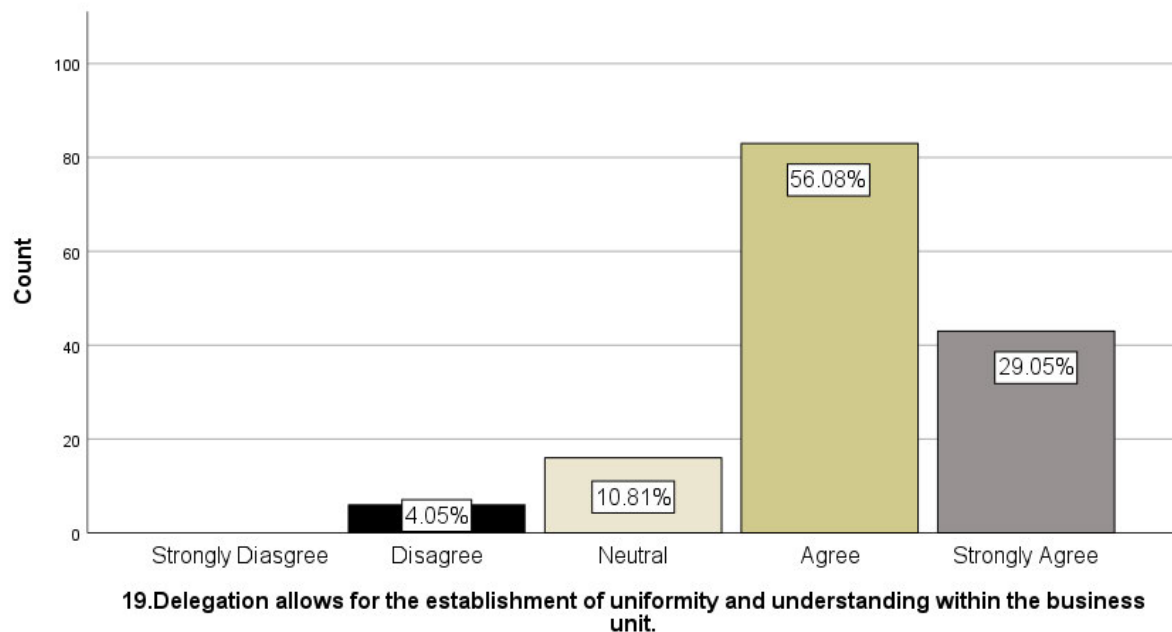


Figure 4- 23 Delegation establishes uniformity in an organisation

The statement that delegation allows for the establishment of uniformity and understanding within the business unit has provided mixed responses. According to Figure 4-23 above, the data suggests a moderate positive association between delegation and the establishment of uniformity and understanding within the business unit. Over 29% strongly agree, highlighting a position that delegation can significantly contribute to establishing uniformity and shared understanding, with nearly 56% agreeing, suggesting a positive perception but perhaps less certainty compared to those who strongly agree. There are also 4.1% of the respondents disagreeing, indicating a very low level of dissenting views on the statement. With 14.9% remaining, this could be explained by possible mixed experiences on the issue of the delegation of duties.

Delegation creates innovation and efficient techniques

The bar graph below presents the results from the respondents.

Question 20. Delegation creates opportunities to explore innovative and efficient management techniques.

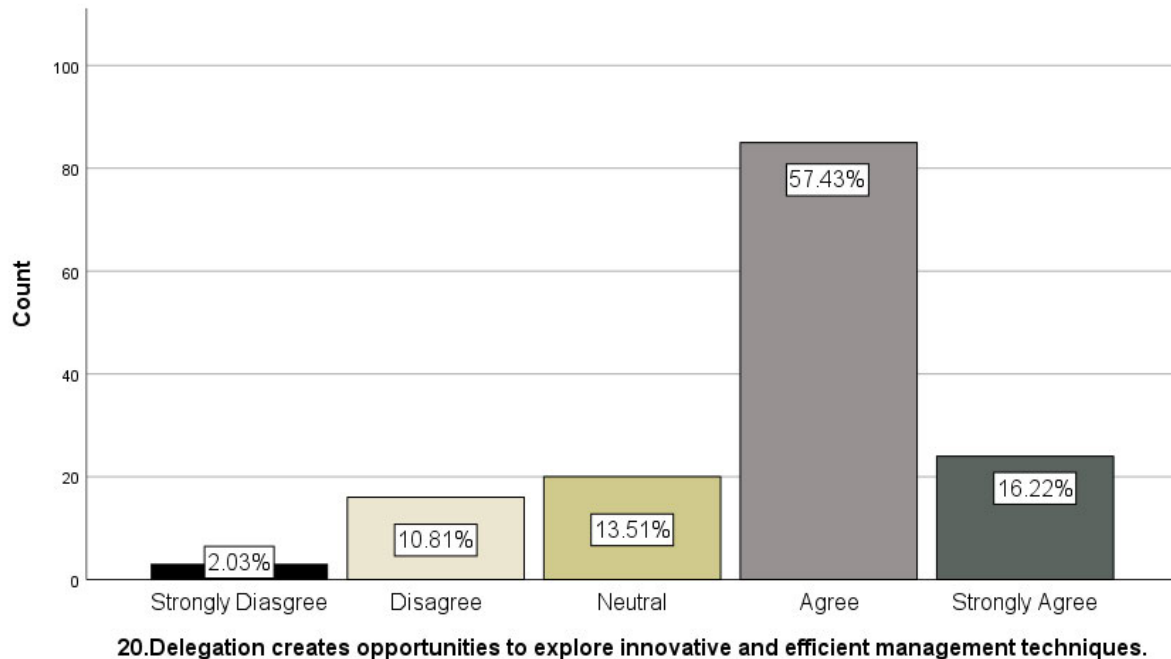
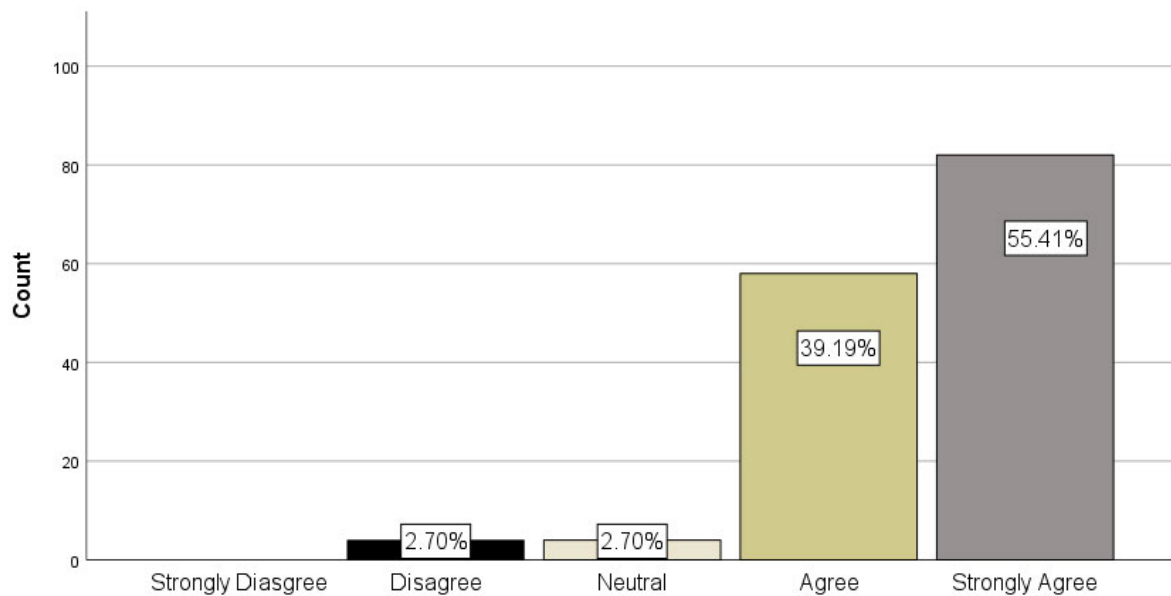


