

Syed Gul Muhammad Shah\*

Anjum Bano Kazmi†

## The Impact of Delegation of Authority on Job Satisfaction, Job Performance and Organizational Growth at Higher Educational Institutions in Sindh

**Abstract** *The present study is explanatory research that adopted a cross-sectional survey design to achieve the objectives of the study. Simple random sampling technique was used to obtain data from the teachers. The data were collected from n=10 public and general private universities of Sindh. The data were analyzed using SPSS v.22 and AMOS v.22. The findings revealed that firstly, a delegation of authority has a significant impact on job satisfaction because ( $\beta = 0.928$ , and  $p$  value=0.000). Secondly, a delegation of authority has a significant impact on job performance because ( $\beta = 1.047$ , and  $p$  value=0.000). Thirdly, job satisfaction has a significant impact on organizational growth because ( $\beta = 0.407$ , and  $p$  value=0.000). Fourthly, job performance has a significant impact on organizational growth because ( $\beta = 0.141$ , and  $p$  value=0.000). Therefore, this study recommends that the practice of delegation of authority should be adopted in public and private universities.*

**Key Words:** Delegation of Authority, Job Satisfaction, Job Performance, Organizational Growth, Higher Educational Institutions of Sindh

### Introduction

Delegation is no longer an unfamiliar term in management. It is broadly recognized as an indispensable component of efficient management ([Joiner and Leveson, 2015](#)). Delegation means assigning responsibility and authority for accomplishing objectives of an organization. Further, it shares power or authority to somebody in a lower position and grants additional authority to accomplish assigned tasks. It is a process of decentralization of power and authority to the subordinates to strengthen the organization, develop cooperation, coordination, skill development and efficiency of the organization itself ([Lussier and Achua, 2013](#); [Yukl, 2013](#)). The purpose of delegation is to increase organizational performance ([Venton, 1997](#)). Similarly, according to [Sev \(2017\)](#), when a boss assigns the duty to employees in officialdoms, three main issues are understood; there occurs transfer of accountability, allocation of power and formation of accountability. Likewise, the study of Morakel, Monobe and Mbulawa (2012), talks about responsibility, authority and accountability. They are of the view that delegation means assigning authority and responsibility to the people and hold them accountable for the desired outcomes. Apart from that, there is consensus among many researchers that delegation leads to job satisfaction, job performance and organizational growth. However, caution must be engaged to distinguish between allocation and the routine job work which is invented to be achieved by the sub-ordinates. It is not a delegation to tell the employees to the job that is already assigned to them and is in their job description. [Obi, Okpara and Lugard \(2018\)](#) recognize the importance of the delegation of authority. They remark that allocation of power does not mean the resignation of the account, but it purely means certain input sum of the accountability and power to the work as they can perform the allocated errands. However, the ultimate responsibility lies with the delegator.

The study of Joiner and Leveson (2015) assert that delegation causes a major influence on the work gratification and job routine of the employees. Accordingly, Bjornskov and Gur (2017) are of the opinion that delegation increases productivity and job satisfaction, but there is a fear that the delegation of authority might bring some chaos in the organization. When principal authorizes an agent to perform the task, the agent might not take such decision which is in the greatest benefit of

\*PhD Scholar, Iqra University Karachi, Sindh, Pakistan. Email: [gulshah4nf@yahoo.com](mailto:gulshah4nf@yahoo.com)

†Professor, Department of Speech and Language, Iqra University Karachi, Sindh, Pakistan.

the organization. This is a fear that is always associated with the delegation of authority. However, this fear can be addressed by better mechanism and trust between delegator and delegatee.

We live in a reasonable era, and managers are forced to produce results. They fall short because they do not adequately utilize available resources, especially workforce for greater performance. This lack on the part of the managers causes serious issues for the managers, employees and organization itself. [Usman \(2014\)](#) testifies that there is no delegation of power by the managers in Pakistan, and when they make all the decisions, it causes serious problems for the institution. Regrettably, delegation is a slightest general workout in our society, particularly in the education sector. For decades, delegation is avoided in public and private institutions. Even if in some cases if delegation is exercised, enough authority is not granted to the delegate that leads to failure and disappointment on both ends ([Swai, 2014](#)). However, the study of [Yukl \(2013\)](#) asserts that delegation means giving new responsibilities to the employees and more authority to perform the tasks satisfactorily. This anomaly causes frustration, dissatisfaction and eventually leads to the slow or no organizational growth. Despite its recognition as an important tool, delegation is not a popular activity among managers.

### Theoretical Underpinning of the Study

The present study is focused by a pyramid of wants philosophy given by Abraham Maslow in 1943 and Herzberg in 1965 that classifies work satisfiers. Abraham Maslow hypothesizes that there exist some needs among every human. Such wants are self-respect, independence, attainment, rank, credit and care from others and self-actualization. Delegation of authority falls within such areas as defined by Maslow.

[Maslow \(1954\)](#), in his book motivation and personality, writes that from a cultural point of view, physiological and security needs are important. When such needs are fulfilled, the performance of the employees would ultimately increase. [Jerome \(2013\)](#) is of the view that the effective manager is one who satisfies employees' self-actualization needs. It means to utilize employees' ability and potential. This would definitely enhance the overall productivity and effectiveness of the organization. The organization must provide a creative and innovative environment for the employees.

According to [Pang and Lu, \(2018\)](#), motivation plays an important part in the job satisfaction and organizational performance of the employees. However, the study of [Oloko, Obonvo and Kodmbo \(2014\)](#) asserts that delegation increase employees' sense of achievement, self - esteem. Delegation of authority grants autonomy/empowerment to an employee, and empowerment leads to job satisfaction and self-actualization. According to the theory, people do the job to satisfy their needs and organizations provide those jobs and try to fulfill their needs as they may actively work for the growth of an organization. In such way when employees' needs are realized they would feel satisfied with their jobs hence work energetically to fulfill organizational goals. Similarly, [Tahir and Iraqi \(2018\)](#) conducted on X, Y and Maslow's Theory. According to the results of the study when managers use X theory, they do not get the desire results. However, such managers, when use Y and Maslow's theory, are able to get stronger outcomes in terms of retention and performance.

