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Impact of Delegation of Authority on the Organizational Performance in Nigeria (A Case Study of Guarantee Trust Holding Company PLC (GTCO PLC)

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Abstract- The paper examines the impact of delegation of authority on the organisational performance in Nigeria using Guarantee Trust Holding Company Plc (GTCO Plc) as a case study. The study was necessitated by the need to understand the impact of managerial delegation practices on employee productivity, efficiency and overall organisational effectiveness in Nigerian banking sector. The research adopted descriptive survey design. The sampling technique of Taro Yamane was used to select a sample size of 133 respondents from a population of 200 employees. Structured questionnaires were used for data collection and analysed by descriptive statistics such as frequency tables, percentages and mean scores. The hypotheses formulated for study were tested using Chi-square statistical tool at 0.05 level of significance. The study revealed that delegation of authority is extensively practiced in GTCO Plc and has great positive effect on employee productivity and organisational performance. The study also found that delegation leads to faster decisions, more motivated employees and increased operating efficiency. But they found a lack of trust, fear of managers losing control and communication gaps were factors that affected the effective delegation. The study concluded that delegation of authority is a major managerial tool for improving organisational performance. It recommends to strengthen employee training, enhance communication systems and further empower employees with greater delegation of authority.

Keywords: Delegation Of Authority, Employee Productivity, GTCO Plc, Nigeria, Organizational Performance.

I. INTRODUCTION

Background to the Study

In today's dynamic business environment, organisations are facing growing pressure to improve efficiency, productivity and competitiveness. To achieve these objectives management strategies to be used include delegation of authority. Delegation of authority is the process where managers give responsibilities and decision-making power to subordinates, but are still ultimately responsible for the results. This is a basic management principle by which organisations run efficiently by assigning duties to employees based on their skills and knowledge.The importance of delegation has been increased in modern organisations with increasing complexity of business operations. Managers are often faced with many responsibilities that they cannot handle all organisational activities by themselves. Therefore, they delegate some responsibilities and authorities to their subordinates so that they can make decisions in time, for the efficient execution of operations and to develop employees. In an organization delegation of authority performs a number of functions. It enables managers to focus on the strategic issues while subordinates handle the routine operational activities. It also promotes employee motivation, skills development, innovation and higher organisational responsiveness. Optimal use of human resources is achieved through effective delegation, which in turn contributes to better organisational performance. Organisational performance is the degree to which an organization achieves its predetermined goals and objectives efficiently and effectively. Performance can be measured with different indicators like productivity, profitability, employee satisfaction, service quality, market share and customer satisfaction. Those who can delegate well are usually the ones who see better performance. That's because employees are more involved in the decision making and they feel they have more power to contribute greatly to the success of the organization. Today in Nigeria, delegation is an accepted practice in the management strategies of many organisations. But the success of delegation differs in organisations depending on the leadership style, culture of the organization, the competence of the employees, the patterns of communication and the level of trust between managers and their staff. In some cases, managers are reluctant to delegate authority due to fear of losing control, lack of confidence in subordinates, or concerns about accountability. This reluctance can lead to delays in decision-making, reduced motivation among employees, and a lower level of performance of the organization. The Nigerian banking sector is a good setting for researching the relationship between delegation of authority and organisational performance. Banks operate in a competitive and regulated environment where timely decision making and effective service delivery are critical. To stay competitive, banks often grant branch managers, department heads and other employees varying degrees of decision-making authority to resolve operational issues. This study is a case study of Guarantee Trust Holding Company Plc (GTCO Plc). GTCO is one of Nigeria's leading financial institutions recognised for its innovation, operational efficiency and strong organisational performance. The organisational management structure has several forms of delegation to allow for decision making and service delivery across its branches and departments. The study of the effect of delegation of authority on organisational performance in GTCO offers valuable insights into the role of effective delegation in driving organisational achievement in Nigeria. The delegation of authority is commonly regarded as an important management practice to improve organisational effectiveness and efficiency. Though it is important, many organisations in Nigeria still suffer problems of ineffective delegation. Some managers are not willing to delegate authority because they fear that subordinates will make mistakes, because they fear loss of control, or because they do not trust the abilities of employees.

