

A Study of the Extent to Which Leaders Adopt the Principle of Delegation of Authority -A Case Study of Selected Institutions in Setif

دراسة استقصائية لمستوى تبني القادة لمبدأ تفويض السلطة – حالة عينة من المؤسسات بولاية سطيف

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Abstract:

Any manager, no matter how capable, skilled, and competent they are, cannot perform a wide range of tasks with a high degree of proficiency on their own, while it may be possible, it would come at the expense of other important matters. In this context, effective administrative activity is needed, which is delegation. This study aimed to diagnose the actual practice of leaders in implementing the principle of delegation in leadership. Three active organizations in the ceramics industry were selected for a survey to determine the reality of delegation in these institutions. The study concluded that some institutions do not adopt the principle of delegation, primarily due to a lack of trust in subordinates and their capabilities.

Keywords: Delegation, Authority, Leaders, Leadership, Institutions

JEL Classification Codes : L33, M54, K10, D22, D02.

ملخص:

إن أي مدير مهما بلغت قدراته ومهاراته وإمكاناته لا يستطيع القيام بمجموعة أعمال بمفرده وبدرجة عالية من الإتقان، خصوصا إذا تعلق الأمر بالمؤسسات الواسعة والمعقدة، وقد يكون ذلك ممكنا ولكن سيكون على حساب أمور أخرى مهمة، وهنا يحتاج الأمر إلى نشاط إداري مهم هو التفويض، الذي يعتبر عاملا أساسيا في الإدارة الحديثة.

هدفت هذه الدراسة إلى تشخيص الواقع الفعلي لممارسة قادة المؤسسات لمبدأ تفويض السلطة في القيادة، حيث تم اختبار ثلاث مؤسسات ناشطة في صناعة الخزف وإجراء دراسة إستطلاعية لمعرفة واقع تفويض السلطة في هذه المؤسسات، وخلصت الدراسة إلى أن هناك مؤسسات لا تتبنى مبدأ التفويض وهذا راجع بالدرجة الأولى إلى نقص الثقة في المرؤوسين وفي قدراتهم.

كلمات مفتاحية: التفويض، السلطة، القادة، القيادة، المؤسسات.

تصنيفات JEL : D02, D22, K10, M54, L33

INTRODUCTION:

Any manager, regardless of their abilities, capacities, skills, and capabilities, cannot carry out a set of tasks alone and with a high degree of proficiency, especially when it comes to large and complex organizations. While it may be possible, it would come at the expense of other important matters. Here, an important administrative activity is needed, which is delegation, which has become a necessary factor in modern management. It is considered a fundamental element in modern management, as it maximizes the contributions of employees and organizations, when looking at Algerian institutions, like other institutions that seek to achieve a competitive advantage to ensure their survival and continuity in a highly competitive market, they must make radical structural changes and transition from traditional hierarchical management to modern management that embraces modern concepts such as power delegation. From this perspective, the following main question can be posed:

To what extent do institutional leaders under study embrace the principle of delegating authority in leadership?

On this basis, the main hypothesis of this article revolves around:

Leaders of institutions under study adopt the principle of delegating authority in leadership.

The study's importance: The importance of this study is due to the importance of the topic itself. Delegation of authority has become a pressing need in all institutions, regardless of their type or size. It maximizes the contributions of employees and institutions, helping to achieve a competitive advantage that ensures the survival and sustainability of the latter in a highly competitive market. Therefore, this topic was chosen for study to determine the extent to which institutional leaders adopt the principle of delegation of authority in leadership.

Study goals: The current study aims to investigate the level of delegation of authority by the leaders of the institutions where the field study was conducted.

Literature Review:

. **Mamdouh Soudi Menoukh Adufairi, The Effect of Delegation of Authority on the Performance of Employees in Public Sector Organizations in Kuwait City: An Applied Study on the Ministry of Social Affairs and Labor (Master's Thesis, 2012):** This study aimed to investigate the effect of delegation of authority on the performance of employees in the Ministry of Social Affairs and Labor in Kuwait City. The study was conducted on a sample of 174 employees, and among the results reached by the study was the existence of a statistically significant effect between delegation of authority and the performance of employees in the Ministry of Social Affairs and Labor in Kuwait.

. **Ali Mohammed Aladaila, Delegation of Authority in Jordanian Public Institutions: A Field Study(an article Published in the Journal of Administrative Sciences and Economics, Issue 9, Qatar University, 1998):** This study aimed to determine the level and degree of administrative authority delegation in Jordanian public institutions. The study sample consisted of 266 managers and supervisors from six public institutions. Among the results of the study, it was found that the level of delegation of authority in public institutions was moderate. There was a statistically significant effect of the decision-making style, the degree of trust of the delegator in the delegate, and the speed of completing transactions on the level of delegation of authority.