Figure 4- 24 Delegation creates innovation and efficient techniquesAs per Figure 4-24 above, the data analysis on the statement that delegation creates opportunities to explore innovative and efficient management techniques has over 16% strongly agreeing, indicating a position that delegation can significantly contribute to discovering and implementing innovative and efficient management methods, with nearly 57% also agreeing, suggesting a positive perception on the matter. The data also shows 12.8% disagreeing or strongly disagreeing, indicating a low level of dissent on the assertion. Those posting a neutral or undecided position stand at 26.4%. This response by those in a neutral position could indicate a possibility of them not having been impacted significantly by delegation to post a positive or negative response on it.

Delegation reduces bureaucracy in decision-making

The analysis below presents the results from the respondents.

Question 21. Delegation plays a vital role in reducing the level of centralisation in decision-making processes.



21. Delegation plays a vital role in reducing the level of centralisation in decision-making processes.

Figure 4- 25 Delegation reduces bureaucracy in decision-making According to Figure 4-25 above, the data indicate a strong positive association between delegation and reducing the level of centralised decision-making. The data show 55% strongly agreeing, highlighting a strong belief that delegation plays a crucial role in devolving decision-making authority and promoting decentralisation. Another 39% agree with the assertion, further reinforcing the positive position on the statement. The data also show that only 2.7% disagree, indicating a very low level of unorthodox views on the statement, with another 5.4% remaining neutral.

4.5. Chapter summary

The chapter has presented the results of the study. The overall results strongly support the positive impact of delegation on employee performance, efficiency and empowerment. This is evident from the high percentages of respondents who agree or strongly agree with the positive statements about delegation. It is interesting to note that while the majority of respondents have a positive perception of delegation, there is still a small minority who disagree or are neutral. This suggests that delegation may not be equally effective for all employees or in all situations. The analysis identifies

several specific benefits of delegation, such as improved relationships, enhanced job performance, increased loyalty and belonging, faster decision-making, and greater employee confidence. These results are valuable for managers who are considering implementing or expanding delegation within their teams. The study also highlights the importance of clear communication and trust when delegating tasks. This is likely why respondents who disagreed with the positive statements about delegation may have done so.

Chapter 5 Discussion of the results

5.1. Introduction

In this chapter, an in-depth discussion of the research results is presented, providing insights on the extent to which these results provide answers to the question of how the delegation of duties and authority influences employee performance efficiency. Additionally, the chapter explores the impact of the delegation of duties and authority on employee performance effectiveness, as well as the potential contribution of delegation empowerment to employee performance. The chapter discussion is based on the identified research questions for the study, to ensure a clear and organised presentation of the research results.

5.2. Results on research question one

- What is the influence of the delegation of duties and authority on employee performance efficiency?

In terms of the research question seeking to assess the extent to which the delegation of duties and authority has an influence on employee performance efficiency, the results indicate that delegation should be considered an essential tool for workplace improvement and team dynamics and for fostering positive work relationships within the organisation. These results reflect the results of another study by Kennedy and Keino (2017) pointing out that delegating tasks allows individuals to see each other's challenges and perspectives, leading to greater empathy, efficiency and understanding of different roles within the organisation.

The responses in this study also suggest that delegation does increase the engagement of employees, helps in team-building, and fosters an environment of community within an organisation, which is essential in cultivating efficiency in employees' performance. As Ngugi and Bula (2019) suggested, delegation can increase employee engagement by providing opportunities for growth, learning and contribution. However, Kim, MacDuffie and Pil (2017) argued that ineffective delegation, unclear expectations or lack of support can lead to frustration, dissatisfaction and a feeling of being excluded, potentially harming loyalty and belonging.

