

SPECIFICATION DELEGATION AND ORGANIZATIONAL EFFECTIVENESS OF PUBLIC PARASTATALS IN RIVERS STATE

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ABSTRACT

The study examined the relationship between specification delegation and organizational effectiveness of public parastatals in Rivers State. The objectives of the study were to examine the relationship between dimensions of specification delegation and measures of organizational effectiveness such as productivity, goal accomplishment and resource acquisition. The study adopted cross sectional survey research design. The population of the study consisted of 380 managers of 19 public parastatals in Rivers State. A sample size of 380 as it was a census study. A structured questionnaire designed in modified likert scale format with five response options was adopted as instrument for the collection of primary data after validation by the research supervisor and two Human Resource Management Experts, with a least reliability coefficient of instrument (0.712) was ascertained using Cronbach's alpha. A total of 360 questionnaires were retrieved. Bar chart and frequency distribution table were used to analyze demographic data, mean and standard deviation were applied in the univariate analysis of the study, while Spearman Rank Order Correlation Coefficient was used for the test of hypotheses, using Statistical Package for Social Sciences (SPSS). The study's findings revealed that there is a significant relationship between specification delegation and organizational effectiveness (productivity, goal accomplishment and resource acquisition) of public parastatals in Rivers State; Organizational culture significantly moderates the relationship between job delegation and organizational effectiveness of public parastatals in Rivers State. The study concluded that job delegation boosts the moral of employees in organization as it makes employees to have the self-confident and sense of belonging as part of the leaders in the organization, even as it enhances organizational effectiveness.

Keywords: Specification Delegation, Job Delegation Orgaanisation Effectiveness

INTRODUCTION

Parastatals in Nigeria are criticized for being ostensibly immersed with ethnicism, corruption, nepotism, patro nage, clientelism, negligence to delegation of authority, low accountability and transparency (Obere, 2016). These seem to affect their effectiveness in the course of delivering public good and services. Organizational ineffectiveness is characterized by work related behavior, among others such as job delegations, sub-standard business welfare, unfair organizational policies and former insecurity experienced. However, Kalu and Okpokwasili (2018) averred that job delegation has of late been observed and has taken the fore front as ineffective management of same could mar the effectiveness of organizations.

According to Bennett (2021), delegation is one of the most challenging aspects of leadership, and it actually gets harder to do the higher up someone climbs the corporate ladder. The above implies that poor job delegation in terms of specific delegation, formal delegation and lateral delegation can permeate low levels of productivity, accomplished goals and inability to acquire resources for operations in the organization. Poor job delegation could manifest in terms of uncompleted task, employee struggling to articulate what needs to be done, little or no detail of delegation, employee not getting committed to their tasks and responsibilities, boundaries are not set, a set-it and forget-it mentality. All these militate for poor productivity, unaccomplished goals and incapacitation to acquire resources for organisation.

The importance of delegation of authority to employees in public parastatals cannot be over emphasized. There seems to be perceived delay, complaint and dissatisfaction in the service rendered to clients of different sectors in Rivers State. Employees most of the time do wait and/ or

try to get in contact with their superior officers before they can make some business transactions with their clients. And sometimes they do not go into lengthy transactions with the clients giving the notion that they cannot go beyond that. Organizations and managers do claim that employees have been giving the necessary and required authority to act but employees do claim that there is no authorization or there are limitations to how they can act based on the authority given to them. In addition, past studies such as AL-Qaryouti (2006); Wadi (2009); Olawale and Awoyemi (2017); Njue et al. (2017); Alfanny (2018); Al-Jammal et al. (2015); Abdul et al. (2017); Kalu and Okpokwasili (2018); Omeka and Onah (2012); Joiner et al. (2011); Hashem (2013); Kiiza and Picho (2014); Al-Monawer and Hassan (2021); Buthayna et al. (2016); Vasudevan (2014); John (2020); Bhatia et al. (2012); Shah & Kazmi (2020), respectively. Thus, research is set out to investigate and to determine on how the problems of job delegation could suddenly be handled for the effectiveness of public parastatals or achieving its desire goals and objectives. The sub-dimensions of organizational effectiveness mentioned above are grossly ignored. The institutions are not bringing out the tools that will enhance its effectiveness. However, poor attention has been given to effective ability as many institutions have come up only to be ineffective in a short while. Another issue that led to this study is the perceived lack of facts of empirical studies on the relationship between managers' job delegation and organizational effectiveness of public parastatals in Rivers State. Hence, the researcher has also shown that the relationship between managers' job delegation and organizational effectiveness of public parastatals in Rivers State has not been thoroughly investigated. This is the knowledge gap in literature which this study seeks to bridge. These issues give the researcher quality idea to this study.

