

Delegation as a Tool for Leadership Development

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Abstract: The concept of leadership development is a very broad one. But today all that we can see or perceive, leadership is primarily the ability to use power or informal influence to manipulate other people for the specific cause or purpose, which is the state or quality of being a good leader. Leaders are made, not born. Now there are very few aims of leading but the common embodiment is achievement. People choose to follow the lead of those who they believe can further their common interest. This is where leaders can be found. The essay focuses on how a leader can be formed through habits of delegating things to his subordinates. The ability of the leader to let his subordinates do certain tasks that he normally does all by himself comes across all kinds of levels. As it states, good delegation occurs when a leader allocates decision-making authority and responsibility to his/her subordinates to run the task or action with the expectation to support their level of authority and take up the responsibility, using the standard of their task and work result for future appraisal at a higher grade level. This article is related to all sorts of lines of work to prove that the more tasks being delegated, the leader will not be on the same level of doing tasks since it will free up more time for the leader to do tasks of higher importance.

Keywords: leadership, development, delegation, tools.

1. Introduction

Given the importance of delegation in the leadership role, really the question is how can leaders learn and develop the skill of delegation? Existing management theory shows a broad agreement on the importance of training and development for effective leadership, and we argue that delegation should be the hub skill taught in any leadership development program. This is because delegation is a complex behavior and to learn the skill, future leaders must have a strong understanding of this and also many opportunities to practice. Finally, they need feedback and coaching on their delegation effectiveness. This meets the learning cycle model of experience, understanding, practice, and feedback. An example of this is the Australian army officer training. The army has a strong focus on leadership development given the unique situation that even at a very young age, officers are given a large responsibility of soldiers and equipment in a high-pressure environment. The army recognizes that the success of leadership ultimately affects the outcome of the task. This has strong parallels with civilian leadership roles and knowing that the task of an officer is a leadership opportunity, it is a perfect chance to use delegation (Ugoani 2020).

The importance of leadership in an organization is well recognized, and the critical role of a leader is to build and develop the effectiveness of the team. The team effectiveness can only be built for the benefit of the organization if the leader has the ability and the capacity to delegate. The essence of the work a leader does is in the delegation. What this means is that the leader entrusts responsibility to his subordinates, creates accountability for them to achieve a specific task, and in the end, the leader is still responsible for the outcome. When the leader delegates, he is, in essence, creating a leadership opportunity for the person who will be completing the task. This is invaluable for organizational effectiveness as it builds a strong succession of future leaders within the organization and allows the current leader to focus on higher-level strategic initiatives. This stresses the importance of having the right person do the right task, and developing a person into a leader is the right task for any employee in an organization. So, delegation is a win-win situation for the leader and the subordinates (Campbell et al. 2020).

A. Definition of Delegation

Delegation is the passing of authority and (or) responsibility from one person to another. The development of delegation, if practiced properly, results in a win-win situation with both parties gaining from the experience. Effective delegation is an essential tool for all managers and it is particularly important for new managers to understand the concept of delegation (Daft, R.L.). This is because the skills that got them to their current position may not be the same skills required to be an effective manager. Without the ability to delegate, it is unlikely that they will have the time to further develop the skills required to be an effective leader. Furthermore, without delegation, team members to whom the responsibilities were delegated will also not have the opportunity to develop in their respective roles. The success of a manager therefore can often be measured by how effective their team is at working without their supervision. This is only possible through effective delegation. (Holzmeister et al.2023) (Crevacore et al.2023)

B. Importance of Leadership Development

When managers are asked about the most challenging aspect of their career, most admit that it is the leadership of others. Typically, their first experiences in these situations involve the

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coordination of activities which is not actual leadership but the preparation for it. Leadership in any form, whether direct or indirect, is an ongoing activity. It is a succession of events that moves an organization closer to its aims and purposes. It involves defining those aims, setting the direction and controlling the efforts of others in the pursuit of those aims. Effective leadership is essential for an organization to achieve its goals and enable it to become a resilient, self-renewing entity. A resource that can perpetuate itself and grow in capability. It is effective leadership that enables an organization to be able to cope with business environment changes, take timely and effective preventive or proactive action to avoid crises and be able to capitalize on opportunities for the betterment of the organization. Leadership is defined as "the behavior of an individual when directing the activities of a group toward a shared goal". This implies that it is a process involving others and not just a solo activity. Thus, if the aim and the behavior of the leader are to be affected, it means a leader has to delegate. It is not just possible for a leader to do everything himself. A CEO of a company must direct a sales team or the marketing and advertising department in order for his aims to be affected. A head teacher must direct her staff accordingly. A president or prime minister must direct the country. In all these activities the aim must be affected by correlation with the followers but the leader cannot do it alone. He must delegate. (Sloof & von Siemens, 2021)