### Research Hypotheses of the Study

- H1:** Delegation of authority has a significant impact on job satisfaction at public and private higher educational institutions of Sindh.
- H2:** Delegation of authority has a significant impact on job performance at public and private higher educational institutions of Sindh.
- H3:** Job satisfaction has a significant impact on organizational growth at public and private higher educational institutions of Sindh.
- H4:** Job performance has a significant impact on organizational growth at public and private higher educational institutions of Sindh.

## Theoretical Framework of the Study

To device, the study the theoretical outline of the study is established by describing independent, dependent variables. Responsibility, Authority, Accountability, Job Performance and Job Satisfaction are the independent variables, while organizational growth is a dependent variable employed in this study.

### Research Model



**Model:** Delegation of Authority  
*Source: Author's contribution*

### Literature Review

According to [Yukl \(2014\)](#), a delegation of authority means giving new responsibilities to employees and extra authority to perform satisfactorily. The empirical study of [Sev \(2017\)](#) defines authority as the right to give orders for the accomplishment of any task. It is true to take any action or choice which otherwise managers have done. Delegation provides a platform to the subordinates to showcase their abilities and aptitudes and establish their worth in the institute. Moreover, delegation improves skills, confidence, competency and moral of the subordinates. They become vibrant and energetic. This strategy becomes instrumental for employees and organizational growth. [Venton \(1997\)](#) says that delegation accountability and authority are enforced in an organization to augment the performance of the employees. Delegation of authority is a double-edged weapon because on one hand delegation it exposes the shortcomings and abilities of subordinates; on the other hand, it provides an opportunity to subordinates to showcase their talent. It is a duty of the organizational manager to unearth the hidden talent and bring them in the mainstream and provide them with the opportunities to demonstrate their talent and excel in their fields. Further, they think that good managers multiply their effectiveness through the efforts of others. They take along a talented group of the people and train. They prepare future leaders by delegating them and provide them with opportunities for personal growth. However, there is fear among some leaders who think that they are training their replacement. The reality is that managers are not producing clones. However, according to [Swai \(2014\)](#), the real allocation is one of the greatest important skills that types or disruptions a director and his/ her job.

### Hypotheses Development

#### Responsibility

Responsibility is taken from the Latin verb "respondeo" that means to respond. [Musenze, Thomas and Lubega \(2014\)](#), state that assigning responsibility is an essential part of the delegation. When managers assign responsibility to subordinates, they essentially trust their employees and provide them with the opportunity to develop skills and prove their worth within the organization. [Kennedy and Keino \(2017\)](#) are of the view that delegation of responsibility to employees in organizations relieves managers from work stress. According to [Yukl \(2014\)](#), delegation means giving the new responsibilities to employees, and assigning extra authority to them perform satisfactorily. Study of [Njine, Nzulwa, Kamaara and Ombui \(2017\)](#) confirm that delegation of responsibilities and job performance are positively and significantly related. The study of [Mbunde \(2018\)](#) statistically proves that there is a considerable

influence of the delegation of responsibility on the performance and job satisfaction of the subordinates.

### **Authority**

Authority is another essential component of the delegation process. Joiner and Leveson (2015) say that delegation comprises transferal of authority from manager to an outranked. In this connection study of [Sev \(2017\)](#) guides that there should be clarity of purpose in the delegation of authority. If staffs do not recognize the determination of the duty and its significance, they may not put in their finest in the task. [Al-Jamal and Al-Khasawneh \(2015\)](#) statically prove that there exists a positive and considerable association between a delegation of authority and job performance. Further, that there is a constructive and considerable association among a delegation of authority and job concert and job satisfaction. The study of [Kennedy and Keino \(2017\)](#) shows that delegation of authority is also one of the ways to enhance organizational performance. [Venton \(1997\)](#) says that delegation accountability and authority are used in an organization so that the performance of the employees may be improved. [Bernard and Umar \(2014\)](#), state that power and authority may be judicially exercised as they become instrumental to organizational goals. The study of [Noureen, Iqbal, Awan, and Azher \(2017\)](#) reasserts the claim of the other researchers that workplace empowerment is related to job satisfaction.

### **Accountability**

Accountability is one of the main components of delegation process without which the process of delegation is incomplete, and there is a relation between accountability and performance of the employee ([Hall, 2005](#); [Sev, 2017](#); [Jamal, Essawi, and Tilchin, 2014](#)). Han and Hong (2016) assert that there exists a positive and considerable association between accountability and organizational performance. [Venton \(1997\)](#) is of the view that delegation accountability and authority improve the performance of the employees, and enhances the job satisfaction of the employees.

### **Job Satisfaction**

Job satisfaction is a much-researched variable in research. [Belias and Koustelios \(2014\)](#) define Job satisfaction as subordinates understanding of their operational conditions, relationships among co-workers, income and job promotion opportunities. It is said that a content worker is a useful worker. [Osabiya and Joseph \(2015\)](#) are of the view that the success of any organization depends on the job satisfaction of its workers. Highlighting the importance of job satisfaction [Oloko, Obonvo and Kombo \(2014\)](#) emphasis that job satisfaction causes a central role in long term growth of an organization all over the world. [Joiner and Leveson \(2015\)](#) in their study, empirically prove that there exists a strong association between delegation and job satisfaction. Further, if the needs of the employees are realized, they surely would contribute to organizational growth. Al-Jamal and Al-Khasawneh (2015) statically prove that there exists a strong and considerable association between delegation and job satisfaction. Joiner, Bakalis and Choy (2016) also reveal that there exists a considerable relationship between delegation and job satisfaction. [Ahmad, Iqbal, Javed and Hamad \(2014\)](#) highlight that employee satisfaction is an essential element for organizational growth. [Osabiya and Joseph \(2015\)](#) are of the view that the success of any organization depends on the job satisfaction of the employees.

