RESEARCH ARTICLE

THE IMPACT OF DELEGATION ON ENHANCING LEADERSHIP STYLE: CASE STUDY OF BANKS IN LEBANON

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ARTICLE INFO	ABSTRACT
	Delegation is the transmission of authority partially or fully to another person, usually from the manager to employees. If delegation is applied fittingly, then it will lead to prosperity of the organization and will with no doubt be a significant factor for increasing productivity. Despite the importance of delegation, but still it is an attribute that is missing among a large segment of leaders since it requires total trust of leaders in their followers. In this study a quantitative approach was adopted to 80 respondents where 69 were verified as acceptable for our study. The results aligned with the original assumption that leaders need to enhance their delegation which will lead to motivating supporters.

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INTRODUCTION

In Lebanon, organizations are now more complicated due to the use of new methods of management against old and traditional way of managing people or one organization style. A description of mission and vision, goal setting, advanced planning and sustainable approaches is the foundation of any business. To meet the criteria, and according to Khosravi, Manafi, Hojabri, Farhadi and Gheshmi (2011) "organizations are focusing on leadership quality and its constituents to build qualified leaders and managers to increase organizational effectiveness." Asscientific approaches in leadership are combined with personal managerial skills, it caused more complex and more bureaucratic hierarchies in organizations, where adaptation with these techniques is highly expected, as cited in (Bhattacharjee and Rahman, 2016) As the banking sector is one of the basic infrastructures of the Lebanese economy, calls for professional developments and employee satisfaction are raised especially in the competitive market where the bank which provides better investing opportunity and loansare highly of thought. As organizations and their environments have transformed quickly over the past years, a new style of leadership, one that is less bureaucratic and more democratic, is required in order to measure the organizations survival and performance (Johnson, 1995). The preferred industry for this paper is the banking industry in Lebanon. As the term "Task Delegation" stems from managerial roots, effective leadership is instrumental in ensuring organizational

performance (Cummings and Schwab, 1973; Hellriegel *et al.,* 2004). Despite its importance in the leadership practices, nevertheless the lack of delegating among leaders was not debated earlier by researchers.

So what is the impact of effective leadership on delegation?

To start, a literal definition of delegationis essential in order to examine the term out of the business context. Delegationas defined in the Miriam Webster Dictionary is "the act of empowering to act for another". So delegation is to empower employees by means of assigning tasks originally required by higher management to lower level of employees aiming to increase responsibility and loyalty among staff. However, it is mandatory to choose which assignments would be most proper to each employee. This obliges a solid understanding of the capabilities and data of staff or partners. Furthermore, when delegating a superior should assign tasks that you believe may provide more expertise to the employee that align with the strategic goals of the organization. According to Love (2005), Successful organizations today must have leaders or managers who motivate and inspire their employees. Many of the world's corporations today suffer from low employee morale and productivity, which lead to poor-quality products and services, and higher costs. This is because of leaders in most corporations' lack of listening, feedback, and delegation skills needed to enhance employee commitment and improve productivity. Moreover, Team leaders are likely to play an important role in building, guiding, and coordinating team

members to meet these challenges (Kozlowski *et al.,* 1996; Hackman and Wageman, 2005). According to Aghion and Tirole (1997), pioneers that are coordinating substantial, multi-portion and quickly developing organizations are the administrators that typically delegate tasks. Such delegations and appointments offer the representative the opportunity to actualize self-course, control and power, which shows to the worker that he/she is considered by the director or the chief to be capable, undertaking equipped, hierarchically fundamental, and need satisfying (Gardner, Van Dyne and Pierce, 2004). Bass (1990b) specified that transformational leadership as it "occurs when leaders broaden and elevate the interests of their employees, when they generate awareness and acceptance of the purposes and mission of the group, and when they stir their employees to look beyond their own self-interest for the good of the group" (p. 21). Bass (1990a) stipulates that this transcending beyond self-interest is for the "group, organization, or society" (p. 53). In essence, transformational leadership is a process of building commitment to organizational objectives and then empowering followers to accomplish those objectives (Yukl, 1998). The result, at least in theory, is enhanced follower performance (Burns, 1998; Yukl, 1998). Dessein (2007) portrayed that "a legitimate basic leadership condition, with little strengthening to bring down level representatives, diminishes the charge of tedious discussions about assignments that bring down level directors may achieve." (p.55). Harris and Raviv (2005) accepted that "strengthening will probably happen when an organization amplifies a current product offering, and will be less normal when a firm is developing to end up an organization with various items" (p:56).

Delegation Standards: How to delegate?