2. Benefits of Delegation

In this aspect, the delegate will more than likely face a situation or task that is new to them. This is an opportunity for them to learn how to handle that situation and be more effective in the future. Tasks that are learning experiences usually require a higher level of thinking and can be stimulating for the employee. This takes us back to motivation. A person who is able to learn and develop will be more motivated and effective in their job. (Ugoani2020)

The next benefit is that delegation is a method for professional development. In today's society, people are being asked to do more with less. What this means is that there has been a trend to flatten the organization by removing layers of management. This gives the chance for employees to take on work that would have previously been above their position. Now these "high-potential" employees will need to be developed to take on these higher-level positions. One way to develop employees is to have them mentored by a senior-level person. The mentor can delegate tasks to the mentee as a way of assessing their abilities and providing support to move up in the organization. This method is also used by the mentor to groom a successor to their current position. (Gray & Baturu2021)

Now to why all leaders should delegate. The fundamental benefit of delegation is that it empowers a subordinate to make decisions. This autonomy is what allows the team member to be motivated to take on new challenges and to use their creativity to complete a task in their own way. This is a win-win situation. A team member who is given a task and ownership over it will feel less like a drone and more like a

piece of the puzzle that is making a difference to the company. And we all want to feel that what we are doing is important. (Al et al.2020)

A. Empowers Team Members

An excellent way to turn this around is through delegation. By giving the employee more responsibility and decision-making opportunities, they will feel challenged and will achieve greater job satisfaction and increased morale. Task accomplishment and seeing tangible results of one's efforts are often the greatest motivators. By getting the employee to buy into the fact that delegation can be a way to improve their skill and experience, self-esteem and job satisfaction will rise. This taking control and acceptance of accountability is the essence of empowerment. (Mathebula & Barnard2020)

One of the most common complaints from employees is that they are not being listened to by their managers. They feel that they can do their job better than their manager is currently allowing them to and would like the chance to prove it. Unfortunately, this is not effective communication as the employee is not managing to get this message across to the manager. Either way, the employee is known to be demotivated. People who are demotivated at work do not feel as if they are achieving anything. They lack morale. They are not fulfilling their potential. It is the job of the manager to realize this and try to correct the situation. (Chakravarti & Chakraborty, 2020)

Empowerment is difficult to achieve - individuals must be persuaded to take control of their own life, and situations, in a responsible manner. It is rarely achieved just through job title. People are most comfortable in their working life when they have a good level of self-esteem, confidence, and motivation. This is most often achieved through a sense of achievement. (Pathak & Srivastava2020)

It may seem fairly obvious to state that team members who are given the opportunity to take control of their own working life through delegation will feel a sense of empowerment. However, delegation is often overlooked as a means of achieving this. (Muhammad) (Norris et al.2021)

B. Fosters Skill Development

Levelling is a concept in which people are often grouped together by their similar skill levels in a task. Although this may be an efficient way to get things done, it can be a limiting factor in the development of one's career. When there are no opportunities to take on greater challenges, a person may become disillusioned with their current job as there are no incentives for further development. By delegating tasks to individuals, leaders can provide a way for people to take on new challenges at their own pace. If a person is having difficulty with a task, the delegator is there to provide guidance and prevent too much frustration, and if a person is excelling at a task, there may be an opportunity to take on an even greater challenge. This tailored method of instruction can be an effective way to keep team members motivated and confident, as they are given the right level of challenge that is necessary for the development of new skills. (Wu et al.2021)

Two methods exist to foster the development of new skills

among individuals. One method involves training a person to do something you already know how to do. Although this is an essential method for a person who is to replace you in a job, it does not develop the new skills needed for the development of a person's career. The second method involves giving a person a task to do that he or she does not already know how to do. This method is far more challenging, as it requires more oversight from the delegator, but it is a far more effective way in developing skill and finding out what a person is capable of. When someone is given a task that is beyond their current capabilities, they are often far more motivated to rise to the challenge, and taking on the new task may lead them to new opportunities for growth within their own career. Delegating a challenging task to someone not only helps to build specific skills needed for the task, but often also helps the person to develop a newfound confidence and understanding of their own abilities. (Soga et al.2021)

