

The Effect of Authority Delegation on Decision Making Effectiveness in DAL Group in North Khartoum, Sudan

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ABSTRACT:The current study was conducted in DAL group in Khartoum North in the period between 2015-2018. The objectives of the study were to reveal the role of authority delegation in enhancing the administration in making decisions. Reveal the need for authority delegation in business organization in quick decision taking. Primary data were collected via constructed questionnaire covering 105 DAL group directors and employees selected randomly. Descriptive statistics was used to analyze collected data. The results showed that, 71.4 % of respondents were agreed that there is effective authority delegation. 81.9 % of respondents were agreed that delegated persons had high efficiency. 58.1 % of respondents agreed that authority delegation make decision in the right time, 37.0 % of respondents agreed that the centralization of authority detain decision taking, and 42.0 % were disagreed. Study correlation results showed that, there was strong correlation between authority's delegation and the effectiveness of decision making, second finding there was positive statistical indication between authority delegation and the quickness of taking decision. Study concluded that proved statistical indicator between authority delegation and the effectiveness of taking decision at proper time, results proved strong statistical correlation between authority delegation and the quickness of decision taking. Study recommended more authority delegation to assure employees contribution in decision making, and also to assure the continuation of activities even in the absence of senior chief officer.

Keywords:*Authority delegation, Correlation, Decision making, Organization*

INTRODUCTION:

Human desire to achieve goals, and satisfy their needs, initiations where mad to innovate strategies enable these efforts , first strategy was the innovation of the organization because there are many activities one single person can do it all by himself , so the reality was mad The organization as a community the need for cooperate with others in his community . needed to fin methods to achieve its goals in effectively, and find ways to reduce conflicts between its members, so authority delegation is successfully make organization able to overcome that mentioned problems.

2. Literature Review:

1. In the leadership literature, Yukl (2010, p.149) is describing delegation as "the assignment of new responsibilities to subordinates and additional authority to carry them

out". Delegation defined; the moving authority down from the boss to subordinate (Max Fiber, 2011.), it also mean devoting authority to subordinate to empower him to do his job because the manager can't be able to do all the work, (Ziad ,2010), it is a permanent power transmission (Hassan Hashim, 2015).

2. Authority: means the power that obligates group of peoples to comply order, discipline is the ability to impose quick and automatic comply with the orders. In the sense of sociology, politics, and law, means to rehearsal of the legitimacy ruling that leading the political society, it is incorporeity, and tangible power that materialize the community will leading and controlling their behavior to the realize the overall objectives as well as personal ones (Abd Elmageed Elbseer,2010).

Authority delegation also means permissive concession the authorized person to enable someone to take his permission and power in running the organization, that assures subordinates collaboration in achieving the organization goals, under the director supervision, authority delegation create employees self confidence (Adam Khemees , 2009) , authority can be defined as acquired right in issuing commands in which job grants for the employees (ALaqi, 1996),

It was also defined as the right granting to an employee enabling him for directing the others and issuing rules and obligations that must be followed (Makawi, 1995). Dessler (2006) has defined it as "it is an authority transportation form high management to executives". Lutgans & Hodgetts (2004) said about it "it is a process of distributing tasks and authorities".

Authorization is the process in which manager is commissioned his staff to perform some work that related to his liability and perform some tasks that aren't embedded by risk effect on the institution (Fleih & Abd AL-Majeed, 2005). 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 manager has some powers to his assistants and give them the necessary authority to perform these tasks (AL-Ali & Mosawi, 2001).

Authority can be defined as acquired right in issuing commands in which job grants for the employees (ALaqi, 1996). Defined as the right granting to an employee enabling him for directing the others and issuing rules and obligations that must be followed (Makawi, 1995).The study of Fehr, et.al, (2011) on the lure of authority: motivation an Authority and power. The study studied the motivation and incentive effects of authority experimentally in an authority-delegation game. Individuals often retain authority even when its delegation is in International Journal of Human Resource Studies ISSN 2162-3058, 2015, Vol. 5, No. 3 www.macrothink.org/ijhrs.

