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The Effect of Delegation of Authority on Employee's Performance

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ABSTRACT

The purpose of this study was to examine "the effect of delegation of authority on employee's performance". Delegation of authority is one of the modern trends practiced by managers. Its function stand out contributing and increasing the level of motivation of employee's and achieving positive returns for (an organization with a manager) and (an employee with a customer) both. A survey design was adopted for the study. The results revealed that management should show confidence on employees in terms of assigning some authority to carry out higher responsibilities. Base on the findings, it was concluded that delegation of authority is not only essential but necessary for the successful accomplishment of the organizational objectives thereby enhancing high employee performance and productivity to the organization. It was recommended among others that management should show confidence on employees in terms of assigning some authorities to carry out higher responsibilities.

Keywords: Effect, Delegation, Authority, Employee's performance

INTRODUCTION

Delegation of authority is one of the modern trends practiced by managers. Its function stands out contributing and increasing the level of motivation of employees and achieving positive returns for (an organization with a manager) and (an employee with a customer) both. On the level of an organization, it achieves competitive advantage, knowledge inventory, increases the level of productivity and speed in finalizing tasks effectively. On the level of the manager, it alleviates functional burdens, gains employee's satisfaction and builds cooperation and trust between the manager and employees giving a chance for manager to have full-time for realizing more important work. So, it redness physical and intellectual efforts exerted by the manager and other employee's (Kalian, 2010). On the level of an employees, it works on achieving functional empowerment, constructing alternative and administrative leadership, making employees feel self-confident and motivated for excellent performance. On the level of customer, it meets the need of customers rapidly and delivering or providing the service will not be delayed due to delegation of authority. Giving the customer a higher level of care and attention, building customer's perception and creating loyalty and mutual respect for an organization and production in which the organization produced (Gaurau, 2010).

It can be said that method of delegation of authority becomes an inevitable issue for every organization whether in public or private sector. It is not optional due to many reasons because it has connected and brought developments and changes to many organization including increasing their size and services. Managers have been imposed for the necessity to have a way of helping employees in facilitating business affairs and alleviating the burdens in which they are not tolerated, implemented and controlled by a manager (Allen, 2018). On the other hand, social and environmental transformation at organizations were differentiated by centralism and subjecting to orders of managers without reluctance. Implementing processes and procedures becomes more flexible, and free due to employees competency.

The results of applying this principle has helped employees to be enhanced, imposed different functional rights for them, and necessity to transform from dictatorship to democratic associates with modern trends of management and employees desires and wishes. In addition, managers will be able to maintain their job position and preserve the process of facilitating business affairs, employee's loyalty, enabling to be remained and achieving performance.

Authorization can be defined as a distribution right of dispose and make decision in a specified range and to the extent necessary to accomplish certain tasks entrusted by the manager which has some powers to his assistants and give them the necessary authority to perform these tasks (Al-Ali & Moussawi, 2011). However, from the above discussion, authorization is granting a part of authority for specific employee or teamwork to perform particular tasks. They also take into consideration the responsibility of implementing the work. On the other hand, authority can be defined as right or power to give orders and others obey liability for the way in which obligations are discharged.

According to (Alaqi, 2018), authorization was defined as the right granting to an employee, enabling him direct others and issuing rules and obligations that must be followed (Makawi, 2019).

Authorization is a permit to perform the work and achieve it correctly in appropriate way. In this case, many managers prevent authorization for many reasons, these include employees distrust, knowing the way to achieve work and perform it effectively (Makawi, 2019). In this case, authority delegation is considered a response for requirements of democratic system allowing employees in all levels to participate in decision – making to perform managerial business and division of work.

The work that any subordinate does in an organization is mostly the job that he or she has been delegated to do by his or her supervisor in the organizations. Failure by managers can be due to poor or inefficient delegation. A number of factors have led to this problem. These include:

- The managers may unconsciously adopt the "indispensable man theory' this means that he refuses to see that other can do something as well as he can and as such he regards himself as indispensable in his organization.
- Unwillingness to let go for authority may be due to the desire to dominate and may also be due to the fact that the managers feel indispensable to the organization.
- Unwillingness to take calculated risks.
- Unwillingness to give other people's idea or a chance. When innovative idea had been suggested to the manager, he does give such idea a chance even though such idea will be of benefit to the operation of the organization.

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MATERIALS AND METHODS

The paper will provide in-depth insight on the effect of delegation of authority on employee's performance.

Conceptual Framework

Delegation of authority is a must in succeeding the operations of the management to guarantee the outcomes. In this case, high management authorizes some of its responsibility to executives in the fields of human resource (Senyuta, 2013). Furthermore, necessity of authority delegation has appeared due to the reasons of development in technology, its reflection to managerial development, and business diversity of an organisation. Also, it is hard to implement all tasks and whole business by employees without taking support and encouragement from high management. In this case, authority delegation is considered a response for requirements of democratic system, allowing the managers in all levels to participate in decision – making to perform managerial business and division of work (Kalim, 2013).

Perhaps the most important point that should be taken into consideration is that administrative work focuses on defining the responsibility of an employee before the employer while using authority delegation. An employer cannot evade his responsibility related to organizational activities despite the fact that responsibility is not able to be authorized the right to dispose and take decisions in a specified range extent required to accomplish certain tasks (Al-Shrqaui, 2014).

According to Al-Matoah in 2012, delegation of authority has played a basic role in achieving business fast. It raises the morale among workers. It allows the chance for building employees and enables them to alternative leadership and ability to manage organizations.

The study of Darwish (2010) diagnose the actual reality of the exercise of the powers delegated by the organization research sample and its impact on the performance efficiency and identifying the concept of delegation of authority as an act of administrative and positive role functionality in the efficiency of organizations in general, and in particular, the organization surveyed among the most important results of the research is to follow the tide of revelation inaccurate for people and committees that have been delegated authority resulting in some of the directions that do not serve the administrative work in the surveyed organization. The following recommendations were made.

- The need to take into account of different official aides to select leading functions at ministries and official departments.
- The need to conduct training courses for the present leaders as well as conferences and workshops define disadvantage of centralism and authority monopoly by managers.
- The need to provide material and moral incentive for employees to accept the authorization, and that by linking efficiently in the exercise of powers delegated to them material and moral incentives. Dent has entrusted with certain administrative power for some aides who trust them and delegated authorities that enable them to act for the performance of these term of reference efficiently and effectively.