C. Enhances Team Morale

Team building and morale are important in an organization. They are the forces that make the employees work in the interest of the organization. Delegation enhances team building and helps in improving the morale of the employees. Delegation empowers the subordinates and helps in developing their confidence. When subordinates are given higher jobs and responsibilities, they feel motivated as there is a sense of belongingness and they feel that they are part of the family. It helps in removing the suspicion between the superiors and the subordinates as superiors show confidence in sharing the responsibilities and subordinates feel that their capabilities are identified by the superiors. It creates a work culture where the subordinates work under an open and supportive supervision from the superiors. All these factors are conducive to creating a healthy work environment. Since there is less supervision, less control, and things are happening more through professional development, it can be reasonably expected that the atmosphere will be more relaxed and congenial. This is very helpful in developing a creative environment and taking the organization to newer heights. (Alshemmari2023)

D. Increases Productivity

Delegation can also have the effect of developing the capabilities of the team or organization. Although there may be pressure on the leader to get the job done, the investment of time to delegate to the right person can have long-term benefits. By teaching and coaching subordinates, a skilled leader will be able to give people the support that they need to grow and excel in their jobs. Any task which is delegated should be within the capabilities of the person to complete to a satisfactory standard. In this way, delegation can be used as a vehicle for promoting the development of new skills and capabilities. The leader of today's knowledge workforce would do well to invest in their intellectual capital by providing opportunities for further learning and development. (Campbell et al.2020)

By the leader spending time initially to train, coach, and select the right people for the job, delegation can result in increased job satisfaction and morale for the employee. A study

in the UK NHS identified a correlation between job satisfaction and the amount of choice and control employees had over their work. More control over their work and the opportunity to develop new skills often results in a more challenging and varied job. Employees that are given more responsibility may be willing to persevere to overcome difficult situations because of their personal investment in the task. Should a subordinate be truly empowered, they may become more innovative and identify new ways of completing tasks. (Bimpong et al., 2020)

Delegation is widely acknowledged to be an essential skill for those who wish to get the most from their work environment. It has been found to be an important driver of organization and employee performance. A study of companies in the state of Washington found that the ability of public managers to delegate was one of the important drivers of organization and employee performance. A sample of Canadian managers similarly identified delegation as being significantly related to the self-reported successful performance of their subordinates. (Grobovšek, 2020)

Delegation as a tool for leadership development begins by describing the fundamental task of the leader: guiding an organization to a new and better place. However, this is a highly complex task that is in many ways beyond the capabilities of one person. How can a single leader set a new direction and free the organization to move in that direction when faced with limited time, knowledge, and resources? One answer is through delegation. Effective delegation is an essential tool for leaders in today's organizations. In the fast-paced change, it is increasingly important for managers to be able to get work done through others. This article describes the benefits of delegation and how to do it effectively. With delegation, come many benefits for the leader and the employee. (Frederick et al.2021)

3. Effective Delegation Techniques

Often times, subordinates accept a task to be delegated as a vague duty and are confused as to what the supervisor wants from the job. An inefficient job is then completed by the delegate, which does not free up time for the supervisor and may have wasted the delegate's time as well. Moreover, if the supervisor is constantly bogged down with explaining the prerequisites for the job, progress is never made. In the worst-case scenario, the delegate simply does not complete the task, and it has to be redone. Over the long run, this does not save time and reinforces the idea with the supervisor that it is better to do things yourself. It is therefore important to spend time considering which tasks to delegate. This process is similar to determining which tasks are your top priorities, as delegation should allow you more time to concentrate on these. Delegation does not always involve a task that is undesired. A good supervisor takes advantage of delegation as a tool for employee development. It can be a waste to assign simple tasks to a capable employee. Rather, these tasks should be retained and used as a mechanism for providing a new and challenging opportunity. Match these employees to tasks that will give them visibility by doing something others will see, help them contribute to their own career development, make them learn something new, give them more authority, or set the stage for

future responsibilities. Asking an employee what they would like to work on can be a good approach in finding the right task for the right person. (Susarla et al.2023)

