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Delegation Challenges in Small and Medium Enterprises

by

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DECLARATION

I, Victoria Adekomaya, hereby declare that this thesis titled "Delegation Challenges in Small and Medium Enterprises" I present is based on my original work, and this thesis has not been submitted to any other university or higher institution for any potential degree or to obtain any academic qualification.
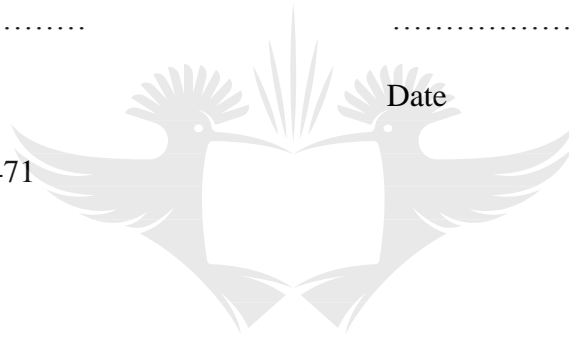
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DEDICATION

Dedicated to my beloved parents Mr & Mrs, Alfred Adekomaya, and Mr. Jacob Obada, who has been very dear to me in faith, and of good throughout my life both in prayers and support and will continue to be as long as I live. You have enriched my life in so many ways. Thank you so much for always been there for me.

ABSTRACT

Delegation can be referred to as the practice of turning over work-related powers and authority to subordinates in order to accomplish the goals and objectives of an organization more effectively. Delegation can be defined as a principle that is built on decision-making under strategic interdependence. Moreover, delegation is accompanied by actions that show commitment and competence that leads to positive outcomes.

Small and medium enterprises (SMEs) face delegation challenges due to their size. Delegation of authority is "power", "authority", and "responsibility" given to subordinates. Small business owners/managers often have difficulty delegating for a number of reasons. There might not be enough scope or room for these "power" dynamics in a small-sized entity.

The study was aimed at finding out the reasons why SMEs owners/managers are reluctant to delegate authority to subordinates and how this affects performance. This study explores the various challenges facing SMEs in delegating responsibilities to employees. A qualitative research paradigm was used to explore and understand the challenges of delegation in SMEs.

The target population for this study was SME owners in Johannesburg, Gauteng Province, South Africa. Participants were selected, based on their expertise and experience in running SMEs, through purposive sampling. A total of 15 participants shared their experiences and views through in-depth, semi-structured interviews.

Results show that SMEs owners/managers are reluctant to delegate because of some of the following reasons, lack of management skills, lack of trust in their subordinates, incompetence, and oftentimes, fear that their subordinates might out-perform them. The study recommends small business owners to delegate as this practice enhances overall business performance.

Keywords: Delegation, Responsibility, Subordinate, Authority, Small and Medium Enterprises (SMEs).

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Chapter One
Introduction and Background

1.1 Introduction

A leader cannot perform all the duties in an organization, so delegation of authority is needed for business growth and smooth administration. Delegating authority is one of the major tools used in most organizations to help aid their growth. Moreover, delegating authority is an action given to an individual for the execution of authority; such authority is backed up with legal authority or power from the owner of the business.

Most business owners have some challenges in delegating responsibilities. That is the reason they prefer doing the tasks by themselves. The greatest single motivation in sharing one's authority with others is to retain subordinates, and this strengthens the organization.

Nwagbara, (2015:87) defines delegation as assigned authority and responsibility for a particular task. The ultimate duty of a task is feedback from the person given the responsibility/task (Hoque, 2011:237). This person is usually an employee. The employees of organizations are important, because without them the achievement of the organization's purpose may be unsuccessful. Al-Jammal, Al-Khasawpeh & Hamadat (2015:61), point out that commitment and dedication contribute to organizational goals and benefits. Hence, it is normal that almost every organization delegates some level of managerial authority to their employees, in order to keep them committed (Kamal & Raza, 2012:245). There is an increasing trend in the delegation of managerial authority which is seen to engage employees more profoundly (Kiza & Picho, 2014:50).

The higher the hierarchical level of management, the more important the decisions. Additionally, results from the intricacies of decision-making will increase significantly, from a single organizational head down to the organization to individual workers (Kamal & Raza, 2012:242). This further stresses the need for delegation to allow SME owners to center their minds on the main decision-making responsibilities of the business.

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Delegation is one of the major skills often used by successful managers and owners but often ignored when they are overburdened by work (Kaplan, 2010:377). Moreover, it involves the art of managerial skills, essential to the increase of the strength of the manager through another subordinate (Ghumro, Mangi, & Soomro, 2011:670).

There are reasons, why many small and medium enterprises (SMEs) owners are reluctant to delegate responsibility to their employees; this includes, lack of required skills, lack of confidence and lack of knowledge (Powell, 2011:8). Summers & Nowicki (2016: 114), also support that SME owners are reluctant to delegate responsibility to their employees. This problem has affected many small business owners, thus making them reluctant to employ required workers, which then causes business failures.

1.2 Research Problem

In South Africa, some scholars have acknowledged the widespread cases of ineffective delegation practices and the reluctance of managers to delegate responsibilities (Brower, Lester, Korsgaard & Dineen, 2009, Gur & Bjørnskov, 2016, Ergeneli, Saðlam, & Metin 2007). Other studies such as (Yukl & Fu, 1999; Leana, 1986; Muir, 1995; Riisgaard, Nexøe, Le, Søndergaard, Ledderer, 2016, Elangovan & Xie, 1999). It is important that proper delegation is practiced to reap the maximum benefits that delegation brings within the organization. Small and medium enterprises (SMEs) in South Africa are faced with enormous challenges including, lack of management skills (Summers & Nowicki, 2016: 114), lack of confidence (Powell, 2011:8), lack of knowledge (New, 2009: 911), lack of motivation (Potter & Deshields; Kuhrik, 2010:165), poor performance (Al-Jammal, et al; 2015), fear of losing control (Yukl, 2012:72). Other general challenges are managerial interference, inadequate task definition, and insufficient experience for delegated responsibility. It becomes critical, therefore, to study delegation challenges in the South African small business sector to better understand how some of the existing problems can be addressed.

Although delegation is a common management subject that has been studied from different perspectives over the years there seem to be few studies done on delegation in SMEs, globally. The gap for this study was to indicate some specific phenomenon of delegation challenges in SMEs in South Africa.

The best delegation practices seem not to be well understood by both the delegators and subordinates. This has possibly resulted in the failure of many small and medium enterprises. There is a need for an analytical assessment of delegation practices among SMEs in order to promote good and efficient delegation practices.

1.3 Research Aim

The aim of the study was to assess the challenges facing SMEs in delegating responsibilities to employees.

1.4 Research Question

The primary research question is:

- What are the delegation's challenges facing SMEs?

The secondary research questions are:

- To what extent is delegation practiced in SMEs?
- What are the reasons SME owners do/do not delegate?
- What are the organizational challenges of effective delegation?
- What needs to be done to encourage effective delegation in SMEs?

1.5 The Significance of this Research

The study focuses on the delegating challenges in SMEs. Inappropriate practices, such as ineffective or non-delegation by small business owners might contribute towards the failure of the business, and therefore deserve more assessment. Given the low survival rates of SMEs, any study that contributes to the improvement in the success rate of such enterprises becomes very important. Understanding the delegation challenges is likely to lead to better leadership performance for SMEs and improved sustenance.

This will help small businesses thrive and contribute to the social and economic wellbeing of the country.

1.6 Definition of Terms

1.6.1 Delegation

Cipriano (2011:21) defines delegation as the right to use allocated resources within the organization to accomplish a given assigned task. Delegation involves the assignment of responsibility, the assignment of authority, and the holding of accountability within organizations

1.6.2 Authority

Authority is the legal right or ability to control and accept responsibility to perform tasks.

1.6.3 Accountability

This can be defined as the ability to be completely responsible for one's actions (Mueller & Vogelsmeier, 2013:22).

1.6.4 Responsibility

Responsibility denotes being in a situation where you have to exercise authority over someone and having a duty to make certain that particular things are done.

1.6.5 Employee involvement

Employee involvement is the implementation of decision-making which includes participating in the operational system of the organisation.

1.6.6 Delegation for Organisational Purpose

The prerogative of a supervisor is to delegate duties to their subordinates only for organizational purposes.

1.6.7 Small and Medium Enterprises

Any business with fewer than 200 employees is deemed an SME, where there are fewer than 50 employees in the business it is believed to be a small business, with between 50 and 200 employees considered as medium-sized (Abor & Quartey, 2010:220).

1.7 Chapter Structure

This dissertation is organized into five chapters as follows:

Chapter One: This is an introductory chapter, which covers the background of the study, statement of the research problem, research questions, and significance of the study and definition of terms.

Chapter Two: Presents a literature review on delegation challenges in SMEs.

Chapter Three: Presents the research method and design used in the study.

Chapter Four: Findings and discussion of the results.

Chapter Five: Conclusion and Recommendations.

Chapter Two
Delegation Challenges in Small and Medium Enterprises (SMEs)

2.1 Introduction

This chapter presents the literature review on delegation, the need for delegation, obstacles to effective delegation, and the extent those delegation practices contribute towards the success of SMEs. This study was based on decision-making processes, knowledge, and thinking processes that will sustain SMEs in delegation within the South Africa context. The existing literature reveals there is a gap between understanding of delegation and delegation information in small businesses.

2.2 Definition of Delegation

Nwagbara, (2015:34), defines delegation as a management tool used to assign, specific activities to another person. It empowers the subordinate in making a decision, and to do so effectively and efficiently. According to a study by Gur & Bjørnskov, (2016:12), delegation improves the quality of decisions by reducing overload for SME owners/managers. It also enriches employees, increases their motivation, and provides opportunities to develop leadership skills.

Kamal & Raza, (2012:241), define delegation as a management tool for improving the efficient use of different organizational resources. The effective tools of delegation in an organization are all about flexibility (Summers & Nowicki, 2016:115).

Delegation transfers decision-making authority away from a leader to subordinate managers and employees. A delegation of authority is the practice of transferring proper authority to complete task assignments (Hogue, 2011). It is the assignment of specified authority to execute delegated activities. This transfer of authority authorizes subordinate managers and employees to make critical decisions on the performance of business tasks (Kimemia, 2011:552).

To effectively achieve firm activities, leaders delegate critical decision authority to selected subordinates, managers and employees. However, leaders remain accountable for the ultimate outcome regardless of decision-making authority.

According to Sengul, Gimeno & Dail, (2012:376), the delegation of authority is the allocation of power to the subordinate in achieving organizational goals. Authority is the power to take decisions conferred on a subordinate by a superior colleague. Joiner, Bakalis, & Choy, (2016:104) stated that the management tool that builds and nourishes the superior-subordinate relationship in an organization is called delegation of authority.

As many decisions, inspire action, delegation applies equally to giving others the authority and responsibility to perform a particular action (Nwagbara, 2015:82). Also, because decisions can be complex (i.e., require many sub-decisions), delegation too can become multi-faceted (Aubert & Bourdeau, 2012:114). It is this multifaceted nature of delegation that brings about different dynamics. This is explored next.

2.3 Delegation Dynamics

A delegation is a management tool and investment opportunity that creates flexibility within an organization. Delegation increases the proportion of tasks, which match the skills, and abilities of each individual, in meeting their specific goal, thus this can generate better opportunities to develop employees (Summers & Nowicki, 2016:115).

The term "delegation" was conceptualized as one of the job descriptions of a leader where the action was taken by assigning a task to an employee (Aubert & Bourdeau, 2012:575). A delegation of tasks or responsibilities could be perceived as authorization. Authorization is a procedure where a manager instructs his or her subordinates to carry out certain tasks. Hence, authorization can only be done with authority, which can be transferred. Authority is delegated when the power to take decisions is conferred on a subordinate by a superior colleague.

Fox, Justin, & Stuart (2011:840), recognized that each employee has an output that can be optimized through delegating authority, within the organization, which boost the subordinate effort to be successful at prioritizing tasks, which are crucial to the organization. Kaplan, (2010:163) argues that delegation simply means a manager transfers formal authority to another position on an obligatory assignment, by selecting someone who can carry out the assignment effectively.

Liberman, (2011:3478) observe that managers lose control over their employee's through careless acts during the delegation process. Bozkurt & Ergeneli (2012:584), states that delegation is an acceptance by the manager in creating responsibility, in transferring authority and allowing the subordinate to carry out their assignment within minimal error.

Dynamics of delegation in SMEs have to do with using the system that can be developing the subordinates in participating in critical thinking, and decision-making in an organization (McInnis & Parsons, 2009:267). Some researchers commented that critical decisions making is a dynamic tool for advancing the mission of the enterprise. Thus, the assignment and responsibility given to the subordinate tell the subordinates to make adequate provisions for his/her supervisor in charge of the task force (Gur & Bjørnskov, 2016:14). Secondly, alongside the task, subordinates are likewise given the right and obligation to do the job in a proper way, with the intention of accomplishing the goals and objectives of the organization.

However, SME owners/managers may also look at the trust and confidence in their subordinates that can act as the necessary power to handle confidential information of other employees. Finally, the SME owners/managers should create a forum whereby the subordinates should accept obligation and be accountable for any task assigned to them by their supervisor in order to achieve effective results (Mueller & Vogelsmeier, 2013:20).