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. Maher Sabri Darouich, Ibrahim Rachid Ashamri, Delegation of Authority: The Optimal Approach to Raising Job Performance Efficiency: A Study of the Opinions of a Sample of Managers in the General Fertilizer Company, Central Region, Kufa, (An Article Published in the Journal of Administration and Economics, Issue 82, 2010): The study attempted to address a major issue, which is that consolidating and centralizing power in the hands of managers and their associates would lead to their control over all authorities and capabilities of workers at other levels of the organizational structure. This would negatively impact the success and achievement of the organization's goals. One of the most important findings of the study is that the managers' inadequate supervision of the individuals and committees to whom authority has been delegated resulted in issuing some directives that do not serve the administrative work in the researched organization. Additionally, the approach followed in the organizational units is weak, stemming from the managers' lack of awareness of the developments that have occurred in modern administrative work methods.

Study Methodology and Tools:

In this research paper, the theoretical aspect of power delegation will be presented. Afterward, the topic will be addressed from a field perspective. The field study was conducted on three ceramics manufacturing institutions in the state of Setif: Safsar, Batissaram, and Haddad institutions. The study sample consisted of 72 employees from each institution. Observation, interviews, and questionnaires were used as research methods. The questionnaires included a set of questions all centered around power delegation, including personal and job-related data. The Likert five-point scale was employed. Suitable statistical methods were used to match the nature of this study, such as the chi-square test to determine the differences between the institutions under study in each statement. Additionally, frequencies and percentages were utilized to describe the study variables and determine the respondents' answers, which were then used to analyze their opinions. Also, the one-way analysis of variance (ANOVA) test was used to detect differences in the perspectives of the study participants across multiple institutions. Additionally, the Scheffe post hoc test was employed to identify the source of variance or the direction of differences among study groups and to determine their statistical significance. In the end, this led to a set of results, and a series of recommendations were formulated.

1-First part: Delegation of Authority

1-1 Definition of Delegation:

Delegating authority is considered an art of leadership and an important pillar of **democratic** leadership. If returned to the linguistic meaning of delegation, it is seen that it is "a meaning that involves the idea of transferring or entrusting a specific task to another person" (Jaber, 2009, p. 26). As the technical meaning of delegation refers to granting leaders or individuals in authority the power to delegate some of their authority to others (Press, 2005, p. 220). In simple terms, instead of a leader being autocratic and wielding all, if not all, of the power, they give some of it to others. It is also defined as the leader relinquishing only a portion of their authority to subordinates, not their entire authority (zwilaf, 2001, p. 86). Granting others full authority would diminish the leader's own authority and render their presence

meaningless. Dr. Abdulrahman Tawfiq points out that this delegation process is not continuous but rather temporary and conditional within a specific timeframe. He states that delegation is "the temporary transfer of power or responsibilities from one person at a certain organizational level to another at a lower organizational level. (Tawfiq, p. 86)". The delegation of authority does not mean delegating responsibility at all. The person entrusted with authority remains fully and directly responsible for the results of their work (Barbar, 2006, p. 37). If that is the case, it is incumbent upon the leader to ensure that the authority delegated to the subordinate is of the necessary and required magnitude to accomplish the task. Likewise, the leader should ensure that the subordinate has full knowledge of how to use this authority.

In order for delegation to be genuine, there are three essential conditions that must be met (Bailly and others, 2006, p. 255):

- a. The delegate (manager) must be convinced of the benefits of delegation, and they must also be capable of relinquishing control;
- b. The one to whom delegation is made (the employee) must demonstrate and show an adequate level of independence, both in terms of skills and competencies, as well as in terms of their personality;
- c. The commissioner (manager) must oversee the authorization process and achieve the desired outcome.

1-2- Requirements for Effective Authorization:

the most important of these requirements are summarized below (Al-Khazindar, 2005, p. 122):

- a. The leader should be knowledgeable and aware of the team members' capabilities, including their strengths and weaknesses, the current job requirements, as well as the requirements of the career path and the future capabilities it may demand;
- b. To be understanding of the feelings and capabilities of the employees when carrying out the delegation process;
- c. Not to delegate tasks to others before consulting and discussing with them to obtain their approval and support for the assigned tasks;
- d. To utilize the powers of persuasion and influence, a leader should avoid using their formal authority to compel others to accept tasks that may appear routine, dull, or complex and mysterious to some;
- e. To delegate tasks that others perceive as adding to their work portfolio and enhancing their cognitive and emotional capabilities;
- f. To ensure that tasks delegated to others have a direct or indirect relevance to the individual's job nature and are not separate from their work;
- g. To carefully listen to the opinions and suggestions of the employees before and during the delegation process, as well as while monitoring the delegation outcomes;
- h. To provide appropriate instructions and guidance in a timely manner according to the nature of the situation, in order to motivate workers to complete the required tasks;
- i. To monitor, motivate, and reward employees based on performance results achieved;

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- j. To use emotional intelligence skills to assess and structure projects and tasks subject to delegation to others.

