معوقات التفويض الفعال من وجهة نظر العاملين بشركات الاتصالات بجمهورية مصر العربية

Barriers of Effective Delegation as Perceived by Employees at Telecom companies in The Arab Republic of Egypt

د. محمد صلاح السيد شلبي [1]
tatweer_tnmya@yahoo.com

إبراهيم يوسف فرحات إسماعيل [2]
ibrahimyoussef988@gmail.com

المستخلص:

يهدف هذا البحث إلى دراسة علاقة الارتباط ذات الدلالة الإحصائية بين الخصائص الشخصية للموظفين وتصوراتهم تجاه عوائق التفويض الفعال ودراسة الفروق المهمة بين المجموعات الثلاث التي تعيق التفويض في مجال التطبيق، وهم موظفو شركات الاتصالات في جمهورية مصر العربية. وقد اعتمد البحث على الفلسفة الوضعية، والمنهج الاستنباطي ، وطريقة التحليل الكمي والنوعي كمنهجية للبحث. وكان الاستبيان هو الأداة المستخدمة لجمع البيانات . ونتيجة لذلك، تم جمع (400) استبيان صالح إلكترونيًا من خلال قنوات التواصل الاجتماعي من موظفي شركات الاتصالات في جمهورية مصر العربية. بالإضافة إلى ذلك، تم استخدام برنامج SMART PLS V4.0 لاستكشاف العلاقات السببية بين متغيرات الدراسة. وأظهرت النتائج وجود علاقة ارتباط ذات دلالة إحصائية بين الخصائص الشخصية للموظفين وتصوراتهم تجاه عوائق التفويض الفعال وعدم وجود فروق ذات دلالة إحصائية بين متوسطات

---

1 – دكتوراه إدارة الأعمال، كلية التجارة، جامعة المنصورة

2 – باحث دكتوراه بكلية التجارة، جامعة المنصورة

المجموعات الثلاث التي تعيق التفويض. بالإضافة إلى ذلك، يحمل هذا البحث دلالات عمليـة مهمـة وإرشـادات لصـناعة الاتصـالات، ودلالات نظريـة للبـاحثين المهتمـين بمتغيرات البحث.

الكلمات المفتاحية: التفويض الفعال، شركات الاتصالات بجمهورية مصر العربية.

Abstract:

This research aims to investigate significant correlation between employees' personal characteristics and their perception towards barriers of effective delegation and investigate significant differences between the three groups that hinder delegation in the field of application which is Telecom Companies' employees in The Arab Republic of Egypt. The research adopted the philosophy of positivism, the deductive approach, and the method of quantitative and qualitative analysis as the research methodology. The instrument utilized for data collection was the questionnaire. Consequently, (400) usable questionnaires were collected electronically through social media channels from employees of Telecom Companies in The Arab Republic of Egypt. In addition, Using SMART PLS V4.0 to explore the causal relationships between the research variables. The findings reveal that there is statistical correlation between employees' personal characteristics and their perception towards barriers of effective delegation and there aren't significant differences between the means of the three groups that hinder delegation. In addition, this research also has significant practical implications and guidelines for the Telecom industry, and theoretical implications for researchers who are interested in research variables.

Keywords:
1. Effective Delegation.
2. Telecom Companies.

Introduction

Delegation is defined as transferring of responsibility and authority to a competent individual for the performance of activity or task in a selected situation with the formal retention of accountability for the outcome to the delegating person (American Nurses Association & National Council of State Boards of Nursing, 2006). In other way, Clement (2016) defined delegation as not only the process by which authority passes from one managerial level to another but also the process of assigning responsibility and authority to co-workers and ensuring their accountability. So, delegation may be "downward, upward, and sideward (Harris, 2015).

A good delegation leader will provide their team members the freedom to decide what falls within their own purview while also offering them the chance to hone their talents through assigned work. This growth in abilities and independence is a reflection of the team leader's ability to enable team members' professional development.

Therefore, this research studies the significant correlation between employees' personal characteristics and their perception towards barriers of effective delegation

Exploratory research

1. Pilot study & practical problem

In the Arab Republic of Egypt, until this research is performed, there are (4) licensed telecom companies. Researchers performed a pilot study to explore the research problems and questions. Structured interviews were held with (40) employees at these companies.