Specific delegation

Specific delegation of authority is related with an assigned the task or a particular function (Thomson in Wadi, 2009). It is a delegation of authority assigned to a subordinate on a specific task or function outside his or her routine or job. Specific delegation is usually precise and the person with the responsibility clearly understands their role in the specific functions to be carried out. According to Al-Jammal (2015), managers of various departments had given specific authority so that they can complete their departmental duties. When authority is conferred for performing general managerial functions like organizing, planning or directing etc., these functions are performed by the subordinate managers and they enjoy the authority that is needed for carrying out these responsibilities. In such a case, the chief executive has the overall control and he also guides the subordinates regarding different matters. Al-Jammal, (2015); Suyeta in Olajide et al. (2016) stated that specific delegation of authority boosts the moral of employees in any organization and it make employees to have the self-confident and sense of belonging as part of the leaders in the organization. In the same vein, they stated that specific delegation of authority has lessen the functional burdens of the manager and it has built cooperation and trust between the manager and the employees which led to employee's satisfaction. Thus, it reduces physical and intellectual efforts exerted by manager and other employees; on the level of an employee, they stated that delegation of authority works on achieving functional empowerment, constructing alternative and administrative leadership, making employees feel self-confidence and motivation for excellence in performance; and on the level of customer, delegation of authority meets the needs of customers rapidly, delivering or providing the service will not be delayed due to delegation authority. Past studies such as Al-Jammal et al, (2015), Kombo. Obonyo, & Oloko (2014) Kiiza & Picho (2014) etc have demonstrated that application of delegation of authority will help employee effectiveness to be enhanced, managers will be able to maintain their job position and preserve the process of facilitating business affairs, employees' loyalty, and achieving performance efficiency. However, planning and directing were used as indicators of specific delegation in this study.

Concept of Organizational Effectiveness

Effectiveness is a broad concept that is difficult to measure in organizations. According to Amah, and Daminabo-Weje (2013), the concept of organizational effectiveness is an elusive one that there

is no single way of defining it. This may be due to the too many criteria used and the many definitions available for the concept. Veldsman in Awawdeh (2014) defined organizational effectiveness as a qualification attached to an organization resulting from the comparison from the actual state of the entity against its ideal state. He posits that an organization can either be effective or ineffective. Effective organizations are built on effective individuals who work effectively in groups. There are different variables for measuring organizational effectiveness. Bassanini in Altamony et al. (2016) opined that organizational effectiveness is a multi-dimensional concept, which has no agreement as to which dimensions are significant and should be used as the basis of the analysis. Effectiveness is conceptualized in four Considering this categorization: goal achievement, productivity, resource acquisition and efficiency level of organizational objectives. If this effectiveness is constantly maintained by the managers approach (in terms of identifying all fundamental variables of the organization, it could generate feelings like which influence the performance of organization and the discouragement, despair, fear, reduction in efficacy, connection of these variables). Batram and Gibson in Aboqahv (2003) suggested that performance and effectiveness, dissatisfaction, three causal, mediator and efficiency categories could determine the effectiveness of an organization. Likert considered effectiveness of an organization as the degree or level of achieving at organizational objective. Hamidi in Abbas and Yaqoob (2009) opined that organizational effectiveness is rooted in management processes and successful organizations have three characteristics in terms of organizational design: simple form, few employees and decentralization aiming at efficiency increase. Organizational effectiveness is the fundamental basis organizational effectiveness and is in line with it. Management effectiveness starts with objectives, identification, believing, commitment, alignment and assimilation and generates mobility and motivation toward the objectives in the manager. According to Mintzberg (2003) stated that the thing that makes management even more effective is the possibility of making communication, listening and having social interactions with employees. organizational effectiveness is the survival and flourishing which employees' factors if each organization gains meaning from the employees. Thus, the closer the objectives of employees and those of manager and organization to each other, the easier it would be to achieve those objectives; therefore, expertise, the goals of managers and employees would be realized. On the other hand, organizational effectiveness has to do with the ultimate objective of an organization being effective in doing what they are doing (Srivastava, 2013). Obviously, it is a multidimensional constructive has focus mainly on efficiencies. This is why it is often seen as a significant indicator to show the direction, position and future of the organization. According to Merriam Webster Online Dictionary, organizational effectiveness refers to how effective an organization is in achieving the outcomes it intends to produce. In the same vein, Edward in Samuel et al. (2012) opined that organizational effectiveness is the notion how of effective an organization is accomplishing the results about the organization aim to generate. Effectiveness emanates from the role of the employees and describes the process wherein the responsibility of the employee is applied or carried out (Yukl, 2011; Onumah et al., 2012).