If delegation is not enough, managers can become overburdened with work and delays in decision making and a loss of operational efficiency can occur. Limited opportunities for participation in decision-making procedures and for professional development can also result in employee demotivation. This may in turn affect organisational performance in terms of productivity, service delivery, employee morale and profitability. While different research works have examined organisational performance in Nigeria, little attention has been paid to the specific role of delegation of authority in influencing performance outcomes. There is also the need to study the impact of delegation practices on the effectiveness of the employees and the success of the organization in the Nigerian organisations. Consequently, this study intends to analyse the effect of delegation of authority on organisational performance using Guarantee Trust Holding Company Plc (GTCO Plc) as a case study.

Objectives of the Study

The broad objective of this study is to examine the effect of delegation of authority on the performance of organisations in Nigeria. However, the specific objectives are to:

i. Examine the extent to which authority is delegated in GTCO Plc.
ii. Examine the impact of delegation of authority on employee productivity in GTCO Plc.
iii. Examine the relationship between delegation of authority and organisational performance in GTCO Plc.
iv. Evaluate the possible factors influencing effective delegation of authority in GTCO Plc.
v. To evaluate the challenges faced with, in effective delegation of authority in GTCO and recommend suitable means to mitigate and or eradicate such challenges.

Research Questions

The questions to be answered by this study are as follow

i. To what extent is authority delegated in GTCO Plc?
ii. To what extent does delegation of authority impact employee productivity in GTCO Plc?
iii. What is the relationship between delegation of authority and organisational performance in GTCO Plc?
iv. What the possible factors influencing effective delegation of authority in GTCO Plc?

v. What are the challenges faced with, in effective delegation of authority in GTCO Plc?

Research Hypotheses

The study will be guided by the following null hypotheses:

i. H01: There is no positive extent to which authority is delegated in GTCO Plc.
ii. H02: Delegation of authority has no significant effect on the productivity of employees in GTCO Plc.
iii. H03: there is no positive relationship between delegation of authority and organisational performance in GTCO Plc?
iv. HO4: There are no possible factors influencing effective delegation of authority in GTCO Plc.
v. There are no challenges faced, in effective delegation of authority in GTCO

II. LITERATURE REVIEW

Conceptual Review

Delegation of Authority

Delegation of authority is the method by which a superior assigns to a subordinate the responsibility and the corresponding authority to perform a particular task and then holds that subordinate accountable for the performance of that task. It is a basic management function that facilitates organisational efficiency, employee development and effective decision making.

Management scholars believe that delegation is composed of three elements: assignment of responsibility, granting authority and creating accountability. Delegation of authority by managers to subordinates within specified limits reduces managerial work load and increases organisational effectiveness.

Effective delegation helps organisations to respond quickly to changes in the environment, improve the delivery of services and develop future leaders. But delegation done poorly can lead to unclear roles, poor coordination and lower performance.

Principles of Efficient Delegation

The basic principles of delegation are: Unity of Command: The employee should receive orders from one superior only. Parity of Authority and Responsibility: The authority delegated should commensurate with the responsibility assigned. Accountability Principle: The responsibility for delegated tasks lies with the manager. Employees need to know the boundaries of their authority. Trust and Confidence: Managers need to trust the abilities of subordinates.

Performance of the Organisations

Organisational performance is the degree to which an organization has accomplished its goals and objectives efficiently and effectively. It is generally measured through Productivity, Results, Performance of employees, customer service, Quality of service, Market Share Innovation. The most successful organisations are able to leverage their existing resources including human resources to meet their strategic objectives.

Delegation of Authority and Organisational Performance Relationship

The delegation of authority plays an important role in the performance of organisations in terms of increasing employee participation, speed of decision making, motivation and innovation. Employees who are given authority tend to have a higher commitment and ownership towards the organisational goals. Effective delegation also enables managers to concentrate on strategic matters while operational issues are addressed by competent subordinates. Thus productivity and efficiency of the organization increases. But, if delegation is done poorly, it can result in confusion, duplication of effort, and a loss of effectiveness in the organization.

Theoretical Review

The study is guided by the following theories:

Theory of Empowerment: Julian Rappaport's Empowerment Theory states that employees do better when they have authority, autonomy and responsibility for their work activities. Empowerment, according to the theory, leads to increased self-confidence, motivation, accountability, and job satisfaction. We regard delegation of authority as a pragmatic device for empowerment. Employees with delegated authority are more likely to make a meaningful contribution to organisational goals and organisational performance.

Theory of Human Relations: Elton Mayo's Human Relations Theory focuses on the role of employee involvement, communication and social relationships in organisations. The theory is that if workers participate in decision-making, they become more productive. Delegation builds employee commitment and organisational effectiveness through increased participation and trust.