Authorization is a permit to perform the work and the employer has ensure that authorization includes achieving the work needed and omitting mistakes because the employee is responsible to perform the work and achieve it correctly and appropriate way. Many managers prevent authorization for many reasons which include employee's distrust, knowing the way to achieve work and perform it effectively. They are seeking to satisfy managers by feeling that management desires from them to perform the work and control all matters.

Delegation of Authority

Delegation of authority is the process of entrusting responsibility and decision-making power usually from an individual to another within an organization. For the process to be successful, a worker must be able to obtain the sources and operation of the delegation task. Empowerments of workforce and task delegation are closely intertwined. Empowerment occurs when the upper–level employees share power with lower-level employees.

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This involves providing the training; tools and management support that employees need to accomplish a task. Thus an enabled worker has both the authority and the capability to accomplish the work. Although authority can be delegated, responsibility cannot. The person who delegates a task is ultimately assigned worker who is accountable for meeting the goals and objectives of the task.

Furthermore, delegation of authority is the process of assigning responsibilities along with the needed authority from a person of formal authority and responsibility to subordinates to carry out a specific activity.

According to Benson (2010), authority is defined as right conferred on some members of an organization to act in a certain way over others. It is the comment of an organization structure, the thread that makes it possible and the means by which groups of activities can be placed under an employee and co-ordination of organization units can be promoted. It is the tool by which an employee is able to exercise discretion and create atmosphere for improved performance.

Authority is delegated when a superior gives a subordinate discretion to make decision. Obviously, the superior cannot delegate authority they do not have. Delegation involves risk and the risk the managers take when delegating authority is adherent in the managerial job. If this can be acceptable to all managers, they would be move in dined to delegate adequate authority for subordinates to accomplish their assignment effectively and efficiently (Gregory, 2012).

Delegation of authority, therefore, gives employees the confidence to perform as expected, attain their personal goals and thus makes an organization achieve its organizational goals. For this reason, authority should be delegated to subordinates who will make decision within the area of their assigned duties.

Delegation of authority is an organizational process wherein, the manager divides his work among the subordinates and gives them the responsibility to accomplish the respective tasks. Along with the responsibility; he also shares the authority, i.e. the power to take decision with the subordinates, such that responsibilities can be completed efficiently. In other words, delegation of authority involves the sharing of authority downwards of the subordinates and checking their efficiency by making them accountable for their doings.

In an organization, the manager has several responsibilities and work to do so. In order to reduce his burden, certain responsibility and authority are delegated to the lower-levels i.e. to the subordinates, to get the work done on the manager’s behalf. Under the delegation of authority, the manager does not surrender his authority completely, but only shares certain responsibility with the subordinate and delegates that much authority which is necessary to complete that responsibility.

Furthermore, process of delegation of authority involves;

- Giving power to the subordinate to act independently but within the limits prescribed by the superior. Also, it must comply with the provisions of the organizational policy, rules, and regulations.
- Delegation does not mean that manager give up his authority, but certainly he shares some authority with the subordinate essential to complete the responsibility entrusted to him.
- The manager cannot delegate the authority which he himself does not possess. Also, he cannot delegate his full authority to a subordinate.
- Authority once delegated can be further expanded or withdrawn by the superior depending on the situation.
- The delegation of authority may be oral or written, and may be specific or general.
- The delegation is an act and must comply with all the fundamental rules of an organization.
- The process of assigning specific work to individuals within the organization and giving them the right to perform those work is delegation.

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Delegation of authority is one of the most significant concepts in management practice, which affects managerial functions. Management is the act of getting things done through others and delegation means to get the results through the subordinate.

The expansion of business volume and diversification of line of business makes it impracticable to handle all the businesses by a single manager. Therefore, the concept of delegation of some managerial authority to subordinates comes into practice in present day business organizations. Here, the manager delegates some of his authority to his subordinates. This helps in developing feelings of dedication to the work among the subordinates.

The top level management plays only the roles of a supervisor and visit them to provide guidance, suggestions and instructions. It minimizes the work load of the top manager and also develops the overall working efficiency of the organization.

Delegation is an administrative process of getting things done by others by giving them responsibility. All important decisions are taken at the top level by board of directors. The execution is entrusted to chief executive. The chief executive assigns the work to departmental managers who in turn delegate the authority to their subordinates. Every superior delegates the authority to subordinate for getting a particular work done.

The process goes to the level where actual work is executed. The person who is made responsible for a particular work is given the requisite authority for getting it done. There is a limit up to which a person can supervise the subordinates.

A manager is not judged by the work he actually performs on his own but the work he get done through others. Therefore, delegation of authority is assigning work to others and giving them the required authority to perform the assigned task effectively. The concept of delegation has been developed due to the increase in the size of business and its complexity. A manager needs to delegate some of his authority to subordinates along with a specified responsibility. It is necessary to complete the work efficiently and effectively.

Characteristics of Delegation

Inclination is the assignment of authority to subordinates in a defined area and making them responsible for the results. Delegation has the following characteristics;

- Delegation takes place when a manager grants some of his powers to subordinates.
- Delegation occurs only when the person delegating the authority himself has that authority i.e. a manager must possess what he wants to delegates.
- Only a part of authority is delegated to subordinates
- A manager delegating authority can reduce, enhance or take it back. He exercise full control over the activities of the subordinates even after delegation.
- It is only the authority which is delegated and not the responsibility. A manager cannot abdicate responsibility by delegating authority to subordinates (Al-Matouh & Ahmed, 2012).

Process of Effective Delegation

Michelle (2018) expressed that delegating is a great way to ensure that more tasks get done in less time, and it also builds team capacity. Unfortunately, a lot of managers do not pay enough attention to the delegation process, and thus fail to reap the benefits. There are six (6) steps to successfully delegating tasks. The problem is that most managers only do one or two of them and then, when a task is not completed to their satisfaction they complain that their employees are not good enough to get the job done. Getting an outstanding result from delegating demands following a formula, only once this formula is mastered in it fair to evaluate whether you

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really have the right people for the job. The good news is that employees are rarely the problem. It is a lot easier and much less expensive for a manager to learn a new approach than to replace staff.