Researchers asked (1) question, while interviewees were required to choose one of two alternatives. interviewees were allowed to interpret their answers and tell more detailed information about their preferences.

Question was as follows:

Which option do you prefer when doing tasks?

1- Delegating tasks to superiors   ( )

2- Doing the tasks myself   ( )

Obtained answers to these questions were as follows:

- 20% of respondents prefer delegating tasks to superiors.

- 80% of respondents prefer doing the tasks themselves.

2. Academic Gap

In the study of Zhang et al. (2017),assure that a genuine leader should promote positive leadership, delegating power and authority to their employees so they have more freedom to work autonomously, directing to greater job satisfaction, organizational obligation, and innovative behaviors.

(Murphy, 2016) investigated improving the overall performance of a team, group, or organization, and assure that delegation can play a critical role in staff development. By delegating the implementation of a task to another person, that individual is presented with a growing opportunity to enhance their skills and competency in a specific area. In doing so, that person may escalate their sense of self-confidence, which then transfer over into other situations. Along these lines, when a leader delegates an important mission to another, the leader is sending the message that the team member is valued and respected. By delegating an important task, the leader can also

encourage on greater alignment and commitment to the overall goals of the organization.

The study of (Wulandari & Wulantika, 2019) stated Indicators contained in effectiveness of delegation leadership include: Rapid and Appropriate Decision Making: The leader's capacity for prompt and appropriate decision making is another indicator of how well they delegate leadership. When a leader delegate effectively, they provide team members the freedom to decide what to do within the parameters of their respective roles. One measure of a leader's successful delegation is how well team members are aligning their decisions with the organization's goals and vision.

The study of (Pamungkas etal., 2024) concerned with The ability of a leader to assign duties, responsibilities, and authority to team members or subordinates in an effective and efficient way is known as delegation leadership effectiveness. With this strategy, team members are empowered, leaders may divide the responsibility, and more time can be dedicated to activities that need extra care.

Accordingly, researchers conclude that previous studies have overlooked -within the limits of researchers' knowledge- the relationship between employees' personal characteristics and their perception towards barriers of effective delegation

Research problems & questions

Based on the academic gap, the practical gap, and researcher's observations, the problem of the current research was stated as follows:

The current research problem is to investigate the relationship between employees' personal characteristics and their perception towards barriers of effective delegation

In order to address the research gap, the following Two questions are asked:

Q1. What is the nature of the correlation relationship between employees' personal characteristics and their perception towards barriers of effective delegation among employees of telecom companies in the Arab Republic of Egypt?

Q2. What is the significant differences between the three groups that hinder delegation.

Research Objectives

By investigating the research gap and its questions, this research embraces the following objectives:

O1. Investigate the groups of reasons that hinder the delegation in the sector of field of application.

O2. Arranging that groups according to the extent of their strong influence on the presence of the phenomenon under study.

Research Hypotheses

This research develops Two central hypotheses based on previous studies in order to answer the research questions. These hypotheses are as follows:

H1. There is no significant statistical correlation between employees' personal characteristics and their perception towards barriers of effective delegation.

H2. There is no significant differences between the three groups that hinder delegation.

Theoretical framework

The concept of Effective Delegation:

Nwachukwu (2007) assumed that Delegation is an organizational process that allows the transfer of power from a superior to a subordinate. It empowers subordinate to make dedication, use resources and take action in relations to duties assigned to him.

Delegation can be defined as a process by which a leader transfers responsibility for successfully executing a task to another person or persons. (Murphy, 2016)

Effective delegation is the process of entrusting tasks or responsibilities to others, ensuring they have the necessary resources and authority to complete the task successfully, while maintaining accountability for the overall outcome. (Harvard Business Review, 2011)

Effective delegation involves not only assigning tasks to others but also providing the guidance, support, and feedback necessary to ensure that those tasks are completed to the required standard (Yukl ,2013).

Effective delegation is the act of assigning tasks to subordinates, giving them the necessary authority, and holding them accountable for the completion of those tasks (Daft, 2018).