According to the research of Ghumro (2011), there are several standards for delegation. first the clarity of objectives to be achieved is integral part of delegation, both manager and employee must be acquainted with the goals of the organization, second while delegating, the most important thing for a manager is to assign the job to a person who deserves it most in terms of knowledge and experience, third the employee should be unambiguously defined regarding the task to be accomplished with in due course of time, more than that the work of the employee and the directions of the managers should be in full compliance with the organizational objectives, in addition to all these the employee should be absolutely answerable for the assignments allocated to him/her. Also Ghumroadded that coordination in delegation is very important by which the managers and employees must work together efficiently and effectively in order to achieve the goals; they should exchange their views with each other regularly and he stated also that the manager should prepare an emergency plan and replacement of the worker as an alternate if the things go wrong. Moreover, the employee must be appreciated and acknowledged in terms of cash awards and promotions for the well done job and the manager should maintain a data base of the employees whom the duties were delegated and they have completed the task efficiently and as per directions of the manager. These records may help managers in future assignments and delegation (Ghumro, 2011).

Motivation and Task Delegation: A Correlation

Motivation refers to "the reasons underlying behavior" (Guay *et al.,* 2010). As Deci, Koestner, and Ryan (1999) observe,

intrinsic motivation energizes and sustains activities through the spontaneous satisfactions inherent in effective volitional action. It is manifest in behaviors such as play, exploration, and challenge seeking that people often do for external rewards. Researchers often contrast intrinsic motivation with extrinsic motivation, which is motivation governed by reinforcement contingencies. Traditionally, educators consider intrinsic motivation to be more desirable and to result in better learning outcomes than extrinsic motivation (Deci, Koestner and Ryan, 1999). Bass (1985b, 1990a) discussed the difference between transformational leadership differs and transactional leadership; whereas, Transformational leadership is concerned more about progress and development, transformational leadership enhances the effects of transactional leadership on followers (Bass, 1985b, 1990a). Transformational leaders transform the personal values of followers to support the vision and goals of the organization by fostering an environment where relationships can be formed and by establishing a climate of trust in which visions can be shared (Bass, 1985a). Transformational leaders inspire and motivate others by "providing meaning and challenge to their followers' work" (Avolio and Bass, 2002). The spirit of the team is "aroused" while "enthusiasm and optimism are displayed" (Bass, 1998). The transformational leader builds relationships with followers through interactive communication, which forms a cultural bond between the two participants and leads to a shifting of values by both parties toward common ground. The leader inspires followers to see the attractive future state, while communicating expectations and demonstrating a commitment to goals and a shared vision. Idealized influence and inspirational motivation are usually combined to form charismatic-inspirational leadership (Bass, 1998).

The hypothesis of the study are as follows:

H1: Leaders tend to delegate
H2: Delegation will consequence in better outcome

METHODOLOGY

An experiment is an empirical method that arbitrates between competing models and hypotheses (Cooperstock, 2009). Moreover, experimentation is also used to examine existing theories or new hypotheses in order to support them or disprove them (Griffith, 2001). It is important for you to remember that whenever an experimental research study is conducted the researcher's interest is always in determining cause and effect. The validation of the hypotheses will be performed according to the process created by Preacher and Hayes (2004) which has many advanced features and ease of work to the normal SOBEL test. The model of this research was divided into two parts to fit the models presented by Hayes and Preacher. In addition to validating the hypotheses the moderation and mediation effect of the variables was calculated.

The results of H1:

β	Std. Error	t	p
- 0.0327	0.0686	- 0.4730	0.7533

H1 measures the tendency of leaders to delegate. It is hypothesized as: *"Leaders tend to delegate"*. The effect is not significant ($p > 0.05$, *t= -0.4730,*) since $P > 0.05$., therefore, it is obvious that respondents believe that leaders don't tend to delegate.

Consequently H1 is not validated

The results of H2:

β	Std. Error	t	p
0.8805	0.4108	1.982	0.0049

H2 measures the impact of delegation on the consequence of a project. It is hypothesized as: *"Delegation will consequence in better outcome"*. The effect is significant ($p < 0.05$, $t=1.982$). Therefore, when leaders delegated, better outcomes are expected.

Consequently H2 is validated

Conclusion

This study leads us to realize an important barrier in leaders' performance summarized in their low tendency to delegate. Respondents mainly believed that the causes of this barrier is the lack of trust of leaders in their followers. This dilemma has been ongoing for a long time and many leaders took wrong decisions as a result of the overlapping of tasks which will consequently result in erroneous decisions. Delegation is a challenging mission that leaders must accept as a major part of their responsibilities. However, it is mandatory to know, as many respondents emphasized that delegation should be employed in parallel with monitoring and control. Admittedly, any profession has its segment of the routine requirements that have to be accomplished. Some individuals don't prefer filing, and othersare hesitant to work field jobs. Therefore, the leader must cautiously balance the delegation of more tasks with the delegation of work necessitating more accountability, specialist, and challenge.

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