However, she further stated that there are six (6) step to work through when delegating;

- Prepare: employees cannot deliver quality results if the task delegated to them is not fully thought out, or if expectations keep changing. Take the time and develop the discipline to map out exactly what you are asking for. An ounce of prevention is worth a pound of cure.

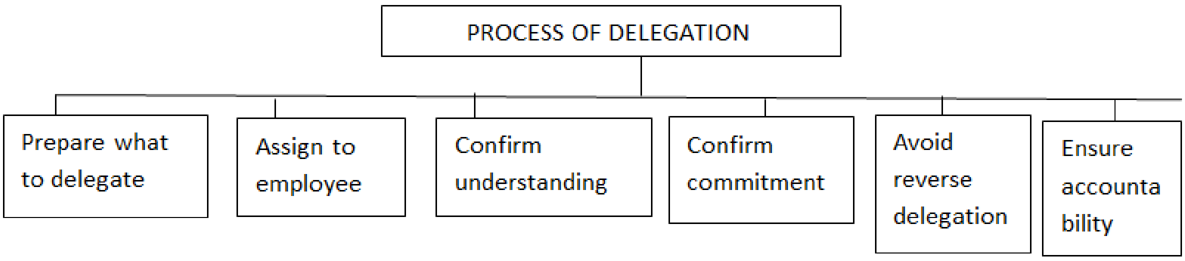
- Confirm understanding: one of the most common mistakes made in delegating is assuming that employees understand what you want, rather than making sure that they do. Confirming understanding only takes about 60 seconds, but is the most important determinant of success or failure.

- Confirm commitment: this is another part of the delegation process that most managers skip. They often just assume that employees have accepted the tasks they have been given. The most important part of a relay race is the handing of the baton to the next runner. Runners spend a huge amount of time learning this skill.

- Commitment means making sure you are successfully hand over the baton. Confirm that employees are committed to the expected results, and to the process that is been set out (including the schedule, budget, and tools) and that their overall goals for the task are aligned with yours. Make sure they are aware of any consequences (for the company and for themselves) that may result if they fail to deliver on the desired out comes.

- Avoid "reverse delegating"; many managers are extremely overworked. Sometimes, this is because their employees are better at delegating than they are. Managers often end up completing tasks they had delegated to others, because those tasks somehow end up back on their table. I call this "reverse delegation to someone else. (If this is necessary, it likely means that not enough time was spent on the preparation stage; and that time, resource, or other constraints have led to problems that you did not foresee). If an employee reaches an impasse, treat it as learning opportunity. Coach the employee through it, making sure he or she has the resources and knowledge needed to complete the task. That way, you will still be free to focus on other things and the employee will be better equipped to carry out similar task in the future (Michelle, 2018).

- Ensure Accountability: Two-way communication is a key part of delegating. Finding out at the completion date that a deliverable has not been completed or has been done unsatisfactorily is the nightmare scenario of delegating. That is why you need to make your employees accountable for the task. Accountability is the key to the process of delegation: it means employees are regularly communicating with you about the status of the deliverable and the timing of delivery so that there are no surprises at the eleventh hour.



Source: (Michelle, 2018).

This was further expressed that delegation of authority comprises of four steps which are as follows:

- **Assignment of duties to subordinates:** Before the actual delegation of authority, the delegator must decide on the duties which he wants the subordinate or the group of subordinates to perform. Here, the manger lists the activities to be performed along with the targets to be achieved, and the same is spelled out to the subordinates. Thus, in the first stage, the duties are assigned to the subordinates as per their job roles.

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- **Transfer of authority to perform the duty:** At this stage, an adequate authority is delegated to the subordinate who is essential to perform the duty assigned to him. A manager must make sure; that authority is strictly delegated just to perform the responsibility, as more authority may lead to its misuse by the subordinate.

- **Acceptance of the assignment:** At this stage, the subordinate either accepts or rejects the tasks assigned to him by his superior, if the subordinate or the delegates refuses to accept the duty and the authority to perform it, then the manager looks for the other person who is capable of and is willing to undertake the assignment. Once the assignment gets accepted by the subordinate, the delegation process reaches its last stage.

- **Accountability:** The process of delegation of authority ends at the creation of an obligation on the part of the subordinate to perform his responsibility within the powers assigned to him. Once the assignment is accepted by the subordinate, then he becomes responsible for the completion of the duty and is accountable to the superior for his performance. Thus, the process of delegation of authority begins with the duties assigned to the subordinates and ends when the subordinate is obliged to carry out the operations as intended (Michelle, 2018).

Types of Delegation

According to Aboqabu, & Abdul Salam (2013), delegation may be of the following types:

- **General or specific delegation:** when authority is given to perform general managerial functions like planning, organizing, directing, etc., the subordinate managers perform these functions and enjoy the authority required to carry out thee responsibilities. The chief executive exercises overall control and guides the subordinates from time to time. The specific delegation may relate to a particular functions or as assigned task. The authority delegated to the production manager for carrying out this function will be a specific delegation. Various departmental manager get specific authority to undertake their departmental duties.

- **Formal or informal delegation:** formal delegation of authority is the part of organizational structure. Whenever a task is assigned to a person, the required authority is also given to him. This type of delegation is part of the normal function of the organization. Every person is automatically given authority as per his duties. When production manager gets powers to increase production, then it is a formal delegating of authority.

Informal delegation does not arise due to position but according to circumstances. A person may undertake a particular task not because he has been assigned but it’s necessary to do his normal work.

- **Lateral delegation**: When a person is delegated an authority to accomplish a task, he may need the assistance of a number of persons. It may take time to formally get assistance from these persons. He may indirectly contact the persons to get their help for taking up the work by cutting short time of formal delegation. When the authority is delegated informally, it is called lateral delegation.

- **Reserved authority and delegation authority:** A delegator may not like to delegate every authority to the subordinates. The authority which he keeps with him is called reserved authority and the authority which is assigned to the subordinate is delegated authority.