As the studies of Bloom, Sadun and Van Reenen (2012), Athanasouli and Goujard (2015) and Gur and Bøjrnskov (2016) draw to the conclusion that low trust societies are implementing centralized structures in organizations and high trust societies are relying on decentralized organizations.

Problem statement:

1. Authority delegation is crucial to run the administration activities, and achieves its objectives.

2. Business organizations face weak ability in taking decision due to weak authority delegation.

Study objectives:

1. Reveal the role of authority delegation in enhancing the administration in making decisions.
2. Reveal the need for authority delegation in business organization in quick decision taking.

Hypotheses of the study:

1. There is functional relationship between authority delegation and the effectiveness of decision taking.
2. There is functional relationship between authority delegation and the quickness in solving problems.

Research methodology:

Questionnaires and personal interview to investigate company staff, descriptive statistics was used to analyze collected data.

Data resources:

Primary resources: primary data were collected by employee’s questionnaire for the targeted sample in personal interview.

RESULTS AND DISCUSSION:

Personal characteristics:

Gender classification of the respondents table (1) showed that 77.1% of respondents were male, and 22.9% were female, and that reflected the company gender structure.

Table (1) Respondents gender type

Type	Frequent	Percentage
Male	81	77
Female	24	23
	105	100

Respondents Marital status described in table (2) showed that 76.2% were married, 21.9 % were single, 1.9 were widows, the result showed social stability that could encourage more persistence.

Table (2) Respondent’s marital status

Status	Frequent	Percentage
Married	80	76.2
Single	23	21.9
Widows	2	1.9
Devours	0	%0
	105	100%

Table (3) described respondent’s age at study time, results showed that 6.7% of the respondents were less than 30 years, 39.0% of respondents between 30 – 40 years, and 34.3 % of the respondents were between 40-50 years, 8.6% were between 50-60 years, and 11.4 % of respondents were above 60 years, results reflects well generations connection for experience transmission.

Table (3) Respondents Age Grouping

Age group / years	Frequent	Percentage
Less than 30	7	6.7
30 to 40	41	39.0
40 to 50	36	34.3
50 to 60	9	8.6
More than 60	12	11.4
Total	105	100%

Table (4) described the respondent’s education level results showed that 37.2 % of respondents were PH.D holders, 39.0 % were Master degree, 4.8 % were high diploma degree, 19.0 % were Bachelor degree.

Table (4) Respondent’s Education Level

Academic degree	frequent	Percentage
Bachelor	20	19.0
High diploma	5	4.8
Master degree	41	39.0
PH.D	39	37.2
	105	100%

Study data 2019

Table (5) Described respondents academic specialization, study results showed that 52.4 % of respondents were engineering's, 8.6 % of respondents were technicians, 39.0 % of respondents were financial and administrators.

Table (5) Respondents academic specialization

Specialization	frequent	Percentage
Engineering	55	52.4
Technician	9	8.6
Financial & administrators	41	39.0
	105	100%

Table (6) described respondents Employment level, results showed that 4.8 % were in possession of head manager of general administration, 8.6 % were head of administration, 13.3 % were head of divisions, 73.3 % were employees.

Table (6) Respondents Employment level

Employment level	Frequent	Percentage
Head manager of general administration	5	4.8
Head of administration	9	8.6
Head of divisions	14	13.3
Employee	77	73.3
	105	100%

Table (7) described respondents experience years, results showed that 21.0 % of respondents working experience were less than 5 years, 42.0 % of respondents experience between 5 to 10 years, 17.0 % of respondents experience between 15 – 20 years, and 20 % of respondents experience between 20-25 years.