Relationship between Specific Delegation and Organizational Effectiveness

Specific delegation is a systematic, methodical and complementary process of cooperation, which takes into account strategic thinking of organization's effectiveness (Freire in Riisgaard et al., 2016). Specific delegation involves determining what the main objectives of the organization are, the criteria leading to it and the allocation of resources towards the achievement of those specific tasks. Specific delegation enables the organization to be effective from key advantages that come from external opportunities, to minimize the impact of external threats, to capitalize on their strengths and to improve aspects that constitute the weak points (Schriesheim, 2008; Sparrow & Cooper, 2014). Specific delegation can be understood as the process of transferring responsibilities and implementation of plans by the subordinates that guide the organizational effectiveness (Johnson, in Yukl, 2011), reinforcing the idea that strategic management brings together specific delegation and decisions related to their implementation, evaluation and control. Specific delegation is a premeditated orientation, aiming at formulating key decisions that guide the organization (Siciliano

in Jawqa, 2010). Thus, specific delegation should be guided by a structured orientation, focusing on long-term goals in order to achieve a sustained impact.

Specific delegation in the third sector has been widely recognized in recent research as the key aspect of organizational planning (Alexander in Aboqahv, 2003). Although reinvention of government agencies is being broadly discussed, relatively little is known about the reinvention of strategies in non-profit organizations (Durst & Newell in Alfanny, 2018). The research of these authors aimed at understanding how non-profit organizations respond to changes in their environment. The research of Alexander in Alidrisi and Mohamed (2012) reviews the results of longitudinal focus groups and of the final workshops held for the purpose of analyzing strategies for maintaining organizational viability. Effective delegations involved strategic development of services and customer/user-oriented strategy, networking as a means of obtaining and stabilizing revenue streams and resources, and the increase in the use of business techniques and technologies to generate outcome measures as well as to project the image of effectiveness with funders. Another research reports that most of the organizations studied use delegation, since most of the associations included in this study had incorporated a sophisticated approach to strategic analysis and specific delegation. The same research outlines that the impact of specific delegation on organizational effectiveness can be observed through indicators such as productivity, resource acquisition, goal accomplishment, internal efficiency and customer service. This research concludes that, broadly speaking, the effects of specific delegation indicators in organizational effectiveness is positive (Courtney in Almajali et al., 2016). However, the following hypotheses were raised from the above discussions:

- Ho₁: There is no significant relationship between specific delegation and productivity in public parastatals in Rivers State.
- Ho₂: There is no significant relationship between specific delegation and goal accomplishment in public parastatals in Rivers State.
- Ho₃: There is no significant relationship between specific delegation and resource acquisition in public parastatals in Rivers State.