Pre-requisites for Delegation

Frank (2017) stated that, every superior tries to retain as much authority as possible. The load of work or circumstance may compel delegation downwards. If the authority is not willingly to delegate then it will not bring desired results. It is important that appropriate authority should go downwards so that work is undertaken smoothly and efficiently. The process of delegation will be complete only if following pre-requisites are fulfilled.

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- **Willingness to delegate:** The first prerequisite to delegation is the willingness of the superior to part with his authority. Unless the superior is psychologically prepared to leave his authority, delegation will not be effective. If a superior is forced to delegate authority downward without his sweet will, he will try to devise methods to interfere with the subordinate's working. He may over shadow the subordinate to such an extent that every decision is implemented with the approval of the boss or performance may pass through him with his close scrutiny. It will be better not to delegate authority unless the superior is mentally prepared to do so.

- **Climate of trust and confidence**: There should be a climate of trust and confidence among superiors and subordinates. The subordinates should be given enough opportunities or real job situations where they use their talent and experience. In case they make some mistakes, then superiors should guide and correct them. The superiors should trust their subordinates and should not take them as their competitors. The climate of trust and confidence will help the subordinates to learn and grow and this will help the process of delegation.

- **Faith in subordinate:** Sometimes, the superiors do not delegate authority with the fear that subordinate will not be able to handle the job independently. They don't have confident in the qualities of subordinates and do not want to take risks. The superior may be over conscious of his skill and competence with the results. The superiors should rather help them in learning the job properly. After all, the superiors also learnt many things from their superiors and present subordinates are also to take up higher responsibilities. The climate of faith will help the subordinates to learn the things faster and take up more responsibilities.

- **Fear of supervisors:** There is often a fear among superiors that their subordinates may not over take them, once they are given higher responsibility. This is a case of inferiority complex. The superior may give many logics for delegating authority but this fear is one of the important causes. The superiors should avoid this type of thinking and have positive attitude towards subordinates.

The subordinates should be encouraged to take up more responsibilities and they will have more respect for the superiors and their ability to have faith in their subordinates and should rather help them in learning the job properly. The climate of faith will help the subordinates to learn the things faster and take up more responsibilities.

Benefit of Delegation

According to Frank (2017), effective delegation can benefit the manager, the employees, and the organization. Perhaps the most important benefit for the company is a higher quality of work. Delegation can improve quality of work by allowing the employees who have direct knowledge of product and services to make decision and complete task. Quality can also improve through enhanced employee outcome, even though responsibility ultimately rest with the individual who made the delegation.

Motivation should be enhanced as delegation enriches the workers job by expanding the types of tasks that are involved in it. Furthermore;

i. It gives room for self-development by the subordinates.

ii. Delegation creates a sense of belonging, as the subordinates are involves in work process.

iii. It helps subordinates to make better decision: This means entrusting part of work of management to subordinate and with the confidence that they can do it properly. Delegation as the process whereby an individual or group transfers some authority of carrying out particular action and at the same time take some particular decision.

According to Paul (2015), when a leader delegate responsibilities to others, it is more than just taking something off of his or her table. It is an opportunity to grow someone in a remarkable way. Delegation is a vital part of being a productive leader and organization. If you are not careful, you can run the risk of

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unproductive delegation – the kind that gets a task done but makes little long-term impact. He further stated that when delegating, seek intermediate and long-term benefits in addition to short term gains.

Some benefits to consider and strive for in delegation process include:

- **Train and develop:** A leader who is other-aware is always looking for opportunities to build his or her team's individual skills, identify each person's needs and pair what needs to be done with what they need to grow.

- **Build weaknesses as well as strengths:** Delegated tasks can help someone take strength and stretch it further. But some of the best growth comes when you give someone responsibility for an area or skill set that needs further development. If you do not work on your leg strength, you can never be a good cyclist, if you hesitate to work on people's opportunity areas, they will never build those skills up and they may never be well-rounded leaders at some point.

- **Stock tasks and projects to run towards the goals:** Sometimes you delegate to give a task or project away only to have the person come back for more and then the process repeats. Think about a projects life cycle and identify all the potential opportunities to build momentum and consistency (any synergy) between the project and the people involved. By stacking a number of items along a chain of goals, you will allow someone to see the entire event through, one they may be proud to call their pet project, and possibly a resume builder for their next promotion within your company.

- **Keep delegating along core values:** What better way to align core values than to ensure that every task done is set up to maintain and promote them? When you delegate, make sure you use this touch point to drill down your values and keep people understanding and seeking the "why" of what your organization live for.

- **Build connection to engage your team:** A great way to help your people to network and build your internal team is to give them projects that rely on interaction with other key departments and individuals. These connections help support culture, develop team building and interaction skills, and break down walls and silos that may exist within the company. You can thread people together through this process and develop some solid inter departmental teams.

- **Give an opportunity to further your culture:** When a task is completed, it meets goals, aligns values, grows the business, makes profits, expands influence, and can create business. Find a cause to celebrate your people and culture, and keep your culture in the forefront of every delegation opportunity. Good leadership is about delegation, great leadership is about building by delegating.

Therefore, the process of delegation relieves the executives from involving himself in the day to day details of running his particular function; thereby make way for subordinate to exercise some powers to improve performance.

Reasons for Delegation

According to Paul (2015), the reasons for delegation are mainly practical, but some are idealistic. The practical reasons are as follows:

- Senior managers can be relieved of less important or less immediate responsibilities in order to concentrate on more important duties.

- Delegation enables decision to be taken nearer to the point of impact, and without the delays coursed by frequent upwards.

- Delegation gives managers the opportunity to experience decision – making and the consequence of their decision.

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- Delegation encourages manager to learn how to cope with responsibilities.
- Delegation enables organizations to meet changing conditions more flexibility, especially at the boundaries of their system idealistic reasons.
- Delegation is a good thing for individual growth and contributes to employee morale.
- Delegation is “the sine qua-none of empowerment”.
- Delegation helps to enrich individual’s jobs and humanizes work.

According to Rawzaba (2017), many managers become discontented when they hear this words as it seems to them that in delegation they will lose their authority, their power and their leadership. Lots of them feel the need to do everything themselves lacking trust in other, or simply getting irritated by the tempo that others work with which make them end up feeling stressed and overloaded. So they become swamped and overwhelmed. The inability to delegate is one of the biggest problems of the managers at all levels. Nevertheless, delegation is one of the most powerful tools for a successful business leader.