According to the analysis of the respondents' data, delegating gives employees the opportunity to grow professionally by giving them the chance to take on challenges, develop new skills, and work independently in solving problems. The study also demonstrates that employees perceive the assignment of tasks and responsibilities as a useful tool that helps managers better understand their potential in new positions. Corroborating the study's results, Kim, MacDuffie and Pil (2017) pointed out that delegation may be a useful tool for determining an employee's strengths and weaknesses, determining whether they are qualified for new duties, and encouraging talent development—all of which can lead to more efficient talent management and higher levels of employee engagement. This empowers an employee in making informed decisions within the parameters of their authority, demonstrating to management their initiative, judgment and leadership abilities. The study results also point out that delegation plays a key role in the promotion of self-efficacy, fostering ownership and accountability, and providing opportunities for recognition, all of which can contribute to a more empowered, proactive and high-performing workforce, which might have a distinctive and impactful effect on the efficiency of such employees. According to the study by Zohoori (2016) the successful completion of delegated tasks with initiative and excellence can lead to recognition and validation from superiors, further reinforcing authority and motivation to excel.

Additionally, the results highlighted that delegation plays a role in promoting self-efficacy, encouraging ownership and accountability, and offering opportunities for recognition. These factors can all lead to a workforce that is more proactive, empowered and high performing, which may improve such employees' performance efficiency. According to Zohoori (2016) the successful completion of assigned duties with initiative and quality may result in recognition and validation from superiors, thus strengthening authority and the drive to achieve. The research results also indicate that delegation may have a limited impact on fostering a uniform work environment by promoting shared accountability, information exchange, and process adherence. Sev (2017) argued that delegation may be used to put standardized processes and procedures into place, guaranteeing consistency and uniformity in the way that tasks are finished.

Delegation has also been found to be effective in promoting employee empowerment, collaboration and exposure to diverse practices, all of which can contribute to a more innovative and efficient work environment. Wabomba, Onguso, and Bula (2022) stated in this context that, delegating tasks across various individuals fosters the exchange of ideas and perspectives, increasing the likelihood of discovering new and efficient management techniques through collaboration. According to the data of this study, a more inventive and productive work environment may be achieved by exposing employees to a variety of practices, fostering cooperation and empowering them, all of which can be achieved through delegating, according to the analysis of the respondents. Delegating work to other employees does encourage the sharing of ideas and viewpoints, which raises the possibility of developing innovative and effective management strategies through teamwork, as described by (Wabomba, Onguso, & Bula 2022) adding that delegation can also entails working with other teams inside the company or with outside partners, exposing staff members to a variety of management styles and motivating them to adopt or use creative solutions within their own teams.

In conclusion, a positive correlation between delegation and employee performance efficiency was established, as indicated by the study results that address the research issue. Its significant contribution to increasing motivation, skill development, efficiency, exceeding expectations, resource allocation optimisation, ownership, and confidence-building is demonstrated by the high agreement and minimal dissent from the responses of the respondents. Delegation also adds to a more responsive and decentralised organisational structure by fostering informed decision-making, empowering individuals, and boosting agility. These factors eventually drive corporate success and employee performance.

5.3. Results of research question two

The discussion of the research results in this section is based on the second research question, investigating the extent to which the results address the study research question.

This research provides indications that employees at South African Tourism perceive delegation as a positive factor for enhancing job performance effectiveness. These results are a reflection of the detailed and scientific analysis of the responses, where a significantly high number of respondents agreed, suggesting that delegation might be a valuable tool for motivating employees, developing their skills, and improving overall performance within the organisation. According to this study, delegating is seen favourably by South African Tourism employees as a means of improving job performance. Significant numbers of respondents agree on the statement posed to them, which suggests that delegation might be a useful strategy for enhancing employee motivation, skills development, and overall organisational performance.

The data also shows that delegating is seen favourably in terms of improving employees' performance as it can boost motivation by giving employees a feeling of accountability and ownership. Cooke (2017) added that delegation gives employees the chance to grow professionally, learn new skills, and take on problems that are outside of their expertise. Over time, this may lead to increased performance and competency. One way to improve efficiency and decrease delays inside an organisation is through the delegation of jobs and responsibilities, as per the results. With reference to the problem of multitasking, Wabomba, Onguso, and Bula (2022) contended that delegation enables the completion of several tasks concurrently, which may accelerate overall performance progress in comparison to the case of a single person managing everything. Employee concentration on more difficult or time-sensitive work can be enhanced by assigning mundane chores to others, which can speed up the completion of important tasks and boost efficiency.

The analysis of the data also highlights the issue of motivating employees through delegation, fostering their growth, and promoting collaboration. These aspects can lead to employees exceeding expectations and making significant contributions to the organisation's success, beyond their defined roles. In the same vein, as explained by Inuwa (2016) delegation can encourage collaboration and the sharing of knowledge amongst colleagues, resulting in innovative solutions and ideas that can benefit the organisation as a whole. Additionally, delegation serves as a valuable tool for optimising resource allocation, promoting focused effort, and maximising individual and team productivity. This in turn enables the completion of a greater amount of work

within limited time-frames. Ito and Peterson (1986) argue that delegation allows employees to focus on more complex or time-sensitive tasks, thereby increasing efficiency and expediting the completion of critical assignments within tight deadlines. Delegation also empowers managers to assign tasks to individuals with the most suitable skills and experience, maximising both individual and team productivity.

The results also suggest an additional dimension of the possible influence of delegation in fostering ownership, promoting growth and challenge, and enhancing recognition and autonomy. These factors collectively contribute to a highly motivated and dedicated workforce that is capable of effectively achieving organisational objectives. In relation to this matter, research conducted by Ito and Peterson (1986) highlights that delegation can offer employees a feeling of recognition and autonomy, ultimately resulting in heightened motivation and satisfaction. This in turn translates into increased effort and commitment towards attaining goals.

Another aspect of the study results on the issue of performance effectiveness of employees due to delegation indicate that delegation fosters responsibility, trust, challenging assignments, and recognition. These factors collectively contribute to the development of a more self-assured and empowered workforce. Furthermore, while delegated tasks often pose new challenges, Ngugi and Bula (2019) added that delegation offers opportunities for learning and personal growth, ultimately leading to a sense of achievement and expertise that can enhance confidence. Additionally, delegation provides employees with acknowledgment for their skills and capabilities, as well as increased autonomy and control over their work. These aspects collectively contribute to heightened confidence and self-esteem.