### **Job Performance**

[Akhtar and Iqbal \(2017\)](#) define job performance means achieving more with fewer assets, making more than you have. [Joiner and Leveson \(2015\)](#) empirically prove that there exists an association between delegation and job performance. Study of [Ahmad, Iqbal, Javed and Hamad \(2014\)](#) assert that there exists strong association among job presentation and job gratification. Likewise, [Al-Jamal and Al-Khasawneh \(2015\)](#) statically show that there is stout and substantial association amid delegation of power and work presentation. Revision of [Obi, Okpara, and Lugard \(2018\)](#) say that allocation of power reasons great presentation of the staffs. [Latif, Ahmed, Qasim, Mushtaq, Ferdous, and Naeem \(2013\)](#) empirically prove that job performance plays a crucial part in organizational growth.

## Research Design

Bhattacharjee (2012) describes the research design as a comprehensive plan for data collection. Its goal is to respond to the research question/ hypothesis. This study employs a cross-sectional survey. The population of the current research study was the university teachers who voluntarily participated in the study. Six public and four private universities of Sindh province were selected for the revision. The information was unruffled over simple random sample technique spending 7-point Likert scale from 1-7. 1 specifies "strongly disagree", and 7 specify "strongly agree". The questionnaire was established by adapting items from numerous readings.

## Operational Definition and Measurement

### Delegation of Authority

Allocation of power is an exogenous variable which was unrushed by 16 items modified from [Kyarimpa, \(2010\)](#); [Victor, \(2017\)](#); [Schriesheim et al. \(1998\)](#) and [Angela \(2005\)](#). Delegation of power has three dimensions, such as responsibility (6 items), authority (5 items) and accountability (5 items).

### Job Satisfaction

Work gratification was an endogenous variable which was unhurried by three items modified from [Brayfield \(1951\)](#).

### Job Performance

Work presentation was an endogenous variable which was measured by three items modified from [Al-Jamal and Al-Khasawneh \(2015\)](#).

### Organizational Growth

Executive development was an endogenous variable which was measured by three items modified from [Drew, \(1997\)](#) and [Deshpande, Jarley, and Webster, \(1993\)](#).

Total of 26 items was selected from different studies and slightly altered in according to the context of the current study. Reliability of the questionnaire was measured through piloting among the university teachers who were not part of the sample of the study. Reliability statistics (Cronbach's Alpha) of the pilot study was found .890. Apart from this, the teachers were briefed about the objects of the study before the collection of the main data. Having gone through the piloting and briefing about the study questionnaire was distributed among 700 public and private university teachers. Out of 700 responses, 640 were selected for further analysis.

**Table 1.** Details of Participants of the Study (N=640)

Demographic Items	Frequency	Percentage
<b>University</b>		
Public university	480	75%
Private university	160	25%
<b>Gender</b>		
Male	516	80.6%
Female	124	19.4%
<b>Qualification</b>		
Doctor of Philosophy (PhD)	148	23.1%
Master of Philosophy (MS/M.Phil.)	419	65.5%
Masters (Sixteen years of education)	73	11.4%
<b>Faculty Rank</b>		
Lecturer	261	40.8%
Assistant professor	238	37.2%
Associate professor	112	17.5%
Professor	29	4.5%

Demographic Items	Frequency	Percentage
Faculty Status		
Full time	380	59.4%
Contract	174	27.2%
Visiting	86	13.4%
Age		
Under thirty	233	36.4%
31 to 40	297	46.4%
41 to 50	89	13.9%
Above 50	21	3.3%

Source: Author's estimation

### Data Screening

Data screening is an important step before going for further analysis. It is a process that ensures that data is clean, useable, and reliable and is prepared statistical analyses. The researcher did not find any out of the range values and missing values in the data. There were 78 outliers in the study which were removed from the study.

**Table 2.** Reliability (Main Study n=562)

S. No.	Construct	Dimension	Items	Alpha
			16	.872
1	Delegation of Authority	1. Responsibility	6	.795
		2. Authority	5	.834
		3. Accountability	5	.853
2	Job Satisfaction		3	.796
3	Job Performance		4	.787
4	Organizational Growth		3	.808
	Overall Instrument		26	.891

Source: Author's estimation

**Table 3.** Rotated Component Matrix

	Rotated Component Matrix <sup>a</sup>					
	1	2	3	4	5	6
RS4	.823					
RS2	.813					
RS6	.783					
RS3	.690					
RS5	.632					
AC3		.809				
AC4		.772				
AC2		.768				
AC5		.671				
AC1		.641				
AU4			.837			
AU2			.814			
AU3			.748			
AU5			.680			
AU1			.593			
JP2				.842		
JP4				.824		
JP3				.714		
JP1				.628		

OG2	.848	
OG1	.807	
OG3	.801	
JS3		.821
JS1		.803
JS2		01.785

### Structural Equation Modeling Analysis

Organizational calculation modelling (SEM) is used to observe interrelationship among different dependent and independent variables at the same time (Hair et al. 2006). The current study utilizes a two-step method of SEM to investigate the model as proposed by (Hair et al., 2006; Henseler et al., 2009; Anderson and Gerbing, 1998). Both the assessment of the measurement model and the assessment of the structural model were carried out.