Table (7) Respondents Experience Years

Years of experience	frequent	Percentage
Less than 5	22	21.0
5-10	44	42.0
15-20	18	17.0
20-25	21	20.0
	105	

Table (8) described respondent opinions about authority delegation in DAL, 9.5 % of respondents deeply agreed that there is effective authority delegation, 71.4 % were agreed, and 19.5 % were neutral. 9.5 % of respondents were deeply agreed that the delegated persons had high effectiveness, 81.9 % agreed, and 8.6 % were neutral. 83.0 % of respondents were deeply agreed that authority delegation necessary for taking decisions, 17.0 % were

disagreed. 21.0 % of respondents were deeply agreed that the centralization of authority detain decision taking, 37.0 % were agreed, 42.0 % were disagreed. This result goes in line with Bloom, Sadun and Van Reenen (2012), Athanasouli and Goujard (2015) and Gur and Bøjrnskov (2016). 9.5 % respondents were deeply agreed that authority delegation make decision in the right time, 58.1 % were agreed, 14.3 % were neutral, and 18.1% were disagreed, 21.0 % of respondents were deeply agreed that authority delegation enable achieve of objectives, 79.0 % were agreed to that.

Table (8) Result of authority delegation in DAL

		Deeply Agree	Agree	Neutral	Not Agree	Deeply not Agree
Authority delegation						
There is effective	frequent	10	75	20	0	0
	Percent	9.5	71.4	19.0	0	0
Efficient delegated employee	frequent	10	86	9	0	0
	Percent	9.5	81.9	8.6	0	0
Necessary	frequent	0	87	0	18	0
	Percent	0	82.9	0	17.1	0
Centralization of authority detain decision taking	frequent	0	22	39	44	0
	Percent	0	21.0	37.0	42.0	0
Help taking decision in the right time	frequent	10	61	15	19	0
	Percent	9.5	58.1	14.3	18.1	0
Enable achieve objectives	frequent	22	83	0		0
	Percent	21.0	79.0			0

Study data 2019

Table (9) described respondent opinions about authority delegation enable the director to find solutions, results showed that 58.0 % of respondents deeply agreed, 42.0 % were agreed, 41.0 % of respondents deeply agreed that authority delegation is a sort of communication, 59.0 % were neutral, 41.0 % of respondents deeply agreed that authority delegation is a sort of communication, 42.0 % of respondents were agreed, 17.0 % of respondents were neutral, 41.0 % of respondents were deeply agreed that authority delegation is the director most important duty.

Table (9) Respondent Opinions about Authority Delegation

		Deeply Agree	Agree	Neutral	Not Agree	Deeply not Agree
Authority delegation						
enable the director to find solutions	Frequent	61	44	0	0	0
	Percent	58.0	42.0	0	0	0
is a sort of communication	Frequent	43	62	0	0	0
	Percent	41.0	59.0	0	0	0
is a sort of communication	Frequent	43	44	18	0	0
	Percent	41.0	42.0	17.0	0	0
is the director most important duty	Frequent	43	62	0	0	0
	Percent	41.0	59.0	0	0	0

Study data 2019

Correlation Analysis Results;

Correlation results showed that, there was strong covariant correlation between authority’s delegation and the effectiveness of decision making, according to correlation factor 0.82, and regression factor 0.56, all so results showed significant relation between the independent variable in F and T test of the effectiveness of decision taking, and the dependent variable delegation of authority, when calculated regression factor 5.21 in T function in significant level 5%.

Second assumption there was statistical indication between authority delegation and the quickness of taking decision.

Study results coherent with The results of the study of the delegation of authority on efficiency, effectiveness and empowerment of employees' performance at great Irbid municipality; Results showed that there was a statically significant for delegation of authority on efficiency, effectiveness and empowerment of employees' performance at great Irbid municipality.

The study has recommended in the need to activating administrative delegation authority of employees in Great Irbid Municipality (GIM). Also, increase the level of delegation to be

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CONCLUSION:

Results proved statistical indicator between authority delegation and the effectiveness of taking decision at proper time, results proved statistical indicator between authority delegation and the quickness of decision taking.

RECOMMENDATION:

Authority delegation assure employees contribution in decision making, also assure the continuation of activities even in the absence of the senior chief officer.

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