According to research conducted by Zohoori (2016) delegation can be utilised to promote the empowerment of individuals in order to make quality and informed decisions, and enhance agility within an organisation. This in turn contributes to the formation of a centralised and responsive organisation for greater performance. The study suggests that delegation facilitates the decentralisation of operations by assigning specific duties and responsibilities to individuals. As a result, decision-making becomes decentralised, enabling quicker and more responsive actions to

address various situations and challenges. This approach helps to avoid delays that are often associated with centralised approval processes.

In conclusion, this study reveals a robust and favourable correlation between delegation and the effectiveness of employee performance within the context of South African Tourism. The respondents' overwhelming consensus and minimal disagreement across multiple dimensions underscore the significance of delegation in enhancing motivation, cultivating expertise, enhancing productivity, surpassing anticipated outcomes, optimising resource distribution, fostering a sense of ownership, and instilling confidence. Through the empowerment of individuals, facilitation of informed decision-making, and enhancement of adaptability, delegation plays a pivotal role in establishing a decentralised and responsive organisational framework, thereby ultimately propelling employee performance and organisational growth.

5.4. Results of research question three

In relation to the enhancement of employee performance through delegation empowerment, the research results indicate that delegation effectively alleviates the burden of workload stress, enhances the ability to prioritise tasks, and optimises time efficiency. These outcomes collectively contribute to the creation of a work environment that is both more productive and less stressful. By assigning routine responsibilities to others, employees are able to concentrate on their most crucial and time-sensitive assignments, resulting in heightened efficiency and improved prioritisation. Furthermore, Wabomba, Onguso, and Bula (2022) pointed out that by having a lighter workload and a clearer focus, employees are better equipped to manage their time effectively, thereby minimising procrastination and maximising the number of productive work hours.

The examination of the results also indicates that empowering employees through delegation, which was demonstrated through the analysis of the correlation coefficient, resembles a positive impact on employee performance. This is evident in various aspects of delegation, such as promoting cross-functional exposure, fostering a broader organisational perspective, and improving communication and collaboration. These factors collectively contribute to creating a more integrated and cohesive work

environment. According to Kennedy and Keino (2017) delegation empowerment is achieved by enhancing inter-departmental communication and collaboration, which translate to the comprehension and understanding of each other's requirements and priorities, ultimately leading to smoother teamwork. Furthermore, the study's results reveal that by delegating routine tasks, employees are able to concentrate on more complex or time-sensitive work. This leads to increased efficiency and the faster completion of critical tasks within tight deadlines. The results of this study show that delegating tasks allows managers to assign them to individuals with the most suitable skills and experience, thereby maximising individual and team productivity. This approach also optimises resource allocation, promotes focused effort, and ensures that deadlines are met even under pressure. These outcomes also contribute to working efficiently and meeting deadlines effectively.

This study's data analysis reveals that the delegation of duties, responsibilities and authority to employees has a profound impact on their empowerment. Empowerment is manifested through various means, including the promotion of ownership, the reduction of micromanagement, and the facilitation of skills development. These outcomes collectively contribute to creating a workforce that is more engaged and empowered, enabling them to autonomously achieve their work objectives. By delegating tasks, managers are able to shift their focus from constant supervision to providing guidance and support. According to Sev (2017) such a shift in focus allows employees to work independently and make decisions within the delegated authority. Additionally, working independently on delegated tasks provides employees with the opportunity to apply their skills and knowledge, potentially leading to enhanced problem-solving abilities and increased confidence in their own capabilities.

Delegation is also seen as a valuable mechanism for guaranteeing idleness by empowering employees, and promoting knowledge-sharing in order to sustain productivity in the absence of managers. This indicates that the influence of delegation on employee empowerment has a significant impact on employee performance, as they are capable of carrying out their tasks autonomously, making crucial decisions, and maintaining momentum without constant supervision from managers. Successful delegation often entails cross-training, which ensures that multiple team members possess the necessary skills and knowledge to fill in for one another in the event of

absences. In their study, Zohoori (2016) highlights the significance of delegation as a valuable tool for promoting responsibility, trust, and the allocation of challenging tasks. By delegating tasks, this study's results show that organisations can foster an environment that recognises and appreciates the efforts of their employees, ultimately leading to a more confident and empowered workforce. The delegation process often presents individuals with novel challenges and opportunities for personal growth and learning, resulting in a sense of accomplishment and mastery that can significantly boost confidence levels. Additionally, delegation provides employees with the recognition they deserve for their skills and capabilities, granting them increased autonomy and control over their work. This increased sense of ownership and control can contribute to higher levels of employee confidence and self-esteem.

In conclusion, the study results strongly indicate that delegation is an important factor in empowering employees at South African Tourism. By delegating tasks, employees are exposed to new opportunities, are challenged to push their limits, and acquire new skills, ultimately leading to a more engaged, efficient and empowered workforce that is capable of autonomously achieving their goals. Delegation fosters a collaborative and productive work environment, demonstrating its potential to significantly enhance employee performance and overall organisational success at South African Tourism.

5.5. Chapter summary

In conclusion, the results from this study strongly indicate that delegation plays a vital role in empowering employees at South African Tourism. The high level of agreement and low level of dissent across various aspects emphasise its importance in reducing stress, promoting understanding across different functions, optimising the allocation of resources, fostering a sense of ownership, ensuring backup plans, and building confidence. By delegating tasks, employees are exposed to new opportunities, are challenged to push their limits, and acquire new skills, ultimately leading to a more engaged, efficient, and empowered workforce capable of autonomously achieving their goals. Delegation fosters a collaborative and productive work environment, demonstrating its potential to significantly enhance employee performance and overall organisational success at South African Tourism.