1-3- Advantages of delegation:

1-3-1- As for the leader : which include (Altrad, p. 113):

- Gaining time to focus on essential and more important tasks.
 - Reducing levels of pressure, stress, and fatigue.
 - Facilitating the management of the organization's group and/or geographically dispersed units.
- And among the benefits as well (Amos, 2002, p. 15):
- Earning the respect of the team members working with them;
 - Get rid of routine and unimportant tasks;
 - It becomes easier to deliver tasks on assigned deadlines and focus on accomplishing more tasks;
 - Carrying out work effectively in case of absence for any unforeseen reason for any duration of time;
 - Feeling satisfaction when observing the improvement in the performance of the employees.

1-3-2- As for the employees: which include (Amos, 2002, p. 15) (Altrad, p. 114):

- Improvement in performance level: utilizing their latent skills to the fullest potential, also the use of new skills;
- Feeling a sense of belonging, it subsequently increases job satisfaction and motivation level;
- Saving time, as delegation allows carrying out tasks without waiting for the leader's decision;
- It provides advancement opportunities, fuels initiatives, and places the workers in the realm of personal challenge;
- It increases self-confidence, thereby boosting motivation to work.

1-3-3- As for the institution : which include (Amos, 2002, p. 16):

- Boosting morale in general;
- In most cases, decisions tend to be better because they are made by individuals who are knowledgeable and closely connected to the reality of the work;
- Work proceeds smoothly in the absence of a leader;
- The performance level of work teams noticed improvement.

1-4- :Obstacles to delegation of authority:

1-4-1- Obstacles to the Authority Commissioner: including: (Mahmoud, 2002, p. 99) (Shanawani, 1999, pp. 614-615)

- The leader's desire to exercise close supervision over the subordinates' work and the desire to exert authority in person;

- The lack of belief by the leader and their lack of confidence in the abilities of their subordinates to bear responsibility;
- The leader may fear that the subordinates will not perform their tasks as required;
- The leader imagines that there is no one more capable than them in terms of performance.

1-4-2- Obstacles of the subordinates: including (zwilaf,, 2001, p. 128):

- Some of the subordinates lacking ambition or motivation, not concerned with exercising authority and proving their presence in the organization;
- The subordinates' lack of confidence in their abilities makes them fear frustration, failure, and criticism from their colleagues at work;
- The lack or absence of incentives provided by the management as an encouragement for exercising authority leads the subordinates to lose motivation in accepting authority.

2-Second part : Field study

In the second part, the presentation and analysis of the results related to the personal and occupational data of the study sample will be discussed, in addition to presenting and analyzing the results related to the extent to which leaders in the institutions under study delegate authority to their subordinates.

However, it should be noted that the researcher used the "Cronbach's Alpha" method to measure the reliability and validity of the questionnaire, and the results are as shown in the following table:

Table (1): Cronbach's Alpha Coefficient

	delegation of authority
stability coefficient	0.80

The source: outputs using SPSS software

From the table, it is evident that the Cronbach's Alpha coefficient is estimated at 0.80, indicating that the questionnaire exhibits a high level of stability.

2-1- Presentation and analysis of the results related to the personal and occupational data of the study sample

The first part of the form contains three personal and professional data points, which include: age, educational level, and years of experience. Through this section, the researcher aim to determine the characteristics and features of the study sample and assess their homogeneity.

* **Age:** age groups have been configured for the study sample, totaling 4 groups, each spanning a 10-year range, starting from the age of twenty up to sixty. The following table illustrates the distribution of individuals in the age groups

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Table (2): Distribution of Sample Individuals by Age Variable

Institution	Repetitions and Percentages (%)	20- 30	31- 40	41- 50	51- 60	The total
BATI	Repetitions and Percentages (%)	26 36.1%	37 51.4%	8 11.1%	1 1.4%	72 100.0%
SAF	Repetitions and Percentages (%)	39 54.2%	21 29.2%	12 16.7%	0 0%	72 100.0%
HAD	Repetitions and Percentages (%)	24 33.3%	28 38.9%	13 18.1%	7 9.7%	72 100.0%
The total	Repetitions and Percentages (%)	89 41.2%	86 39.8%	33 15.3%	8 3.7%	216 100.0%

The source: The form

Based on the data in the table above, which pertains to the distribution of sample individuals across different age groups, it can be observed that the majority of the researched community in the three institutions falls within the age range of 20 to 40 years. In Patiserama Institution, for instance, there are 63 workers in this age category, accounting for a predominant percentage of 87.5%. There are only 8 workers aged between 41 and 50 years, representing 11.1% of the total. The remaining 1.4% consists of workers aged between 51 and 60 years, which is equivalent to one worker. The same thing is noticed in the Savsar institution, where the number of workers between the ages of 20 to 40 years old is estimated at 60 workers, which is equivalent to 83.4%. This is followed immediately by a percentage of 16.7% of the total workers who are between the ages of 41 to 50 years old, which equals only 12 workers. Meanwhile, the institution does not have any workers between the ages of 51 and 60 years old. The same applies to the Haddad Foundation, where most of the workers were between the ages of 20 and 40, equivalent to 52 workers, which represents 72.2% of the total workforce. This is followed by 18.1% of the workers aged between 41 and 50, which is equivalent to 13 workers, and only 7 workers whose ages range from 51 to 60 years old. From this, it can be concluded that the majority of the workforce owned by the three institutions is composed of young individuals. This indicates a certain level of homogeneity and similarity in the ages of the workers in these institutions.