Characteristics of principles of delegation :

Nwachukwu (2007) emphasized that, one major state that, "for effective delegation, authority granted to a subordinate must be equal to the responsibility assigned to him- no more no less". That is, authority delegated

to an individual manager should be adequate to assure the ability to accomplish results expected. Although responsibility may be assigned and authority may be delegated to subordinates, accountability to one's superior can neither be assigned nor delegated). When one delegates one's assigned responsibility to someone else, one is still fully accountable to one's superior for its execution. When the chief executive officer of an organization delegates to the production manager, for instance, and the production manager to his plant supervisor; if the production quota is not met, the manager director's accountability to his superior cannot be delegated or assigned.

Top management has responsibility for sound administrative performance it can delegate some authority to employees and retain overall control as a modern means of achieving organizational success, too. Delegation of responsibility can be effective only if the person to whom it is delegated is given full authority to carry out his or her responsibility to a logical conclusion. Therefore, for delegation to be effective it must come with authority.

Effective delegation permits subordinates to exercise self-direction and control, provides employees with a sense of duty on measure of comprehension of Self-efficiency and self-determination, as well as strength and perseverance to enable them make influence on overall organizational success. (Kastelle ,2013)

As shown in table 1 the researchers suggest dividing barriers of delegation into 3 groups:

Table (1): Barriers of effective delegation, developed by the investigators

Barriers related to delegator	Barriers related to delegatee	Barriers related to situational barriers of delegation
• Lack of Trust • Delegator's personality • Fear of criticism • Fear of lack of authority • Fear of liability • Wish to perform tasks personality • Fear of Failure • Lack of manager experience in delegation	• Incompetent personnel • Fear of criticism • Lack of self-confidence • Fear of accountability • Poor ability • Fear of failure	• Non-supportive environment • Workload and understaffing • Inadequate incentives • Lack of development opportunities • Degree of centralization or decentralization • Resistance to change • Degree of elasticity in organization chart

Source: Prepared by researchers based on Literature.

Research Significance

Telecom plays a significant role in providing the necessary technology for social communications. It's imperative to the success of organizations. The findings of this research will benefit both the development of the science and the development of the field of application.

1. The Development of The Science:

This research provides a wider investigation of delegation. Also, it highlights new gaps that motivate researchers to investigate further studies.

Delegation is strongly linked to empowerment, as this concept is also linked to self-efficacy. Employees feel empowered and responsible when they participate in decision making on issues that may affect their performance. Delegation fosters feelings of trust and recognition in employees, improving the relationships between leaders and followers. (Zhang et al. ,2017)

2. The Development of the Field of Application:

It establishes a new deeper understanding of the professional framework for top management to apply the aspects of Delegation In the era of Industry 4.0, Service providers must be aware of the relationships discussed in this research and be able to use them to maintain an elevated level of competitive advantage.

Population and Sample Size

1. Population and Sampling

The population of the current research are the employees of the telecom companies in Egypt.

In the Arab Republic of Egypt, until this research is performed, there are (4) licensed telecom companies, which are: Etisalat Misr, Telecom Egypt (We), Vodafone Egypt, and Orange Egypt.

2. Sample Size

The sample size required to be large enough to generalize the findings to a population. According to Sample Size Calculator, a sample size of 384 is required if the margin of error is 5%, which is the proportion utilized in social research, the confidence level is 95%.

Data Analysis, Results, and Interpretations

Research data was collected during the period from April 2024 to June 2024. Using Google Form, the researchers designed an electronic version of the questionnaire which was published to Customers at telecom companies through social media channels like Facebook Pages, Facebook Groups, and WhatsApp Groups interested in telecom companies in Egypt. Total responds were (415), while accepted responds were (400). Researchers exported the collected data from Google Form to Google Sheet then to Excel Sheet in which items were coded and formatted to be ready for Smart PLS. The researchers depend on the questionnaire created by (Atta et al.,2019)

Sample Description

Accepted responses to the questionnaire were (400), described as follows:

