

IMPORTANCE OF DELEGATION OF POWER IN ACHIEVING ORGANIZATIONAL OBJECTIVES

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Abstract: *Experiences have proven that the action of the delegated person stands to be legal power the need for delegation is a fact that cannot be overemphasised, this is because it is a daily occurrence that is carried out every now and then whether in the public or private settings. The importance of delegation of power for effective management cannot be underestimated. Just as authority is the key to the manager's job, delegation of power is the key to the organisation. Through delegation, the power is shared among various individuals working in an organisation for the purpose of effective management. The study examines the importance of delegation. This paper also examines the elements and process of delegation. The paper argued that there are advantages in delegation of power and at the same time, there are some lapses from both the manager and subordinate in delegating of power. The study went further to suggest factors that should be considered while delegating powers and the impact delegation of power has on the organization. Finally, the paper suggested some appropriate recommendations that will be helpful while delegating power in order to achieve organizational goals,*

Keywords: *Delegated Power, Organizational Objectives, Effective Management.*

INTRODUCTION

Down through the ages delegation of power has been in existence, though some individuals or groups might not take cognizance of this. Ese M. (2013), argued that "In everyday life all over the world, whether in the public, business, social or domestic sector, power is delegated to other persons to do one thing or the other". Let us take organizational setting as an example. Organizational Manager delegating subordinate or colleague to go and stand in for him/her in a function, this refers to delegation of power because the subordinate will act in his manager's capacity (Olujobi, A. O. 2001). What does this mean? Delegation! Delegation equally happens in family, in churches and in the society in which man lives. More so, in the Scripture, the Lord Jesus delegated His disciples and gave them mandate to preach the Gospel (cf. Mathew 10). Therefore, delegation of power is a transfer of authority from one person to another person, to empower the person to do a task on one's behalf. Delegation of authority is under administrative legislative laws.

However, there are different types of delegation or power. Power here means the authority, ability official or legal right to carry out a duty or to do something. There are different powers such as: military power, political power legal power, economic power and so on. In this case we are concerned with legal power. Different organizational leaders have the legal right to have delegated power to make administrative rules and regulations under the guidance of the parliament (Ese M. 2013), Delegation is a very important process to carry on the work systematically in the organisation. Most administrative powers are exercised in the organisations, institutions and establishments in order to achieve their set objectives. Take for instance in the Catholic Institute of West Africa, Port-Harcourt, the school authority will not wait for the Nigeria Federal Legislature to make rules and regulations for them, so CIWA Authority makes administrative rules and regulations that are guiding the activities of the Institute based on the power vested on them by the legislature to make administrative laws. Therefore, Ese. M. (2013) said that it is law making by a public authority, other than parliament. In other words, Also Agbor, U. I. (2015) posits that it is that law that is made by the executive authority under powers given to them by the legislature.

A legislation is a law passed by the parliament or other law makers such as decree or edict of a military government. Also legislation is the process of passing a law. Many laws made by parliament may contain a provision empowering the authority that will administer the law to make further laws or regulations to enable it carry out its functions. The law made by parliament is known as the primary or parent law, while

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the rules and regulations made by the administrative authority under the power to make law delegated by parliament is known as secondary or subsidiary legislation or delegated legislation (Ese M, 2013).

Every organisation has a set goals which it strives to achieve. However, to achieve those goals there must be a guiding principles, rules, norms and policies which guide everybody and which enables the organisation to work towards achieving the set goals through delegated legislation. The aim of achieving organisational objectives sometimes are not met due to some problems as: inadequacy in the control of delegated legislation, inadequate publicity of delegated legislation, inadequate consideration of the impact of delegated legislation, there is total lack of or insufficient consideration and lots more. Therefore, it is against this background the researcher choose this topic: “**Importance of Delegation of Power in Achieving Organisational Objectives**”.

Importance of Delegation in the organization

Organisational managers delegate duties to their subordinates or different individuals working under him/her according to their capabilities, qualifications and get the work done from them. He deliberately passes some of his responsibilities to his subordinates (Samiksha S. (2014). After passing the responsibilities the manager also shares some of his/her authority, the manager should make sure that his/her subordinates perform all the work effectively and efficiently in the expected manner by supervising and creating accountability and this whole process is known as delegation. Delegation of power leads to:

1. Effective management

Managers passing routine work to the subordinates enables them to concentrate on other important matters. It is the duty of managers to get the work done effectively and efficiently. This is done by delegating the authorities and responsibilities to the subordinates.

2. Employees’ Development

This opportunity allows the employees to develop those skills which help them to perform complex task. Delegation helps in making better future managers by giving them chance to showcase their talents, use their skills, gain experiences of work related to higher job positions.

3. Motivation of employees

Although, not all delegation has financial incentives but the mere sharing responsibilities and authority with the subordinates by the manager, give subordinates the sense of belonging and trust and this also encourage them to put in their best for the good of the organization.