*** Educational level:** categories based on the educational level have been created for the employees of the organization, in accordance with the divisions of the education system (elementary, middle school, high school, university). The following table illustrates the distribution of the sample according to the educational level variable.

Table (3): Distribution of Sample Individuals according to Educational Level

Institution	Repetitions and Percentages (%)	Elementary	Middle school	High school	University	The total
BATI	Repetitions and	2 2.8 %	37 51.4%	29 40.3%	4 5.6%	72 100.0%

	Percentages (%)					
SAF	Repetitions and Percentages (%)	2 2.8%	33 45.8%	35 48.6%	2 2.8%	72 100.0%
HAD	Repetitions and Percentages (%)	12 16.7%	11 15.3%	37 51.4%	12 16.7%	72 100.0%
The total	Repetitions and Percentages (%)	16 7.4%	81 37.5%	101 46.8%	18 8.3%	216 100.0%

The source: The form

The previous table shows that workers with intermediate (middle school) and secondary (high school) education levels were the majority in the three institutions in the study. In the Patiseram institution, there were 37 workers with intermediate education level and 29 workers with secondary education level, representing 51.4% and 40.3%, respectively. In the Safasar institution, there were 33 workers with intermediate education level, which corresponds to 45.8%, and 35 workers with secondary education level, equivalent to 48.6%. As for the Haddad institution, it had 37 workers with secondary education level and 11 workers with intermediate education level, accounting for 51.4% and 15.3%, respectively.

As for the university level in the three institutions, it is very low, with a representation of 5.6% in the Patiseram institution, equivalent to 4 workers, 2.8% in the Safsar institution, equivalent to 2 workers, and 16.7% in the Haddad institution, equivalent to 12 workers. This is due to the simple executive tasks that do not require a high level of education.

From the above, it can be concluded that there is a certain degree of homogeneity in the educational qualifications of individuals in the three institutions.

*** Experience variable:** three groups or domains of experience have been categorized: the first domain ranges from 1 to 5 years, the second domain spans from 6 to 10 years, and the third domain includes more than 10 years. The following table illustrates the distribution of sample individuals on the experience scale.

Table (4): Distribution of sample individuals by the variable of experience

Institution	Repetitions and Percentages (%)	From 1 to 5 years	6 –10 years	More than 10 years	The total
BATI	Repetitions and Percentages (%)	45 62.5%	14 19.4%	13 18.1%	72 100.0%
SAF	Repetitions and Percentages (%)	53 73.6%	7 9.7%	12 16.7%	72 100.0%
HAD	Repetitions and Percentages (%)	49 68.1%	10 13.9%	13 18.1%	72 100.0%

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The total	Repetitions and Percentages (%)	147 68.1%	31 14.4%	38 17.6%	216 100.0%
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The source: The form

The information presented in the above table shows that the majority of workers in the three institutions have experience ranging from 1 year to 5 years. The percentage was 62.5% in Patiseram, equivalent to 45 workers, 73.6% in Safsar, equivalent to 53 workers, and 68.1% in Hadad Complex, equivalent to 49 workers. Meanwhile, the three institutions have a small number of workers with long and medium-term experience.

2-2- In relation to the extent of direct presidential authority in the leader's absence, the following results were obtained as illustrated in the table below:

*** In relation to the extent of direct presidential authority in the leader's absence, the following results were obtained as illustrated in the table below:**

Table (5): Distribution of sample individuals according to the extent of direct delegation of presidential powers in the absence of the leader

Institution	Repetitions and Percentages (%)	Always	Mostly	Sometimes	Rarely	Never	The total
BATI	Repetitions and Percentages (%)	12 16.7%	0 0%	5 6.9%	1 1.4%	54 70.0%	72 100.0%
SAF	Repetitions and Percentages (%)	19 26.4%	3 4.2%	9 12.5%	2 2.8%	39 54.2%	72 100.0%
HAD	Repetitions and Percentages (%)	8 11.1%	13 18.1%	13 18.1%	20 27.8%	18 25.0%	72 100.0%
The total	Repetitions and Percentages (%)	39 18.1%	16 7.4%	27 12.5%	23 10.6%	111 51.4%	216 100.0%
the chi-square for the above data							
calculated chi-square		degrees of freedom		level of significance			
73.202		08		.000			

The source: relying on the analysis outputs generated by the SPSS program

The table above indicates that the majority of workers in the three surveyed institutions reject the idea of delegating the direct authority to manage affairs in the absence of the president. The percentage reached 76.4% in the Patiseram institution, followed by 57% in the Safsar institution, and finally a percentage of 52.8% in the Haddad institution. The reason for this, as stated by the surveyed workers, is that there is a specific individual appointed by the management in each workgroup who takes on the role of the direct president in case of their absence, and this person is the assistant to the direct president.