The Contingency Theory: This theory was proposed by Fred Fiedler, states that there is no single best management style that works for all situations. The theory posits that the extent of delegation should be contingent on variables like employee capability, organisational configuration, task intricacy, and environmental circumstances. In highly dynamic industries such as banking, delegation enables swift response to challenges and opportunities that come up.

Agency Theory: Michael Jensen and William Meckling developed Agency Theory. The theory explains the relationship between principals (management) and agents (workers). Delegation is the process whereby managers authorise employees to act on their behalf in the completion of tasks. Moreover, there is a need for effective monitoring and accountability mechanisms to ensure that the delegated authority contributes positively to organisational objectives. The theory is relevant as delegation involves balancing employee autonomy with managerial control.

Participative Management Theory: This suggests the involvement of employees in organisational decision-making. The theory is that workers are more productive when they feel trusted and valued. Delegation of authority enables employees to take part in the decision-making and problem-solving processes of an organization and thus promotes participative management.

Empirical Review

Ugoani 2020, investigated the impact of effective delegation on employees performance in Nigerian organisations. The study adopted an exploratory design with 90 respondents and found a positive relationship between effective delegation and employee performance. The study found that delegation improves accountability, leadership effectiveness, employee confidence and organisational productivity.

Odiri, and Ideh, (2021). The study broadly investigated the determinants of organisational performance in Nigerian service firms, but found that participative leadership and employee involvement significantly impact organisational performance. These findings indirectly support delegation practices because delegated authority allows for participation and shared decision-making. Conscientia Beam. Obi, (2022), investigated delegation of authority and effective management using evidence from Nigerian organisations. The study concluded that poor delegation results to poor organisational coordination and low achievement of organisational objectives. The researcher recommended more devolution of authority and empowerment of employees.

Ugwa, Egbo and Uyiekpen (2023), carried out a study on delegation of authority in selected manufacturing firms in Enugu Metropolis. The findings revealed that delegation greatly enhances organisational efficiency, effectiveness, and productivity. The study findings concluded that the commitment and organisational outcomes are improved by the employee involvement through delegation.

Nnamani & Okonkwo, (2023), the study was carried out on delegation of authority and organisational performance of Nigeria Breweries Plc Enugu State. Results indicated that formal delegation was related to reduce operational inefficiencies and improved on-time task completion. The researchers found that organisations with effective systems of delegation tend to perform better.

Awala. (2024). Organisational structure and employee performance at Ernst & Young Nigeria.

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The results indicated that decentralisation and low concentration of authority had a positive impact on employees' performance and adaptability. The results support the assertion that delegated authority enhances organisational effectiveness and operational flexibility.

Johnson, Shola. (2024). This study investigated delegation of authority and organisational performance in SMEs in Kogi State. The researchers adopted a descriptive survey design and established that there is a positive effect of delegation on employee productivity, organisational discipline and business performance. The study suggested that Nigerian enterprises should adopt delegation practices more widely. Jusdienar, Firdaus and Zendrato, (2024). The researchers examined the relationship between delegation of authority, employee's performance and management decision making effectiveness. The results showed that delegation leads to an improvement in the employee's performance and helps the managers to make decisions faster and in a more efficient way.

Jurnal. Suleman et al. (2025) studied the effect of delegation of authority on employee performance. The research revealed that delegation has a significant positive effect on employee motivation, responsibility, commitment and productivity. The researchers suggested that the management should delegate higher responsibilities and higher authority to competent employees.

In recent organisational studies, employee empowerment, participative leadership, and decentralised decision-making have received increasing attention as determinants of organisational performance. Modern evidence shows that organisations competing in dynamic environments perform better when employees are empowered to make decisions in a timely manner and take responsibility for delegated tasks. These findings add strength to the argument that effective delegation is an important predictor of success in an organization.

Previous research has shown a positive correlation between delegation of authority and organisational performance, but the majority of those studies have concentrated on SMEs, manufacturing firms, educational institutions, and general business organisations. There is little research on the effect of delegation of authority on the organisational performance of leading Nigerian commercial banks such as GTCO Plc.

Moreover, the majority of previous studies have focused on employee performance rather than broader measures of organisational performance. Hence, the study is concerned with filling this gap by examining the impact of delegation of authority on organisational performance using GTCO Plc as a case study.

III. METHODOLOGY

This Section provides a systematic framework for data collection and analysis to establish the impact of delegation of authority on organisational performance in Nigeria using Guarantee Trust Holding Company Plc (GTCO Plc) as the case study.