Chapter 6 Conclusion and recommendations

6.1. Introduction

This chapter focuses on the conclusion and recommendations from an in-depth study of the influence of delegation on the performance, effectiveness and efficiency of employees at South African Tourism. The chapter begins by outlining key recommendations aimed at enhancing delegation processes within the organisation. These recommendations focus on aspects including clarity, communication, employee training and development, employee performance assessment, and collaborative platforms. Subsequently, an analysis is provided on how the implementation of these recommendations could positively impact employee performance and effectiveness. The chapter concludes with key aspects of the results and recommendations, emphasising the important role of delegation in optimising organisational efficiency. This chapter aims to providing practical insights for South African Tourism to improve performance efficiency and overall effectiveness within its workforce.

6.2. Conclusion of the study

This research aimed to assess the impact of the delegation of authority on employee performance at South African Tourism. The study focused on understanding how managers utilise delegation to influence employee performance regarding efficiency, effectiveness and empowerment.

The presented analysis successfully addressed both the study's aims and objectives. Through a comprehensive exploration of various dimensions, the research demonstrated the positive influence of delegation on employee performance. The key results highlight increased motivation and skills development, enhanced efficiency and productivity, improved collaboration and innovation, and fostered employee empowerment and accountability. These results collectively paint a clear picture of delegation's positive impact on various aspects of employee performance.

Furthermore, the research specifically examined the extent of delegation's application in the designated areas of efficiency, effectiveness and empowerment on employee performance. The results reveal that delegation can contribute to improved efficiency

by enabling employees to focus on core tasks and manage their time effectively. It enhances effectiveness by allowing managers to assign tasks based on individual skills, thereby maximising productivity and achieving organisational goals. Finally, delegation fosters empowerment by promoting ownership, reducing micromanagement, and facilitating skills development, leading to a more engaged and empowered workforce.

While acknowledging potential limitations, such as the study's focus on South African Tourism and the use of self-reported data, the overall results offer a robust and valuable answer to the research objectives and questions. The research effectively demonstrates the significant impact of delegation on employee performance across various dimensions, highlighting its potential as a tool for enhancing individual employee success and organisational growth and development.

Research objective and question one

The results show a positive correlation between delegation and employee performance efficiency. Several key findings support this, namely:

- Increased employee engagement and motivation: employees perceive delegation as providing opportunities for growth, learning and contribution, leading to higher engagement and motivation.
- Enhanced skills development and professional growth: delegation allows employees to take on challenges, develop new skills and work independently, contributing to professional growth. Furthermore, improved talent management and identification delegation help managers identify employee strengths and weaknesses, determine suitability for new roles, and encourage talent development.
- Empowerment and ownership: delegation fosters self-efficacy, ownership and accountability, leading to a more proactive and high-performing workforce. These further foster collaboration and innovation. Moreover, delegation promotes collaboration and exposure to diverse practices, leading to a more innovative and efficient work environment.

- Enhanced decision-making and organizational structure: delegation contributes to a more responsive and decentralised structure by empowering individuals and fostering informed decision-making.

Overall, the study provides strong evidence that when implemented effectively, delegation can significantly positively influence employee performance efficiency. The results align with existing research on the topic and offer valuable insights for organisations seeking to optimise delegation practices. Research question one was positively answered and the objective of this study was achieved.

Research objective and question two

The results presented demonstrate a strong and positive correlation between delegation and employee performance effectiveness within South African Tourism. Here are how the results address the research objective and question.

Impact on motivation and skills development

- Employees perceive delegation as a motivation, ownership, and skills development tool. This aligns with Cooke (2017), who suggests that delegation fosters growth and learning, potentially leading to increased performance.

Impact on efficiency and productivity

- Delegation helps reduce multitasking and enables focus on crucial tasks, increasing efficiency (Edna et al., 2022). Assigning tasks to individuals with suitable skills maximises productivity (Ito & Peterson, 2016).

Impact on ownership, growth and recognition

- Delegation fosters ownership, growth and recognition, thus leading to a highly motivated and dedicated workforce (Ito & Peterson, 2016). This aligns with Ngugi and Bula (2019), who suggest that delegation offers learning and personal growth opportunities, ultimately enhancing confidence and self-esteem.

Overall significance

- The results reveal a robust and favourable correlation between delegation and employee performance effectiveness across various dimensions.
- This suggests that delegation can be a valuable tool for enhancing motivation, skills development, productivity, collaboration, innovation, ownership,

confidence, and decision-making, ultimately leading to improved employee performance and organisational growth.

Limitations

While the research provides strong evidence, it is important to acknowledge potential limitations, namely:

- The study focused on South African Tourism, and results may not be generalised to other contexts or the tourism industry in general.
- The self-reported data may be subject to bias.
- The study does not explore the potential negative impacts of ineffective delegation.

In conclusion, considering these limitations, the research results still offer a compelling answer to the research question. They provide valuable insights into the positive impact of delegation on employee performance effectiveness, highlighting its potential as a tool for organisational success. Research question two was positively answered and the objective of this study was achieved.

Research objective and question three

The results demonstrate the positive contributions of delegation empowerment to employee performance in various ways, namely:

- Reduced stress and workload: Delegation alleviates workload pressure, allowing employees to focus on critical tasks, and improving efficiency and time management (Edna et al., 2022).
- Enhanced cross-functional understanding: delegation fosters exposure to different functions, promoting collaboration, communication, and a broader organisational perspective (Kennedy & Keino, 2017).
- Improved resource allocation and efficiency: delegation enables assigning tasks to individuals with the right skills, optimising resource utilisation and meeting deadlines (study results).
- Increased employee engagement and empowerment: delegation promotes ownership, reduces micromanagement, and facilitates skills development, leading to a more engaged and empowered workforce (Sev, 2017).

- Enhanced problem-solving and confidence: by independently working on delegated tasks, employees gain experience, improve problem-solving skills, and build confidence in their abilities (Zohoori, 2016).
- Greater responsibility and recognition: delegation fosters responsibility, trust, and recognition, contributing to a more confident and empowered workforce (study results).