He further stated the following tips for why we should delegates:

- **Two is better than One:** It seems that delegation can feel like more harass than its worth, however by delegating, you can hugely expand the amount of work that you can deliver. By not delegating, you place a heavy burden on yourself. You can become so overwhelmed that your functioning and your health suffer. Delegating routine work will relieve some of your stress and give you more time to do your job.
- **Develop your skills as a manager:** By delegating, you give yourself more time to work on your skills and capacities. This will help you achieve your goals in less time and set up higher goals to reach. You will become more efficient as the stress will be less, which means that your vision with be wider.
- **Increasing communication:** Hierarchy between you and your team will diminish by delegating. They will notice that you brought them to your level, which will make communication easier for you and them. In addition, explaining tasks and sharing ideas together will lessen the distance between the team’s workers. You will all be one unit doing its best for the benefit of all.
- **Collective success:** In delegation, when reaching goals, the success will be the one of the whole team and not an individual. A collective success will make the person feel as an entity with the company, and it will empower the team to look forward to another success and another challenge to break. “At the end, an empowered organization is one in which individuals have the knowledge, skill, desire, and opportunity to personally succeed in a way that leads to collective organizational success”.
- **Delegate to build an efficient team:** By delegating, you will give your team more confidence, making them fell important and letting them show what they are capable of. This will result in appreciating you and appreciate them, which will stimulate them, so they will work harder and become more dedicated to reaching their targets. Delegation helps staff members to be more engaged as they feel that their managers trusted them to succeed at the delegated tasks. They feel the urge to learn more and to work on their skills as they are exposed to more challenges.
- **Preserving good skilled people in your team:** Effective delegation empowers subordinates to make decision and to feel their importance. They will be motivated to aim for higher achievements within the same company. They will also feel satisfied and content, which will increase their loyalty and lower the risk that they will start looking for jobs outside the company.
- **Delegate to save time:** Actual time is one of the most valuable resource a company has in today’s world. Effective delegation allows you the ability to maximize this that your company strives for as they say, “time is money” as it decreases delays in achieving tasks, and it also decreases delays on those who are waiting on you, as a manager, you are able to take more actions or make more decisions.

Therefore, an investment in the effective delegation process needs to be seen as an investment not only in your people but also in the long term's health and success of your association. The fear of delegation is an illusion, break it and you will have one of the greatest weapons to empower yourself and your team. Trust in yourself and in your team then they will amaze you with how far they can reach, making you reach even further.

Elements of Delegation of Authority

According to Jawga (2016), delegation of authority involves the following three elements:

- **Assignment of responsibility:** The first step in delegation is the assignment of work or duty to the subordinate i.e. delegation of authority. The superior asks his subordinate to perform a particular task in a given period of time. It is the description of the role assigned to the subordinate. Duties in terms of functions or tasks to be performed constitute the basis of delegation process.

- **Grant of authority:** The grant of authority is the second element of delegation. The delegator grants authority to the subordinates so that the assigned task is accomplished. The delegation of responsibility with authority is meaningless. The subordinate can only accomplish the work when he has the authority required for completing that task. Authority is derived from responsibility. It is the power to order or command, delegated from superior, to enable the subordinate to discharge his responsibility. The superior may transfer it to enable the subordinate to complete his assigned work properly. There should be a balance between authority and responsibility. The superior should delegate sufficient authority to do the assigned work.

- **Creation of accountability:** Accountability is the obligation of a subordinate to perform the duties assigned to him. The delegation creates an obligation on the subordinate to accomplish the task assigned to him by the superior. When a work is assigned and authority is delegated then the accountability is the by–product of this process.

The authority is transferred so that a particular work is completed as desired. This means that delegator has to ensure the completion of assigned work. Authority flows downward whereas accountability flows upwards.

Tanuja (2018) expressed the elements of delegation of authority as:

- **Responsibility:** The responsibility means, assigning the work to an individual. The managers assign certain responsibility to the subordinate for the completion of certain tasks on his behalf. An individual has to apply all his physical and mental ability to get the task completed efficiently. Here it is to be noted that manager can only assign the responsibility, and in the case of the subordinate fouls, the manager will be answerable to his seniors. Thus, the responsibility flows upwards.

- **Authority:** To fulfill the responsibility, certain authority is delegated to the subordinate. Authority means the power to take decisions. Hence, the manager along with the responsibility also delegates authority to enable the subordinate to take decisions independently and accomplish the task efficiently. The authority must be equal to the responsibility, this means, a certain level of authority is delegated which is sufficient to complete the responsibility. The authority also flows upwards, as we go up in the scalar chain, the authority increases.

- **Accountability:** Accountability means, to check whether the subordinates are performing their responsibilities in an expected manner or not. The accountability cannot be delegated which means, in the case of non-completion of the task, the manager will only be held responsible for it, not the subordinates. The accountability also flows upward, i.e. subordinates will be accountable to the manager and the manager to his superior.

Thus, in order to get the task accomplished, the manager delegates some responsibility along with the certain authority to his subordinate to exercise control and is held accountable for his operations only to the immediate manager and not to the manager's manager.

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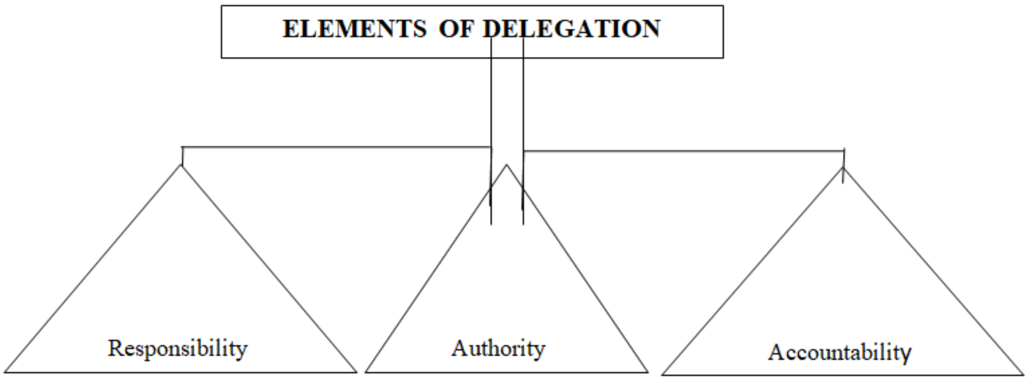

Source: (Tanuja, 2008).