Authority is seen to be delegated when policy-making and decision-making power is bestowed on a subordinate by a loftier colleague (Bozkurt, Kalkan, & Arman, (2014: 228). The term delegation was theorized as to how SME owners assign part of or their authority corresponding with the assigned task to a subordinate (Kiza & Picho, 2015:87).

Powel, (2011:5), suggested that "managers are more likely to delegate authority when they are overloaded with work, such as when they manage large, multi-segment and rapidly growing firms". On the other hand, Joiner, et al; (2016:46) describe delegation as "the assignment of authority and responsibility to a subordinate at a lower level requiring that the subordinate reports back to their manager the results, positive or negative".

Reinhard, (2011:79), describes delegation as "An authoritative decision-making environment, with little delegation to lower-level employees, reduces the level of time-consuming discussions about projects that lower-level managers might propose".

McInnis & Parsons, (2009:465), express that "delegation increases as employee homogeneity increases within the firm, and therefore delegation is more common in old companies that are more successful". Engaging and sharing of tasks with the appropriate skilled mannered employees can be referred to as delegation (Ghumro, et al; 2011:51). Delegation gets broader, even within related work units (Saccomano & Pinto-Zipp, 2011:533).

The key theoretical models involved in this study are decision-making and delegation. Some researchers commented that critical decision making is a dynamic tool for advancing the mission of the enterprise (Sengul, Gimeno & Dail, 2012:378). The theory of delegation has led some to suggest that the delegation lies on one end of a continuum opposed by autocratic decision-making, between these ends lies varying forms of joint decision-making, wherein some form of consultation takes place between decision-makers (Gur & Bjørnskov, 2016:14).

According to Spriggle, (2009:98), "managers are more likely to delegate the authority when they are overloaded with work, such as when they manage large, multi-segment and rapidly growing firms". Powell, (2011:10) describes delegation, as the assignment of authority and responsibility to a subordinate at a lower level to reports back to their manager the outcome of the tasks given to the subordinates, whether positive or negative". Reinhard, (2011:79), stated that "An authoritative decision-making environment, with little delegation to lower-level employees, reduces the cost of time-consuming discussions about projects that lower-level managers might propose".

McInnis, and Parsons, (2009:465), express that "delegation increases as employee homogeneity increase within the firm, and therefore delegation is more common in old companies that are more successful".

Corazzini, Anderson, Rapp, Mueller, McConnell, & Lekan, (2010:15), summarizes the implication from the management literature that "it is natural for a company to become more decentralized, and decisions, therefore, needs to be delegated the more, as the company grows larger". Ricketts, (2009:14) concluded, "Delegation of decision authority is more likely to occur when a firm expands an existing product line and will be less prevalent when a firm is expanding into new products".

From the above discussion, it can be deduced that delegation goes hand in hand with authority, responsibility, and accountability. The implication is that, without the appropriate application of these aspects, the delegation practice will likely be ineffective. These aspects are analyzed further.

2.3.1 Elements of Delegation

There are 3 key elements of delegation, authority, responsibility, and accountability. These are discussed further.

1. **Authority**

In this context, organizations can achieve their objectives, when the supervisor entrusts the right and authority to their subordinate to take a decision within the organizational system (Terry, 2016:119). The equal amount of responsibility should be accompanied by adequate authority from the supervisor, because it describes how a superior gets work done, through their subordinates. For instance, assigning the authority to someone else doesn't specify that he/she is skirting from accountability. Accountability still rests with the person having the utmost authority which is the supervisor.

2. **Responsibility**

Sprinkle (2009:99), states that when responsibility is given to a person the duty of the person is to complete the task assigned to him/her. A person who is given the responsibility should ensure that he or she accomplishes the tasks assigned to them (Weydt 2010:7). Responsibility without authority leads to discontent and unhappiness among the subordinates (Shekari, Gholamabba, Nabieh, Moshizadeh, & Seid, 2011.272). Thus, accountability flows from bottom to top management level, because they hold more responsibility, and are also answerable for the tasks. The outcomes of the job performance are therefore bound by the responsibilities given to their executor.

3. **Accountability**

Accountability cannot be delegated if the actual performance of the job expected is not explained in detail (Spriggle, 2009:105). Thus, being accountable basically means being progressive as a manager and it would require thinking beyond the scope of the job.
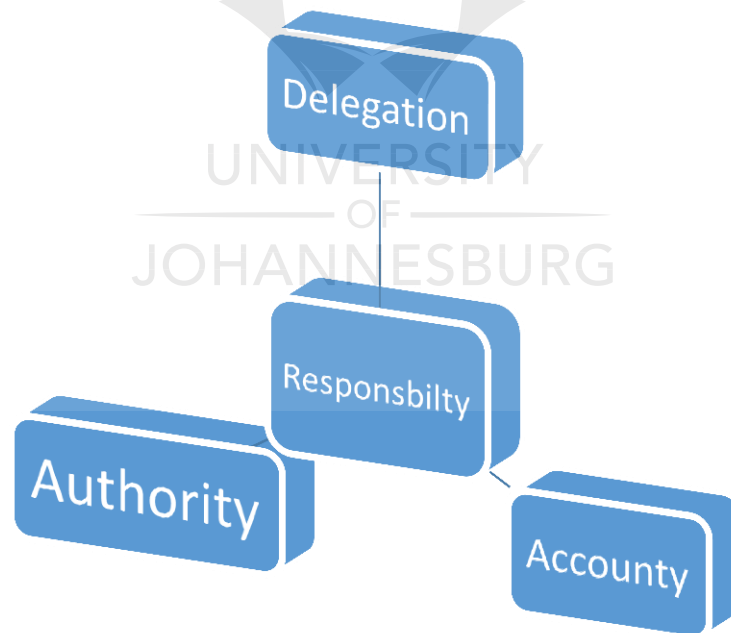
Figure 1: Elements of Delegation Terry, 2016

2.3.2 Principles of Delegation

The principles of a delegation comprised of six divisions, which are: set standards and outcomes, ensuring clarity of authority and responsibility, the involvement of employees, the principle of willingness and proficiency, applying adequate control measures, and the principle of unity of command, These factors are analyzed further.

1. Set Standards and Outcomes

In this context, the principle of delegation sets the standard of the planning processes where a subordinate agrees to the ultimate standard of measuring employees' performance (Hogue, 2011:267). Therefore, every SME owner/manager should delegate powers to the subordinate in order to enable them to clearly define the goals as well as results expected from the subordinates. The goals and targets should be clearly defined to meet with the standards of performance of the organization.

2. Ensure Clarity of Authority and Responsibility

This principle, allows the manager to keep a balance between authority and responsibility because both of them should go hand in hand. Terry, (2016:118) states that there should be a certain level of independence and power delegated to the subordinate to carry out the task effectively.

3. Involvement of employees

SMEs owners/managers should encourage and motivate subordinates by involving them in decision-making processes within the organizational system. By so doing it makes the subordinates improve their skills and also getting informed whenever the need arises.

4. The Principle of Willingness and Proficiency

Delegation can only be performed where the ability of the subordinates is effective to allow the implementation of the necessary decisions, to appraise adequate training aimed at building on strengths and to overcome the lack or weakness of staff members within the organization. The basic right of a manager is to provide help, and guidance to carry out tasks and to complete the job within a specific time period (Zacher, 2011:245).

5. Apply Adequate Control Measures

At this stage, the principle of delegation should be measured based on the performance standard and the ability of the subordinates to overcome their shortcomings.

6. Principle of Unity of Command

In this regard, the principle of unity of command refers to every superior's ability to act on behalf of their subordinates and to be accountable, not to pass the blame to their subordinates (Chevrier & Viegas-Pires, 2013:436). Thus, it is possible that subordinates may at times make wrong decisions, but if they are subjected to strong disapproval, they may refrain from making decisions at all, and adopt the safer course of always asking the boss to do so. This will not only overburden already busy superiors, but subordinates are also never going to learn to make sound decisions (Ansari, Aafaqi, & Ahmad, 2009: 2009:8).

2.4 Importance of Delegation in SMEs

Delegation is beneficial to businesses in general and to small and medium enterprises (SMEs) in particular. The amount of work can be beyond a manager's capacity and needs to be shared with others. Tasks may need to be done within a given time frame and the necessary capacity may need to be sought through delegation.

For a small business, where capacity is usually limited, delegating work creates extensions, reproducing, and allowing employees to take on some of the responsibility for handling tasks.

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Delegation allows the manager to obtain his/her goals without burning out. In addition, delegation provides a platform for choosing a successor in the future should one be needed. The approach gives the successor to learn on the job, which gives him/her an upper hand to move to a place of manager in the future (Al-Jammal, et al; (2015:61). In delegating, a structure is created which enables the placement of responsibilities and the development of leadership (Kaernested & Bragadotir, 2012:14). Delegation does not only provide authority to the subordinate, but also responsibility, and accountability thereby enabling employee growth.

It gives them a sense of value and importance within the organization and allows them to be effective in carrying out the roles conferred on them (Hoque, 2011:265). As a result, Kombo, Obonyo & Oloko (2014:25) states that employee effectiveness improves and in turn organizational performance. The most important benefit to an organization is to produce a higher quality of worker of value by allowing the employees to have the right knowledge of tasks to make decisions and to properly complete their tasks. Thus, delegation can be of benefit to the organization, the manager, and the employee (Al-Jammal et al; 2015:65).

In addition, the delegation provides a step for choosing a successor who would have learned on the job (Aubert & Bourdeau, 2012:576). All these processes provide performance feedback to management. In this study, the delegation has been beneficial to organizations and businesses within small and medium enterprises (SMEs) in so many ways.

2.5 Effective Delegation

It has been noted that actual delegation is not simply about handing over a task only, nevertheless, it is all about how sympathetic, the competence and commitment of the person you want to delegate to. Through delegating work, managers are able to train, and develop competent employees, making them more valuable to the organization (Kaernested & Bragadotir, 2012:15). Delegation allows the manager to obtain his/her goals without burning out. In addition, the delegation provides a platform for choosing a successor in the future should one be needed. The approach gives the successor the ability to learn on the job, which gives him/her an upper hand to move to a place of manager in the future (Aubert & Bourdieu, 2012:115).

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Thus, the structure within an organization enhances effective delegation for the purpose of developing high-quality leaders, (Kaernested & Bragadotir, 2012:15). Delegation of authority helps to evaluate employee effectiveness which is very important in an organization. It is also used as a tool to develop the employee's skills (Al-Jammal, et al; 2015:70). The primary job for managers is to make sure that others are doing what they need to do, in order to meet the mission and goals of the organization. Kombo, et al; (2014:4) states that employee effectiveness improves organizational performance, the dynamic force behind the organizational growth and profitability. Delegation is a critical factor in helping anyone become a successful leader that even helped virtual teams perform and obtain better results (Zhang, Tremaine, Milwski, O'Suillivan & Fiermestad, 2009:47).

2.6 Why SME Owner/Managers are Reluctance to Delegate

There are many reasons why SME owner/managers do not or are reluctant to delegate. Some owners fear that they will not be recognized for the work done by the subordinates, and also feel that something important would have been removed from their responsibilities if they delegate (Kombo, et al; 2014:27). However, in some organizations, owners/managers lack confidence in the skills and abilities of the employees to perform duties at hand. Though this may be justifiable, this results in non-delegation. Delegation challenges can emanate from either the employer (manager) or from the employee (subordinate) side. An owner/manager may not delegate for the following reasons; a sense of perfection and/or lack of confidence in the subordinate. This could be as a result of being conservative, or just a natural desire to dominate. On the part of the subordinate, delegation may suffer because a subordinate avoids accepting responsibility due to the following reasons: (a) lack of incentives or being overburdened with work, (b) lack of self-confidence or fear of criticism due to poor skills or training. The delegation weaknesses from either party may suffer from internal organizational problems such as (a) defective organizational structure and non-clarity of authority-responsibility relationships, (b) defective and inadequate planning and policy formulation, and (c) a lack of effective control mechanism in the organization (Matthews, 2010:12).

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According to New, (2009: 911), some managers sometimes prefer to perform their duties, by themselves than assigning it to someone else. This is because of their belief that they can make better decisions than their subordinates. This belief is often found especially among managers who have been recently promoted from a lower position to the top position, who ends up doing the work of subordinates (Ricketts, 2009:21). They are also never going to learn to make good decisions and take responsibility.

Delegation involves the risk that subordinates may not make sound decisions. Every decision involves some element of risk as the results of the decision lies in the future. In theory, managers who are unwilling to take risks will never be able to make any decision. Managers can reduce the risks of delegation by relating job assignments and delegating carefully according to their subordinate's abilities and motivation and by establishing adequate control mechanisms to ensure quality performance (New, 2009: 912). Lastly, managers tend to be authoritarian. Some SMEs often fail to delegate because of their authoritarian leadership style. They believe in making decisions themselves, giving detailed instructions to their subordinates and exercising close supervision. This makes them overburdened to the extent that, they never find enough time to devote to their responsibilities of planning and organizing. This usually causes low job satisfaction, low morale, and alienation among their subordinates (Aubertand & Bourdeau, 2012:114).

2.7 Potential Challenges in Delegation

Time management is an effective tool for delegation. However, many managers do not delegate effectively. Therefore, the delegation fails (Ricketts, 2009:21). SMEs owners/managers usually blame their team for not completing tasks on time and not meeting the required standard of work. The challenges of delegation in SMEs are so enormous; some SME owners/managers find it so difficult to delegate duties because it is not always easy for them. Small businesses face challenges in relation to delegating responsibilities to employees.