### Convergent and Discriminant validity

CFA was applied to assess the measurement model and evaluate the reliability and validity of the variables. The validity of the measurement model is measured through discriminant and convergent validity. Discriminant validity is established by the criteria proposed by Fornell and Larcker 1981. According to this rule AVE of each variable should be higher than the squared correlation between the variables and any other variables. Table 3 shows satisfactory discriminant validity.

**Table 4.** Validity and Reliability

	CR	AVE	MSV	MaxR(H)	JP	JS	DOA	OG
JP	0.805	0.584	0.263	0.838	0.764			
JS	0.802	0.576	0.355	0.903	0.245	0.759		
DOA	0.812	0.522	0.158	0.921	0.513	0.596	0.654	
OG	0.825	0.612	0.208	0.944	0.261	0.404	0.456	0.782

Table 4 shows CR ranges from 0.82 to 0.825, while the AVEs range from 0.522 to 0.612. Table 4 demonstrates that the model falls within suggested criteria.

### Goodness of Fit Measures

The ratio of  $\chi^2/df$  for CMIN/DF is 1.767; however, the threshold is  $0 \leq \chi^2/df \leq 3$ ; RMR is .043; however, the threshold is  $0 \leq RMR \leq 0.10$ ; SRMR is .0448; however, the threshold is  $0 \leq SRMR \leq 0.10$ ; CFI is .971; however, the threshold is  $0.90 \leq CFI \leq 1.00$ , TLI is .965 however, the threshold is  $0.90 \leq CFI \leq 1.00$  and root mean square error of approximation (RMSEA) .037 however, the threshold is  $0 \leq RMSEA \leq 0.07$ .

**Table 5.** CFA Model Fit

S. No	Measure	Threshold	Result	Remarks
1	$\chi^2/df$ for CMIN/DF	$0 \leq \chi^2/df \leq 3$	1.767	Good
2	RMR	$0 \leq RMR \leq 0.10$	.043	Good
3	SRMR	$0 \leq SRMR \leq 0.10$	.0448	Good
4	CFI	$0.90 \leq CFI \leq 1.00$	.971	Great
5	TLI	$0.90 \leq CFI \leq 1.00$	.965	Great
6	RMSEA	$0 \leq RMSEA \leq 0.07$	.037	Good

Source: Author's Estimatio



Table 5 indicates that the model is fit because all the goodness of fit meets the required threshold values.

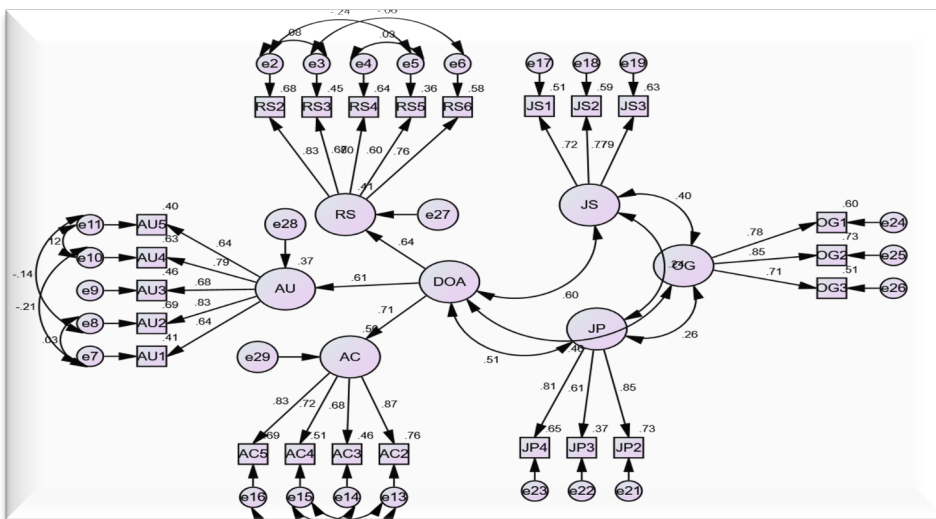


Figure 1: CFA Model

Table 6. SEM Model to Test the Hypotheses

			Estimate	S.E.	C.R.	P	Label
JS	<---	DOA	.928	.127	7.312	***	Accepted
JP	<---	DOA	1.047	.150	6.993	***	Accepted
OG	<---	JS	.407	.060	6.832	***	Accepted
OG	<---	JP	.141	.041	3.441	***	Accepted

Table 6 shows that all the hypotheses were accepted as p-value is < 0.05.

