

# Authority Delegation is a pathway in Enhancing Confidence between Directors and Employees in DAL Group in Khartoum North, Sudan

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**ABSTRACT:** The current study was conducted in DAL group in Khartoum North covering the period 2015-2018. The objectives of the study were to assess the role of authority delegation in enhancing the mutual confidence between the employees and the managers. Reveal the effect of authority delegation in employees self confidence. 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 revealed that authority delegation Enhanced the confidence between directors and employees in DAL group, 58.0 % of the respondents were deeply agreed that there were good relationship between the employees and the directors, 42.0 % were agreed. 52.0 % of the respondents were strongly agreed that their relationships was good with the employees, 21.0 % were agreed. 79.0 % of the respondents were strongly agreed that they do their work confidently due to authority delegation, 21.0 % were agreed. 76.0 % of respondents were strongly agreed that authority delegation lead to the belonging to the group. 37.0 % of the respondents agreed that they contributed with their manager in taking decisions, 42.0 % were agreed. Correlation Analysis results showed strong correlation between authority delegation and the existence of confidence between the employees and managers. It proved statistical indicator between authority delegation and the mutual confidence between directors and employees, and employees self confidence between the employees and managers. Study recommended more authority delegation for more confidence.

Keywords: *delegation, authority, mutual confidence, self confidence.*

## INTRODUCTION

The organization as a community needed to find 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. The newly emerging literature on trust and delegation, in particular, the articles of Bloom, Sadun and Van Reenen (2012), Athanasouli and Goujard (2015) and Gur and Bøjrnskov (2016). In these recent studies, social trust has a strong influence regarding the locus of decision making

authority in the hierarchy. In high trust societies, there is a tendency to decentralize while in low trust countries centralization of decision-making process is more common, as corruption is more practiced as well (Athanasouli and Goujard 2015). If the level of trust is high, the shift of decision-making authority from superiors to subordinates is more likely. Fukuyama (1995, cited in Gur and Bøjrnskov, 2016, p.2) summarizes this issue as follows: "A high-trust society can organize its workplace on a more flexible and group-oriented basis, with more responsibility delegated to lower levels of the organization. Low-trust societies, by contrast, must fence in and isolate their workers with a series of bureaucratic rules". 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 Managers are rarely directly taught the specific skill set of delegation. It's common for managers to pick up delegation skills by observation, exposure, and experience with previous or current managers. But perhaps some delegation experiences were negative by making people feel incompetent or demotivated. Often, a newly promoted manager will vow never to repeat the negative delegation mistakes that have impacted them. But how do managers learn to make delegation a positive experience for them and their employees? Sure, they may refer to previous experiences and exposure—but what if previous examples weren't the best? Managers are often left to fill in the gaps by trial and error. Preventing employees from failing on tasks require five steps that, if implemented, can help improve delegation experiences and success with employees 1-Clarity of Assignment 2. Task planning 3. Identify the right person 4. Delegate 5-Monitor and give feedback..

### **Literature Review:**

1. In management literature, delegation is a complex process in which managers assign new tasks, increase the load of responsibilities and attribute authority to their subordinates to act without any authorization (Yukl and Fu, 1999). Delegation also was 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 all so 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](http://www.macrothink.org/ijhrs)

### **Study objectives:**

1. To assess the role of authority delegation in enhancing the mutual confidence between the employees and the managers.
2. To know the effect of authority delegation in employees self confidence.

### **Hypotheses of the study:**

1. There is functional relationship between authority delegation and the mutual confidence between the employees and the managers.
2. There is functional relationship between authority delegation and the employees self confidence.

## **METHODOLOGY**

Questionnaires and personal interview to investigate company staff, Descriptive statistic was used to analyze collected data.

Primary resources: primary data were collected via employee's questionnaire for the targeted DAL group employees.

## **RESULTS AND DISCUSSION**

Descriptive analysis:

Personal characteristics:

Table (1) described gender type of respondents, results 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	77.1
Female	24	22.9
	105	100

Respondents Marital status described in table (2) showed that 76.2% were married, 21.9 % were single, 1.9 were widow, 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
Widow	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 the respondents were PH.D holders, 39.0 % were Master degree, 4.8 % were high diploma degree, and 19.0 % were holding 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%

Table (5) Described respondents academic qualification, 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 qualification**

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 the respondents working experience was less than 5 years, 42.0 % of them were 5 to 10 years, 17.0 % of them were 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) Result of authority delegation and Enhance the confidence between directors and employees in DAL group, described respondent opinions about authority delegation and the good relationship between the employees and the job boss, 58.0 % of the respondents were strongly agreed, 42.0 % were agreed. 52.0 % of the respondents were strongly agreed that their relationships were good with the employees, 21.0 % were agreed, 79.0 % of the respondents were strongly agreed that they do their work confidently, 21.0 % were agreed. 76.0 % of respondents were strongly agreed that authority delegation lead to the belonging to the group, 24.0 % were agreed. 37.0 % of the respondents were strongly agreed that they contributed with their manager in taking decisions, 42.0 % were agreed, and 21.0 % were neutral.