According to Wilson (2010:45), some SMEs owners/managers are destined to committing the deadly sins of the delegation which is as follows: abdicating, lack of communication, believing that employees are not ready yet, the "do it my way" syndrome, not establishing clear report systems (New, 2009: 941).

Though delegation appears to be a simple process, many problems or difficulties come in the way of effective delegation of authority. Some difficulties that come from management are classified as follows: (a) Reluctance to delegate, (b) fear of losing importance, (c) mutual distrust/lack of trust and confidence, (d) unskilled subordinate, and (e) lack of motivation (Potter et al; 2010:66). These factors are analyzed further.

2.7.1 Reluctance to Delegate

SME owners/managers are reluctant to delegate authority to subordinates because decision-making is not properly done in a rightful way (Athanasouli & Goujard, 2015:1020). In this context, they have the conviction that decision-making is done among the top managers who have been promoted. Therefore, the reason why some organizations reluctantly delegate is that when organizations are short-staffed, the managers have nobody to delegate to, and it is also very difficult to delegate responsibilities (Robinson, 2010:105).

2.7.2 Fear of Losing Importance

Managers who feel relaxed with authority, fear to delegate authority because they feel that it reduces their importance within the organization system, and they also retain their authority as a positional superior of an organization. However, fear can be deceptive between the supervisor and the subordinate. Secondly, some SMEs, owners are reluctant to delegate, as they fear to expose their own shortcomings to set goals, define the tasks of subordinates, specify their respective boundaries of authority and coordinate their activities. They should better realize that keeping everything to themselves is no solution to such personal problems.

Finally, other reasons why SMEs owners/managers reluctantly refuse to delegate are deeply rooted in people's attitudes, and the culture of the company, perceived threats, fear of opposition, lack of trust, insecurity, and fear of becoming redundant, and by so doing they feel reluctant to do their jobs, putting blame on their subordinates.

2.7.3 Mutual Distrust/ Lack of Trust and Confidence

The absence of confidence in subordinates can be seen as an important reason why managers are sometimes reluctant to delegate. Subordinates may not have the skill and the expertise to take quick and correct decisions. The subordinate would prefer to go to his/her superior (boss) and ask for his/ her guidance or opinion. Such psychology acts as a cause for non-acceptance of delegation. Subordinate avoids delegation due to such mental tension or inferiority complex.

2.7.4 Unskilled Subordinates

Stubborn subordinates are often reluctant to agree to take delegated authority because of low self-confidence, and the anxiety of making errors in their work. It is the duty and the responsibility of the superior to create and to develop self-confidence, guidance and creating a supportive environment within the organization (Wilson, 2010:11).

2.7.5 Lack of Motivation

The lack of a motivational environment in an organization disheartens subordinates to take or accept responsibilities (Shafie, Baghersalimi, & Barghi, 2013:25). Such an environment is found in organizations where there is a lack of reward and a judgemental system.

2.8 Benefit of Delegation to the Organisation and Employees

It has been noted that SMEs owners/managers are often reluctant to delegate. Although this may be true in most cases, an essential element of leadership is getting work done with the assistance of others (Powell, 2011:9).

However, by realizing the benefits of delegation, it is possible to overcome these objections. There are four benefits of delegation to the organization, which are following: it keeps you from stress, it builds trust, open communication, and engagement among subordinates, it encourages creativity and develops skills in subordinates, and it brings a positive business culture.

2.8.1 It Keeps You from Stress

Most of today's owners/managers want to be successful, and for this reason, they usually take on more projects than they can handle. The fear of disappointment motivates them to avoid delegation because they fear that someone else will not get the job done correctly. When SME owners/managers are manipulating, they are more likely to make mistakes at the same time (Terry, 2016:120). Thus, in this case, delegating tasks to the right individuals is very key, it allows SMEs owners/managers to focus on planning, supporting, and organizing other important areas of the business.

2.8.2 It Builds Trust, Open Communication, and Engagement among Subordinates

One of the many benefits of delegation is to build trust, openness, and create a platform of engaging subordinates in contributing towards the set goals of the organization (Weydt, 2010:1). Managers/leaders who do not delegate fail to build a system of trust within their organizations. However, managers who delegate tasks effectively help to build a solid system of trust within their business, and that trust is a mechanism that smoothens the system to remain focused, develop and making communication open to all subordinate. When employees truly feel that their skills and talents are been purposefully achieved, they feel happy in engaging themselves and making sure that the tasks are been carried out successfully.

2.8.3 It Encourages Creativity and Develops Skills in Subordinates

Some SME owners/managers provide their subordinates the freedom of developing skills and being creative in doing their given tasks in their own way in so doing it can be seen as a way of empowering their team and giving them a platform to be creative. Hogue (2011), states that employees have the mind to be successful, not only for themselves but also for the future and the image of their organization. Therefore, personal creativity can lead to breakthroughs, which can lead to the benefit of others.

2.8.4 It brings a Positive Business Culture

The greatest drive to delegate tasks to employees has to do with the type of business philosophy a front-runner expects to build. It also improves effectiveness, increases moral effort, innovation, productivity, and support, all of which are important to a company (Kamal & Raza, 2012:87).

Perhaps, one of the best reasons to delegate tasks to others has to do with the business culture a leader hopes to create. Delegation helps to improve efficiency and productivity, team morale and encourages passion to innovate. It can also help to minimize safety risks and supply the organization with a group of highly-qualified employees who are experts at getting the job done right. Leadership is mostly needed in transforming the growth of small, and medium enterprises (SMEs) in various businesses. This is discussed next.

2.9 Transition in SMEs

Research has shown that leadership is a process of persuading others and agreeing about what needs to be done and how it can be done efficiently and the process of enabling individuals and the communal efforts of others to complete the shared objectives (Yukl, 2012:68).

According to Yidong & Xinxin, (2013:445), management needs sympathetic leaders to embrace leadership transition into their business. Ibarra Snook, & Guillen Ramo, (2010:657), are of the view that change driven by authority is easy to organize and is usually effective in the short run. Usually, great results may transpire but the change effort is powerful as long as it is pushed and people do what they are supposed to do. Leadership here is based on authority, position, and seniority (Lekan, Corazzini, Gillis, & Bailey, 2011:213).

Organizations that invest in leadership development perform better than those that don't. Moreover, it is important for the management team to be able to handle difficult questions about employees and their development of the organization. Leadership is not just about the leaders themselves but also about creating a corporate image, and culture of employee performance within the organization. If an organization neglects its leadership part, it can easily lead to loss of direction, and failure to achieve the set goals and objectives of the organization (McClean, Burris, & Detent, 2013:534).

2.10 Contribution of Delegation to SMEs

Most SMEs operate as proprietorships or partnerships. As an entrepreneur, one handles almost everything on his/her own. Nevertheless, as an organization grows in size and complexity, one cannot manage everything and need to focus on where one can add maximum value. Therefore, in this case, delegation improves an individuals' decision-making; delegation prepares an individual for a more senior managerial position and if this takes place what are the resulting outcomes: possible more competitive SMEs, better-managed entities, and growth.

Abor & Quartey, (2010:32), states that SMEs play a major role in the equitable economic development process. As SMEs grow, the more the companies recognize the importance and effectiveness of delegation. This further enhances authority, accountability, and responsibility among employees. Moreover, this creates economic growth by creating job opportunities; promote an increase in the GDP of the economy, and innovation (Minai & Lucy, 2012:115).

SMEs are seen as the critical players in creating employment for the less educated, elderly, handicapped, unskilled, and the youth. This is so because many retrenched and experienced personnel went on to open their own small businesses. It is, therefore, safe to point out that SMEs absorb labor starting with those who are skilled and are in between jobs (Abor & Quartey, 2010:32).

Fatoki & Odeyemi, (2010:2765) and Amra, Hlatshwayo, & McMillan, (2013:26) agree that SMEs have the ability to create new jobs in the shortest possible time and absorb the skilled and unskilled personnel in the labor market. In addition, Mahembe (2011) states that SMEs create more jobs than large firms do and large firms strive to be competitive by acquiring more capital stock than they do labor and ultimately just employ a few highly skilled personnel. On the other hand, SME owners have the capacity to absorb more labor because they are not very capital intensive and therefore employ even the low skilled labour force. This is because the jobs created by SMEs, usually do not require very high qualifications FinMark Trust. (2015).

However, several studies conducted have a different view of SME's capacity to create employment (Fatoki, & Asah, (2011:172). The studies revealed that only non-survivalist SMEs have the required employment capacity/base to contribute to the reduction of unemployment levels. They also observed that the primary net employers in South Africa were larger firms/organizations in operation rather than the SMEs. The large firms employed approximately 53% of all new job seekers in the labour market.

Small and medium scale enterprise (SMEs) is an entity structured to accomplish specific goals Anga, (2014:142). The accomplishment of these goals solely depends on the success rate achieved over time. However, there are contribution tips towards effective delegation in SMEs, which are as follows: Firstly, decide what you would like to delegate. Secondly, decide who you would like to delegate these jobs too, and start the process of delegation. Finally, the work is divided and allocated to the subordinates.

The research questions related to the literature are shown in the table: 2.1

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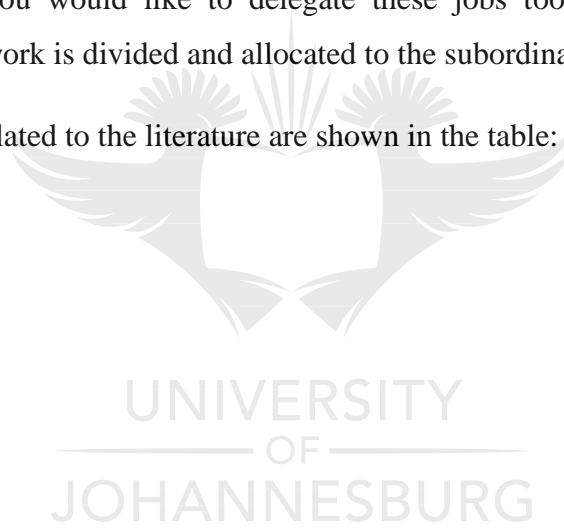
Table 2.1 Research Questions

Research Question		Related Interviews Question
Q1: To what extent is, delegation practiced?	Section 2.3	1. Could you briefly describe your business organization for me? 2. Could you briefly share with me your understanding of the concepts of delegation? 3. To what extent is delegation practiced in SMEs? 4. How do you perceive the role of delegation practices contributing to small and medium business enterprises in South Africa? 5. Why is delegation so important to SMEs business? 6. What strategies can you associate more with competitive and sustainable delegation practices in your organization?

Q2: What are the reasons why SMEs owners do not delegate?	Section 2.4 – 2.4.1	1. What did you think are the major reasons SMEs owner fail to delegate? 2. Did you think that leadership transition could be of benefit to small businesses? 4. What are the benefits of delegation in your small business? 5. What are the organizational challenges of effective delegation?
Q3 What are the organizational challenges to effective delegation?	Section 2.5.1 -2.6	1 What are the values you will like to implement in your organization in order to keep your employees effective? 2. What leads to an effective delegation in an organization? 3. What are the focus areas in the working relationships with your employees?
Q 4: What is the way forward to the effective delegation in SMEs?	Section 2.7 – 2.8.4	1. What are some measures you take to minimize the ease of fear of delegation? 2. What is the way forward to the effective delegation in SMEs? 3. How does delegation practices contribute to small and medium business enterprise in South Africa?

2.11 Summary

In conclusion, the literature on delegation challenges in SMEs establishes many factors. The main point is that the delegation of authority is a decisive means of achieving business goals (Ambrose, 2012:233). A delegation of authority directly affects the nature and success of a business enterprise. It is the act of empowering subordinate managers and employees to make critical decisions. When leaders delegate authority, they entrust others with authority to achieve specified results. When leaders delegate authority, they become vulnerable to trusted employees for the achievement of specified results. In the process of delegation, authority is distributed throughout various subordinate levels of the firm, flowing down from the source of authority to the top of the business enterprise.

Chapter 3 describes the methods and measures used in this research study.

Chapter Three
Research Methodology and Design

3.1 Introduction
This chapter provides the research methodology used to explore delegation challenges in small and medium enterprises (SMEs) in South Africa. This chapter is categorized into sections such as research paradigms, research methods, and design, target population, data collection, data analysis, measurement of trustworthiness and ethical consideration.

3.2 Researcher's Paradigm
The purpose of using this research paradigm in this study was to discover the participants' views, experiences, and understanding beyond the quantitative realm. The qualitative research paradigm was found suitable for this study, with the aim of exploring and understanding the challenges of delegation in small and medium enterprises (SMEs).

Petty & Stew, (2012:379), claim that interpretivist researchers discover reality, understanding participants' backgrounds, experiences, and opinions. In a minor scope, this paper does not aim to investigate all sorts of research approaches and methods; instead, it mainly focuses on the interconnection between interpretivism and qualitative methods in the field of social sciences.

3.2.1 Interpretivism
Interpretivism cannot be separated from individuals accepting their standard, value and understanding the realities of the research practice (Thanh & Thanh, 2015:25). In this research practice, an open approach engaged participants in discussions. Therefore, this paradigm was the best approach for this research (Pringle, Drummond, McLafferty & Hendry, 2011:22). This is because it finds the method and the way of interpreting the subject and the realities, which motivate people's belief, to understand and make sense of the actions in a way that is meaningful to the research participants.