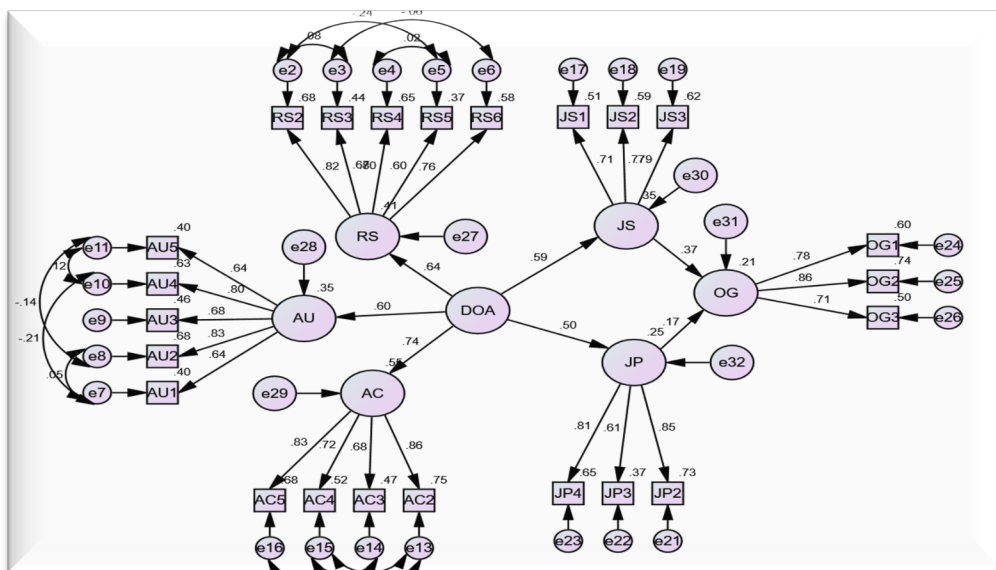


Figure 2: SEM Model



## Key Findings of the Study

- The first finding empirically proved that delegation of authority (with three dimensions such as responsibility, authority, and accountability) has a significant impact on JSat public and private higher educational institutions in Sindh because ( $\beta= 0.928$ , and  $p$  value= $0.000$ ).
- The second finding empirically proved that delegation of authority (with three dimensions such as responsibility, authority, and accountability) has a significant impact on JP at public and private higher educational institutions in Sindh because ( $\beta= 1.047$ , and  $p$  value= $0.000$ ).
- The third finding empirically proved that JS has a significant impact on organizational growth at public and private higher educational institutions in Sindh because ( $\beta=0.407$ , and  $p$  value= $0.000$ ). Fourthly, job performance has a significant impact on organizational growth because ( $\beta=0.141$ , and  $p$  value= $0.000$ ).
- The Fourth finding empirically proved that JP has a significant impact on organizational growth at public and private higher educational institutions in Sindh because ( $\beta=0.141$ , and  $p$  value= $0.000$ ).

## Discussion

The result of the first hypothesis shows that allocation of power has a considerable influence on work gratification at public and private higher educational institutions of Sindh. The study contains three dimensions of the delegation of authority. These are responsibility, authority and accountability. The consequence shows that all these dimensions have a positive association with job gratification of the teachers of the public and private universities. The results of the current study are as similar to the earlier results of [Leana`s \(1986\)](#) revision which confirms that job satisfaction and delegation are significantly related. A recent study of [Kumari and Rachna \(2011\)](#) express the similar idea that there happens optimistic relative between allocation and job satisfaction. Likewise, the study of [Musenze, Thomas and Lubega \(2014\)](#) on the delegation and job gratification of the primary school teachers. Choice creation, independence, power and accountability were the dimensions of the delegation and reward, promotion, working conditions and co-workers were the dimensions of the job satisfaction. The results of the study show that all the dimensions of the delegation of authority are significantly related to the dimensions of job satisfaction. Study of [Elnaga and Imran \(2014\)](#) show almost the same results. Similarly, [Al-Jamal and Al-Khasawneh \(2015\)](#) statically prove that there is a constructive and considerable association among a delegation of authority and job satisfaction. The study of [Lyons, 2016; Kennedy and Keino, 2017; Noreen, Iqbal, Awan, and Azher, 2017; Mbunde, 2018](#) similarly assert that there is strong and positive relation of the delegation of authority with job satisfaction.

The second hypothesis is about the relationship between a delegation of authority and job performance of the employees at higher educational institutions. The result shows that there exists a positive association between a delegation of authority and job performance. The result is aligning with the study of [\(Leana, 1986; Venton,1997; Yukl, 1998\)](#) who also claim that there exists a relation between a delegation of authority and job performance. The study of [\(Hoque, 2011; Elnaga and Imran, 2014; Jammal, Khasawneh and Hamadat, 2015; Lyons, 2016; Njine, Nzulwa, Kamaara and Ombui, 2017; Mbunde, 2018\)](#) statistically proves that there is a significant impact of the delegation of authority on the job performance of the subordinates.

The third hypothesis is also accepted, which statistically proves that there is a significant and positive relationship between job satisfaction and organizational growth. The current study shows harmony with the findings of [\(Kwasi and Agatha, 2010; Antoncic, and Antoncic, 2011; Aziri, 2011; Manzoor, 2012; Latif, Ahmad, Qasim, Mushtaq, Ferdos and Naeem,2013, Mafini, and Poe, 2013; Dobre, 2013; Elnaga and Imran, 2014; Oloko, Obonvo and Kodmbo, 2014; Belias and Koustelios, 2014; Ahmad, Iqbal, Javed and Hamad, 2014; Nur, Dahie and Osman, 2015; Osabiyaand, Joseph, 2015; Joiner and Leveson, 2015; Bakotic,2016\)](#). Aforementioned studies empirically prove that there exists a strong and positive relationship between job satisfaction and organizational performance.

The last hypothesis of the study is about the relationship between job performance with organizational growth. The results show that there exists a strong relationship between job performance with organizational growth. Result of the hypothesis is in harmony with the study of

([Obisi, 2011](#); [Hameed and Waheed, 2011](#); [Dobre, 2013](#); [Latif, Ahmed, Qasim, Mushtaq, Ferdoos and Naeem, 2013](#); [Awadh and Saad, 2013](#); [Shahzad, 2014](#); [Obi, Okpara, and Lugard, 2018](#)) who empirically proves that job performance is related with organizational growth.

### Implications of the Study

The findings of this study suggest various administrative implications. University administrators must use the findings of the study for the benefit of the organization. Following implications are suggested.

- Model of the delegation of authority contributes immensely to university teachers. This model statistically proves that delegation of authority has a positive and significant relationship with the job satisfaction and job performance of the employees. Moreover, job satisfaction and job performance lead to organizational growth.
- The model has implication for the administration that responsibility, authority and accountability, which are the integral parts of the delegation process. The process of delegation is incomplete without giving responsibility, authority and accountability to the sub-ordinates. When sub-ordinates are given (responsibility, authority and accountability) they feel job satisfaction and their performance increase which ultimately boots up organizational growth.
- This model can positively contribute to other sectors like health, revenue, agriculture, public administration and so on.
- This model is tested on public and private universities which testify that this model can be applied to the various private sector institutions across the country.
- The proposed model is useful for policymakers. They need to make such policies that consider delegation of authority as a tool to motivate employees and boost up organizational growth.