A. Identifying Tasks for Delegation

Task analysis is another useful technique for determining what tasks to delegate. This involves breaking down a task into a sequence of events or steps. For each task, the leader must then determine whether to delegate the entire task or just a portion. A task should be delegated in its entirety if the person has the skills and abilities to do so, if the task will provide a challenge and growth opportunity, and if the task is an effective use of the person's time. If any of these conditions are not met, it may be more appropriate to delegate only a portion of the task. The leader must be careful not to delegate tasks that are part of the core of the leader's job. This can be tempting, especially for tasks that are in an area of weakness for the leader and are thus undesirable. However, this can be a career limiting move. A task which is a key responsibility of the leader should only be delegated to provide a developmental opportunity for the person, and should not be delegated if the leader is attempting to avoid doing the task at all. (Hussain et al.2021)

In order to delegate effectively, a leader must first be able to identify what tasks to delegate. Many leaders feel that it is easier to do a job themselves than to take the time to explain it to someone else. However, if a task is to be done only once or twice, leaders should probably do it themselves. Also, routine tasks that the leader finds relatively simple and that are not an effective use of the leader's skills and abilities can be delegated. Projects that are high priority for the leader but lower priority given other work or duties can be delegated if the person has the skills and background necessary to get the job done. This will free the leader to work on high priority, high payoff activities and still ensure that the job is completed. Finally, delegating tasks that will provide a challenge and growth opportunity for the person to whom it is assigned can be very beneficial for both the leader and the person. (Vu, 2020)

B. Selecting the Right Team Members

An employee's personality, attitude, and commitment level also need to be taken into consideration as they play a major role in determining if an employee is suitable for a task. Generally, optimists are more willing to take on challenges. Self-confident individuals generally perform a task well because they believe in their ability to perform it. Finally, an employee who is committed to his/her job and the organization will often complete a task more thoroughly than one who is not committed. These employees are more likely to take on more responsibility. (Sumarsi & Rizal2022)

First and foremost, we need to understand our subordinates, their potential, their likes and dislikes, and what motivates them. Employees may refuse to take on a delegated task if it conflicts with their interests or if they think they will do it poorly. It is important to delegate tasks that are in line with the employee's interests. Learn about their past job experiences, their personal and career goals, their learning styles, strengths and weaknesses, and also their level of expertise. (Kilag et

al.2024)

Everyone has certain strengths and weaknesses, and each employee is unique in terms of what they can contribute. Matching tasks or responsibilities to be delegated with the right employee is a critical step for effective delegation. What is more important is to evaluate the knowledge, skills, attitude, and commitment of our people. (Fitzgerald et al.2020)

C. Setting Clear Expectations

Throughout this process, it is important to use effective communication skills. Ask open-ended questions and encourage the individual to take initiative in the task's planning and execution. Be sure to listen and provide constructive feedback. Remember that the goal is for the individual to be innovative and take initiative within the task's requirements, not to create a perfect replica of your own method. Be open to the possibility of re-negotiating your expectations if the person has made a good case that your original expectations were unrealistic. Written documentation of communication and agreements should be kept to prevent later disagreements on what was actually said. This may seem overly formal for much of the everyday delegation that you do, but it is an essential guideline for delegating complex or critical tasks. Again, the formality should be in line with task importance. At first, following these guidelines will seem tedious with much time being spent in discussion and documentation. However, with practice you and your team member will become skilled at setting clear expectations in a very efficient manner. The time gained from fewer misunderstandings and less rework will be well worth the initial investment. (Baird & Maruping, 2021)

Effective delegation requires a clear understanding of the task to be performed. Therefore, it is important to discuss the task with the person who will undertake it. Determine what the delegated task is and what it is not. Look at the end results desired. Consider the specific areas in which the person can take initiative and be innovative once the task is understood. This is a pivotal step in developing an individual's sense of ownership for a project. The more opportunity an individual has to "own" a task, the more they will feel responsible for the results. Ownership is the beginning of accountability. This is also the time to consider requirements and constraints for the project and possible areas of support. These elements all help shape realistic expectations for the task. Documenting this discussion is usually done in the form of a written agreement. This can range from a detailed contract or statement of work to a simple planning document. The formality of the agreement is usually in line with the task's size and importance. Written agreements have the advantage of clarity and the opportunity to explicitly state expectations. Keep in mind that micromanagement is not delegating and overly detailed agreements can remove an individual's sense of ownership for a task. Periodic checkpoints and feedback are mechanisms to ensure that expectations are clearly understood, without reverting to micromanagement. (Ugoani2020)