The interpretive paradigm does not predetermine the dependent and independent variables and does not set out to test any hypotheses in its research, but aims to determine the social context of the phenomenon and how the phenomenon is influenced or how it influences the social context (Kura, 2012:15).

3.3 Justification of the Research Paradigm

The justification of the research paradigm of this study was based on an interpretive paradigm. Ponelis, (2015:535), states that an interpretive paradigm is subjective and it recognizes that both the researcher and participant will have their interpretation and construction about world views hence the researcher must always be open to receive different opinions and views from the participants on the subject matter at hand (Saunders & Ktzinger, 2013:127).

Finally, a philosophy of the study is regarded as the purpose by which a researcher generates the phenomenon that will create a significant meaning of the study (Rosahman, & Deeptee, 2009:7). Therefore, in this research method, I was looking at finding themes, patterns, and categories of analysis, which come from the data, rather than imposing these prior to the research as recommended by (Baskarada, 2014:23)

The aim of this research study was to assess the challenges associated with effective delegation in small and medium enterprises (SMEs). Hence, the theory backs the framework because it was developed through in-depth study.

3.3.1 Qualitative Method

A qualitative method was used to conduct this research study. Van Esch & van Esch (2013), state that the "qualitative research method is used to study an occurrence within the environment in which it naturally occurs, supported by the social meaning of the occurrence to each individual who was subjected to the occurrence". In this research study, the qualitative research approach is applied because the aim of the research is to generate a social setting of human behavior, understanding, and opinions (Erlingsson & Brysiewicz, 2013:95).

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The researcher did not impose his or her description of variables on the participants, and this is one of the characteristics of qualitative research. The researcher needs to understand that the reality is what people perceive in order to understand the entire situation (Collins & Cooper, 2014:90).

The participants shared their experiences and views in delegation practices that could, if implemented, lead to sustainable growth in their businesses. The research was conducted through in-depth, semi-structured interviews.

3.4 Research Methods

A research design is the logic process for empirical data collection and data analysis which links both the research purpose and questions, in order to draw conclusions from the data (Corbin & Strauss, 2014). Therefore, using interpretive studies for exploratory research was the key decision for the researcher to play the role of preceding theory, the unit(s) of analysis, the number and selection of cases, the techniques used for data collection, and the method(s) by which collected data were to be analyzed (Robinson, 2010). When analyzing data, the qualitative researcher attempts to make sense and interpret the phenomena in terms of the meaning the participant place on them (Elsawah, Guillaume, Filatova, Rook, & Jakeman, 20115:512). Qualitative data analysis methods such as content analysis, constant comparison, and pattern matching can be used. Whichever approach is chosen, a qualitative researcher should make the process involved in their collection and analysis of data as explicit as possible (Bernard & Ryan, 2010).

The research method and design are key components of this inquiry that explored the challenges faced by SMEs owners in delegating tasks. A qualitative method was used to understand and explore the descriptive accounts, similarities, and differences of the strategies used by owners of SMEs in their natural environment. Following a thorough review of different research designs, the qualitative research method and design was selected to be an appropriate approach to address the research question.

3.5 Population

The target population for this study was SME owners in Johannesburg, Gauteng Province, South Africa. The population consisted of owners of Small and Medium Enterprises in Johannesburg, South Africa. The participant selection was done through purposive sampling. The sample composed of 10-15 individuals in Johannesburg central, who are small and medium enterprise owners that (a) currently own a business, (b) employ 5-50 employees, (c) have experience in small businesses for at least 5 years.

All business owners were interviewed in Johannesburg, South Africa. Priority was given to SME owners, who have managed their businesses for the first 5 years, and who were willing and capable of articulating their experiences on delegation challenges in small and medium enterprises (SMEs).

3.6 Sampling Methods

The sampling method used was purposive sampling. The reason for the use of purposive sampling is, it enables the selection of participants who have knowledge about the overarching research question of the study (Palinkas, Horwitz, Green, Wisdom, Duan & Hoagwood, 2015:540). The purposive sampling in this study focused on small business owners who had operated their small businesses for more than 5 years.

The researcher received approval from the University and sent letters to the prospective candidates. Based on the outcome of conversations, the researcher then forwarded the candidates' personalized letters (Appendix A) by email and in-person delivery, in which the researcher (a) explained the purpose of the study, eligibility criteria, the nature of the face-to-face interview, and the fact that the interviews were to be recorded; and (b) requested their formal consent to participate. Participants' knowledge and access to full information about the research project were an essential element that influenced the decision concerning participation in the research data collection process as advised by Marrone, (2016).

3.7 Data Collection

The exploration of the qualitative research method assists in constructing the evidence through observational, theoretical, behavioural, and analysis through an interview process. The researcher applied open-ended questions and words to describe the experiences of the participants. The justification for using a qualitative approach was to acquire the perspectives of the participants.

The open-ended interview questions were used to gain insight into the delegation challenges in SMEs and to obtain responses from SME owners. Responses to the interview questions were used to categorize the practices participants believe are imperative for SME's survival. The data collected from participants might help readers understand the exploration of delegation challenges in SMEs. The interpretation and analysis of the data collection permit the study to identify the key themes and to develop a theory regarding delegation challenges in SMEs.

The data collection included semi-structured interviews to reach saturation (Englander, 2012 25). The participants were interviewed, and a second interview was planned for further clarification. Not all participants required a second interview. The data collection process includes the face to face interviews and open-ended questions.

3.7.1 Face-to-Face interviews

The face-to-face interviews were audiotaped, and the participants were informed about the recording. The purpose of the audiotape was to record and listen to the recordings for analysis. The communication sequence required a reciprocated interaction between the researcher and the participant in the form of seeing, hearing, and listening, for sharing information in a mutual agreement. Each interview lasted approximately 45 minutes. Each interview remained confidential and anonymous as stipulated by (Rowley, 2012:263).

The interviewees were informed of the details of the study and any potential ethical issues related to the study. Interviewees were given a location to meet with a given time that was made in advance. During the interviews, the researcher used techniques of silence, repeating questions, and questioning to prompt further discussion. Face-to-face interviews allowed for values, beliefs, and experiences to be discussed. Most organizational research interviews utilize staff members' experiences, and in this case, it involved the owner-managers (Dworkin, 2012:1319).

3.7.2 Open-ended-question

The data collection process used open-ended questions that allowed for a thick, rich, description of the information to be obtained as recommended by Miles, Huberman & Saldana, (2014). The responses to open-ended questions were completely voluntary, unpressured and at the discretion of the participants. Various viewpoints were discussed with the participants so that the phenomenon was fully understood. Open-ended questions allowed the researcher to build a relationship of trust with the participant. No emotional harm came from the open-ended questions while researching the phenomenon.

3.8 Research Instrument

In this qualitative descriptive study, the researcher became the main research instrument to consider the sensitivity, skills, and knowledge to produce a high-quality study about what instruments to use during the interview.

The semi-structured interview consisted of prepared questions guided by identified themes in a logical manner with subtle probes designed to prompt detailed responses from participants. The research instrument consists of four basic research questions which were as follows; to what extent is delegation practiced, what are the reasons why SMEs owners do not delegate, what are the organizational challenges to effective delegation, and what is the way forward to an effective delegation in SMEs?

The researcher collected data from open-ended semi-structured interview questions. Qualitative research revolves around the researcher, who is an intrinsic part of the research process (Tufford & Newman, 2012:95). The data collection method was audiotaped in-depth face-to-face semi-structured interviews. The researcher conducted personal interviews with each participant. An interview protocol (Annexure B) was developed and followed.

3.9 Data Analysis

The researcher interviewed the participants and captured the information (through a recording device). This was followed by a transcription of the recorded data (material) gathered from each interview. Furthermore, the data were analyzed through a speech recognition-based dictation pad with a wave to text converter or manually by listening and typing out the contents followed by thorough reading and rereading of the typed transcripts.

Thus, themes emerged during transcription, the researcher performed "open coding, thematic coding and plotting themes in conceptually clustered matrices" as suggested by (Frieese, 2014). Data was divided into small sections and sorted into themes, ideas, and categories using a computer-assisted qualitative data analysis software (CAQDAS).

Numbers were also used for coding because they are clearer, less confusing, and easier to assign to themes. The last step was synthesis or interpretation of the results of the first three components as recommended by Creswell, (2013).

3.9.1 Analysis of Delegation Theme

Thematic and content analysis were used in the study. Similarly, Guest, MacQueen, & Nancy, 2012), argues that the objective of qualitative analysis is to identify themes and patterns, explore their relationships with each other (coding), and give an account of the relationships to interpret the data. Frisese, (2014) further clarifies that the objective is to find themes that clarify research.

For change to occur, the organizations go through episodes of apathy, events that trigger the change, and eventually acceptance of the change. Analysis of the interviews required the use and understanding of organizational structures as they were applied to the delegation process of school nursing within the educational institution. Thematic Analysis is an approach used to identify, analyze and interpret themes in qualitative data (Vaismoradi, Turunen, & Bondas, 2013:402).

Thematic Analysis (TA) approach in qualitative studies was suitable for the researchers who wish to employ a relatively low level of interpretation, and it centers on developing themes by identifying which themes are important (Vaismoradi, et al; 2013:403). The researcher also used methodological triangulation to improve credibility.

3.9.2 Code Analysis

The process of coding went through a series of similarities and differences according to the themes presented in the research as phrases. A three-step process took place with coding, which utilizes initial coding, consisting of descriptive coding, in Nvivo coding, and then, the second phase of coding in which the researcher patterns to identify themes. The third phase consisted of axial coding, followed by small adjustments that allowed for better themes.

The analysis of the researcher's effect was evaluated as the researcher has the potential to affect the study during the interviews. Miles. Huberman, & Saldana, (2014) indicate data quality checks are needed in a study to eliminate bias and deceit. The thick description added to the validity of the study.

Rowley, (2012:263) indicates that the researcher needs to listen to the audiotapes several times to organize concepts to identify similar as well as dissimilar thoughts.

The analysis process was a bit time constraining ass some of the codes and categories that fell in more than one thematic title sentence were not clear. Deductive reasoning shows the thoughts being channeled by all participants, giving their opinion doing certain reasons was one significant factor are due to interconnectedness to the other, in the second part of the diagram of the SME business owner's dynamic on delegation and decision-making factors. The analysis of the themes was discovered in comparison to the preliminary interview transcript to ensure that the "Factors" did actually define the opinion, thought, and views information and patterns being given by the participant. The themes category used to describe the instances of the participants for the process of interviews to express personal traits that expose their actual character

3.9.3 Transcription

During the interview process, the researcher utilized effective communication skills through active listening, discussing, constructing discussion, interpreting, and forming credibility. The transcription allowed the spoken word to be interpreted through written words and this allowed the phenomenon to be explored from the responses to the research questions. A transcription is a form of written discourse where issues were described as negative connotations provided a different lens, which allowed audiotapes to be reviewed and listened to, finding similarities and differences in context to uncover emerging themes. Transcription was the starting point for the management of data collection.

Themes were categorized and listed in a table format, which was associated with the level of coding, which consists of the first, second, and third level of coding. Information remained confidential and was kept secure.

3.10 Measurement of trustworthiness

The trustworthiness of qualitative research findings address issues relating to credibility, dependability, and transferability (Elo, Kääriäinen, Kanste, Pölkki1, Utriainen1, & Kyngäs1, 2014:9). The strategies used to achieve the validity of this study include member checking, methodological triangulation, prolonged engagement with participants, and clarifying the researcher's bias as suggested by Morse & Coulehan, (2015:156); Yin, (2014). Therefore, understanding the phenomenon may have been misinterpreted or opportunities missed. Jacobs (2009) argued that an ontological assumption of phenomenology is that objectivity is not possible, and the researcher must be mindful of biases to minimize their influence. Because a single researcher drew up the findings, this may have skewed the interpretation of data.

This unit of analysis is personal, context-dependent, subjective per owner-manager, and therefore more difficult to interpret and to draw generalizable conclusions on. A second reason is the sample size of the current study, which is relatively small. Even though the sample is diverse and quite randomly selected, a sample of 10 firms and SMEs owner/leaders is not representative to generalize results about an entire sector, a country or a specific type of firm. Researcher bias and the inherent weaknesses of a qualitative research methodology cannot be ignored.

While the researcher strove to establish objective measures and to exclude known bias from the research design, human or technical errors could have taken place in the creation of research questions, the conduct of the interviews was due to weakness in the delegation challenges facing in small, and medium enterprises (SMEs) in South Africa. Thus, the transcription of the voluminous data, data organization, the open coding process, and the interpretation of the data.

Therefore, though the results are meaningful empirically, they may not be generalizable to a larger universe, but serve as exploratory findings (Puplampu, 2010).

The findings of this research may likely reflect the challenges facing small and medium enterprises (SMEs) in delegating tasks. Finally, participants in the field of businesses may have affected their ability to interpret interview questions and properly explain their responses in a comprehensive manner.

3.10.1 Credibility

Credibility is determined by ensuring that the results of the analysis reflect the participants' live experiences (Yilmaz, 2013:330). Establishing the relationship between the original data collected from participants and the researcher's interpretation enhanced credibility (Alby, 2014:245). Researchers achieve credibility through the attainment of qualitative research validity and reliability (Ajagbe, Isiavwe, Sholanke, & Oke, 2015:321).