Through the table, it is noticed that the calculated chi-square is approximately 73.202. This value is a function of degrees of freedom (08) and an error level of (0.05) with a significance

level of (0.000). This means that there are statistically significant differences among the three institutions.

*** Regarding the extent to which the direct supervisor grants freedom to subordinates to determine how they perform their tasks, the following results were obtained as shown in the following table:**

Table (6): Distribution of the sample individuals according to the extent to which they are granted freedom by their supervisor to decide how to perform their tasks

Institution	Repetitions and Percentages (%)	Always	Mostly	Sometimes	Rarely	Never	The total
BATI	Repetitions and Percentages (%)	57 79.2%	1 1.4%	6 8.3%	0 0%	8 11.1%	72 100.0%
SAF	Repetitions and Percentages (%)	47 65.3%	3 4.2%	12 16.7%	0 0%	10 13.9%	72 100.0%
HAD	Repetitions and Percentages (%)	3 4.2%	4 5.6%	24 33.3%	30 41.7%	11 15.3%	72 100.0%
The total	Repetitions and Percentages (%)	107 49.5%	8 3.7%	42 19.4%	30 13.9%	29 13.4%	216 100.0%
the chi-square for the above data							
calculated chi-square		degrees of freedom			level of significance		
120.513		08			.000		

The source: Based on the analysis outputs using SPSS software

The results appear as shown in the table above. A large percentage of the surveyed employees in the institutions "Batiseram" and "Safsar" stated that they enjoy a great deal of freedom and autonomy in performing their tasks. There were 58 employees in the "Batiseram" institution and 50 employees in the "Safsar" institution who reported this. As for the workers at the "Haddad Complex," most of the responses were negative in this regard. 41 employees included in the study stated that their immediate supervisor does not grant them the freedom to carry out their tasks. These workers also mentioned that the supervisor is constantly monitoring their work, paying attention to every detail without giving them much space. Additionally, these employees stated that the immediate supervisor considers themselves to be the only one knowledgeable about the intricacies of the job and doesn't trust their subordinates. Therefore, at times, they would leave their own work to closely observe the employees' work, all in an effort to limit the workers' freedom in performing their tasks.

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Based on the table, the calculated value of chi-square (χ^2) is 120.513. This is a function of degrees of freedom (08) and an error level (0.05). With a significance level of (0.000), this indicates the presence of statistically significant differences between the institutions of Batiseram, Safsar and the complex of Hadad.

*** In terms of the extent to which the direct supervisor allows their subordinates to take on a leadership role within the group, the following results were obtained as shown in the table.**

Table (7): Distribution of sample members according to the extent to which they are allowed by their direct supervisor to assume a leadership role within the group

Institution	Repetitions and Percentages (%)	Always	Mostly	Sometimes	Rarely	Never	The total
BATI	Repetitions and Percentages (%)	4 5.6%	0 0%	11 15.3%	0 0%	57 79.2%	72 100.0%
SAF	Repetitions and Percentages (%)	9 12.5%	2 2.8%	12 16.7%	0 0%	49 68.1%	72 100.0%
HAD	Repetitions and Percentages (%)	3 4.2%	6 8.3%	20 27.8%	26 36.1%	17 23.6%	72 100.0%
The total	Repetitions and Percentages (%)	16 7.4%	8 3.7%	43 19.9%	26 12.0%	123 56.9%	216 100.0%
the chi-square for the above data							
calculated chi-square		degrees of freedom		level of significance			
88.124		08		.000			

The source: Based on the analysis outputs using the SPSS software

Based on the analysis of the table data above, the majority of employees in the three institutions under study seem to reject the idea of allowing their direct supervisor to take on a leadership role in the group, with percentages reaching 79.2%, 66.1%, and 59.7% in the institutions of Batiseram, Safsar, and Hadad Complex, respectively. Some attribute this to a lack, if not a complete absence, of trust in the employees and their capabilities, while others attribute it to the belief that each individual in the institution should remain in their designated role at work, meaning that workers should stay as subordinates and leaders should remain in their direct leadership positions.

From the table, it is noticed that the computed value of Chi-square (χ^2) is approximately 88.124. This value is calculated for degrees of freedom equal to 8 and an error level of 0.05, with a significance level of 0.000. This indicates the presence of statistically significant differences among the three institutions.

*** Regarding the direct request of the president from the subordinates to assist in performing the president's duties, the following results were obtained:**

Table (8): Distribution of sample individuals according to the extent of their president's request for assistance in performing their duties

Institution	Repetitions and Percentages (%)	Always	Mostly	Sometimes	Rarely	Never	The total
BATI	Repetitions and Percentages (%)	15 20.8%	0 0%	34 47.2%	1 1.4%	22 30.6%	72 100.0%
SAF	Repetitions and Percentages (%)	23 31.9%	10 13.9%	23 31.9%	1 1.4%	15 20.8%	72 100.0%
HAD	Repetitions and Percentages (%)	2 2.8%	11 15.3%	23 31.9%	18 25.0%	18 25.0%	72 100.0%
The total	Repetitions and Percentages (%)	40 18.5%	21 9.7%	80 37.0%	20 9.3%	55 25.5%	216 100.0%
the chi-square for the above data							
calculated chi-square		degrees of freedom		level of significance			
60.692		08		.000			