Principles of Delegation

According to Shekari in 2011, there are guides to delegation of authority and unless carefully recognized in practice, delegation may be ineffective. Organisation may fail and managerial process may also be impeded. He further stated that the principle of delegation include the following:

- **Principle of functional definition**: The related or similar activities should be grouped together according to enterprise function. When the definition of a position is clear than delegation of authority becomes simple. In words of Koontz and O'Donnell "the more a position or a department has clear definitions or results expected, activities to be under taken, organization authority delegated and authority and informational relationships with other positions understood, the more adequately the individuals responsible can contribute toward accomplishing enterprise objectives "it is very difficult to define a job and the authority required to accomplish it. If the superior is not clear about the results expected then it becomes all the more difficult.

- **Principle of unity of command**: The basic management principle is that of unity of command. This principle states that a subordinate should report only to single superior. This will give a sense of personal responsibility. Although it is possible for a subordinate to receive orders from more superiors and report to them but it creates more problems and difficulties. An obligation is essentially personal and authority delegation by more than one person to an individual is likely to result in conflicts in both authority and responsibility. This principle is also useful in the classification of authority-responsibility relationships.

- **Principle of delegation by results expected**: The delegation of authority should be based on the basis of result expected. The authority should be sufficient to achieve the desired results. If the authority is insufficient then results will not be achieved. So there should be a balance between the results expected and the authority required.

- **Principle of absoluteness of responsibility**: The responsibility of a subordinate, once he has accepted the work, is absolute to his superior. The responsibility of the superior does not decrease once he has delegated authority. A person can delegate authority and not responsibility. He will remain accountable for the work even if it is delegated to the subordinate. So the responsibility of superior and subordinate remains absolute.

- **Principle of parity of authority and responsibility**: Since authority is the right to carry out assignments and responsibility is the obligation to accomplish it, there should be a balance between the both. The responsibility should bear logical relationship with authority delegated. The subordinate should not be burdened with high performance responsibility with delegating enough authority. Sometimes the authority is delegated but the concerned person is not made accountable for its proper use. This will be a case of poor management. The parity between authority and responsibility will be essential for achieving efficiency.

- **Authority level principle**: The principle that decision making should remain at the level at which authority is delegated. The managers delegate authority to subordinates but have the temptation to make decisions for them. They should allow the subordinates to take their own decisions as per the authority delegated to them. The delegation of authority will be effective only when it is clear and understandable to subordinates. The subordinates should know the area of their decision making and should avoid the temptation of referring thing to higher ups.

- **The Scalar principle**: The scalar principle refers to the chain of direct authority relationships from superior to subordinates throughout the organization. The ultimate authority must rest somewhere. Subordinates must know to whom they should refer the matter if it is beyond their authority. The clearer the line of authority from top manager to every subordinate, the more effective will be responsible decision-making.

Problems of Effective Delegation

The step taken for effective delegation of authority by senior managers plays an important role in determining employee's efficient performance of duties. However, fear of incompetence, low level of trust on the subordinate skill, knowledge and effort by superiors have been a barrier for effective delegating responsibility.

Tanuja (2018) stated that though delegation enhances efficiency of the organization by dividing work amongst organizational members (according to their capabilities). It is not free from obstacles. However, various barriers to delegation can be group in three main headings; barriers related to superiors or delegator, barriers related to subordinates or delegate and barriers related to organization.

Barriers related to superiors or delegator: Tanuja (2018) opined that, despite knowing how important it is to delegate, superiors sometimes do not delegate works to subordinates because of the following reason;

i. Wanting to do things personally: Some managers do not delegate because they feel they can do the work better than other since ultimate responsibility is that of the delegator, they prefer doing the work themselves rather than getting it done through others. This also help in maintaining control over the activities assigned to subordinates. The delegator enjoys doing the work and makes his importance felt in the organization by showing his business in the office.

ii. Insecurity: If managers feel that subordinates perform better than them, they avoid delegation. The exposure of their inabilities to take good decisions creates a feeling of insecurity. This happens in organization where work procedures and methods are not sound. A weak operating system usually stops the managers from revealing their short comings to the subordinates.

iii. Retention of power: Some managers like to take responsibility, make their importance felt by everyone in the organization and want the subordinates to come to them to get their problems solved. Their desire to retain power and dominate is a hindrance to the effective delegation process. Such managers are usually autocratic in nature. They abstain from delegation and prefer to direct people personally.

iv. Lack of confidence in subordinates: The reward for risk is return, unless managers assume the risk of subordinates not performing well, they cannot contribute to the development of skilled managers in future. A manager who does not take risk in subordinate and lacks confidence in them will not be able to delegate effectively. Delegation is based on trust between superior and subordinate. Negative attitude towards subordinates obstructs delegation as superior lacks confidence in the ability of subordinates.

v. Unwillingness to set standards of control: Having delegates the duties, the managers remain accountable for the overall performance of the work. They supervise the activities of the subordinates to ensure that actual performance is in conformity with planned performance. A manager who fails to establish standards of control will not be able to effectively delegate to subordinates.

vi. Personal factors: Autocratic managers usually do not delegate to keep tight control over the activities of the subordinates. Democratic leaders prefer to delegate as they believe in participation of employees in the decision–making process. Managers usually follow past precedents in creating an environment friendly to delegation. If their managers delegate to them, they also trust their subordinate in making delegation effective. If their managers did not trust them in delegating the tasks, they also do not delegate the tasks further.