### Conclusion

The chief aim of the present revision was to examine the influence of delegation of authority on work gratification, work presentation and governmental growth at a higher educational institution in Sindh. The findings revealed that the allocation of power has a statistically important influence on organizational growth. The findings indicate that the respondents believe that delegation of authority is an essential tool in management. There is a statistically significant relationship between the allocation of power dimensions (responsibility, authority and accountability) with job satisfaction and job performance. The second most important step in the process of the delegation is giving authority to the subordinates as they may freely accomplish the assigned tasks. No doubt, authority leads to both the work gratification and job performance and at the end, it enhances the organizational growth. Further, the results show that there is a statistically important connection of accountability to job satisfaction and job presentation. Without accountability, the whole process of the delegation of the authority seems useless. When the subordinates know that at the end of the day, they are accountable to the boss for the results, they work with great care and bring about good results. Further, job satisfaction, along with the job performance, ultimately boosts up the organizational growth.

## Reference

- Ahmad, N., Iqbal, N., Javed, K., & Hamad, N. (2014). Impact of Organizational Commitment and Employee Performance on the Employee Satisfaction, *International Journal of Learning, Teaching and Educational Research*, 1 (1) 84-92
- Akhtar, J. H., & Iqbal, I. (2017). Impact of motivation on teachers' job performance: A case study of a public sector university, *Journal of Educational Sciences & Research*, 04 (1), 53 – 71.
- Al-Jamal, H. R., & Al-Khasawneh, A. L. (2015). The impact of the delegation of authority on employees' performance at great Irbid municipality: case study. *International Journal of Human Resource Studies* 5(3), 48-69. ISSN 2162-3058 2015.
- Anderson, J. C., Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological bulletin*. 103(3).
- Angela T. H. (2005). The Graduate School; Accountability in Organizations: An Examination of Antecedents and Consequences: Dissertation
- Antoncic, J., & Antoncic, B. (2011). Employee satisfaction, entrepreneurship and firm growth: a model, *Industrial Management & Data System*, 111 (4), 589-607.
- Awadh, A. M., & Saad, A. M. (2013). Impact of Organizational Culture on Employee Performance, *International Review of Management and Business Research*, 2(1), 168-175.
- Aziri, B. (2011). Job satisfaction: A Literature Review, *Management Research and Practice* 3(4), 77-86 ISSN 2067-2462 [b.aziri@seeu.edu.mk](mailto:b.aziri@seeu.edu.mk)
- Baer, J. (1999). You can't Do It All: effective delegation for supervisors, coastal training technologies corp. USA.
- Bakotic, D. (2016). Relationship between job satisfaction and organizational performance, *Economic Research-Ekonomskistraživanja*, 29(1) 118-130, DOI 10.1080/1331677X.2016.1163946
- Battacharjee, A. (2012). Social Science Research: Principles, Methods, and Practices. [http://scholarcommons.usf.edu/oa\\_textbooks/3](http://scholarcommons.usf.edu/oa_textbooks/3)
- Belias, D., & Koustelios, A. (2014). Organizational culture and job satisfaction: a review, *International Review of Management and Marketing*, 4(2), 132-149 ISSN: 2146-4405
- Bell, R. L., & Bodie, N. D. (2012). Delegation, Authority and Responsibility: Removing the Rhetorical Obstructions in the Way of an Old Paradigm, *Journal of Leadership, Accountability and Ethics* 9(2), 94-108.
- Bernard, E. I., & Umar, K. (2014). Authority, power, and conflict in organization: Analysis of the impact of their functional relationship in organization performance, *European Journal of Business and Management*, 06(22), 174-184.
- Bhutto, N. A., Laghari, M. K., & Butt, F. (2012). A Comparative Study of Organizational Climate and Job Satisfaction in Public, Private and Foreign Banks, *Asian Social Science* 8(4), 259-267.
- Brayfield, A. H. (1951). An index of job satisfaction, *Journal of Applied Psychology*, 35, 307-311.
- Brown, J. D. (1988). Understanding research in second language learning: A teacher's guide to statistics and research design. Cambridge, *Cambridge University Press*.
- Chen, Z. X., & Aryee, S. (2007). Delegation and employee work outcomes: An examination of the cultural context of mediating processes in China, *The Academy of Management Journal* 50(1), 226-238. URL: <http://www.jstor.org/stable/20159849>
- Cohen, L., Manion, L., & Morrison, K. (2000). Research Methods in Education. London: *Routledge Falmer*.
- Creswell, J. W., & Plano Clark, V. L. (2011). Designing and conducting mixed methods research. Thousand Oaks, CA: *Sage*.
- Deshpande, R., Jarley, JU., & Webster. JR. (1993). Corporate culture, customer orientation, and innovativeness in Japanese firms: A quadrad analysis.", *Journal of marketing*, 57, 23-37.
- Dessler, G., & Phillips, J. (2008). Managing now! Houghton Mifflin Company Boston New York.
- Dobre, O., (2013). Employee motivation and organizational performance, *Review of Applied Socio-Economic Research*, 5(1), 53-60 URL: <http://www.reaser.eu> ISSN: 2247-6172
- Drew, S. (1997). "From knowledge to action: The impact of benchmarking on organizational performance.", *Long Range Planning*, 30, 427-441.