3.10.2 Dependability

Dependability and confirmability have been considered to be linked to each other and results from data from a similar situation being consistent over time (Baskarada, 2014:15). Confirmability refers to data that is impartial and correct (Bozkurt, 2012:584). Check, Wolf, Dame, & Beskow, (2014:5), asserted that confirmability in the qualitative study demonstrates that research data truly represents participant voices, and is free from the researcher's personal bias. In order to sustain the quality of this qualitative research, the researcher integrated the criteria of credibility, transferability, dependability, and conformability in the study.

3.11 Ethical Consideration

Ethical principles were applied throughout this research study. This involved notifying the participants of their rights, safe atmosphere for participating during the research. The permission to distribute the research questions among the potential participant was approved by the ethical committee of the University of Johannesburg. Ethical approval was received from the University of Johannesburg (ethical approval number 2019BM043. This is attached as Appendix B) from the ethical committee before conducting field data collection. Participants also enlisted the ethical clearance code number in the informed consent form before signing.

3.11.1 Informed consent

Informed consent is the information passed to participants of a survey, either verbally or in print. It can also be both ways, to ensure high ethical considerations. In this case, the potential participants were informed about the research, research nature and about the contents of the research through an explanatory statement.

During the interview process, participants were free to respond or object to any particular question and could withdraw at any time without penalty. The primary incentive to participate in this research was participants' free access to a page summary of the results of the researcher's findings and the opportunity to benefit from the exchange the researcher had with them during the interview, and the opportunity to impact positively on this research study through community development.

The researcher did not offer cash or any other incentives as compensation for participation. Confidentiality of the research participants and their information was maintained by making sure that there were no visible links between the respondents and the responses from the in-depth interview process in the final study. The identities of the participants were kept confidential at all times, and the preservation of all data, records, and information collected during the study is secured in a safe and coded for 5 years to protect the rights of participants. During this 5 year period, the researcher will not grant access to any person or body, except the University of Johannesburg. After 5 years, the researcher will remove all evidence stored and destroy it by shredding.

3.11.2 Voluntary participation

The researcher made it clear to the participants in both writing and verbally, that their participation is entirely voluntary, and that the information they provide will be solely for academic purposes. They were also informed that they could withdraw participation at any time

3.11.3 Risk

Here, the researcher considered the safety of the participant of the utmost importance and further ensured that no compromises would occur during the course of the interviews. Desires, morals, and wants of the participant were also considered through the information written on the informed consent form.

3.12 Summary

Chapter 3 outlined the research methodology such as research paradigms, research methods, population, sampling, data collection, data analysis, and ethical consideration applied in the study. The key study focused on delegation challenges in small and medium enterprises (SMEs) in South Africa. Chapter 4 contains the findings for each research question and the analysis of the results of the study.

Chapter Four
Findings and Discussion of Results

4.1 Introduction

This chapter presents the discussion of the results of this research study, based on delegation challenges in small and medium enterprises (SMEs).

4.2. Participants' information

Ten participants' were used to provide data for this research, and Table 4.1 provides the following are the full details about them. Therefore, the participants were required to give full information details on delegation challenges in small, medium, and enterprises (SMEs) in Johannesburg, Gauteng, South Africa context. As a result of this information during the study, were critically analyzed. The researcher described the participants' information, which was based on the following information. According to this information, the researcher also felt that both genders were appropriately analyzed in the study. The gender were eight male, and two female, the duration of their business were from 5years and above, the numbers of an employee in the business were from 5 employees - 10 employees, the nature of the business were as follows: shipping and receiving, construction industry, printing services, interior decoration, media, and advertising, hairdresser, management consultation, repairing maintenance, and retailing computer accessories. The location of the business was based in Johannesburg Gauteng, South Africa.

Participants	Gender	Duration	Business	Number	Location
Participant 1	Male	12 years	Shipping and Receiving	8	Kempton Park
Participant 2	Male	6 years	Construction Industry	5	Randburg
Participant 3	Male	10 years	Printing Services	5	Braamfontein
Participant 4	Female	15 years	Interior Decoration	10	Florida
Participant 5	Male	7 years	Media and Advertising	5	Braamfontein
Participant 6	Female	5 years	Hair Dresser	7	Johannesburg CBD
Participant 7	Male	10 years	Management Consultancy	5	Braamfontein
Participant 8	Male	6 years	Repairing and Maintenance (Auto-mobile)	5	Johannesburg CBD
Participant 9	Male	8 years	Project Management	10	Randburg Johannesburg
Participant 10	Males	5 years	Retailing Computer Accessories	5	Johannesburg CBD

Table 4.1 Participant's background information

4.3 Memo

Deductive reasoning was used in the analysis process as some of the codes and categories fell in more than one thematic heading. This showed that the thoughts being channeled by the participant were interconnected and some of the reasons for doing certain things were influenced by more than one influential factor thus the interconnectedness shown in the second part of the diagram of the SME business owners decision-making factors. The themes discovered in the analysis were compared to the initial interview transcript to ensure that the "Factors" did actually describe the thought patterns and information being given by the participant.

Most of the participants showed in-depth knowledge and experience in relation to the subject matter. The participant was referred to talent management as being something of an emotional nature as was referred to as "the extent of delegation practice in their businesses". The below diagrams show the steps and processes that have undergone systematically to come up with the coding, categories, themes, and sub-themes. This was done by putting the transcripts in a table format and coding, with themes from there. The result of this process follows:

The following table 4.2 shows the various themes and sub-themes on how the research question was been conducted into categories.

Themes	Sub Themes
1. A dynamic way of Understanding Delegation	Could you briefly share with me your understanding of the concepts of delegation? 2. Why is delegation so important to SMEs business? 3. To what extent is delegation practiced in SMEs?
2. Practice of Effective Delegation	4. What are the practices of the delegation that will lead to an effective delegation in an organization? 5. What are the values you will like to implement in your organization in order to keep an ethical delegation practice? 6. What about communication systems in your organisation, do you think it will be an effective way of conducting transparent, open discussions to retain talented employees in your organization? 7. What are the focus areas in the working relationships with your employees? 8. What is the way forward to the effective delegation in SMEs? 9. What are some measures that you take to minimize or erase the fear of delegation?

3. Sustainability and Growth of Delegation	10. Did you think that leadership transition can be of benefit to small businesses?
	11. How do you perceive the role of delegation practices in contributing to small and medium business enterprises in South Africa?
	12. What are the values you will like to implement in your organization in order to reach your set goals?
	13. How best did you think you can share your business knowledge with others?
	14. What advice would you give to other SMEs owners as on an effective delegation

Table 4.2 Developing Categories, Themes and Sub Themes about Delegation

Themes were categorized due to the differences in conceptual ideas from one category to another; each interview allowed for a different perception and variation in characteristics of delegation, which added to the development of themes. The process of sense-making involved interactions and interpersonal relationships along with effective communication as the investigator made sense of the behaviours and situations. Often, organizations have the inability to change with the needs of the culture and environment.

The majority of the participants showed an in-depth experience and knowledge in relation to the subject matter. Most of the participants referred to delegation practices as being something of an emotional nature as was referred to as "training and motivating their employees for the best talent individual" to reach a certain goal of the organization.

The first themes were categories on the dynamic way of understanding delegation in small, and medium enterprises (SMEs), while the sub-themes were based on how the question was asked, Table 4.3 provides the following details below:

First Themes Category	Sub Themes
A dynamic way of Understanding Delegation	1. Could you briefly share with me your understanding of the concepts of delegation? 2. Why is delegation so important to SMEs business? 3. To what extent is delegation practiced in SMEs?

Table 4.3 Dynamic way of Understanding Delegation in SMEs

4.3.1 Dynamic way of Understanding Delegation

The majority of the participants express similar thoughts, feelings and views about the in-depth experience and knowledge of delegation practice and its challenges. The results revealed all participants are familiar with the term "delegation" and to the question "Can you briefly describe it for me in your own words". Participant number one responded as follows:

Participant 1: "I am very familiar with that term Delegation".

"Yes"……………………

"Thank you……. to the best of my knowledge, the obligation of responsibility to another employee, to carry out specific tasks is called delegation, it helps in motivating employees, to save time to train others in specific skills".

Participant 2's comment on knowledge of term delegation:

"Mmmmm, a bit. Ya, I am familiar with it".

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"Well, it is the practice of delegating authority to subordinates to perform activities; in this case, delegation offers a good solution of coping with the workload without delay in an organization".

Participant 4:

"Hum, the word delegation can refer to as the act of commitment or exercise of authority in terms of performance standards established"

Participant 5:

"Delegation is the process of assigning responsibility to another employee to carry out a specific assignment, by motivating, and training others to identify specific skills".

Participant 7:

"Oh yes, the content of delegation is all about authority, and responsibilities to carry specific duties through their subordinate, while the manager will therefore guide, control and direct the subordinate to whom tasks have been delegated to".

Participant 9:

"Yeah, the concepts of delegation is not possible for one person to perform all the managerial and operational activities alone. It is therefore vital for an organizational structure to be created, and different roles are assigned to a number of individuals".

In order words, Particular 3, 6 and 10 says similarity about the concept of delegation, with their views and understanding. Delegation is more than just handing someone a task and it is definitely not dumping work on them. The trips for delegation are to learn to be more skillful, focus on larger tasks.

OUTCOME

The outcome of this question shows that delegation motivates staff members, by giving them responsibility. In addition, it is crucial that the delegation is handled effectively, by ensuring that the employee understands what is required so that micromanagement is not required.

4.3.2 Why is Delegation so Important to SMEs Business?

All the participants expressed their thoughts, beliefs, and views of the research question. In many instances, the participants showed their personal feelings towards delegation practices by referring to the art as caring for the community, having a heart or helping others. All the interviewees gave positive responses to the importance of delegation in small and medium enterprises (SMEs) in their businesses, during the process of the interview.

"One of the ways delegation can be of used in SMEs is that duties cannot be discharged effectively without corresponding authority, so it possesses power and rights in performing assigned tasks on the subordinates".

Participant seven also expressed their opinion in the statement below about the sustainability of delegation practice in their company.

"Hum that is one thing I do for my employees by looking into resources and work environment that was my expectation as an employer".

OUTCOME

In summary, the researcher discovered that in doing the interview most of the participants expressed their personal trait by saying that delegation was one the most effective tools that management cannot ignore, it helps and strengthens the efforts of the organizational goals and objectives, for selecting adequate candidates to complete the job. The important factor was that all the participants responded positively to the research question. I observed that engaging in delegation practice in South Africa should be practiced to achieve organizational goals.

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4.3.3 Responses to To what extent is delegation practiced in SMEs?

Participant 2:

"...Obviously, the extent of delegation practice in SMEs helps owners to make sure that the primary assignment of the tasks is done on time, in order to accomplish the goals of the organization".

Participant 4:

"Well, the extent which delegation can be practiced in my business is by assigning duties with managerial responsibility which can be part of sharing duties between the superior and his subordinates as a way of accomplishing tasks suitable for them".

Participant 5:

"Yes, one of the ways delegation can be of use in SMEs is that duties cannot be discharged effectively without corresponding authority, so it attributes power and rights in performing assigned tasks to subordinates".

Participant 6:

"Yes... the extent of delegation in SMEs serves as a powerful motivational tool that managers use as a component for a successful way of carrying out duties for a certain assignment".

Particular 7:

"Oh… Delegation practice contributes to the decision making, to the organization's systems, as the employees see themselves as part of the asset to the organization and not a liability".

Participant 8:

"Oh yes, as a manager, he has ultimate accountability for all the departments to fulfill its responsibilities, and to achieve all the set goal and objective of the organization".

Participant 9:

"Alright, in delegating tasks to subordinate, the manager must endeavor to give their subordinate time to carry out their tasks and they should also monitor, in order to receive adequate feedback from their subordinates and to create opportunities to develop staff".
Participant 10:

"Yeah, the extent of delegation is one of the most advanced tools for effective management skills to higher positions of responsibility".

OUTCOME:

In summary, after the interview, the researcher came up with a way of enhancing delegation practice in SMEs, by creating more opportunities to develop more staff within the organizational system in achieving the set objective. It also plays a significant role in the advancement of management skills and helps develop responsibility, by giving ultimate accountability to all SMEs owners/managers.

The majority of the participants showed an in-depth experience and knowledge in relation to the subject matter. Most of the participants referred to delegation practices as being something of an emotional nature as was referred to as "training and motivating their employees for the best talent individual" to reach a certain goal of the organization. This will be explained in further detail in the explanation of the factors that is to follow:

Table 4.4 shows the second themes categories, on how delegation was practice effective in small, and medium enterprises (SMEs), which was listed below:

Second Themes Category	Sub-Themes
Practice of Effective Delegation	1. What are the concepts of the delegation that will lead to an effective delegation in an organization? 2. What are the values you would like to implement in your organization in order to keep the ethics delegation practice? 3. What about communication system in your organization, do you think it will be an effective way of conducting transparent, open discussion to retain talented employees in your organization? 4. What are the focus areas in the working relationships with your employees? 5. What are some measures that you can take to minimize or erase the fear of delegation? 6. What is the way forward to the effective delegation in SMEs? 7. What are the organizational challenges of effective delegation? 8. What are the values you will like to implement in your organization in order to keep your employees effective?