Overall, the study details numerous positive contributions of delegation empowerment to employee performance, including improved efficiency, collaboration, engagement, skill development, confidence, and problem-solving abilities. This evidence directly addresses the research question, demonstrating the significant impact of delegation empowerment on employee performance at South African Tourism. Research question three was positively answered and the objective of this study was achieved.

6.3. Recommendations

This section provides a discussion on the proposed recommendations that aim at enhancing the positive impact of delegation on the employees of South African Tourism's performance in terms of efficiency, effectiveness and empowerment. The recommendations are guided by those three key aspects, as discussed below.

The following are the proposed recommendations for South African Tourism on the influence of delegation on employee performance efficiency:

Recommendations for the organisation

Enhance clarity and communication

It is recommended that clarity in communication be improved in order to guarantee that staff members comprehend their assigned duties and expectations. Employees must be given a clear briefings and guidelines of the tasks at hand, potential challenges, and available resources. This clarity lowers the possibility of misunderstandings or dissatisfaction resulting from ambiguous expectations, which in turn improves task execution efficiency.

Invest in Training and Development

The growth of managers and staff alike will need South African Tourism to make investments in training programmes that have an emphasis on skills delegation. While employees acquire the knowledge and skills needed to effectively carry out their

responsibilities, managers acquire the skills needed to assign roles and duties correctly, set reasonable expectations, and offer appropriate support. Employee performance efficiency is expected to rise as they become more adept at completing duties that have been assigned to them, which will enhance the efficacy of the organisation.

Facilitate collaborative platforms

It is recommended that South African Tourism establish collaborative platforms to manage communication, facilitate the flow of knowledge, and expose tourists to diverse approaches. Standardised processes and shared responsibilities will improve South African Tourism by creating an atmosphere where staff members may work together on assigned duties and exchange knowledge. By utilising the workforce's total experience, cross-functional collaborations have the potential of enhancing employee performance efficiency and creating a more dynamic and effective work environment.

Implement technology for task management and collaboration

It is recommended that South African Tourism allocate resources towards digital and technical advancements that promote efficient collaboration, communication and teamwork. In order to maximise resource allocation and avoid possible drawbacks like re-work, mistakes and delays, these technologies should facilitate parallel processing, enhanced attention and better communication. By utilising technological solutions, organisational goals may be delegated more quickly and effectively.

Encourage a culture of recognition and innovation

South African Tourism must promote a culture that uses delegation to honour employees' accomplishments. They need to provide systems for rewarding success in responsibilities that are clearly defined, as well as for achieving beyond regular tasks. This recommendation encourages employees to go above and beyond the call of duty and make creative contributions, mitigating possible drawbacks such as exhaustion or a sense of exclusion. Improved work performance and general effectiveness are facilitated by innovation and recognition.

Implement effective task allocation practices

South African Tourism needs to develop and put into practice efficient task allocation practices that enhance both individual and team production, encouraging concentrated efforts, and optimising resource allocation. They need to make sure that employees'

abilities and competences are matched with delegated duties roles. Employees may increase the beneficial effect of delegation on finishing work within constrained timeframes and achieving deadlines by eliminating possible challenges such as re-work, mistakes and delays.

Policy development and implications

South African Tourism must develop policies and procedures that are going to stimulate growth and foster a culture of accountability, and responsibility from employees when they are delegated tasks. Employee efficiency, effectiveness and empowerment may be fully realised through implementation of a uniform and standardised process through the adoption of the policies that will assure employees of applicable laws and rules that govern the public sector policy.

In summary, each recommendation contributes to the effectiveness of delegation by addressing specific aspects of the process. Clarity and communication reduce ambiguity; training enhances skills; performance evaluation and recognition motivate employees; and collaborative platforms foster a culture of shared responsibility and innovation. Integrated, these recommendations create a conducive environment for delegation to positively influence employee performance efficiency at South African Tourism.

Recommendations for future research studies

This section will provide the recommendations for any future studies that pertain to similar topics.

- Future research could conduct qualitative studies (interviews, focus groups) to understand how delegation strengthens specific work relationships and identify potential variations across departments/roles.
- Track relationship dynamics over time to assess if positive effects from delegation are sustained beyond the initial study period.
- The use of statistical tests to analyse correlations between delegation and performance metrics (e.g., productivity, efficiency, goal achievement) for objective validation.

- Analyse specific examples of successful delegation within the organisation (case studies) to identify best-practices and factors contributing to faster goal achievement.
- Future research could include control variables (e.g., task type, employee experience, manager support) to account for potential influences on the relationship between delegation and performance/relationships.

6.4. Limitations

The primary data collection process occurred during major events and year-end examinations as most participants were on leave while others were attending events outside the office. This resulted in most participants relying on follow-ups as they would have missed the original email invitations. This may have had an impact of not getting a 100 percent participation. However, the follow-ups assisted the researcher to acquire adequate numbers.

Financial limitations: the researcher would have preferred to measure the influence of delegation on employee performance and empowerment, efficiency and effectiveness at other organisations in the tourism industry. However, due to limited financial capacity as the researcher was self-funded, he could not extend the population beyond South African Tourism. However, irrespective of the listed limitations, the researcher still managed to get a high response rate of 87% that allowed fair generalisation of the results.

In conclusion, the results indicate how crucial delegation is to impacting performance effectiveness at South African Tourism. The recommendations underscore the importance of ongoing training, technology integration, transparent communication, a culture of innovation and appreciation, and transparent communication to maximise the positive influence of delegation on employee performance. Improved clarity in channels of communication guarantees a mutual comprehension of assigned responsibilities, cultivating an atmosphere in which staff members may effectively handle their workloads and accomplish objectives autonomously. Ongoing training equips both managers and employees with essential delegation skills, contributing to a culture of continuous learning and improved performance. Technological solutions streamline task management, facilitating parallel processing and effective communication, and ultimately enhancing organisational efficiency. Furthermore,

fostering a culture of recognition and innovation encourages employees to surpass their ordinary roles, fostering a sense of empowerment and positively influencing job performance. Integrated, these measures create a conducive environment for delegation to serve as a catalyst for heightened performance efficiency and overall organisational effectiveness at South African Tourism.