The source: Based on the analysis outputs using the SPSS software

Only 15 workers out of a total of employees at the Patiseram institution revealed during their interrogation that their immediate supervisor always asks them for assistance in performing his duties. On the other hand, 23 workers in this institution denied such behavior from their immediate supervisor. Meanwhile, the majority of those surveyed responded that their immediate supervisor occasionally requests their assistance, with a total of 34 workers, equivalent to 47.2%. The situation is similar in the Hadad complex, where the majority of the respondents denied the request for assistance from their immediate supervisor in performing their duties. There were 36 workers out of a total of 72, which is equivalent to 50% of the surveyed group. In contrast, a very small percentage agreed to this request, estimated at 18.1%, which corresponds to 13 workers. The acceptable percentage, estimated at 31.9%, believes that sometimes their supervisor asks for assistance in their tasks. Regarding the organization Safsar, the situation is quite different. A considerable number of employees had positive responses

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regarding this matter. 33 employees agreed that their immediate supervisor often asks for their assistance in performing their duties, and in most cases. These employees have informed us that their direct supervisor is trying, through this behavior, to train them for future leadership roles. Only a small percentage responded negatively, with 22.2% or 16 employees disagreeing. The remaining percentage, which is 31.9% and is somewhat acceptable, responded sometimes to their direct supervisor's behavior in this manner.

By examining the table, it is noted that the calculated value of chi-squared (χ^2) is 60.692. It is a function of degrees of freedom (08) and an error level of 0.05 with a significance level of 0.000. This means that there are statistically significant differences among the three institutions.

*** With regard to the level of trust of the direct president in the subordinates without the need for supervision, the following results were obtained:**

Table (9): Distribution of Sample Individuals According to the Level of Confidence given by the President Directly to subordinates Without Supervision

Institution	Repetitions and Percentages (%)	Always	Mostly	Sometimes	Rarely	Never	The total
BATI	Repetitions and Percentages (%)	65 90.3%	1 1.4%	1 1.4%	0 0%	5 6.9%	72 100.0%
SAF	Repetitions and Percentages (%)	61 84.7%	2 2.8%	2 2.8%	1 1.4%	6 8.3%	72 100.0%
HAD	Repetitions and Percentages (%)	2 2.8%	15 20.8%	19 26.4%	20 27.8%	16 22.2%	72 100.0%
The total	Repetitions and Percentages (%)	128 59.3%	18 8.3%	22 10.2%	21 9.7%	27 12.5%	216 100.0%
the chi-square for the above data							
calculated chi-square		degrees of freedom		level of significance			
151.078		08		.000			

The source: Based on the outputs of the analysis using the SPSS software

The majority of the surveyed employees at the Patiseram and Safsar institutions almost unanimously believe that their direct supervisor places a great and complete trust in their ability to perform their work to the extent that supervision has been reduced. The percentages, respectively, were 91.7% and 87.5%. In contrast, the situation is completely different at the Hadad complex, where approximately 36 workers have denied their direct supervisor's

confidence in their ability to perform their job. They added that the supervisor constantly monitors the workers while they are performing their tasks, which is supported by the schedule related to clause number 19. As for half of the surveyed group, they were divided between those who believe that the supervisor occasionally trusts the workers to carry out their tasks, numbering 19 out of 72 workers. The remaining percentage, estimated at 23.6%, which is equivalent to 17 workers, believe that their supervisor mostly trusts their ability to perform their tasks without constant supervision.

Through the table, the computed value of chi-square (χ^2) reached 151.078. This is a function with 8 degrees of freedom and an error level of 0.05, with a significance level of 0.000. This means that there are statistically significant differences between the Safsar and Batiseram institutions on one hand and the Haddad institution on the other hand.

*** Regarding the granting of authority by the direct president to their subordinates to handle their problems, the following results as shown in the following table were obtained:**

Table (10): Distribution of sample individuals based on the extent to which the direct president grants workers the authority to control their problems

Institution	Repetitions and Percentages (%)	Always	Mostly	Sometimes	Rarely	Never	The total
BATI	Repetitions and Percentages (%)	8 11.1%	2 2.8%	39 54.2%	0 0%	23 31.9%	72 100.0%
SAF	Repetitions and Percentages (%)	31 43.1%	1 1.4%	19 26.4%	2 2.8%	19 26.4%	72 100.0%
HAD	Repetitions and Percentages (%)	4 5.6%	6 8.3%	22 30.6%	16 22.2%	24 33.3%	72 100.0%
The total	Repetitions and Percentages (%)	43 19.9%	9 4.2%	80 37.0%	18 8.3%	66 30.6%	216 100.0%
the chi-square for the above data							
calculated chi-square		degrees of freedom			level of significance		
68.989		08			.000		