Tables 4.4 Practice to an effective Delegation in SMEs

In addition to the practice of delegation in small, and medium enterprises (SMEs), the interview shows that delegation can be of utmost importance to organizations in making the decision more effective as a way of implementing a proper and effective delegation in SMEs. The thematic label seen was used to describe the concept of delegation, the ethic of delegation values, communication, working relationships with employees, and associate more advantage that is competitive.

4.4 Practice of Effective Delegation

4.4.1 Response to What are the concepts of Delegation that will lead to an Effective Delegation in an Organisation?

In the interview transcripts, the participants were asked on the concept of delegation and what leads to effective delegation in their businesses. The majority of the participants' response was similar by saying that "besides many owners/leaders and managers see the allocation of tasks as an essential skill". Therefore, the concept of delegation means to be responsible and accountable and this sounds important in an organization. Thus, thinking about the work you are doing and delegating can make even dull tasks more interesting.

4.4.2 Response to What are the Values you will like to implement in your Organisation in order to keep the Ethic Delegation Practice?

All the participants agreed with the values of implementing the ethics of delegation practices into their businesses. These were their comments:

Participant 1*:*

"Yes, the organization should provide a system of awarding rewards and not penalties. Appreciating subordinate in an organization also boost the morale of trust and confidence to perform better in future".

Participant 2:

"Yes, my experience for the period I have been in this business, trust has been the value I almost implement in delegating tasks towards my subordinates to develop their commitment towards achieving the goals of the organization".

Participant 3:

"Wahoo, the value of implementing and to keep the ethic of delegation practice, organization help the business to understand the confidence in the subordinates better, than feeling that subordinates are not capable of accepting responsibilities".

Participant 4:

"Hum, one of the values that can be implemented to keep the ethic of delegation to be active in my organization's by making sure that the employees are supported and also making them be part of the decision-makers in the organization.

Participant 5's *comment:*

"Yes, the value of delegation practice in an organization is to keep open communication and trust accessible among team members. When employees feel that you trusted them and that they can talk to you, it will be beneficial to the organization.

Participant 6:

"Yes...... One of the key values to the organization is motivation; subordinates should be motivated to accept responsibilities by providing rewards like recognition, or by promoting them".

Participant 7: *"Oooh yes, the value to implement and to keep delegation practice moderately in your business is to achieve standards by ecosystem control through exceptions".*

Participant 8: *"Yes, the ethic of delegation practices add values or encourages employees to have a sense of responsibility on the tasks delegated to; it also helps in monitoring the dangerous deviations, so that the subordinates may not make mistakes".*

Participant 9: *"Yeah, the ethic to delegation practice contributes to the decision-making system, as the employees see themselves as part of the organization's asset and not a liability".*

OUTCOME:

There are values that must be implemented in order to keep the ethics of delegation practices which are as follows: trust, confidence, open communication must be accessible among employees and also employees must be motivated, recognized, and be promoted for the job well done.

4.4.3 Response to Do you think the Communication system in your Organisation will be an Effective way of Conducting Transparent, open Discussions to Retain Talented Employees in your Organisation?

Most of the participants acknowledged that effective communication is key in operating day-to-day transactions within an organization. It also serves as the live wire of a successful business and for an organization to be more effective. All participants pointed out that communication strengthens the organizational systems in terms of decision-making, getting feedback, and helping each employee to understand their role and build additional skills, in meeting the goals of the organization. Therefore, communication also helps managers to perform their jobs and responsibilities very effectively and accurately. All the participants also addressed that communication serves as a foundation for planning, and is an essential part of passing information from the managers to the last person in the organization. Participant 2 and 10 made the same comments. While others made the following comments:

Participant 1:

"Yes… communication is the life wire of a successful business, for an organization to be more effective the flow of communication system should freely flow from superiors to subordinates".

Participant 3:

"Ooook, an effective way of communication makes the job transparent, by making the decision – making to be developed and structured… knowledgeable subordinates are an asset to the organization".

Participant 4:

'Wahoo, this discussion is important in every business or in an organization once the managers have a solid communication flow in place the job will be well done, the face-to-face interaction is the approach most likely to convey the message to the other person".

Participant 5:

"Oooh yes, trust is a component of employee engagement, which produces the future of the company, which involved in achieving the objectives of an organization".

Participant 6:

"Yes, communication is very important. Face-to-face interaction is the approach most likely to convey the message that this discussion is important".

Participant 7:

"Yes, for a business to sustain solid growth in their organization, transparency and the flow of communication, can develop self-confidence, security within the organization, in order to preserve the need and importance to both supervisors, and subordinate".

Participant 8:

"Yes, the manager should be available to questions and not abandon their employees. Proper follow-up, coaching, and guidance are needed all the time.

OUTCOME:

Communication is very important in day-to-day transactions and serves as a life wire for successful SMEs owners/managers. It also brings employees together to produce a better image for the growth of the company. The flow of information between the supervisor and subordinates will help in proper decision implementation. Delegation systems may not work smoothly in the absence of effective communication between the superior and subordinates.

4.4.4 Response to What are the focus areas in the working relationships with your employees?

The response by participant one showed that SME owners/leaders provide an opportunity to come up with ideas based on what is dear to their hearts, and job the prescribed. These are their comments:

Participant 1:

"Yes, it will be good to establish a solid working relationship environment before assigning the job to the subordinate".

This shows that in this particular business, the employees have a say in choosing how they will be treated based on their choices and decisions and ability to effectively perform delegated tasks.

Participant 2 *comments:*

"It is necessary for every business owner/manager to focus on working relationships between the supervisor and the subordinate to assign the right task to the right person, which helps the relationship to be effective to meet the deadline of every job given"

Participant 3:

"Yes, relationship with employees' brings clarity to commitment, which plays a lot of role in the success of my business".

Participant 4:

"Ok is fine, working relationship with employees create an ultimate link between the supervisor and subordinate, by delegating it involves someone performing the task which is actually part of the responsibility to carry out for the relationship flows. Delegation is not as straightforward as it might first appear".

Participant 5:

"Ok, in building a working relationship with employees, the manager will need to share ideas, contributions, and reward employees who help with the success of the organizations".

Participant 6:

"Yes... you can learn faster about your employees through their body language, and hear inflections in their voice".

Participant 7:

"Hum, working relationship with subordinate improve the employee's morale, it increases the higher retention rate of the employees, and increases employees productivity with the collaboration of teamwork".

Participant 8:

"Yeah, the main focus of working relationships within the business circle is to widen the scope of employee experience".

Participant 9:

"Hum, note that being clear and specific doesn't mean micromanaging. This is especially true with freelancers who carry the skills and experience to work independently. If something has to be done in a particular way, communicate that. Otherwise, let the person figure it out. They may come up with new solutions that'll surprise you".

Participant 10:

"Hum, working relationship with employees is a reasonable opinion that supports the top-level management in job satisfaction and compensation of employees as a continuous management development".

OUTCOME:

The researcher highlighted some outcome to these research question, which was as follows; these create a platform to be effective in meeting the deadline on every job given, it also brings clarity to commitment towards the success of a business, by so doing the managers will also share ideas, and contribute towards the reward of the employee, which serves as a collaboration with the managers and the employees.

4.4.5 Response to What are some Measures that you take to minimize the fear of Delegation?

All the participant expressed their different views based on the research question on some of the measures to ease the fear of delegation. These are their comments.

Participant 2:

"Hum, the measures to ease the fear of delegation, is to save time, it helps to increase more focus to some strategic issues".

Participant 3:

"Obviously, the delegation measures leads to skills development, which enhances job interest, and boosts self-esteem".

Participant 4:

"Yes, delegation is one of the most effective ways to empower junior employees to take on greater responsibility. When you are struggling to make time for tasks, consider whether any of your employees have the skills to be successful at it".

Participant 5:

"Well in my business, the measure of minimized fear is by distributing authority at the various point of the organization, so that managers can take actions according to their responsibility, this will result in effective delegation".

Participant 6:

"Yes, some of the measures to ease fear is through adequate support to the subordinates".

Participant 7:

"Yeah, the measurement of minimizing the fear of delegation is by developing appropriate techniques for the success of the organization".

Participant 9:

"Yes, is by establishing a conducive organizational climate, and organizational climate free from fear and frustration goes a long way in determining the success of organizational process including delegation of authority".

Participant 10:

"Oh yes, the fear of delegation is minimized by getting lots of feedback from your employees, learn from their mistakes, and be a support to their duties, and finally praise their success".

While particular 1 made different comments:

Participant 1: Oooh yeah……….

"The fear of delegation is minimized by limiting delegated responsibilities".

OUTCOME:

In summary, some measures that minimize the fear of delegation, are a result of establishing a conducive organizational climate, which goes a long way in determining the success of the organizational process including delegation of authority.

4.4.6 Response to what is the way forward to the effective delegation in SMEs?

Participants 1, 2, 3, 6, 7, and 9 made similar comments and noted that delegation is related to accountability, commitment, responsibility, motivating understanding, empowerment, and development of employees within the organization. However, participant 5, and particularly 10 commented differently.

Participant 5:

"Hum, the concept that leads to an effective delegation is one of the most key functions of a manager. The success of the manager might come down to his ability in the delegation of authority and responsibility. Some key principles of effective delegation for managers are the balance of authority with responsibility, unity of command, defining the function, defining the limits of authority, and defining the results".

Participant 10:

"Hum…, the concepts that lead to an effective delegation is to know what responsibilities to delegate in order to allow them to have time plans and to monitor the performance of the employees, by giving them adequate opportunities and feedback".

The Forth Theme category of delegation, indicted the needs to promote delegation in the small, medium enterprise (SMEs), and Table 4.5 provides the following details.

Forth Theme category of delegation	Sub Themes
what needs to be done to promote delegation	1. Do you think that leadership transition could be a good benefit to small businesses? 2. From a leadership perspective, explain the role of delegation practice on the survival of your small business? 3. How do you perceive delegation practices contributing to small and medium business enterprises in South Africa? 4. Can your business achieve competitiveness from sustainable delegation practices? 5. What are the values you will like to implement in your organization in order to reach your set goal? 6. What advice would you give to other SMEs owners

Table 4.5 Sustainability **and Growth of Delegation in SMEs**

4.5 Sustainability **and Growth of Delegation**

In this case, all participants believe that there should be room for sustainable leadership among SMEs, in order for them to step up and expand their business within their community and also the country at large. The growth of delegation practices has been recognized to play a great significant role in the area of sustainable leadership in order to create a formidable impact on the decision-making process of the business.

4.5.1 Response to: Did you think that leadership transition could be of a good benefit to small businesses?

Participant 1:

"Yes, leadership transition serves as a good advantage to small businesses, by encouraging critical and strategic thinking, anticipating the unexpected, and seeing opportunity in everything".

Participant 2:

"Humm" … pauses…" well yes I think it will help for good, in correcting and bringing out the best team and to give them proper training to improve".

Participant 3:

"Oooh yeah, it creates more advantage in making ecosystem stronger and beneficial to small business throughout the organization at-large".

Participant 4:

"Yes, I think the leadership transition can be of a good benefit to small businesses, solve and leveraging the capacity to cooperate with the diversity of thought in strengthening the team".

Participant 5:

"Well…. Leadership transition can only be achieved by having a proper strategic focus which can lead to success if aligned to effective change in the management result".

Participant 6:

"Humm…. The leadership transition comes through employees. There is a need to cultivate the attitude of learning, understanding, and embracing change when leaders take the time to clarify the issues at hand".

Participant 7:

"Obviously…. Leadership transition is more important than ever in small businesses because success comes most to those teams that are surrounded by other teams that want their success to continue"

Participant 8:

"Obviously yes, the role of delegation in terms of leadership perspective is by allowing employees to be fully involved in day-to-day operations of the organization".

Participant 9:

"At this point leadership transition helps in implementing on their day-to-day transaction, making strategic planning possible to delegate with effective ways and communication".

Participant 10:

"Obviously yes, in my business the leadership transition relies on the strategies to develop more skillful talented employees, …my work over the past years has helped me to gain a more understanding of any situation to adapt to the reality to improve more on my leadership transition system".

4.5.2 Response to From a Leadership Perspective, explain the role of Delegation Practice in the Survival of your Small Business?

Participant 1:

"Humm, in this case, leadership plays an important role in small businesses, by using a suitable network transition this will be important in shaping the vision and the mission of the business".

Participant 2:

"Yea, leaders who make transitions successfully possess superior knowledge and familiarity with the field and readily distinguish between what is important and what is not"

Participant 3:

"Yes, the leadership perspective serves as implementing delegation practice into small businesses by helping employees to take more zeal in advancing their careers".

Participant 4:

"Hum…leadership perspective helps in building confidence, and developing, staff ability".

Participant 5:

"Alright… it helps small businesses to motivate, build their employees with proper use of time".

Participant 6:

"Clarity is the key objective to leadership perspective as one of the roles of delegation practice is to break down risk factors, in anticipating the potential outcomes with a clear line of sight to identify the positive path to a successful achievement".

Participant 7:

"Oh yes, the leadership perspective enlarges entrepreneurial spirit, by leading a legacy towards the vision of the organization, with the view of expanding departmental areas as "mini-organizations", to strengthen the ecosystem within the organization".

Participant 8:

"Obviously yes, the role of delegation in terms of leadership perspective is by allowing employees to be fully involved in day-to-day operations of the organization".