Barriers Related to Subordinates

i. Lack of confidence: Some subordinates do not want to take responsibility for the fear of not being able to perform well. They lack confidence and do not want to take any risk. They prefer to depend on their bosses to make decisions.

ii. Fear of making mistake: Some subordinates fear that if they make mistakes in carrying out the delegated responsibilities, their superiors will criticize them for unfavorable out comes. “This fear dissuades them from taking added responsibility.

iii. Lack of incentives: Motivation (through financial and non-financial incentives) makes delegation effective. Subordinates are reluctant to accept delegation in the absence of incentives.

iv. Absence of access to resource: If subordinates do not have access to resources (financial and non-financial) to carry out their work, they will not accept delegation responsibilities. This happens when there is delegation of responsibility without commensurate authority.

v. Convenience: Sometimes subordinates prefer the work is done by superior rather than assuming responsibility for the same, for the sake of convenience, they simply want their bosses to make the decision.

Barriers Related to Organization

i. Size of the organization: A small-sized organization will not have too many jobs to delegate to subordinates. It is thus not responsive to delegation of tasks.

ii. No precedent of delegation: Merely because organizations have not earlier been following the practice of delegation sometimes makes them continue with the practice of not delegating the jobs.

iii. Degree of centralization of decentralization: Efficient delegation is affected by the degree to which organization distributes the decision-making power to various organizational units. A highly centralized organization is obstructive to process of effective delegation.

Ways to Overcome Barriers to Delegation

Accept the need for delegation: When superiors are reluctant to delegate because they want to do everything themselves rather than allowing subordinates to do, they should realize the need for delegation. In fact, more the delegation, more successful will be an organization. Delegation multiplies the capacity of the managers. What can be delegated must be delegated. Managers should do things which subordinates cannot do. This develops their core competence and also the organization.

- **Develop confidence to subordinate:** Rather than feeling that subordinates are not capable of accepting responsibilities so that delegator does not take the risk of delegation, the delegator should understand that a man learns through mistakes and if he commits mistakes, he shall try to find out solutions to the problem. If subordinates make mistakes, superiors should guide them rather than not delegate at all. Trust towards subordinates develops their commitment towards superiors. Committed subordinates develop loyalty, delegation and positive contribution towards organizational growth. Delegation should be a continuous process. Manager should tasks and express trust and confidence in them. This will boost their morale to perform better in future. Delegation will be effective in the system of rewards, not penalties.

- **Communication:** Where delegation becomes ineffective because subordinates do not have the information for making decisions, an effective system of communication should be developed so that information flows

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freely from superior to subordinates. Well informed subordinates are an asset for the organization. They can contribute to effective organizational decisions.

- **Motivation:** Subordinates should be motivated to accept the responsibilities by providing reward (financial and non-financial) like recognition, status etc. Assigning the whole job to one person can be motivating as it reflects confidence in the subordinates. It also gives a sense of pride and satisfaction to the subordinates who work to earn the credit for successful completion of the task. Non-commitment towards work has to be converted into commitment through motivation, creating zeal, enthusiasm, ability and willingness to work.

- **Effective system of control:** Some ultimate responsibility for the work assigned is that of the delegator, he must ensure that subordinate performs well by setting achievable standard of performance against which actual performance shall be measured. Delegator should keep check on the activities of delegates rather than not delegate at all. Though control helps in monitoring the activities of subordinates, it should not be strict in nature. Moderately lenient control system helps to achieve standards by control through exceptions. Major deviation should be spotted by the managers and minor deviations should be corrected by the subordinates themselves. Control helps in avoiding misuses of delegated authority.

- **Choose the right person for the right job:** Lack of confidence in subordinates should be overcome by dividing the workload into sub-units and assigning each sub-unit to persons most suitable for performing them. The person selected should be able to perform the task assigned. If required, training facilities can be provided to increase their understanding of the work. Working selection of delegates can put the organizational operation to halt.

- **Freedom to subordinates:** When managers accept the need for delegation, they must also give freedom to make decisions with respect to the delegated tasks. Rather than not delegating at all or delegating less responsibility for the fear of subordinates making mistakes, managers should give them authority to find solution to their problems and learn not to make mistake in future.

- **Clarity of tasks:** The responsibilities or the tasks delegated must be clearly defined in terms of results expected out of those tasks. Knowing what is exactly expected of them will enable the subordinates perform the delegated task better. Delegation is not done without purpose. It has to be properly planned to the objectives desired to be achieved through delegation. Delegation should be done to achieve specific results.

- **Match job with the abilities of the subordinates:** Round pegs in the round holes makes delegation effective as the right job will be given to the right person. The task assigned should match the ability and the capacity of the subordinates.

- **Open communication:** Through delegation, authority are given to solve problems related to the assigned tasks, yet, they should be allowed to freely discuss the problems with their delegators. Open communication promotes delegation as both delegator and delegates can trust each other, explain their reservations, develop confidence and security and make the need for delegation feel important for both the employer and employee. Work is delegated and also performed well to the best of subordinate's ability.

- **Monitor the critical deviation:** Subordinate may make mistake, however, efficient they are at work. The superiors should over look minor deviations and monitor only deviations in the tasks assigned. This promotes of sense of responsibility amongst the employees.

Authority

According to (Awamleh, 2011), authority is also used on whom that is being employed in other to exact certain action by the employee and must be willing to performs. In this regard, we have to assess the hierarchy of authority and the functions which the hierarchy performs in the organizations. The amount of authority delegated should be equal with responsibilities undertaken.

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Types of Authority

Practice today make consideration use of line staff and functional authority and various combinations, all these types of authority can be found in almost every large organization. Early administrative writers made a distinction between two forms of authority.

- **Line authority:** Line authority is the most fundamental authority within an organization and reflects existing superiors and subordinates relationship. Line authority is the right to make decisions and to give orders concerning the productions, sale or finance related behavior of subordinates overall.
- **Staff authority:** This the right possessed by staff unit or especially to advice, recommend, and counsel line personnel. Staff authority is defined as the authority whose scope is limited by the absence of the right to direct or command, to such auxiliary and facilitating activities as planned function authority.

According to (Alaqi, 2018), authorization can be defined as a distribution right of dispose and make decisions in a specified range and to the extent necessary to accomplish certain tasks entrusted. The manager has some power to his assistants and give them the necessary authority to perform these task. It is also defined as the right granting to an employee to enable him direct others and issuing rules and obligations that must be followed.