4. Facilitates organisational growth

In the delegation process, managers keep in mind the qualification and capability of all the subordinates. This leads to division of work and specialization which is very important for organizational growth.

5. Basis of Management Hierarchy

Delegation establishes superior-subordinate relationship which is the base for hierarchy of managers. The extent of power delegated to subordinates decides who will report to whom, and the power at each job position forms the Management Hierarchy.

6. Better Coordination

Systematically, in delegation, responsibility and authority is divided and employees are made answerable for non-completion of task. This systematic division of work gives clear pictures of work to everyone and there is no duplication of work clarity in duties assigned and reporting relationship brings effective coordination in the organization.

7. Reduces the work load of managers

Sharing responsibilities and work with the subordinates helps the managers to reduce their work load which will give managers opportunity to carry out other duties for the achievement of organizational goals.

8. Basis of superior-subordinate relationship

In the delegation process only two parties are involved that is superior and subordinate. If superiors share or pass their responsibilities and authorities to the subordinates it indicates good relationship between the superior and subordinate because superiors will transfer their responsibility and authority to their subordinates only when they have trust in them. So delegation improves the relations between superiors and subordinates.

Elements of Delegation:

There are three elements of delegation:

- i. Responsibility
- ii. Authority
- iii. Accountability

1. Responsibility:

Responsibility means the work assigned to an individual. It includes all the physical and mental activities to be performed by the employees at a particular job position. The process of delegation begins when manager passes on some of his responsibilities to his subordinates which means responsibility can be delegated.

Features of Responsibility:

- i. Responsibility is the obligation of a subordinate to properly perform the assigned duty.
- ii. It arises from superior subordinate relationship because subordinate is bound to perform the duty assigned by his superior.
- iii. Responsibility flows upward because subordinate will always be responsible to his superior.

2. Authority:

Authority means power to take decision. To carry on the responsibilities every employee need to have some authority. So, when managers are passing their responsibilities to the subordinates, they also pass some of the authority to the subordinates. The delegating authority is the second step of organizing process. While sharing the authority managers keep in mind that the authority matching to the responsibility should only be delegated. They shall not pass all their authority to their subordinates.

Features of Authority:

- (i) Authority refers to right to take decision due to your managerial position.
- (ii) Authority determines superior subordinate relationship. As subordinate communicates his decisions to subordinate expecting compliance from him as per his directions.
- (iii) Authority is restricted by law and rules and regulations of the organisation.
- (iv) Authority arises from the scalar chain which links various job positions.
- (v) Authority flows upward as we go higher up in management hierarchy the scope of authority increases.
- (vi) Authority must be equal to Responsibility i.e.,

Authority = Responsibility

3. Accountability:

To make sure that the employees or subordinates perform their responsibilities in their expected manner, the accountability is created. Accountability means subordinates will be answerable for the non-completion of the task; creating accountability is the third and final step of delegation process.

The accountability cannot be passed or delegated. It can only be shared with the subordinates which means even after delegating responsibility and authority the managers will be accountable for non-completion of task.

Delegation is a process of accountability, this process is absolute and cannot avoided. . For example, if the manager is assigned responsibilities to his subordinate, he has to follow-up with them. If he didn't do follow-up and one or two slack in accomplishing the job, at the time of rendering account, the manager has to give account of how the work was done. In such a situation the accountability lies with the manager although he has delegated or passed this target to his subordinates. But by passing or delegating the responsibilities he cannot get rid of accountability. He should have checked in between and supervised from time to time whether the work is going in right direction or not and taken timely action.

Features of Accountability:

- (1) Accountability refers to answerable for the final output.
- (2) It cannot be delegated or passed.
- (3) It enforced through regular feedback on the extent of work accomplished.
- (4) It flows upward, i.e., subordinate will be accountable to his superior.

Advantages of Delegation of Power

1. It relieves heavy workload for the Manager: Delegation of authority relieves the manager from the heavy load of work and enables him to concentrate on other higher organizational functions.

2. It leads to better decisions: Delegation of power frequently leads to better decisions, since subordinates are the closest to the scene of action usually they have the best view of the facts. Effective delegation also speeds up decision-making. It eliminates delay especially when subordinates are authorised to take the necessary-decision on the spot.

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3. It helps train subordinates and builds morale: Effective delegation causes subordinates to accept responsibility and exercise judgment. This not only helps train subordinates but also improves their self-confidence.

4. It helps create a formal organizational structure: Delegation of authority is the key to formal organization. Without delegation, a formal organizational structure cannot be created. The process of delegation of authority results in what is generally known as superior-subordinate relationship which gives rise to a formal organizational structure.