Participant 9:

"Humm….the leadership perspective serves as a way of improving small businesses to manage their team performance in order to prepare and be ready for bigger and better challenges".

Participant 10:

"Hum, perspective roles in delegation entails the following; decision-making, developing current talent among the employees, attracting and retaining talent, managing performance, creating leadership teams, making organizational culture as a competitive advantage, reorganizing to capture value quickly, reducing long-term overhead costs, and leading transformational change".

OUTCOME:

All the participants agreed that leadership transition could build a good image to the structure of the business by anticipating the unexpected and by encouraging critical and strategical thinking in the form of decision-making. Some participants mentioned that leadership transition solves the capacity to strengthen the team in collaboration with a diversity of thought to develop more skillful talented employees.

4.5.3 Response to How do you Perceive Delegation Practices Contributing to Small and Medium Business Enterprise in South Africa?

Participant 1:

"Yes, the role of delegation in SMEs in South Africa, I think it will better initiatives, which can be essential to the success of small business firms, and it will add value towards the growth of their business".

"Yeah… it plays a vital role in small and medium enterprises (SMEs) as a management tool in that it contributes and improve job satisfaction and staff morale within small businesses in South Africa".

Participant 3:

"Yes…it serves as an effective means of stimulating ideas by testing the subordinate on their ability to manage their confidence".

Participant 4:

"Yes, the roles of delegation in small businesses generate values to their organization, refining their business strategies and engaging in activities to meet their goals".

Participant 6:

"Obviously yes, the best role of delegation in small businesses is to learn a way of communicating expectations to employees, ensuring that the best individuals are selected for the right job".

Participant 7:

"Really, delegation contributes more to small businesses in South Africa, the burden of achieving organizational goals lies in sharing responsibility with staff within the organization".

Participant 8:

"*Obviously, paves the way for innovation within the workplace".*

Participant 9:

"Oooh yes, delegation practices contribute a lot in small businesses, it stimulates creativity and develop skills among your team, and also creates a positive business culture".

Participant 10:

"Yes…. the role of delegation is to ensure accountability to the tasks given".

OUTCOME:

In summary, participants made vital comments on what delegation practice can contribute to businesses in South Africa. Delegation practices will add more value to the growth of the business, by improving job satisfaction through increased staff morale and confidence. Delegation practice also paves ways of creativity and innovation within the workplace.

4.5.4 Response to: can your business achieve competitiveness from sustainable delegation practices in your organization?

Participant 1:

"Yes, to achieve a competitive advantage will be through the flow of communication, because it builds employee engagement in an organization".

Participant 2:

"Yea, competitiveness will come from sustainable delegation in business in that delegation develops self-esteem, job enhancement, and the developing and training employees".

Participant 3:

"Hum… the strategies are to ensure sustainable delegation practice in small businesses, develop an organizational culture for the employees is to understand what the business is all about and the willingness to enable employees to flourishes from the onset".

Participant 4:

"Hmmm, if there are delays in time, there will be a delay in achieving tasks, so time is money, and time is one of the most treasured resources a company has in today's business world".

Participant 5:

"One of the ways that business can achieve competitive advantage in sustaining delegation practice is by rewarding and appreciating their employees".

Participant 6:

"Yes, invest in training can also be of advantage in sustaining delegation by retaining the right talented person for the job delegated to, through organizing an in-house training, conferences, and a workshop".

Participant 7:

"Truly speaking, in my organization there is no organization structure made since I started this business, the only thing I do is to retain, prepare the mind of learning and development opportunities open to my employees, which increases the top motivators in my organization".

Participant 8:

"Oooh yes, the strategies to achieve competitively is to be flexible, be personal, consistency is vital for building influence, and to be assertive and not being aggressive in your decision-making".

Participant 9:

"Hum…. In this stage employees are advised to embrace changes within the organization, because it will exploit the performance of their teams".

Participant 10:

"Yes, small business will be sustained through delegation practices by maximizing the values and productivity of the employees, as the organization get to their highest return on investment"

OUTCOME:

In order to sustain delegation practices in SMEs businesses, there should be a need to develop self-esteem, job enhancement, training of employees, and the willingness to enable employees to flourishes from the onset. On the other hand, competitive advantage can also help in sustaining delegation practice by rewarding and appreciating their employees.

In addition to all the comments made by each participant, competitive advantage is a landscape to SME owners/managers who recognize that, first and foremost, the nurturing of employees serves as a key in spearheading rapid growth with an organization, and also creating development within the overall success of the organization brand.

4.5.5 Response to What are the values you will like to implement in your organization in order to reach your set goal?

Participant 1:

"Yes, the organization should provide a system of awarding rewards and not penalties. Appreciating subordinate in an organization also boost the morale of trust and confidence to perform better in future".

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Participant 2:

"Yes, my experience in this business; trust has been the value I almost implement in delegating tasks towards my subordinates to develop their commitment towards achieving the goals of the organization".

Participant 3:

"The value of implementing delegation practice in my organization is to build their confidence and also not to think that subordinates are not capable of accepting responsibilities". "Absolutely, leaders should cultivate the organizational climate, free of frustration and fear which goes a long way in determining the success of organizational process including delegation of authority.

Participant 4:

"Yes…. one of the values that can be implemented to keep the practice of delegation to be active in my organization is to make it part of planning and organizing. It also helps to learn more about how to manage and develop employees".

"...Yes, the value of delegation in an organization is keeping open communication and trust accessible among team members. When employees feel that you trusted them and that they can talk to you, it will be beneficial to the organization.

Participant 6:

"Yes, one of the key values in the organization is motivation, subordinates should be motivated to accept the responsibilities by providing rewards like recognition, or by promoting them".

Participant 5:

"My advice to leaders as they journey into delegation in their business is to stand up for what you believe in. Often, as a new leader, you must have values, skills, and beliefs that others aspire to have and it is essential that you communicate this to those within the group".

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Participant 7:

"Leaders should develop confidence in their subordinates, and communication must be established as a way of implementing an effective system in the organizational structure".

Participant 9:

"Leaders must recognize and develop key relationships that will build an organizational network that shows one team-oriented focus on the tasks to be accomplished".

Participant 10:

Well…..My kind advice to other leaders that want their business to have sustainable growth is that they must know that delegation is an incredibly powerful way for leaders and those in authority to claim back their time and be more effective. More than that, it actually trains others in new skills, and motivates the team to new heights".

OUTCOME

Appreciating subordinates in an organization boosts the morale and the confidence of the employees to perform better in the future, and to develop their commitment towards achieving the goals of the organization. One of the key values in the organization is motivation; subordinates should be motivated to accept the responsibilities by providing rewards like recognition, or promotion.

4.5.6 Response to what advice would you give to other SMEs owners as they take their organisations on a journey to Sustainable growth in South Africa?

Participant 1:

"Obviously, the only way to sustain growth in business is to be responsible for developing employees to identify their future potential, to ensure that they are well trained".

Participant 2:

"Yeah obviously, it is better to delegate authority for achieving specific objectives for proper planning in the organization:

Participant 3:

"Absolutely, leaders should cultivate the attribute of a participatory organizational climate, it frees frustration and fear which goes a long way in determining the success of organizational process including delegation of authority".

Participant 4:

"Managers should feel confident that delegation will be rewarded".

Participant 5:

"Laugh… the journey to sustain the growth of the business is to adopt delegation practice seriously to attain the right person for the job as a way of discovering tremendous rewards".

Participant 6:

"Obviously…. The completion of a task in a positive way will lead to sustainable growth as part of boosting the effort of subordinates' morale in increasing productivity at the place of work".

Participant 7:

"Oooh yes, leaders should develop confidence in their subordinates, and communication must be established as a way of implementing an effective system in the organizational structure".

Participant 8:

"The awesome thing in this matter is that leaders of business should delegate as part of managerial functions that deal with long term planning which in time creates business development".

Participant 9:

"Leaders must recognize and develop key relationships that will build an organizational network that shows one team-oriented focus on the tasks to be accomplished".

Participant 10:

"My kind advice to other leaders that want their business to have sustainable growth is that they must know that delegation is an incredibly powerful way for leaders and those in authority to claim back their time and be more effective. More than that, it actually trains others in new skills, and motivates the team to new heights".

OUTCOME:

In summary, the only way for SMEs to grow is by developing employees to identify their future potential, SMEs owners/managers should ensure that gifts will be rewarded to the best employees upon successful completion of tasks. This will lead to sustainable growth and will assist in boosting the effort of subordinates' morale and increase productivity at the place of work. Thus, communication must be established as a way of implementing an effective system in the organizational structure

4.6 Findings

4.6.1 Theme 1: Understanding Delegation

The literature related to the dynamics of delegation. However, the understanding delegation has to do with using the system that can develop subordinates in participating in critical thinking, and decision-making within the organization. Some researchers commented that critical decision making is a dynamic tool for advancing the mission of the enterprise. Thus, the assignment and responsibility given to the subordinates tell the subordinates to make adequate provisions for the supervisor in charge of the task force. Therefore, SME owners/managers may also look for trust and confidence in their subordinates that can act as the necessary power to handle confidential information of other employees.

The outcome of these research questions was that respondents showed that delegation motivates staff members, by giving them responsibility. In addition, it is crucial that the delegation is handled effectively, by ensuring that the employee understands what is required so that micromanagement is not required.

4.6.2 Theme 2: Practising Effective Delegation

Delegation allows the manager to obtain his/her goals without burning out. In addition, delegation provides a platform for choosing a successor in the future should one be needed. Thus, the structure within an organization enhances effective delegation for the purpose of developing high-quality leaders. So, the delegation of authority helps to evaluate employee effectiveness which is very important in an organization. It is also used as a tool to develop an employee's skills. The primary job for managers is to make sure that others are doing what they need to do, in order to meet the mission and goals of the organization. Employee effectiveness improves organizational performance, the dynamic force behind organizational growth and profitability. Delegation is a critical factor in helping anyone become a successful leader that even help virtual teams perform and obtain better results (kaermested & Bragadotir, 2012:14).

The concept that leads to effective delegation is one of the most key functions of a manager. The success of the manager might come down to his ability in the delegation of authority and responsibility. Some key principles of effective delegation for managers are the balance of authority with responsibility, unity of command, defining the function, defining the limits of authority, and defining the results.

4.6.3 Theme 3: Obstacles/Challenges of delegation

The challenges of delegation in SMEs are so enormous; some SME owners/managers find it difficult to delegate duties because of a lack of trust and confidence in subordinates, fear of opposition, and lack of skill to direct. Obstacles on the part of subordinates are as follows: difficulty in making the decision, lack of information, absence of motivation, too much dependence on the manager for decisions, absence of self-confidence, poor superior-subordinate relations, undue interference by superior, and fear of being exposed.

In summary, SME delegation challenges include lack of commitment by the subordinate, poorly responsive to task delegated, lack of resources and information, and lack of experience/ competencies of the managers. Some SMEs owners/managers are destined to committing the deadly sins of the delegation which are as follows: abdicating, lack of management tools, lack of knowledge, lack of communication, believing that employees are not ready yet, the "do it my way" syndrome, and not establishing clear report systems (Guest, MacQueen, & Nacy, 2012, 2010:11). Managers do not delegate because of the belief that employees cannot do the job as well as the manager could, lack of trust in employees, fear of losing importance, mutual distrust/lack of trust and confidence, unskilled subordinate, and lack of motivation.

4.6.4 Theme 4: What needs to be done to promote delegation?

Good SMEs owners/managers will always find the means of working efficiently with junior employees. For the realization of goals and objectives of the organization, it is always important to distinguish the roles and responsibilities of each party and to adhere to them accordingly.

However, there are instances when a leader may decide to delegate some of the tasks to other low-level employees. It is not an easy task as it sounds; you need to be strategic, informed and categorical. Here are some of the great ways that an organization can implement delegation of tasks more successfully; select the tasks you want to delegate, grant necessary authority for that task, choose the best person to delegate to, provide clear instructions, show complete trust to those you have delegated tasks to, focus on teaching skills, come up with a definite timeline and follow-up system, provide written and public credit.

4.7 Overall Comment of the Findings.

Small businesses by their nature have a limited number of employees, who usually have limited skills. The owner/manager usually wants to do everything himself/herself and find it difficult to let go of the necessary authority and responsibilities, what, Kombo, Obonyo, & Oloko, (2014:28) refer to as the problem of "player coaching". The tasks to be done are also not well defined given the informal structures found in most small businesses. It can, therefore, be deduced from the responses that the reluctance to delegate emanates from the nature of the small business and it is that which then affects how management or employees react or resist delegation.

The reasons for non-delegation by SME owner/managers can be summarised as; lack of self-confidence and fear that subordinates might outperform them, lack of experience in the delegation, lack of control and time, lack of trust in employees performing required tasks.

The other reason cited is that SME owners are too busy and just don't have enough time, and they don't know how to delegate effectively. Ricketts, (2009:21) comments that obstacles faced by SMEs are due to lack of time and lack of confidence in employees. Managers/owners seem to also want to protect "their tuff" as it were. This is in the form of protecting "the pride" that they can do without the subordinate. One gets a sense that they feel vulnerable to opening up the institutional memory to subordinates.