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Appendices

Appendix 1. Ethical clearance protocol



26 September 2023

Takalani Ramovha (222102720)
Grad School Of Bus & Leadership
Westville Campus

Dear T Ramovha,

Protocol reference number: HSSREC/00006095/2023

Project title: Evaluating the impact of delegation of authority on employee performance at South African Tourism

Degree: Masters

Approval Notification – Expedited Application

This letter serves to notify you that your application received on 24 August 2023 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted **FULL APPROVAL**.

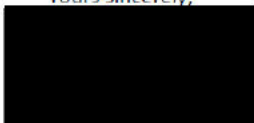
Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

This approval is valid until 26 September 2024.

To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

HSSREC is registered with the South African National Health Research Ethics Council (REC-040414-040).

Yours sincerely,



Professor Dipane Hlalele (Chair)

/dd

Humanities and Social Sciences Research Ethics Committee

Postal Address: Private Bag X54001, Durban, 4000, South Africa

Telephone: +27 (0)31 260 8350/4557/3587 Email: hssrec@ukzn.ac.za Website: <http://research.ukzn.ac.za/Research-Ethics>

Founding Campuses: ■ Edgewood ■ Howard College ■ Medical School ■ Pietermaritzburg ■ Westville

INSPIRING GREATNESS

Appendix 2. Gatekeeper permission letter



SOUTH AFRICAN TOURISM

08 March 2023

Takalani Ramovha

Dear Mr. Ramovha

RE: REQUEST FOR PARTICIPANTS - LEADERSHIP STUDY.

The aforementioned matter alludes.

Kindly note that South African Tourism has approved your request to use South African Tourism employees as your study participants for your envisaged "*Evaluating the impact of Delegation of Authority on employee's performance at South African Tourism*" study.

Please note that permission is granted on condition that you comply with South African Tourism policies and procedures. Further note that you should uphold ethical standards of confidentiality and voluntary participation and also ensure compliance to relevant legislative prescripts.

For additional requirements pertaining to this request, please do not hesitate to contact Ms. Avril Pillay on 011 600 0100 or alternatively email him at [REDACTED]

We look forward to the insights of your study findings and the value that will be added by your study to participants and the organisation in general.

Yours sincerely,

[REDACTED]

Mr. Themba Khumalo
Acting Chief Executive Officer

Page 1 of 1

South African Tourism: Bojanala House, 90 Protea Road, Chislehurst, 2196, Private Bag X10012, Sandton, 2146, Gauteng, South Africa Telephone +27 11 895 3000 Fax +27 11 895 3001
Email: travel@southafrica.net Visit us at www.southafrica.net

Appendix 3. Informed consent form

UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE (HSSREC)

APPLICATION FOR ETHICS APPROVAL
For research with human participants

INFORMED CONSENT

Note to researchers: Notwithstanding the need for scientific and legal accuracy, every effort should be made to produce a consent document that is as linguistically clear and simple as possible without omitting important details, as outlined below. Certified translated versions will be required once the original version is approved.

There are specific circumstances where witnessed verbal consent might be acceptable, and circumstances, where individual informed consent, may be waived by HSSREC.

Information Sheet and Consent to Participate in Research

Date: 23 October 2023

Greetings, Colleague,

My name is *Takalani Ramovha* from the Graduate School of Business and Leadership, my contact number is Cell [REDACTED] email 222102720@stu.ukzn.ac.za.

My research forms part of my dissertation as a requirement for the completion of my Master of Commerce in Leadership Studies (MCLS).

My supervisor's details are as follows:

Prof. Ana Martins
University of KwaZulu-Natal
Graduate School of Business and Leadership
E-mail: martinsA@ukzn.ac.za
Tel: 031-260 1493

You are being invited to consider participating in a study that involves research into the "*impact of delegation of authority on employee performance at South African Tourism*".

The study aims to evaluate the impact of delegation of authority on employee performance of employees at South African Tourism. The study is expected to consider using questionnaires to collect data from South African Tourism employees.

The duration of your participation, if you choose to participate and remain in the study, is expected to be Five minutes for completion of the questionnaire, with the study concluding by end of November 2023. The study is funded by the researcher, Mr. Takalani Ramovha.

The study does not involve any risks and/or discomforts. We hope that the study will create benefits resulting in improved performance by all affected employees.

There is no known risk or compensation involved in the study.

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee (approval number: _____).

In the event of any problems or concerns/questions, you may contact the researcher at 222102720@stu.ukzn.ac.za or the UKZN Humanities & Social Sciences Research Ethics.

Committee, contact details are as follows:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION
Research Office, Westville Campus
Govan Mbeki Building
Private Bag X 54001
Durban
4000
KwaZulu-Natal, SOUTH AFRICA
Tel: 27 31 2604557- Fax: 27 31 2604609
Email: HSSREC@ukzn.ac.za

Participation in this research is voluntary, and participants may withdraw participation at any point. In the event of refusal/withdrawal of participation, the participants will not incur penalty. The participants will not experience any negative consequences should the participant wish to withdraw from the study.

Confidentiality of personal information will be managed and maintained by the researcher in access control, with only the researcher and the supervisor having access to the information. Per university guidelines, research will be stored for five years, shredded, and destroyed or hard cleaned out for online storage.

CONSENT

I _____ have been informed about the study entitled

"Evaluating the impact of delegation of authority on employee performance at South African Tourism" by Mr Takalani Ramovha.

I understand the purpose and procedure of the study, which is to evaluate the impact of delegation of authority on employee performance at South African Tourism.

I have been given an opportunity to answer questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time.

I have been informed that there is no compensation and that the study bears no risk of loss or injury.

If I have any further questions/concerns or queries related to the study, I understand that I may contact Mr Takalani Ramovha at _____ or 222102720@stu.ukzn.ac.za

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers, then I may contact:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus
Govan Mbeki Building
Private Bag X 54001
Durban
4000
KwaZulu-Natal, SOUTH AFRICA
Tel: 27 31 2604557 - Fax: 27 31 2604609
Email: HSSREC@ukzn.ac.za

Signature of Participant

Date

Signature of Witness
(Where applicable)

Date

Signature of Translator
(Where applicable)

Date

Appendix 4. Online questionnaire

2/4/24, 7:30 PM

Evaluating the impact of delegation of authority on employee performance at South African Tourism.