Research Design

The study employed the descriptive survey research design.The descriptive survey design is suitable as it will allow the researcher to obtain information directly from respondents on their views, experiences and perceptions on delegation of authority and organisational performance.

The design is suitable because it enables the collection of quantitative data from employees and management staff of GTCO Plc and it allows the analysis of relationships between variables.

Area of Study

The study is carried out in Guarantee Trust Holding Company Plc (GTCO Plc). GTCO Plc is a leading financial institution in Nigeria with branches throughout the country. The organization is recognised for its effective management structure, technological innovation, customer-oriented services and strong organisational performance. GTCO Plc was selected for the study because it is relevant and has clear defined managerial hierarchies which allow for delegation of authority.

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The Population of Study
The study population is composed of employees of selected branches and departments of GTCO Plc. In this study the target population is defined as:

Table :1 Population Table
Category Population

nior Management Group	25
Middle Manager Staff	45
Supervisory Personnel	50
Junior Staff	80
Total	200

Thus, the population size (N) for the study is 200 employees.

Determination of Sample Size
Sample size is determined using Taro Yamane (1967) Formula:

n=N1+N(e)2n=/frac(N) (1+N(e)^2n =1+N(e)2N

Where:

- n = number of observations
- N = The population size
- e = significance level (0.05)

We put the values:

n=2001+200(0.05)2n=1+200(0.05)n=2001+200(0.0025) n=2001.5

1.5n=2001.5n=1+200(0.0025) n=2001+200(0.0025) = 2200 n=133.3n=133.3

Therefore, the sample size could be said to be 133 respondents approximately.

Sampling Method
The study used the stratified random sampling technique.

The population is split into four strata:

1. Top Management Personnel
2. Middle level management staff
3. Supervisory Personnel
4. Junior Staff

After this, simple random sampling method has been applied to select the respondents from each category proportionately.

This approach guarantees that all employee categories in the company are sufficiently represented.

Data Sources
The study employs both primary and secondary sources of data.

The primary data were collected directly from the respondents through administering structured questionnaires.

The secondary data were obtained from: Books, Academic journals, Conference Papers and proceedings, Online publications, Theses and dissertations, Company Filings and Relevant internet sources

Method of Data Collection
The primary instrument for data collection is structured questionnaire.

The questionnaire consists of two parts:

Section A: Demographic Information
This section collects information on:

- Sex and sexual health
- Age:
- Academic qualification
- Marital status.
- Professional Experience
- Position

Section B: Research Questions
Statements in this section relate to:

- Delegated authority
- Productivity of employees
- Operational efficiency
- Effectiveness of decision-making
- Performance of organization

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Responses are measured on a Five-Point Likert Scale as:

Table 2: Demographic Table

Response	Grade
Strongly Agree (SA)	5
Agree (A)	4
Undecided (U)	3
Disagree (D)	2
Strongly Disagree (SD)	1

Validity of the Instrument
Validity refers to the extent to which the instrument measures what it is intended to measure.

The questionnaire shall be subjected to face validity and content validity by experts in Business Administration and Researchers

Reliability of the Instrument
Reliability refers to the consistency of the research instrument. A pilot test shall be conducted using 20 respondents outside the selected study population.

The Cronbach's Alpha Reliability Method shall be employed to determine the internal consistency of the questionnaire. A reliability coefficient of 0.70 or above shall be considered acceptable for the study.

Data Analysis Method
Descriptive and inferential statistical tools shall be used for analysing the collected data.

Research Problems
Research questions will be analysed through:

- Frequency tables
- Percentages
- Median scores

The decision rule is:

- Average score of ≥ 3.00 = Accepted
- Mean score less than 3.00 = Rejected

Testing hypotheses
The Chi-Square (χ^2) Statistical Technique will be used to test the hypotheses at the 0.05 level of significance.

The formula for the Chi-Square is:

χ2=∑(O−E)2E\chi^2=\sum\frac{(O-E)^2}{E}χ2=∑E(O−E)2

Where:

- χ^2 = Chi Square value
- O = Frequency observed
- E = Expected frequency.
- Σ = Sum sign

Decision Rule

- If calculated χ^2 > table χ^2, reject the null hypothesis (H_0)
- If calculated $\chi^2 \leq$ table χ^2 then accept the null hypothesis (H_0).