D. Providing Adequate Support and Resources

It is important to realize a task is not fully delegated until the

person accepting the task feels just as comfortable being responsible for it as the delegator would if it were his own task. To reach this level, the delegate must be armed with the confidence, ability, and motivation to complete the task, and there is a strong correlation between these three things and the level of support and resources provided. Support is anything that the delegate may need from the delegator to clarify expectations, rely on information, or help solve problems. This may involve some coaching but is never to be seen as the delegator doing the task through the delegate. This is a common pitfall which defeats the whole object of delegation. A delegate may request selling the task or part of the task back to the delegator. This should rarely be allowed and only if the task has been pushed back in its entirety. The delegator should help the delegate to help himself learn the best way to approach it. A good method might be to offer suggestions but then have the delegate weigh up the pros and cons of each suggestion. This will serve to develop the delegate's judgment and decision-making skills. Offering information is probably the easiest way to support which can propel the task forward. The delegator must ensure that any information available to him, which would be useful to the delegate, is passed on. Failure to provide information at the time when the delegate requires it most often leads to the task reaching an impasse. The final way to offer support is through encouragement. Because of likely discomfort in higher-level tasks, the delegate may be reluctant to move forward or express feeling incapable of the task. A good leader will be able to recognize this and reassure the person that he is capable and offer assistance without suggesting take-back. By providing adequate support, a delegator will be able to ensure that the task stays fully delegated, and great learning and development occurs for the delegate. (Zhai et al., 2023)

Research suggests that failure to provide support and resources is the main cause of failure in delegated tasks. Because of the way many of us think, it is easy to assume that once the right person had been identified for the task and clear expectations were set, that the hardest parts have been completed, and the delegated task will go off without a hitch. However, it is not quite that simple. What usually happens at this point is that the person delegated to will go away and try to start the task. The more challenging it seems, the more likely he or she will revert to the boss for help. If the person delegating is short-sighted, he or she will have moved on to the next task and not have the time to help. The person given the task will end up feeling as if it has been thrown back upon him, and the delegator will share the same sentiment. Then the task has only been half-delegated, and the delegator will feel like he cannot trust the person to complete the task on his own. A partial delegation undermines a person's confidence and motivation (Reis et al. 2020).

4. Overcoming Challenges in Delegation

Delegation is an essential tool for managing tasks and responsibilities when there is more work to do than time in which to do it, with the additional benefit of developing employee skills and abilities along the way. However, many

individuals struggle with delegation for a variety of reasons. As a result, they end up taking on too much work themselves, even though there are people on their team who could help, with the long-term consequence of burning out and becoming ineffective. More commonly, they do delegate some tasks, but do so poorly – not matching the requirements of the task to the employee, not providing the context and support needed for effective task execution, and not allowing sufficient employee autonomy, which results in the employee being over-supervised and the tasks being re-absorbed at a later stage. In learning to delegate effectively, it is necessary to address these habitual tendencies at both the individual and the organizational level. A manager's resistance to delegating tasks can stem from many sources, including concerns about the effect on his/her own workload, a belief that employees are not competent enough to do the task, and not knowing how to go about task allocation or source an employee to do the task. At an organizational level, there may be a lack of role clarity and inter-unit trust, poorly designed systems for task allocation and employee development, and a culture of poor time management and overwork. In considering the best way to carry out a delegation, the manager in a contextual leadership development program identified several critical success factors for matching task to employee, deciding to delegate or not, and providing ongoing task support. By and large, these success factors are equally applicable to individuals who are learning to delegate effectively. (Stoker et al.2022)