- Elnaga, A. A., & Imran, A. (2014). The impact of employee empowerment on job satisfaction: theoretical study, *American Journal of Research Communication* 2(1), 13-26 www.usa-journals.com, ISSN: 2325-4076.
- Fatima, M. (2016). The Impact of Organizational Culture Types on the Job Satisfaction of Employees, *Sukkur IBA Journal of Management and Business*, 3(1), 13-32.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*. 18(1), 39-50
- Ghejan, A. L., & Gal, J. H. (2017). Delegation of responsibilities and decision-making authority in low trust countries. *Unpublished thesis*.
- Global Education Monitoring Report (2017/18)
- Hackman, B. K. (1995). Reconceptualizing managerial delegation behavior, *Asia pacific journal of human resources* 32(2), 33-52.
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate data analysis*: Pearson Prentice Hall. Upper Saddle River. NJ.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2012). PLS-SEM: Indeed, a silver bullet. *Journal of Marketing Theory and Practice*, 19(2), 139–152.
- Hall, T. A. (2005). *Accountability in Organizations: An Examination of Antecedents and Consequences*. Unpublished Electronic Theses, Treatises and Dissertations, Florida State University Libraries
- Hameed, A., & Waheed, A. (2011). Employee Development and its Effect on Employee Performance: A Conceptual Framework, *International Journal of Business and Social Science*. 2(13), 224-229.
- Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. *New challenges to international marketing*. 277-319
- Herrera, R. F., & Munoz, F. C. (2016). Demonstration of need of delegation with Newton's third law of action and reaction, *Open Journal of Business and Management* 4, 251-257.
- Hertzberg, F. (1966). *Work and the nature of man*. *Cleveland: World Publishing*. Higher Education Commission (HEC)
- Hoodbhoy, P. (2009). Pakistan 's Higher Education System— What Went Wrong and How to Fix It, *The Pakistan Development Review* 48: 4 Part II, Pp. 581–594. <http://dx.doi.org/10.5296/ijhrs.v5i3.8062>
- Jamal, A. H., Essawi, M., & Tilchin, O., (2014). Building result-based accountability in an organization, *Open Journal of Business and Management*, 2, 195-203.
- Jamal, H. R., Khasawneh, A. L., & Hamadat, M. H. (2015). The impact of the delegation of authority on employees' performance at great Irbid municipality: *case study*, 5(3), 48-69.
- Jammal, H. R., khasawneh, A. L., & Hamadat, L. H. (2015). Impact of the delegation of authority on employees `performance at great Irbid municipality: a case study, *international journal of human resources studies*, 5(3), 48-69.
- Jerome, D. N. (2013). Application of the Maslow's hierarchy of need theory; impacts and implications on organizational culture, human resource and employee's performance, *International Journal of Business and Management Invention*, 2(3), 39-45.
- Joiner, T., & Leveson L. (2015). Effective delegation among Hong Kong Chinese male managers: The mediating effects of LMX. *Leadership and Organization*, *Development Journal*, 36(6), 728-743. <https://doi.org/10.1108/LODJ-11-2013-0149>
- Kelly, T. N. N. (2018). *Accountability and employee performance: A case study Bambuiy engineering service & techniques (B. E. S.T) S.A.R.L. An unpublished thesis*.
- Kennedy, S., & Keino, D. (2017). Effect of delegation of authority on organizational performance. A case of Twiga chemical industries LTD, *European Journal of Business and Strategic Management*, 2(1), 93-113.
- Khalid, S., Irshad, M. Z., & Mahmood, B. (2012). Job satisfaction among academic staff: a comparative analysis between public and private sector universities of Punjab, *International Journal of Business & Management* 7(1), 126-136. doi:10.5539/ijbm.v7n1p126 URL: <http://dx.doi.org/10.5539/ijbm.v7n1p126>

- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities, *Educational and psychological measurement*, 30(3), 607-610.
- Kumari, N., & Rachna, M. (2011). Job Satisfaction of the Employees at the Workplace, *European Journal of Business and Management* 3(4), 11-30.
- Kwasi, D., & Agatha, H. (2010). Job Satisfaction and Motivation: Understanding its impact on employee commitment and organizational performance, *Academic Leadership*, 8(4), 66-77
- KYARIMPA, M. (2010). Delegation and job satisfaction of secondary schools' teachers in Mukono District: A case study of Mukono town council schools, unpublished thesis of masters of art in educational management.
- Latif, M. S., Ahmad, M., Qassim, M., Mushtaq, M., Ferdoos, A., & Naeem, H. (2013). Impact of employee's job satisfaction on organizational performance. *European Journal of Business and Management*, 5(5), 166-171. ISSN 2222-2839
- Leana, C. R. (1986). Predictors and Consequences of Delegation. *Academy of Management Journal*, 29(4), 754-774. doi:10.5465/255943
- Luecke, R. A., & McIntosh, P. (2009). *The busy manager's guide to delegation*, American Management Association, New York: *Amacom*.
- Lussier, R., & Achua, C. (2013). *Leadership: Theory, application and skill development*. Mason: South-Western Publications. management research: A review of four recent studies. *Strategic Management*.
- Lyons, P. R. (2016). Making the case for manager delegation of authority. *Human Resource Management International Digest*, 24(5), 1-3. doi:10.1108/hrmid-03-2016-0025
- Maduanyi, S., Oke, A. O., Fadeyi, O., & Ajagbe, M. A. (2015). Impact of organizational structure on organizational performance: International conference on African development. Conference paper.
- Mafini, C., & Poe, D. R. I. (2013). The relationship between employee satisfaction and organizational performance: Evidence from a South African government department. *SA Journal of Industrial Psychology* 39(1), 1-9. <http://dx.doi.org/10.4102/sajip.v39i1.1090>
- Manning, G., & Curtis, K. (2012). *The art of leadership*, (4th ed.). New York: *McGraw-Hill*.
- Manzoor, Q. A. (2012). Impact of Employees Motivation on Organizational Effectiveness, *European Journal of Business and Management*, 3(3), 36-45. ISSN 2222-1905.
- Marume, S. B. M., Ndudzo, P., & Chikasha, D. (2016). The essence of the principle of delegation of authority. *Journal of Research in Humanities and Social Sciences*, 4(6), 10-14.
- Maslow, A. H. (1954). *Motivation and Personality*: NY: *Harper*.
- Maslow, A. H. (1943). A Theory of Human Motivation. *Psychological Review*, 50(4), 370-396.
- Mbunde, J. M. (2018). Influence of delegation of responsibilities to staff on pupils' performance in Kenya certificate of primary education, *International Journal of Education and Research*. 6 (2), 51-58.
- Musenze, I. A., Thomas, M. S. & Lubega, M. (2014). Delegation and Job Satisfaction: An evaluation of the relationship within Uganada's primary education sector, *Global Journal of Human Social Science Linguistics & Education*, 14(1), 71-78.
- Njine, G. W., Joyce, N., Mary, K., & Ombui, k. (2017). Influence of employee training on innovation performance of DIT S in Kenya, *Journal of Human Resource and Leadership*, 2(97), 1 – 16.
- Noureen, G., Iqbal, H. S., Awan, N. R., & Azhar, M. (2017). Female university teacher's workplace empowerment and job satisfaction: The moderating role of organizational commitment, *Journal of Educational Sciences & Research* 4(1), 14 – 23.
- Nur, A. H., Dahie, A. M., & Osman, A. A. (2015). Employees job satisfaction and organizational performance: Emperical study from higher education centers in Mogadishu-Somalia, *International Journal in Commerce, IT & Social Sciences*, 2(11), 30-43.
- Obi, J. N., Okpara, A., & Lugard, M. (2018). Improving NG employees' productivity through delegation of authority, *International Journal of nnovations in Social Science, Arts and Management*, 8 (1), 181-102.
- Obisi, C. (2011). Employee performance appraisal and its implication for individual and organizational growth, *Australian Journal of Business and Management Research*, 1(9), 92-97.