Model Specifications
The study model is formulated as:

OP=f(DA)OP=f(DA)OP=f(DA)

Where:

- OP = Organisational Performance
- DA = Authority to delegate

Model expanded:

OP=β0+β1DA+e OP = \beta_0 + \beta_1 DA + e OP=β_0+β_1DA+e

Location:

- β_0 = Constant term
- β1= Regression coefficient.
- e = error term –

The model assumes that the extent of delegation of authority in GTCO Plc affects the organisational performance

Ethical Consideration
The researcher has followed the following ethical principles:

1. Respondents are participating on a voluntary basis.
2. Confidentiality of Information is Provided
3. Respondents' anonymity.
4. Use of information only for academic purposes.

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5. Respect for the rights and opinions of the respondents

IV. PRESENTATION OF DATA, ANALYSIS AND INTERPRETATIONS

This section discusses the analysis and interpretation of data obtained for the research titled "The Impact of Delegation of Authority on Organisational Performance in Nigeria: A Study of Guarantee Trust Holding Company Plc (GTCO Plc)."

A total of 133 questionnaires were distributed to the respondents. Of these number 125 questionnaires were correctly filled and returned (response rate 93.98%). The analysis is however, based on those 125 valid answers.

Distribution and Collection of Questionnaires

Table 3 Distribution of Questionnaires

Description	Frequency	Percentage (%)
Questionnaires Distributed	133	100
Returned questionnaires	125	93.98
Questionnaires Not Returned	8	6.02
Total	133	100.00

Source: Field Survey, 2026.

As shown in the table, 125 questionnaires were returned and used for the analysis.

Respondents Demographic Characteristics

Table 4: Gender Distribution

Sex	Frequency	Percentage (%)
Male	72	57.6
Female	53	42.4
Total	125	100

Interpretation: The majority of the respondents were males (57.6%) and 42.4% were females.

Table 5: Age Structure/Distribution

Age Group	Age Group	Age Group
20-30 Years	30	24.0
31-40 Years	55	44.0
31-40 Years	28	22.4
50 Years	12	9.6
50 Years	125	100%

Interpretation: Majority of the respondents (44.0%) were from the age group of 31-40 years.

Table 5: Education Qualification

Qualification	Frequency	Percentage (%)
OND/NCE	18	14.4
HND/B.Sc	75	60.0
Master's Degree	28	22.4
Ph.D.	4	3.2
Total	125	100

Interpretation: Most of the respondents had HND/B.Sc qualifications

Table 6: Experience Years

Experience	Frequency (n)	Percentage (%)
1–5 Years	35	28.0
6–10 Years	50	40.0
11–15 Years	25	20.0
Over 15 Years	15	12.0
Total	125	100.0

Interpretation: The majority of the respondents had 6-10 years of working experience.

Analysis of Research Questions

Research Question 1

What is the extent of authority delegated in GTCO Plc?

Table 7

Statement	Mean	Decision
Managers delegate tasks to their employees.	4.25	Accepted
Managers delegate authority to employees to make decisions.	4.10	Accepted
Delegation improves the efficiency of operations.	4.18	Accepted
Adequate guidance is given to	3.95	Accepted

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staff after delegation.		
Grand Mean	4.12	Acceptable

Interpretation: With a grand mean of 4.12, it shows that there is a large extent of delegation of authority in GTCO Plc.

Research Question Number 2
How does delegation of authority impact employee productivity?

Table 8

S. No.	Statement	Mean	Decision
1	Delegation motivates employees to do better.	4.32	Accepted
2	Delegation builds confidence in employees.	4.20	Accepted
3	Delegation improves job performance.	4.15	Accepted
4	Delegation encourages initiative and innovation.	4.08	Accepted
Overall	Grand Mean	4.19	Acceptable

Interpretation: The results showed that there is positive effect of delegation of authority on employee productivity.

Research Question 3
What is the relationship between delegation of authority and organisational performance?

Table 9

S. No.	Statement	Mean	Decision
1	Delegation contributes to the growth of an organisation.	4.28	Accepted
2	Delegation improves service delivery.	4.22	Accepted
3	Delegation leads to faster decision-making.	4.35	Accepted
4	Delegation makes organisations more efficient.	4.18	Accepted
Overall	Grand Mean	4.26	Acceptable

Interpretation: Delegation significantly contributed to organisational performance.

In other words, there is a positive and significant relationship between delegation of authority and organizational performance in GTCO

Research Question 4
What are the possible factors influencing delegation of authority in GTCO?