Democratic Leadership theory

Dike and Madubueze (2019) averred that democratic leadership theory has been largely associated with governments but it has become inevitable to relate it to organizations for proper conduct and effectiveness. As Besse (1957) puts it, the theory was informed two thousand years ago, participation in the religion which has come to dominate the World. The theory is informed by the works of classical and neo-classical theorists such as Aristotle, Plato, Thomas Hobbes, John Locke, Jean Jacques, Rousseau, Edmund Burke, James Madison, John C. Calhoun to mention a few.

Assumptions of Democratic Leadership Theory

The underlying assumption of democratic leadership theory is that everyone has an equal stake in an outcome as well as shared levels of expertise with regard to decisions (Michael, 2010). While this process tends to focus on group equality and the free flow of ideas, the democratic leader is still there to offer guidance and control. The democratic leadership theory is also charged with deciding who is in the group and who gets to contribute to the decisions being made (Dike & Madubueze, 2019). Though, while democratic leadership sounds good in theory, it is seldom bogged down in its own slow process, and workable results usually require an enormous amount of effort.

Implications of Democratic Leadership Theory to the Present Study

Democratic leadership theory is a theory that supports decentralization of decision making in an organisation. McGregor in Gegenfurtner and Hagenauer (2013) described this democratic leadership theory as benevolent, participative, and believing in people. Democratic theory is a theory that allows decision-making to be decentralized and shared by subordinates in order to reduce the workload of the managers. Democratic leadership is its underlying assumption that everyone has an equal stake in an outcome as well as shared levels of expertise with regard to decisions. This

allows for the delegation of responsibilities between managers and employees to foster effective operations in the organization. Thus, through the adoption of democratic leadership in the organization, job delegation in terms of specific delegation, formal delegation and lateral delegation are enshrined in the system which prompt organizational effectiveness via productivity, goals accomplishment and resource acquisition. Finally, research has found that the democratic leadership theory is one of the most effective type of leadership and leads to higher productivity, better contributions from group members, increased group morale, job delegation and organizational effectiveness (Kendra & David, 2022).

METHODOLOGY

The research design adopted in this study was the cross-sectional survey design. The population for the study was 380 Directors, Permanent Secretaries and Heads of Departments in Nineteen (19) Public Parastatals in Rivers State. The total numbers of 380 directors, permanent secretaries and heads of departments were used as the sample size for the study, as the study adopted a census sampling. The Primary data collated via the use of questionnaire was analyzed using the Spearman Rank Order Correlation Coefficient (r) computed within the SPSS software version 23.

RESULTS

H_{01} : There is no significant relationship between specific delegation and productivity of public parastatals in Rivers State

Relationship between Specific Delegation and Productivity

Correlations			Specific delegation	Productivity
Spearman's rho	Specific delegation	Correlation Coefficient	1.000	.475**
		Sig. (2-tailed)	.	.000
		N	360	360
	Productivity	Correlation Coefficient	.475**	1.000
		Sig. (2-tailed)	.000	.
		N	360	360

** . Correlation is significant at the 0.01 level (2-tailed).

The results presented in table 4.21 indicate that there is a significant correlation between specific delegation and productivity ($r = 0.475$, $p < 0.01$). This answers the first research question whether specific delegation affects productivity. Following this finding, the study concludes that there is a significant relationship between specific delegation and productivity in public parastatals in Rivers State. Therefore, null hypothesis was rejected.

H_{02} : There is no significant relationship between specific delegation and goal accomplishment in public parastatals in Rivers State

Relationship between Specific Delegation and Goal Accomplishment

Correlations			Specific delegation	Goal accomplishment
Spearman's rho	Specific delegation	Correlation Coefficient	1.000	.440**

Goal accomplishment	Sig. (2-tailed)	.	.000
	N	360	360
	Correlation Coefficient	.440**	1.000
	Sig. (2-tailed)	.000	.
	N	360	360

** . Correlation is significant at the 0.01 level (2-tailed).

The results presented in table 4.22 indicate that there is a significant correlation between specific delegation and goal accomplishment ($r = 0.440$, $p < 0.01$). This answers the second research question whether specific delegation affects goal accomplishment. Following this finding, the study concludes that there is a significant relationship between specific delegation and goal accomplishment in public parastatals in Rivers State. Therefore, null hypothesis was rejected.