5. It builds trust and understanding

6. Delegation of power motivate works and tests worker's skills

Disadvantage of delegation of power

- 1 If the manager does not supervise or follow-up the subordinate in whatever job assigned to him/her, this will lead to unfinished job
- 2 The subordinate may misuse his/her power if the limit of the power vested on him/her is not specified
- 3 The manager may have the fear that his/her subordinate may do the job better than himself/herself and outshine him/her.
- 4 Subordinate may refuse to accept authority because of lack of confidence
- 5 Manager may not have confidence in the abilities of his/her subordinates and may feel that the subordinates cannot do the work to his/her satisfaction.
- 6 The subordinate may refuse to accept any authority if he/she thinks that there are no adequate resources which are necessary to discharge his/her duties effectively

Principles of Delegation

While delegating authority, the following points should be borne in mind:

1. Before delegating authority, it should be ensured that the subordinates know the objectives of the enterprise and their duties.
2. It is necessary that the subordinates must be given requisite authority to enable them to carry out the duties that are assigned to them. In other words, authority should be coextensive with responsibility of the subordinates.
3. The superior can only delegate duties to his subordinates but not responsibility. It means, he cannot escape the responsibility for the duties delegated.
4. Before delegating authority, it is essential that subordinates should be made to understand the limits of their authority and the area of their operation.
5. The subordinate should receive orders from one boss and should not be held accountable to more than one superior. This is necessary to make delegation more effective.

Effective Delegation

To make delegation more effective, Academic Library (2014) said that the following guidelines need to be observed:

1. There must be parity among power, authority and responsibility and they should be specified in clear terms.
2. There should be favorable management climate to encourage delegation.
3. The executive vacancies must be filled up with the best possible men.
4. There should be free interchange of ideas and suggestions for the attainment of common goals and also an atmosphere of team-work.
5. Delegation should be clear and free from doubts as to what is delegated, how much delegated, what precisely is expected to be done by the subordinates.
6. There should be incentives to subordinates for accepting responsibility in the process of delegation.
7. A subordinate in order to enable him to handle the delegated job effectively, should be given proper technical training.
8. There should be a suitable control system to check the subordinates' performance.

Reasons for delegated legislation according to Ese M. 2013 are as follows

It brings authority of the organization near to the workers: Administrative law makers make laws that bring the higher authority closer to the other members of the organization.

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It create room for the making of laws that conform to organization/local needs: When the power of delegated legislation is properly exercised and not abused, the administrative law maker who is more often located in the local community or jurisdiction can be reached by the people and he can also see the local situation for himself and therefore properly use delegated legislation to make laws or rules that conforms to the needs of the locality.

Impact of delegated legislation on the organisation

This helps to regulate the activities of the workers/organisation

It brings sanity to the organisation

Makes room for expertise

Create new innovations and idea

Helps the workers to know their right in the organisation

Enables the organisation to work or make rules or regulations within their limit

Factors for a proper delegation

(a) The power must be delegable

There are certain powers that cannot be delegated by one arms or branch of government to another but must be performed by the repository of such power. Such powers include:

(i) Powers that require personal performance

(ii) Powers involving exercise of discretion

(iii) Judicial or quasi-judicial power

(iv) Legislative powers such as the power to declare war, the power to impeach, and the power to create new States.

(b) There must be a delegation of power

Generally, for a delegated legislation to be so-called, the donor of power must have actually granted such power to the agency. Where, in the event that the agency acted without prior authorization, the repository of power may ratify the agency act, that is, if such act is amenable to ratification (Ese M, 2013).

(c) There must be a proper delegation

There are so many ways of transferring power to another person or authority-orally, in writing by deed, etc. No matter the chosen method of transfer of power or delegation, the most important thing in that the donor must effectively communicate such transfer to the donee. Furthermore, where a particular or special method of delegation is required or specified by law, then the power must be delegated according to the method specified by such law.

(d) Delegation must be to an appropriate officer or authority

Ese, 2013 said that the donee of power must be an appropriate officer or authority to exercise the power. For example, if the National Assembly enacts the National Health Act, it is taken for granted that the power of delegated legislation would be transferred to the Minister of Health. But where, for any reason, the National Assembly grants such power to the Minister of Labour, such delegation would be null and void because the Minister of Labour is ill-suited to make rules and regulations in the Ministry of Health.

Recommendation

The researcher recommended that:

- Managers should know the capability of the subordinate before delegating him/her.
- The subordinate should know the limit of power given to him/her to avoid having clash with the boss
- The manager should know that he/she must take responsibility of any delegation of power
- The subordinate should be accountable to the manager and the manager is also accountable to the organization
- The manager should be firm in his/her decision while delegating power to his/her subordinate

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- The subordinate should be willing to accept responsibility as assigned by the manager for the betterment of the organization and for his/her individual development

Conclusion

Delegation of power is important in all fields of human endeavour, whether in the family, church, government or organization. However, delegation of power is what defines a formal organisation. This is because work is being accomplished easily and promptly through delegation of power. Delegation of power is the essence of every organization and managers of organisation delegate power to the subordinate in order to achieve the set goals of his or her organisation. Hence, the delegation of power is the only way to overcome the natural limitations of human beings.

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