Table 10

S. No.	Statement	Mean	Decision
1	Trust between managers and employees.	4.40	Accepted
2	Competence of employees and their skills.	4.36	Accepted
3	Communication effectiveness.	4.25	Accepted
4	Organisational culture.	4.05	Accepted
Overall	Grand Mean	4.27	Acceptable

Interpretation: Trust, competence, communication and organisational culture influence delegation of authority effectiveness in GTCO.

Research Question 5
What are the challenges faced with, in effective delegation of authority in GTCO?

Table 11

S. No.	Statement	Mean	Decision
1	Managers fear loss of control.	4.15	Accepted
2	Lack of confidence in subordinates.	4.08	Accepted
3	Poor communication.	3.95	Accepted
4	Incompetent employees.	3.88	Accepted
Overall	Grand Mean	4.02	Acceptable

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Interpretation: Managers' fears of loss of control, lack of confidence in surbordinates, bad communication unskilled employees are the primary barriers to effective delegation.

Testing the hypothesis
Hypothesis 1:
Delegation of authority has no significant relationship with company performance in GTCO Plc.

Table 12 Chi-Square Analysis/Test

Response Category	Observed (O)	Expected (E)	$(O - E)^2 / E$
Strongly Agree	50	31.25	11.25
Agree	40	31.25	2.45
Undecided	15	31.25	8.45
Disagree	12	31.25	11.85
Strongly Disagree	8	31.25	17.29
Total	125	125	51.29

Decision Rule
Degree of Freedom: df=(r-1) df=5−1=df = 4.

Therefore: df=4

At 0.05 level of significance:

χ 2 (calculated) = 51.29

Critical χ^2 = 9.488

Decision/Proof:
51.29>9.48851.29 > 9.48851.29>9.488

Thus; null hypothesis is which stated that delegation of authority has no significant relationship with company performance in GTCO Plc. is rejected while the alternative hypothesis which states otherwise is hereby accepted.

Hypotheses 2: The delegation of authority has no impact on employee productivity.

Analysis of Chi-Square

Response Category	Observed (O)	Expected (E)	$(O - E)^2 / E$
Strongly Agree	55	31.25	18.05
Agree	38	31.25	1.46
Undecided	12	31.25	11.86
Disagree	11	31.25	13.12
Strongly Disagree	9	31.25	15.84
Total	125	125	60.33

Decision Rule
Calculated χ2=60.33
Critical χ2 = 9.488

Decision/Proof: Since 60.33>9.488, rejection of null hypothesis is imminent, thus, accept alternative hypothesis which states that, delegation of authority has a significant impact on employee productivity in GTCO Plc.

V. SUMMARY, CONCLUSION AND RECOMMENDATIONS

The study examined the impact of delegation of authority on organisational performance in GTCO Plc. Based on the analysis done, the following major findings were obtained.

Summary of Findings
Delegation of authority: The study revealed that delegation of authority is widely practiced in GTCO Plc. Managers are inclined to assign responsibilities and give decision-making authority to subordinates, especially in the operational and customer service areas.

Delegation and Employee Productivity: The findings indicate that delegation has a positive effect on employee productivity. The delegation of authority to employees results into increased motivation, better job performance and greater confidence in performing the assigned duties.

Delegation and Organisational Performance: It was found that delegation of authority has significant effect on organisational performance. It speeds up decision making, service delivery, efficiency and overall organisational effectiveness.

Factors Influencing Delegation: The research found that there are several important factors that influence effective delegation, including trust between managers and employees, employee competence, effective communication and organisational culture.

Challenges Faced with, in Authority Delegation: The study found that managerial fear of loss of control, lack of trust in subordinates, poor communication and in some cases inadequate employee competence hinder delegation.

Conclusion

The findings of the study lead to the conclusion that delegation of authority is of paramount importance in enhancing organisational performance in GTCO Plc and similar organisations in Nigeria. The study confirms that effective delegation of authority by managers results in higher motivation, responsibility, and productivity on the part of employees. This results in increased efficiency, quicker decision making and improved delivery of service.

However, the success of delegation is dependent on variables such as trust, communication, leadership style, and employee competence. If these factors are weak, delegation is less effective and may have a negative impact on the performance of the organization. Generally, delegation of authority still remains the vital management practice towards attainment of organisational achievement in modern competitive environment such as Nigerian banking sector.

Recommendations

i. Managers should improve their delegation practices.
ii. Develop/enhence ongoing training and development programmes.
iii. Build trust between management and staff.
iv. Enhance communication links.
v. Involve employees in the decision-making process.
vi. Implement monitoring and feedback systems.

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