The source: Based on the outputs of the analysis using the SPSS software

Through the analysis and examination of Table 33, it is found that the responses regarding the three economic institutions are quite diverse. Out of a total of 72 workers, 23 responded, representing 31.9%, at the level of Patiseram, stating that the immediate supervisor does not provide the necessary and sufficient authority for the worker to control the problems they encounter during work, meanwhile, 39 out of 72 workers, which is 54.2%, responded with

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"sometimes." This leads us to conclude that the immediate supervisor may have difficulty grasping the concept of delegating authority to their subordinates. Regarding the Safsar Foundation, out of a total of 72 workers who were surveyed, 32 of them, representing 44.5% of the labor force under study, answered that their immediate supervisor always grants them sufficient authority to solve work-related issues. In contrast, 21 workers, which accounts for 29.2%, denied having such authority. The remaining 19 workers, however, responded with "sometimes," indicating that they do not consistently possess sufficient authority. This may be due to their lack of sufficient experience, which, according to them, makes their immediate supervisor somewhat hesitant to trust them. At the level of the Haddad complex, 40 workers out of 72, which is 55.5% of the surveyed community, have denied that their immediate supervisor has given them the necessary authority to control work-related issues. Meanwhile, the remaining percentage, estimated at 44.5%, representing 32 workers, had varied responses. Some confirmed that they encountered problems during work, and their immediate supervisor granted them the necessary authority to address these issues, while others informed us that the immediate supervisor does not always provide them with sufficient authority to control work-related problems, but only occasionally.

According to the table, the calculated value of chi-squared (χ^2) is 68.989. This is a function of degrees of freedom (08) and an error level (0.05) with a significance level of (0.000). This means that there are statistically significant differences among the three institutions.

2-3- Analysis of variance regarding the significance of statistical differences among the studied institutions: To clarify the significance of the differences, we used the ANOVA (Analysis of Variance) measure, and the results are as shown in the following table:

Table (11): One-way Analysis of Variance for the Significance of Statistical Differences in Delegating Authority by Type of Institution

axis	source of variation	Degrees of freedom	sum of squares	mean of squares	F value	level of significance
Delegation of authority	Between groups	2	909.620	454.810	20.278	0.000
	Inside groups	213	4777.250	22.428		
	The total	215	5686.870			

The source: Based on the outputs of the analysis using the SPSS software

The table illustrates that the value of (F) for the delegation of authority is estimated at 20.27 after delegation of authority. This value is a function of degrees of freedom within groups (213) and between groups (02) at a significance level of 0.000. This implies the presence of statistically significant differences.

2-4- Determining the source of differences between institutions under study: To determine the source of these significant differences and uncover their statistical significance, the Scheffe multidimensional scale was employed to investigate the direction of these differences between

the institutions: Patiseram, Savsar, and Haddad Group. The results are presented in the following table:

Table (12): Results of the Scheffe test for determining the direction of differences between the institutions under study

dependent variable	Instiution (A)	Institution (B)	difference of means	standard error	level of significance	confidence level 95 %	
						minimum limit	Maximum limit
Delegation of authority	BAT	SAF	-1.84722	.78931	.067	-3.7929	.0985
		HAD	3.12500*	.78931	.001	1.1793	5.0707
	SAF	BAT	1.84722	.78931	.067	-.0985	3.7929
		HAD	4.97222*	.78931	.000	3.0265	6.9179
	HAD	BAT	-3.12500*	.78931	.001	-5.0707	-1.1793
		SAF	-4.97222*	.78931	.000	-6.9179	-3.0265

The source: Based on the outputs of the analysis using the SPSS software

The table shows that there are statistically significant differences in authority delegation, and the accompanying table illustrates these differences and their trends.

Table (13): Results of the Scheffe Test for Statistical Significance of Differences in Delegation of Authority.

Institution	HAD	BAT	SAF
HAD		- *	- *
BAT	+ *		
SAF	+ *		

The source: Prepared by the researcher based on the analysis outputs using SPSS software

The table above shows that there are statistically significant differences in the level of authority delegation to subordinates in favor of the institutions Safsar and Patiseram compared to the Haddad institution. The researcher attributes this result to the fact that the direct supervisors in Safsar and Patiseram institutions are actively preparing their colleagues to take on this position in the future, whereas in the Haddad conglomerate, the direct supervisors do not pay much attention to this matter.

This idea is confirmed by referring back to the previous analysis, which shows us that direct supervisors in the Hadad organization do not possess the element of power delegation. The responses of the employees in this organization have indicated to us that the direct supervisor does not delegate authority to manage affairs in their absence, does not grant them the freedom to act in how they perform their tasks, does not allow them to take on leadership roles within the group, and does not request any assistance from them in carrying out their assigned duties. Furthermore, the direct supervisor does not trust their ability to carry out their work, as they are constantly monitoring them. Additionally, they refrain from giving them the necessary authority to control the problems they encounter during work, which confines these subordinates to a narrow scope and places them under the control of their direct supervisor. This reduces their

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sense of responsibility in performing their work, which in turn limits their ability to bring innovation and hinders their creative spirit. This working environment also diminishes the employees' sense of belonging, thus reducing their job satisfaction. Moreover, it lowers their self-confidence and motivation.