Authorization is a permit to perform the work and the employer has ensure that authorization includes achieving the work needed and committing mistake because the employee is responsible to perform work and achieve it correctly and in appropriate way. In this case, many manager prevent authorization for many reasons which include employees distrust, knowing the way to achieve work and perform it effectively.

Principles of Authorization

Many authors such as Al-Helou (2010) stated that every executive has the responsibility of delegating authority. The idea of delegation is to provide subordinate with a scope of authority appropriate to the responsibilities they can undertake. Authority involves many principles which include;

i. Tasks and duties authorized shall be determined, clear, and explicit.

ii. Effectiveness of communications between an employee and employer.

iii. Selecting the employee correctly. Ability and sufficient if an employee are considered the requests of effective authorization.

iv. Not to criticize employees, criticism makes subordinate resist accepting authorization for additional work. If error has occurred, the imbalance should be explained in the same way that improves performance in long-run outcomes.

v. Granting an employee sufficient power and authority to perform these duties, as well as giving him the right to make decisions and issue instructions to carry out the duties and tasks.

vi. Be aware from transforming work between employee and employer.

Elements of Authorization

- **Tasks and duties:** The manager authorizes a person or a group particular duties and tasks. These task may be image of an activity in which an individual assigned or objectives have to be achieved by employees. These tasks are established by the manager in order to authorize the work perfectly.
- **Authority:** The legal right in issuing commends to be achieved and carried out by employees.
- **Responsibility:** Vowing and commitment of the employee to carry out specific tasks and duties.

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- **Efficacy:** Capability to use sources to achieve particular objectives.

Advantages of Authorization

Authorization achieves significant return of the organization with little cost. It saves time in all management levels, achieves speed in performing managerial work, managerial flexibility, adopting with different conditions and develop entrepreneurships of the employees.

- Preparing future leaders to motivate the employees authorized on objective reasoning, comparing and showing results and outcomes. It allows selection of future managers by conducting appropriate level test for a job vacancy.
- Authorization achieves significant return of the organization with little cost. It saves time in all management levels, achieves speed in performing managerial work, managerial flexibility, adopting with different conditions and develop entrepreneurship of the employees. It also brings new ideas and creates wider area of thinking where more than one level takes place in achieving business collectively, so, the outcomes will be improved.
- Equity and social justice, where authorization is one of the factors of achieving social justice in which power becomes an element of democracy (Jawqa, 2016).

How Delegation of Authority Motivate Employees.

Delegating authority to employees enhances satisfaction toward the work. Employee motivation has been defined as the psychological forces that determine the direction of a person’s behavior in an organization.

The study found out that more task features motivate employee hence improving the quality of the product or services that is provided and increase work satisfaction and motivation. Thus some combination of control and incentive devices is needed to get the best performance. The standard approach is to extend more responsibilities in order to motivate worker to be productive.

Furthermore, extending the more professional roles to employees may also lead to improved quality of work such as work relationship at various levels, employees work motivation has shown to be important for their intent to work and for their job satisfaction in different sectors. It has also been suggested that employees’ motivation influence the customers’ attitudes towards the firm, thus in order to ensure employees motivation at work, delegating duties should be considered as one of the motivation factors.

How Delegation of Authority Enhances Leadership Succession

Effective delegation is crucial for management and leadership succession. For the successor and for the manager, the main task of a manager in a growing thriving organization is ultimately to develop a successor. When this happens, everyone can move on top on to higher things. If it fails to happen, the succession becomes dependent on bringing in new ideas from the outside.

Delegating authority to subordinates makes them visionary in moving people towards shared dream, coaching individual’s goals with organizational goals, affiliating people by creating harmony among them. Values people input and gets commitment through participation, sooths fear by giving clear direction in an emergency situation and meeting challenging exciting goals as this has a positive impact on the organizational culture and the employee’s career goals.

It is the responsibility of every leader to create a succession plan that encompasses developing current staff and providing on the job coaching, feedback and monitoring. When this is successful, everyone wins, including current leadership, the organization as a whole and future leadership.

In view of this, it is paramount to empower employees through adequately assigning of more duties to expose response to changes and equip them of becoming potential leaders whose ability can drive others towards achieving personal and organizational goals.

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How Delegation of Authority Promote Employee Development

Encouraging employees to acquire new or advanced skills, knowledge, and points by providing higher role, learning and training facilities and avenues where such new ideas can be applied is vital. Many supervisors use delegation as a tool for developing employees through coaching and feedback. Supervisors should recognize that they have an important role in providing employees with stretch assignments, or more challenging opportunities to increase their skills.

Delegation can be used to expand an employee's capabilities to be highly competent. This process takes time and effort but it ultimately increases the employee's valve to the team and organization. They benefit from learning new skills and overcoming a challenging task. The goal of a manager is also to develop rising stars, you can delegate tasks that will help them develop new skills and expand their capabilities.

Therefore, improving your employees makes them more productive and able to handle large challenges in the future. The goal for every manager is to have a high performance team. Improving an employee using delegation is one tool you can use in this pursuit.

CONCLUSION

Delegation of authority is very vital to an employee in any organizational structure for effective performance. Delegation of authority is not only essential but necessary for the successful accomplishment of the organizational objectives thereby, enhancing high employee performance and productivity to the organization. This is because no organization can function without an efficient employee performance. Delegation of authority has been x –rayed, viewing the role in enhancing the performance of employees towards achievement of organizational objectives and goals.

It is obvious from the analysis made that delegation of authority is very vital for employees to function efficiently in an organization. Employee cannot function effectively without been delegated task to do and would fall short of achieving its objective.

RECOMMENDATIONS

Based on the finding made on the data collected, it was observed that delegating authority is a factor in human capacity building in an organization. The study recommends that;

- Delegating task for employee development should be used as criteria for promotion of staff which will help in improving quality of services delivery in the organization; this will encourage them to be more serious in delivering their duties.
- Management should show confidence on employees in terms of assigning some authority to carry out higher responsibilities.
- The organization should make sure that each and every worker is given an opportunity to develop their skills by assuming more challenging roles.
- Management has to increase level of employees' empowerment to be able to implement tasks individually without referring to high management for saving time and effort and offering services for customers, being ready for planning and strategies related to long run objectives of the organization.

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