- Okafor, N. C., Kalu, A. E., & Ozioma, O. H. (2017). Effect of Organizational Structure on Performance of Selected Manufacturing Companies in Enugu State Nigeria, *5*(5) 190-206.
- Olcer, F., & Florescu, M. S. (2015). Mediating effect of job satisfaction in the relationship between psychological empowerment and job performance. *Business Excellence and Management* 5 (1) 05-32.
- Oloko, M., Obonvo, G. O., & Kodmbo, B. W. (2014). Effects of delegation on employee performance in saving and credit cooperative societies in Kisii country, Kenya. *The International Journal of Business & Management*, *2*(7), 203-215.
- Osabiya, & Joseph, B. (2015). The effect of employees' motivation on organizational performance, *Journal of Public Administration and Policy Research*, *7*(4) 62-75. Pakistan education statistics (2017-18)
- Pang, K., & Lu, C. S. (2018). Organizational motivation, employee job satisfaction and organizational performance: An empirical study of container shipping companies in Taiwan. *Maritime Business Review*. doi: 10.1108/MABR-03-2018-0007
- Schriesheim et al. (1998). Delegation and leader-member exchange: Main effects, moderators, and measurement issues. *Academy of Management Journal*, Vol. 41, No. 3, pp. 298-318.
- Setiawan, B. M., Putrawan, M., Marni, S. & Ghozali, I. (2016). 711 Effect of Organizational Structure, Leadership and Trust on Job Performance of Employee: A Case Study on Employee at Universitas Ternama, *International Review of Management and Marketing* *6*(4), 711-721.
- Sev, J. T. ((2017). Effective delegation of authority as a strategy for task accomplishment and performance enhancement in business organizations an empirical survey of flour mills of Nigeria, *The Business and Management Review*, *8*(4), 138- 158.
- Shahzad, F. (2014). Impact of organizational culture on employees' job performance: An empirical study of software houses in Pakistan, *International Journal of Commerce and Management*, *24*(3), 219-227. <https://doi.org/10.1108/IJCoMA-07-2012-0046>
- Swai, L. (2014), Factors inhabiting effective delegation in public organization: a case study of kibaha education centre (KEC). Unpublished Ph.D. thesis.
- Tahir, K., H., K. & Iraqi, K., T. (2018). Employee performance and retention: A comparative analysis of theory X, Y and Maslow's Theory, *Journal of Management Sciences Vol. 5*(1), 100-110. DOI: 10.20547/jms.2014.1805106
- UNESCO Global Education Monitoring Report (2017/18). Accountability in education: Meeting our commitments.
- Usman, S. (2014). Governance and higher education in Pakistan: what roles do boards of governors play in ensuring the academic quality maintenance in public universities versus private universities in Pakistan, *International Journal of Higher Education*, *3*(2), 38-51.
- Venton, J. P. (1997). A general theory of delegation, accountability and empowerment The Canadian *Journal of Program Evaluation* *12*(2), 163-188. ISSN 0834-1516 Copyright © 1997 Canadian Evaluation Society
- Victor, A. A. (2017). Time management strategies as a panacea for principals' administrative effectiveness in secondary schools in Enugu State, Nigeria, *3*(9), 22- 31 <http://edupediapublications.org/journals/index.php/JSMaP/> ISSN: 2395-0463
- Yukl, G. (2013). *Leadership in Organizations*, (8th ed.). University of Albany State University of New York: Pearson.
- Yukl, G., & Fu, P. P. (1999). Determinants of delegation and consultation by managers. *Journal of Organizational Behavior*, *20*(2), 219-232. doi:10.1002/(sici)1099-1379(199903)20:2<219:aid-job922>3.0.co;2-8