1. Sample distribution according to Education Level

As shown in figure 1, the number of segment (less university degree) was (70) Responses, while the number of segment (university degree) was (266), and the number of segment (postgraduate) was (64), as shown in the next figure:
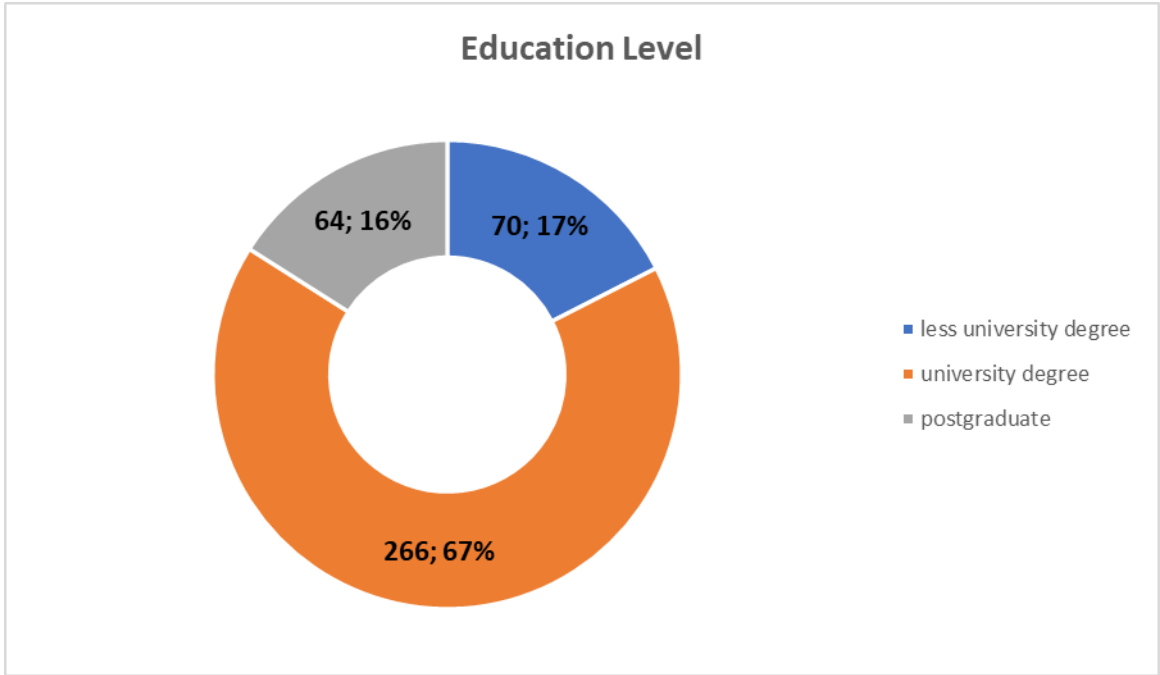
Figure (1): Sample distribution according to education level

Source: Prepared by researchers according to statistical analysis

2.   Sample distribution according to Gender

As shown in figure 2, the number of males was (236) Responses, while number of females was (164) Responses:
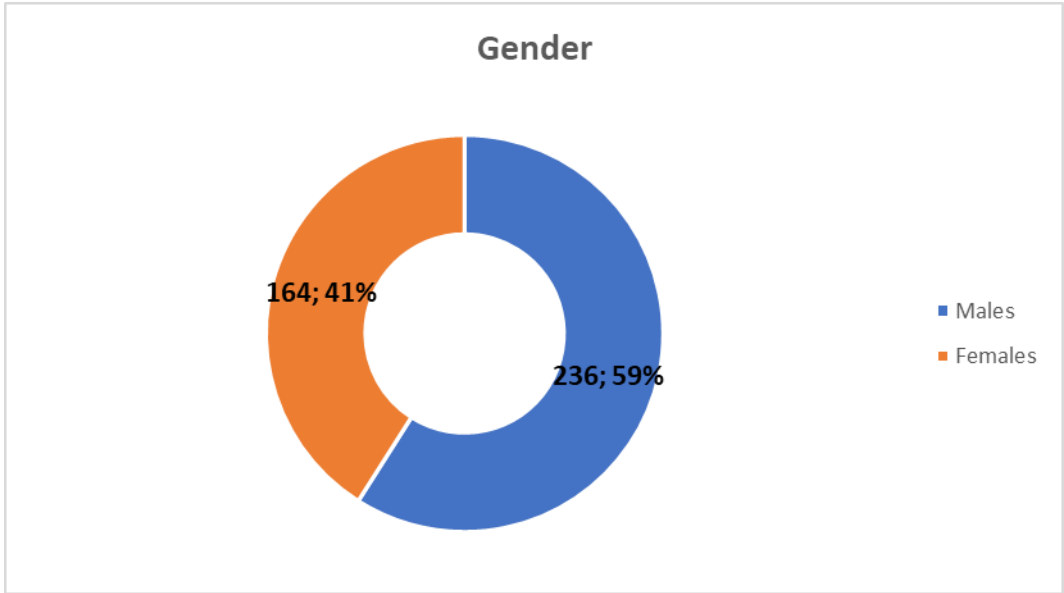
Figure (2): Sample distribution according to Gender