One of the key problems SME owners face is the limited skills within their businesses. It becomes risky to delegate responsibilities to individuals perceived to have limited skills and experience. In most small businesses, the moment an individual acquires the necessary skills they normally leave for better opportunities, thereby leaving a void that is usually difficult to fill. The lack of delegation in itself may lead to the frustration of employees, demotivating them to the point of leaving. Poor task definition is one of the obstacles to successful delegation. If a supervisor does not deliver clear instructions to the subordinate, delegation may be a waste of time, and an act of poor management performance.

The underlying element is the need for owners and managers to be aware of the need to delegate duties whether there is work overload or not. Work overload can be a result of poor or non-delegation. For this to succeed, the right people should be chosen, and be groomed to take full responsibilities when they are capable. This should be a step-by-step, gradual process that prepares both the manager and subordinate. What is also important is to build the organization itself to enable it to accommodate the process. Appropriate structures, systems, and an appropriate culture should be cultivated to enable delegation to take place.

The delegation also requires the growth of the organization. Growth creates more tasks and responsibilities that require more delegation and more efficient control systems. It is essential to admit the fact that the time required to delegate is an investment on which the returns are not immediate. Managers should also be aware that by delegating tasks to their subordinates, it helps them to identify potential talents and skills needed to grow the business.

4.8 Summary

The interview process was very educational, successful and informative, and the way the interview questions were designed allowed for an in-depth insight into the minds of the SME owners/managers. Therefore, it was uncovered after the interview process and transcriptions that SME owners like to engage in delegation practices. The findings were based on four thematic and coding analysis, which was analyzed and interpreted.

Chapter Five

Conclusions and Recommendations

5.1 Introduction

The previous chapter presented the findings to the research questions. This chapter presents the conclusion and recommendations. It also provides a section for further research about delegation challenges in Small and Medium Enterprises (SMEs) in South Africa.

5.2 Discussion to Answer to Research Question

The aim of the study was to assess the challenges facing SMEs in delegating responsibilities to employees. The research questions are reiterated as follows:

The primary research question is:

- What are the delegation challenges facing SMEs in South Africa?

The secondary research questions are:

- To what extent is delegation practiced in SMEs in South Africa?
- What are the reasons SMEs owners do not/do delegate in South Africa?
- What are the organizational challenges to effective delegation in South Africa?
- What needs to be done to encourage effective delegation in SMEs in South Africa?

5.2.1 Answering Research Questions and Discussion

One of the key problems SMEs owners face is the limited skills within their businesses. It becomes risky to delegate responsibilities to individuals perceived to have limited skills and experience. In most small businesses, the moment an individual acquires the necessary skills they normally leave for better opportunities, thereby leaving a void that is usually difficult to fill.

The lack of delegation in itself may lead to the frustration of employees, demotivating them to the point of leaving. Poor task definition is one of the obstacles to successful delegation. If a supervisor does not deliver a clear instruction to the subordinate it may be a waste of time, and an act of poor management performance

The finding to the primary question indicates that the study adequately answered the primary research question.

5.2.2 Answer to Research Question 1

Research question 1, intended to find out the extent to which effective delegation is practiced in SMEs. Most respondents practice delegation to a great extent.

Delegation practices in SMEs help owners to make sure that the primary assignment of the tasks is done on time, in order to accomplish the goals of the organization. For SMEs, delegation practice serves as a powerful motivational tool that managers use as a component for a successful way of carrying out duties for a certain assignment (Al-Jammal, et, al; 2015:70). Through delegation practices, SMEs owners/managers have the ultimate power to be accountable to all departments to fulfill their responsibilities and to achieve all the set goals and objectives of the organization. In delegating tasks to subordinates, managers must endeavor to give their subordinates time to carry out their tasks and they should also monitor, in order to receive adequate feedback from their subordinates and to create opportunities to develop staff.

5.2.3 Answer to Research Question 2

Research question 2 was aimed at discovering the reasons why SME owners do not or practice delegation. There are many reasons why SMEs do not or are reluctant to delegate. Some owners fear that they will not be recognized for the work done by the subordinates, and also feel that something important would have been removed from their responsibilities if they delegate (Kombo, et al; 2014). However, in some organizations, owner-managers lack confidence in the skills and abilities of the employees to perform duties at hand. Though this may be justifiable, this results in non-delegation.

Delegation challenges can emanate from either the employer (manager) or from the employee (subordinate) side. An owner/manager may not delegate for the following reasons; (a) a sense of perfection and / or lack of confidence in the subordinate. This could be as a result of being conservative, or just a natural desire to dominate. On the part of the subordinate, delegation may suffer because a subordinate avoids accepting responsibility due to lack of incentives or being overburdened with work, defective organizational structure and non-clarity of authority-responsibility relationships, (b) defective and inadequate planning and policy formulation, and (d) a lack of effective control mechanism in the organization (Matthews, 2010:15).

5.2.4 Answer to Research Question 3

Research question number 3 aimed at establishing what the organizational challenges to effective delegation are. Challenges to effective delegation include a lack of competence on the part of superiors. Encroachment planning and policy formulation can cause huge organizational challenges in small businesses due to their sizes. Work scope could be small and restrictive making individuals' protective of the authority and responsibilities they control. Small businesses' lack of resources limits their ability to recruit or retain skills or even to upgrade the available skills set through training. In addition, other organizational challenges can include a lack of commitment from employees, who might not have a sense of belonging to the business or have a dependency syndrome on the boss. When it comes to the importance of delegation, the respondents are clear. It frees the owner/manager in terms of time. It also enables the development of the employee through taking over tasks and responsibilities that go with it. This development empowers the employee and would most likely motivate him or her to perform better for the benefit of the organization. These observations are supported by literature, for example, Kaernested, & Bragadotir, (2012), Hashim, Ahmed, & Jaradat, (2013:52).

5.2.5 Answer to Research Question 4

Research question to number 4 focused on what needs to be done to encourage effective delegation in SMEs. Participants expressed their views that organizations should provide a system of awarding rewards and not penalties, appreciating subordinates in an organization to boost the morale, trust, and confidence to perform better in the future.

However, organizations need to understand the values in implementing delegation practices as a part of planning and organizing, in learning more on how to manage and develop employees successfully. Secondly, building trust and confidence, and not to think that subordinates are not capable of accepting responsibilities. An organization should create more value with open communication and trust assessment among its team members. When employees feel that they are trusted and that they can talk to the owner/managers, it will be beneficial to the organization. Finally, the key values for an organization should be motivation; subordinates should be motivated to accept the responsibilities by providing rewards like recognition, or by promoting them.

In summary of what needs to be done to encourage and sustain delegation, the underlying element is the need for owner-managers to be aware of the need to delegate duties whether there is work overload or not. Work overload can be a result of poor or non-delegation. For this to succeed, the right people should be chosen, and be groomed to take full responsibilities when they are capable. This should be a step by step, a gradual process that prepares both the manager and subordinate. What is also important is to build the organization itself to enable it to accommodate the process. Appropriate structures, systems, and an appropriate culture should be cultivated to enable delegation to take place. The delegation also requires the growth of the organization. Growth creates more tasks and responsibilities that require more delegation and more efficient control systems. It is essential to admit the fact that the time required to delegate is an investment on which the returns are not immediate. Managers should also be aware that by delegating tasks to their subordinates, it helps them to identify potential talents and skills needed to grow the business.

5.3 Conclusions

Delegation plays a significant role to improve employee performance, and the more employees perform the task expected of them, the likely improvement ineffectiveness. The results indicate that delegation challenges are faced by both owner, managers and employees. Both parties need to be skilled in delegation and its benefits. Although the benefits are well appreciated, implementation remains a problem mainly due to constraints imposed on both parties and the small business environment itself. If the authority is not delegated to the right employees, the execution of tasks will be ineffective.

Secondly, commitment towards the supervisor to develop confidence, loyalty, dedication, and positive contribution towards organizational growth is an issue. In an effective organization, it is impossible to advance responsibilities within the management system, without taking delegation as one of the most important management skills and ability, it is impossible to delegate effectively. Moreover, the essential part for effective delegation in an organization is to ensure that the individual you delegate the task to, is capable of doing the job, and this releases the manager to do more things of higher value. The more you teach and delegate to others, the greater the time you will have to do the things that only you can do. Finally, SME owners should also cultivate the attitude of delegating smaller tasks to newer staff to build their confidence and competence.

5.4 Contributions to the Study

The results of the current study contribute to small business owners'/managers' ability to improve the flexibility and openness of their organization to the complex small business environment. The research tool to small business owners'/managers' helps them to be responsible in developing employees' to identify their future potential and to ensure that they are well trained, in order to sustain the growth in the organization. Delegation of Authority is very important to achieve specific objectives for proper planning in an organization.

Thus, small business leaders/owners must seriously adopt delegation practice, in order to retain the right person for the job, as a way of discovering tremendous rewards and completion of a task in a positive way.

However, it also leads to sustainable growth as a part of boosting the effort of subordinates' morale in increasing productivity at the place of work.

New SME owners/leaders can accomplish learning new skills, and becoming effective leaders by (1) developing confidence in their subordinates, and implementing effective systems in the organizational structure, (2) understanding that delegation serves as part of managerial functions that deal with long term planning to create, a conducive organizational climate for effective delegation. These new entrepreneurs need to become effective leaders by (a) unlocking potentials, (b) developing confidence, trust, and respect for their employees', (c) creating an open communication environment, (d) leading by example, (e) motivating employees and inspire their employees', and (f) developing self-awareness and being opened to change.

The study's findings indicate that it is imperative that new small business owners become effective leaders, create organizational competencies, and build a learning organization. They should learn to recognize their ability to create their own thoughts and ideas in order to change their business environment.

SME owners/managers should have the knowledge to sustain their business to grow, knowing that delegation is an incredibly powerful way for leaders to claim back their time, and be more effective. Thus, by so doing it actually trains others in new skills, and motivates the team to new heights and develop key relationships that will build organizational networks that show one team-oriented focus on the tasks to be accomplished.

Therefore, it will help small businesses to thrive and lead to positive social change by improving the standard of the economy of the country and increase the employment rate in South Africa.

5.5 Recommendations
The study makes the following recommendations: Broadly, SMEs should be responsible for developing their employees to ensure that they are well trained, to be future leaders who can succeed them as they move to higher levels of strategic decision-making. Effective delegation releases owner managers to focus on strategic issues of the business, a focus that is usually lacking in SMEs.

They should understand and master ways of empowering and developing their subordinates in reaching the stated goals and objectives of the organization, On the other hand, subordinates must accept and welcome delegated tasks from their supervisors, which they should consider a privilege and opportunity to learn and grow. They should not think that in performing certain managerial tasks they are doing favors to their supervisors. SME owners/managers should also recognize the need for subordinates to be valued and be rewarded in recognition of their achievement.

SME owners/managers should regularly provide professional training for both supervisors and subordinates. This does not have to be costly training since resources are usually scarce in this sector. In a house, training will definitely cut costs. Thus, the right way to give support is to know the strength and weaknesses of the subordinate. For an organization to be effective in delegating responsibilities, the following should be implemented in their day-to-day transaction: clear instructions must be passed to the employees regarding the job to be done, when they should be completed, and to whom it is to be reported to. Praising employees when the job is successfully completed boost and increase productivity at the workplace. Managers must also ensure that their subordinate is not afraid of making mistakes to reach the acceptable level required of them.

Owners/managers should accept the need for delegation, in fact, the more one delegates, the more the organization is likely to be successful. Trust develops commitment towards the supervisor; committed subordinates develop confidence, loyalty, dedication, and positive contribution towards organizational growth. More so, the essential part for effective delegation in an organization is to ensure that the individual you delegate the task to, is capable of doing the job, and this releases the manager to do more things of higher value. The more one teaches and delegates to others, the greater the time one will have to do the things that only you can do. The attitude of delegating smaller tasks to staff in order to build confidence and competence should be cultivated. The main key to improving delegation skills in an organization is to create a constant awareness to overcome old habits.

5.6 Limitations and Future Research

The study was limited to only four broad questions, delegation challenges faced, to what extent is delegation practiced in SMEs, what are the reasons SMEs owners do not/do delegate, what are the organizational challenges to effective delegation, and what needs to be done to promote delegation. More questions could have been asked for an example, why does delegation fail, in those cases, it has been effected. One could pursue the same issue by probing the emotional effect of such failure.

Some of these issues could have been studied before but were not taken into account in this study. Another study, which could be done, would be to find out the growth stage at which delegation is most critical for the survival of the business. This would be premised on the fact that failure to delegate results in business failure. Delegation likely brings growth, improves communication flow and organizational effectiveness.

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Annexure A
INSTRUMENT INTERVIEW QUESTIONS

1. Could you briefly describe your business organization for me?
2. Could you briefly share with me your understanding of the concepts of delegation?
3. To what extent is delegation practiced in SMEs?
4. How do you perceive the role of delegation practices contributing to small and medium business enterprises in South Africa?
5. Why is delegation so important to SMEs business?
6. What strategies can you associate more with competitive and sustainable delegation practices in your organization?
7. What did you think are the major reasons SMEs owner fail to delegate?
8. Did you think that leadership transition could be of benefit to small businesses?
9. What are the benefits of delegation in your small business?
10. What leads to an effective delegation in an organization?
11. What are the focus areas in the working relationships with your employees?
12. What are some measures you take to minimize the ease of fear of delegation?
13. What is the way forward to the effective delegation in SMEs?
14. How does delegation practice contribute to small and medium business enterprises in South Africa?