A. Managing Control and Trust

One of the most recurring and underlying issues in delegation is the matter of trust between the supervisor and the employee. The supervisor must be able to trust that the employee will perform the task correctly and the employee must trust that the supervisor is giving them a task that is suitable to their ability and is not a means of 'getting rid' of an unwanted task. Delegation is a risk since it involves giving up some control over the task, and trusting someone else to act in the best interests of the delegator. This requires a 'leap of faith' that the task will be completed to an acceptable standard; especially when assigning work to someone without much delegation experience or someone who has previously performed poorly. This lack of trust often causes the supervisor to continually check up on the employee, often to the extent of micromanagement. This constant monitoring is a sign that the supervisor does not trust the person to do the job without frequent oversight. It will often annoy the employee who sees it as a sign that the supervisor has little faith in their abilities. High monitoring and low delegation can be very frustrating for employees since they don't feel trusted to do the job. (Preston, 1998) Being aware of these issues with trust and control is important in learning how to delegate effectively. Gaining an understanding of the types of tasks that are suitable to delegate is important for supervisors. Usually tasks that are highly involving, complex and well defined are prime candidates for delegation (Kolb, 1984). During the trust building phase it might be better to start off with simple and less critical tasks to ease the employee into their new responsibility. As trust

develops more complicated tasks can be assigned. It is important that throughout the delegation process there is open communication between the supervisor and employee. The employee should feel comfortable asking the supervisor for advice and the supervisor should be able to offer guidance without taking too much direct control of the task. This is termed 'support without interference' (Potts, 2005). (Bertrandias et al.2021)

B. Addressing Resistance to Delegation

There may be varying reasons why employees resist delegated assignments from their supervisor. For some, it may be a matter of low self-confidence or esteem. Certain individuals may feel that they lack the skills or knowledge to complete the task up to standard, while others may worry about failing or making mistakes. Others may feel threatened by the potential risks of failing and the consequences thereof, while some simply prefer to avoid accountability of additional roles and duties. Avoidance could also be a sign of an employee who does not intend to stay with the organization for long and has no desire to take on additional responsibilities. In order to establish the underlying cause of delegation resistance, it is necessary for supervisors to communicate openly with their staff. Talk to the employees in question and question their reasons for avoiding the task, and also speak to other supervisors or team leaders who may offer insight into the attitudes and circumstances of these individuals. By understanding why an employee is unable, unwilling, or simply not interested in taking on a delegated duty, a supervisor can decide the best course of action to take. A supportive employee with low confidence may benefit from a more direct approach and will appreciate a manager who takes the time to explain and organize tasks and provide learning opportunities. Offering guidance and coaching on those with skill/knowledge deficiencies will also increase the effectiveness of the delegation while allowing the employee to develop their own abilities in those areas. Confidence can also be improved by ensuring that the task is well within the employee's capabilities and offering praise and recognition for good work upon completion. A more technical employee who has simply refused due to a dislike of the task may be swayed with the option of trading assignments with another team member. (Bell et al.2022)

C. Monitoring and Evaluating Delegated Tasks

Monitoring and evaluating is extremely important in the delegation process. That is, it is not something that can just be set up and left to run its course. Delegation is a dynamic and ongoing process, which requires monitoring and managing in order to be successful. From the employees' perspective, monitoring and evaluating provides a clear set of goals as well as an understanding of what the organization expects them to achieve. This, in turn, raises morale and the levels of job satisfaction. If an employee is unsure of the goals of the task or the success criteria, it can lead to feelings of stress or being out of their depth. By being clear on the task objectives and what is expected, the employees can be more motivated and are likely

to produce a higher standard of work. Success and corrective action can be quickly determined through effective monitoring and evaluation. If results are positive, then the task can be considered closed. Desired results lead to praise for the employee and possibly further responsibility and autonomy. If results are below expectation, or if the employee has taken an approach that is unsatisfactory, corrective action can be taken, the employee can be directed, and a re-evaluation of goals and strategy can occur. Identification of any performance gaps can also be useful in a training needs analysis for the employee. This can open up further developmental opportunities and, in turn, lead to an increase in the capability of the workforce (Mathebula & Barnard 2020).

5. Conclusion

The process of delegation and leadership development is an interesting subject for various studies in today's corporate world. Research is keen to know if managers who have mastered the art of delegation can be good leaders. From the literature reviewed, we can conclude that those in higher positions in the company (which means they are leaders) tend to delegate more compared to those in lower positions. It is proven that delegation has made them good leaders. This is because the more they delegate, the more time they have, which they can use to improve or develop themselves. This will make them more competent in skills and knowledge and may open up opportunities for promotion. From the research conducted, there is evidence showing that subordinates respect their leaders more when they delegate tasks to them (Colombo et al., 2021).

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