Source: Prepared by researchers according to statistical analysis

1. **Test H1 :Direct relationships between research variables**

Table (2): Correlation among employees' personal characteristics & barriers of delegation

Variables	Barriers of delegation	
	r	*p*
	Spearman- test	
Education Level	-.080	.166
Gender	-.028	.634

Source: Prepared by researchers according to statistical analysis

As shown in table 2, there is no significant correlation between employee's personal characteristics and their perception towards barriers of effective delegation, and all correlation coefficients are moderately significant at the 0.01 significant level.

2. **Test H2.** There is no significant differences between the three groups that hinder delegation.

Table (3): Mean and standard deviation of employees' attitudes towards barriers of delegation related to delegator (n= 400)

Statements	Mean	SD
1- Delegator does not have sufficient skills and experiences for the delegation process.	3.69	1.35
2- Delegator lacks confidence in the competence and experience of delegatee to carry out the tasks effectively.	4.05	1.17
3- Delegator may feel loss of control over the work when	4.25	1.01

delegating part of his responsibility.		
4- Delegator is usually forced to return delegated tasks when the results are unsatisfactory.	2.2	1.50
5- Delegation does not exempt the delegator from liability or accountability for the errors of the delegatee.	2.37	1.42
Overall mean	3.31	1.29

Source: Prepared by researchers according to statistical analysis

Table (4): Mean & standard deviation of employees' attitudes towards barriers of delegation related to delegatee (n= 400)

Statements	Mean	SD
1- Absence of positive incentives in recognition of the delegatee's effort.	3.00	1.40
2- Delegatee will feel more burdened with delegated tasks.	3.15	1.59
3- Delegatee is not sufficiently active and accurate to carry out delegated tasks as required.	4.03	1.11
4- Delegatee is afraid of criticism and blame if he does not perform tasks as expected.	2.65	1.34
5- Delegatee does not have sufficient freedom to complete delegated tasks.	3.32	1.29
Overall mean	3.32	1.35

Source: Prepared by researchers according to statistical analysis

Table (5): Mean and standard deviation of employees' attitudes towards situational barriers of delegation (n= 400)

Statements	Mean	SD
1- Lack of standards and policies for the delegation process.	3.43	1.066
2- Lack of adequate resources to implement delegated tasks in an effective manner.	3.93	.999
3- Some tasks are difficult to be delegated	3.82	.888

	because they are very important and require special skills to be implemented.		
4-	Some tasks cannot be delegated in critical situations.	3.26	1.091
5-	Delegation does not save any time for the delegator or the delegatee.	2.99	1.100
	Overall mean		

Source: Prepared by researchers according to statistical analysis

As shown in table 3,4 and 5 there is no significant differences in means between the three groups that hinder delegation.

Findings and Recommendations

Research Questions Revisited

Table 6 below shows the overall view for Research Questions, Objectives, Hypothesizes, and Results of Testing hypotheses as follows:

Table (6): Research Questions, Objectives, Hypothesizes, and Results

Research Questions	Research Objectives	Research Hypothesizes	Results of Testing Hypothesizes
Q1. What is the nature of the correlation relationship between employees' personal characteristics and their perception towards barriers of effective delegation among employees of telecom companies in the Arab Republic of	O1. Investigate the groups of reasons that hinder the delegation in the sector of field of application.	H1. There is no significant statistical correlation between employees' personal characteristics and their perception towards barriers of effective delegation. .	Rejected

Research Questions	Research Objectives	Research Hypothesizes	Results of Testing Hypothesizes
Egypt?			
Q2. What is the significant differences between the three groups that hinder delegation.	O2. Arranging that groups according to the extent of their strong influence on the presence of the phenomenon under study.	H2. There is no significant differences between the three groups that hinder delegation.	Accepted

Source: Prepared by researchers based on Literature, Data, and Statistical analysis outputs.