H₀₃: There is no significant relationship between specific delegation and resource acquisition in public parastatals in Rivers State

Table 4.23: Relationship between Specific Delegation and Resource Acquisition Correlations

			Specific delegation	Resource acquisition
Spearman's rho	Specific delegation	Correlation Coefficient	1.000	.789**
		Sig. (2-tailed)	.	.000
		N	360	360
	Resource acquisition	Correlation Coefficient	.789**	1.000
		Sig. (2-tailed)	.000	.
		N	360	360

** . Correlation is significant at the 0.01 level (2-tailed).

The results presented in table 4.23 indicate that there is a significant correlation between specific delegation and resource acquisition ($r = 0.789$, $p < 0.01$). This answers the third research question whether specific delegation affects resource acquisition? Following this finding, the study concludes that there is a significant relationship between specific delegation and resource acquisition in public parastatals in Rivers State. Therefore, null hypothesis was rejected.

Discussion of Findings

Specific Delegation and Organizational Effectiveness

The test of hypotheses one to three revealed that there is a significant relationship between specific delegation and organizational effectiveness in public parastatals in Rivers State. These finding are in line with the works of AL-Qaryouti (2006); Olawale and Awoyemi (2017); and Omeka and Onah (2012). Thus, specific delegation in a way gives enough room and space to the subordinates to flourish their abilities and skill in special assignments. Through delegating powers on special duties, the subordinates get a feeling of importance as they strive to enhance the effectiveness of the organization in terms of productivity, goal accomplishment and resource acquisition. They get motivated to work and this motivation provides appropriate results to a concern. Job satisfaction is an important criterion to bring stability and soundness in the relationship between superior and subordinates (Micah, 2017). Specific delegation also helps in breaking the monotony of the

subordinates so that they can be more creative and efficient thus promoting the effectiveness of the organization.

More so, AL-Helou (2010) who studied the impact of delegation of authority on the effectiveness of management decisions found that delegation of authority enhance the effectiveness of firms. The results of study have shown that there is a strong and positive relation between successes of delegation process and firm's efficiency. The company has sought for achieving its objectives in the light of taking effective decisions. In addition, if a company doesn't apply authority delegation among employees, this will depress them and there may not be enough motivation in implementing managerial decisions Also the work of Shekari et al. (2011) on the relationship between delegation authority process and rate of effectiveness: case study municipality regions of Mashhad supported that there is a significant correlation between the delegation authority process and rate of effectiveness. Al-Jammal, (2015); Stonehouse (2015) stated that specific delegation of authority boosts the moral of employees in any organization and it make employees to have the self-confident and sense of belonging as part of the leaders in the organization.

Furthermore, successfully specific delegation allows managers to hand over tasks to others whose skills are better aligned to accomplish that specific task. Passing off tasks allows one the time to reflect, develop strategies and prepare for what is ahead. To be an effective leader one need to be able to work on one's business rather than in it and the proper delegation will allow one to do this. The benefits of specific delegation go well beyond company leaders. The development of employees and team members is also at risk without delegation (Micah, 2017). Some employees have certain skills and aptitudes that can be developed and coached up. Assigning them new tasks encourages them to trust in their abilities and take on new responsibilities along with empowering them to develop their skills as they promote the effectiveness of the organization, among others in terms of productivity, goal accomplishment and resource acquisition.

CONCLUSION

The study concluded that there is a significant relationship between job delegation and organizational effectiveness in public parastatals in Rivers State. The study also concluded that there organizational culture significantly moderates the relationship between job delegation and organizational effectiveness in public parastatals in Rivers State.

RECOMMENDATIONS

Having discussed the findings extensively and drawn some conclusions therein, the following recommendations were made:

1. More authority should be delegated to employees in specific issues based on their proficiency so as to enhance the productivity of public parastatals in Rivers State.
2. Managers of public parastatals in Rivers State should often delegate duties and authorities to employees to enhance the accomplishment of stated goals.
3. Management should boost the morale of employees through delegation of authority so as to enhance a better resource acquisition in public parastatals in Rivers State.

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