**Table (8) Result of authority delegation in enhancing the confidence between directors and employees in DAL group**

		Deeply Agree	Agree	Neutral	Not Agree	Deeply not Agree
Authority delegation	Authority delegation Enhance the confidence between directors and employees					
Good relation with the job boss	Frequent	61	44	0	0	0
	Percent	58.0	42.0	0	0	0
Good relation with the employees	Frequent	55	50	0	0	0
	Percent	52.0	48.0	0	0	0
Do my job confidently	Frequent	83	22	0	0	0
	Percent	79.0	21.0	0	0	0
Lead to belonging to the organization	Frequent	80	25	0	0	0
	Percent	76.0	24.0	0	0	0
Contribute in decision making	Frequent	39	25	0	0	0
	Percent	37.0	24.0	0	0	0

Table (9) described the respondents opinions on authority delegation enhance employees self confidence, results showed that 20.0 % of the respondents were strongly agreed, 42.0 % were agreed, 38.0 % of respondents disagreed. 17.0 % of the respondents were strongly agreed that the centralization authority leads to unconfidence, between employees and the administration, 21.0 % of the respondents were agreed, 41.0 % of respondents were neutral and 21.0 % were disagreed. 81.0 % of the respondents were strongly agreed that authority delegation enable them to contribute in decision making, and planning, 19.0 % were agreed to that. 21.0 % of respondents were strongly agreed that they contributed the steering committee in decisions making concerning the implementation of new projects, 79.0 % were agreed.

**Table (9) Respondent Opinions about Authority Delegation and enhance employees self confidence**

		Deeply Agree	Agree	Neutral	Not Agree	Deeply not Agree
Authority delegation						
enhance employees self confidence	Frequent	21	44	0	40	0
	Percent	20.0	41.9	0	38.1	0
centralization authority leads to un confidence	Frequent	18	22	43	0	40
	Percent	17.1	21.0	41.0	0	38.1
enable contribute in decision making, and planning	Frequent	85	20	0	0	0
	Percent	81.0	19.0	0	0	0
contributing steering committee in decisions making concerning the implementation	Frequent	22	83	0	0	0
	Percent	21.0	79.0	0	0	0

**Regression Results:**

As could be seen in table 10, Regression analysis results for the effect of authority delegation between employees and their managers in building confidence. The model has a reasonably high explanatory power with coefficient of determination  $R^2 = 0.74$ , indicating that 74% of confidence between the employees and their managers was due to authority delegation, or authority delegation has positive effect in building the confidence. The F value for testing the overall significance of the model was 53.2 and significant at 0.000 level of significance. Table 11 Regression analysis results between authority delegation and employees self-confidence. The results showed that the model has reasonably high explanatory power in building employees self-confidence with co-efficient of determination  $R^2 = 0.71$ , indicating

that 71% of self-confidence was built by authority delegation. The F value for testing the overall significance of the model was 47.2 and significant at 0.000 level of significance.

**Table (10) Regression analysis results for confidence between employees and their managers.**

Second assumption	B- regression	T- test	Confidence degree
Confidence between the employees and the managers	74.0	7.82	0.000
R correlation	0.85		
R2 Determining factor	0.72		
F	53.2		
SigF	0.000		

**Table (11) Regression analysis results between authority delegation and employees self confidence**

Second assumption	B- regression	T- test	Confidence degree
Authority delegation and employees Self confidence	71.0	6.87	0.000
R correlation	0.87		
R2 Determining factor	.076		
F	47.2		
SigF	0.000		

Study data 2019

### CONCLUSION

The study concluded that, authority delegation leads to the belonging to the group.79.0 % of the respondents were strongly agreed that they do their work confidently. Authority delegation enhance employees self confidence. Authority delegation has positive effect in building the confidence.Self-confidence was built by authority delegation.

### RECOMMENDATION

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

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