Research Findings and its Interpretations

Table 7. below shows the summary of research findings compared to literature:

Table (7): Research Findings compared to Literature

Research Findings	Compared to literature
There is statistical correlation relationship between employees' personal characteristics and their perception towards barriers of effective delegation	*Within the researchers' knowledge, there are no previous studies that have previously investigated this relationship*
There aren't significant differences between the mean of the three groups that hinder delegation.	Within the researchers' knowledge, there are no previous studies that have previously investigated this relationship

Source: Prepared by researchers based on Literature.

Theoretical Implications

Based on current research, researchers recommend these topics for future research:

1.   Study the effects of research variables applied on other Sectors, such as Banks.

2.   Study the role of leadership styles in reducing barriers of delegation.

Practical Implications

Based on the results of the current research, researchers summarized the practical recommendations in Table 8 as follows:

Table (8): Research recommendations for the field of practice

Practical Recommendations		Notes for application
1. Telcom companies should Provide regular training on delegation skills	Who?	Human Resource department.
	How?	Organize monthly workshops and training sessions focused on effective delegation
	When?	Along the service cycle: Before, During, and Post-Purchase Stages.
2. Telcom companies should Develop a regular evaluation system for delegation tasks	Who?	Human Resource department.
	How?	Organize monthly workshops and training sessions focused on effective delegation
	When?	Along the service cycle: Before, During, and Post-Purchase Stages.
	who	Human Resource management
3. Telecom companies should Implement an incentive system to encourage effective delegation	How	Define clear standards and goals for successful delegation, such as completing tasks on time and meeting quality benchmarks. Offer incentives such as financial bonuses, recognition awards.
	When	Along the service cycle: Before, During, and Post-Purchase Stages

Source: Prepared by the researchers based on Literature.

References

American Nurses Association (ANA) & National Council of State Boards of Nursing (NCSBN) (2006). Joint statement on delegation.

Atta, S. M., Ezz, N., & Fekry, E. (2019) . Barriers of Effective Delegation as Perceived by Nursing Staff in a University Hospital. International Journal of Novel Research in Healthcare and Nursing, 6(3), 899–907.

Clement, N. (2016). Essentials of Management of Nursing Service & Education. (1st ed.), Jaypee Brothers Medical Publishers, India, 270-278.

Daft, R. L. (2018). Management. Cengage Learning.

Harris, N. (2015). Nursing Services & Administration. (1st ed.). AITBS, Delhi, India, 231-239.

Harvard Business Review (2011). Delegating Work. Harvard Business School Publishing Corporation.

Kastelle, T. (2013). Hierarchy is overrated. Harvard Business Review. Vol. 20, 1-4.

Murphy, SA. (2016). Maximizing Performance Management Leading Your Team to Success. 2nd ed. Englewood, CO: Medical Group Management Association.

Nwachukwu, C. C (2007) Management Theory and Practice: Revised Edition; Onitsha: African First Publishers Limited.

Pamungkas, T., Jamrizal, J., & Us, K. A. (2024). Kepemimpinan Partisipatif, Delegasi dan Pemberian Kewenangan. Jurnal Manajemen Riset Inovasi (MRI), 2(2), 99–110.

Wulandari, N. Y., & Wulantika, L. (2019). Delegative leadership and internal communication on the work effectiveness of CV employess.

Yukl, G. (2013). Leadership in Organizations. Pearson Education Limited.

Zhang, Xiyang, Jing Qian, Bin Wang, Zhuyun Jin, Jiachen Wang, and Yu Wang. 2017. Leaders' Behaviors Matter: The Role of Delegation in Promoting Employees' Feedback-Seeking Behavior. Frontiers in Psychology 8: 920.