Evaluating the impact of delegation of authority on employee performance at South African Tourism.

Greetings, my name is Takalani Ramovha, and I am registered for the Master of Commerce in Leadership Studies (MCLS) at the Graduate School of Business and Leadership, University of KwaZulu-Natal (UKZN).

You are invited to consider participating in a study involving research into the *"impact of delegation of authority on employee performance at South African Tourism"*. The duration of your participation, if you choose to participate and remain in the study, is expected to be Five minutes for completion of the questionnaire. The study does not involve any risks and/or discomforts. There is no known risk or compensation involved in the study. The UKZN Humanities and Social Sciences Research Ethics Committee has ethically reviewed and approved this study, approval number HSSREC/00006095/2023. Rest assured, the confidentiality of personal information will be managed and maintained by the researcher in access control, with only the researcher and the supervisor (s) having access to the information. Completing the questionnaire will be deemed consent to participate in this research voluntarily. All shared data will be treated with the utmost confidentiality and exclusively utilised for scientific research.

The purpose of delegation is not to give orders and expect everyone to get along but rather to have a two-way conversation that must be carefully considered to succeed. Since it relies on people, it is crucial to understand their views in order to gain buy-in. In addition to improving efficiency and productivity, it can also increase staff retention, improve relationships, and build trust among employees. However, if poorly managed, this can have a negative impact on employee morale, performance, and quality of work.

Have you ever experienced a delegation of authority in terms of responsibilities and/or tasks for a certain period on your own from your line manager, if not, would you appreciate the delegation of authority when your line manager(s) or executives or co-worker (s) are on leave or travelling so that you can continue to perform your responsibilities or tasks competently without delays, what are your views on the following questions?

* Indicates required question

1. email *

2. Gender *

Mark only one oval.

- Male
- Female

3. Highest academic qualifications *

Mark only one oval.

- Matric
- National Diploma
- Bachelor's degree
- Post Graduate Diploma/Honours
- Master's degree
- PHD/Doctorate

4. General working experience *

Mark only one oval.

- Less than 5 years
- 5 to 9 years
- 10 to 15 years
- Above 15 years

5. Level of occupation *

Mark only one oval.

- Executive Management
- Senior Manager
- Manager
- Non-managerial

6. Delegation of authority improves the quality of relationships between different job roles, the current role and the delegated role. *

Mark only one oval.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

7. Delegation of authority enhances the job performance of the delegated employee. *

Mark only one oval.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

8. Authorisation through delegation saves time in achieving organisations' goals within a shorter period. *

Mark only one oval.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

9. Authorisation through delegation of authority inspires loyalty and belonging to the organisation. *

Mark only one oval.

- Strongly agree
 Agree
 Neutral
 Disagree
 Strongly disagree

10. Delegation of authority speeds up the process of decision-making. *

Mark only one oval.

- Strongly agree
 Agree
 Neutral
 Disagree
 Strongly disagree

11. Delegation of authority empowers employees to work independently and take responsibility for their tasks and/or unit's performance. *

Mark only one oval.

- Strongly agree
 Agree
 Neutral
 Disagree
 Strongly disagree

12. Delegation allows me to perform above my ordinary role and to go the extra mile for my colleagues or the organisation. *

Mark only one oval.

- Strongly agree
 Agree
 Neutral
 Disagree
 Strongly disagree

13. Delegation can increase the amount of work that can be completed within limited time *

Mark only one oval.

- Strongly agree
 Agree
 Neutral
 Disagree
 Strongly disagree

14. Delegation allows me to appreciate and adjust to or understand various organisational job roles. *

Mark only one oval.

- Strongly agree
 Agree
 Neutral
 Disagree
 Strongly disagree

15. Delegating tasks to others helps me manage my workload and be more productive with my time. *

Mark only one oval.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

16. Delegation gives employers or managers a better perspective on the delegated employee in the new role for a certain period. *

Mark only one oval.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

17. Delegation is a valuable strategy that enables me to accomplish my work within a limited time frame. *

Mark only one oval.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

18. Delegation allows me an opportunity to achieve work goals independently. *

Mark only one oval.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

19. Delegation increases effort and interest in achieving goals. *

Mark only one oval.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

20. Delegation ensures that work is not disrupted or left unattended in the manager's absence. *

Mark only one oval.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

21. Delegation can enhance one's authority and encourage taking the initiative to demonstrate performance excellence. *

Mark only one oval.

- Strongly agree
 Agree
 Neutral
 Disagree
 Strongly disagree

22. Delegation helps to increase the confidence level of subordinates or delegated officials. *

Mark only one oval.

- Strongly agree
 Agree
 Neutral
 Disagree
 Strongly disagree

23. Successfully delegated tasks can significantly increase the job satisfaction of the employee to whom the delegation is given. *

Mark only one oval.

- Strongly agree
 Agree
 Neutral
 Disagree
 Strongly disagree

24. Delegation allows for the establishment of uniformity and understanding within the business unit. *

Mark only one oval.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

25. Delegation creates opportunities to explore innovative and efficient management techniques. *

Mark only one oval.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

26. Delegation plays a vital role in reducing the level of centralisation in decision-making processes. *

Mark only one oval.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

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Google Forms

Appendix 5. Professional language letter

EDITING LETTER

696 Clare Road

Clare Estate

Durban

4091

7 February 2024

To: Whom it may concern

Editing of Master's Thesis: Takalani Ramovha

Evaluating the impact of delegation of authority on employee performance at South African Tourism

This letter serves as confirmation that the aforementioned thesis has been language edited. The requisite grammatical conventions have been met.

Any queries may be directed to the author of this letter.

Regards



MP MATHEWS

Lecturer and Language Editor