As for the Batisram and Safsar Foundations, it is the opposite of what was mentioned in the Hadad Foundation. Based on the previous analysis, it is noticed that direct presidents somewhat possess an element of power delegation. The responses of the employees, as previously indicated, confirmed that some, if not most, of the foundations of power delegation are available in the behavior of their direct leaders. This has a positive impact on the subordinates, increasing their sense of responsibility in performing their work. They perceive the seriousness and sensitivity of the tasks assigned to them, which makes them work diligently and continuously to generate ideas and implement them effectively. Working under power delegation also strengthens the employee's sense of belonging, thereby increasing their job satisfaction. It also boosts their self-confidence and motivation, all of which have a positive effect on an individual's production of creative intellectual energy.

In conclusion, when differentiating between the Safsar Foundation and the Patisram Foundation in terms of the level of authority delegation, based on the previous analysis, it is found that the Safsar Foundation is better than the Patisram Foundation, and both are better than the Haddad Foundation. In the Safsar Foundation, it is found that the majority of the principles of authority delegation are present among the direct leaders. As for the Patisram Foundation, there is a partial absence of some principles and the presence of others, but in general, there is a degree of authority delegation. **This confirms the invalidity of the main hypothesis, as the leaders of the studied institutions do not all adopt the principle of authority delegation in leadership.**

Conclusion

This article is concluded by presenting a set of results and offering a sentence of recommendations:

1:The results: Through the study of both the theoretical and practical aspects, several results were reached:

- Delegating authority is considered one of the essential matters in institutions, and it is regarded as a fundamental factor in modern management, as it maximizes the contributions of employees, leaders, and organizations;
- Delegation is the delegation of authority, not responsibility, as the delegate of authority remains fully and directly responsible for the results of the task performance;
- The authorization process is not a random operation; rather, it is an organized process with its stages and requirements. Leaders must have a complete understanding of all aspects of this process;
- The lack of awareness among leaders in organizations, regardless of their levels, regarding the importance of delegating authority to subordinates, and their failure to embrace delegation as a leadership principle.

2 . Recommendations: Based on the results obtained, the researcher recommends:

- Emphasizing the adoption of a policy of delegating authority to employees at all levels within the institution, and elevating the importance of this matter;
- Complete abandonment of the autocratic approach in dealing with others;
- Holding training courses and involving leaders at all levels to familiarize them with the principle of delegation of authority, its key principles, stages, requirements, and its positive effects on leaders, individuals, and institutions.

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**A Study of the Extent to Which Leaders Adopt the Principle of Delegation of Authority -
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ملحق رقم (1): قائمة الأساتذة المحكمين

الإسم واللقب	الرتبة	المؤسسة
عبد الوهاب بلمهدي	أستاذ	جامعة سطيف 1
الحسين بورغدة	أستاذ	جامعة سطيف 1
زين الدين بروش	أستاذ	جامعة سطيف 1
ساعد بن فرحات	أستاذ	جامعة سطيف 1
يعلى فاروق	أستاذ محاضر "أ"	جامعة سطيف 2

ملحق رقم (2): إستمارة بحث

السلام عليكم ورحمة الله تعالى وبركاته، وبعد:

الإستمارة بين يدك تهدف إلى محاولة التعرف على آراء العمال في الشركة الجزائرية لصناعة الخزف حول مدى تبني قادة المؤسسات الجزائرية لمبدأ تفويض السلطة في القيادة.

الرجاء التكرم بإعطاء هذه الإستمارة جزء من وقتك، وتحري الدقة والموضوعية في إجابتك عليها، وذلك لما لها من أهمية في هذه الدراسة، مع العلم أن الهدف الأول لهذه الإستمارة هو أكاديمي بحث، والمعلومات لن تستخدم إلا لأغراض البحث العلمي.

الجزء الأول: البيانات الشخصية والوظيفية

1- العمر:

من 20 إلى 30 سنة () من 31 إلى 40 سنة ()

من 41 إلى 50 سنة () من 51 إلى 60 سنة ()

2- المستوى التعليمي:

() إبتدائي () ثانوي () أساسي () جامعي

3- عدد سنوات الخبرة:

من 1 سنة إلى 05 سنوات () من 6 إلى عشر سنوات () أكثر من 10 سنوات ()

الجزء الثاني: البيانات الأساسية:

الرقم	العبرة	دائما	غالبا	أحيانا	نادرا	أبدا
01	يفوضني صلاحيات تسيير الأمور حال غيابه					
02	يمنحني حرية التصرف في كيفية أداء مهامني					
03	يسمح لي بأخذ دوره القيادي في الجماعة					
04	يطلب مني مساعدته في أداء واجباته					
05	يثق بقدرتي على القيام بعملني دون الحاجة إلى الرقابة علي					
06	يمنحني السلطة اللازمة للتحكم في المشكلات التي تواجهني أثناء العمل					