

Decision-Making Freedom in Delegation of Authority Among Managers: A Case of the Office National Assembly Tanzania

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Abstract

This study investigated the influence of a manager's level of decision-making freedom on the effective transfer of authority within the framework of an organization. The study utilized mixed methods encompassing qualitative and quantitative research methodologies, including survey data collected from a varied sample of managers from Tanzania National House of Assembly. The study indicated a robust and favorable association between the level of autonomy granted to managers in decision-making processes and their proficiency in effectively assigning authority to subordinates. Similarly, several types of organizational culture have the potential to either enhance or diminish an association and there exists a strong relationship between the extent of decision-making autonomy granted to managers and their proficiency in delegating authority.

Keywords: Managerial Decision-Making Freedom, Delegation of Authority, Effective Delegation, Organizational Management, National Assembly

Introduction

Delegation of authority has emerged as a crucial practice in public and private organizations within industrialized nations and is widely recognized as a critical component of efficient management regardless of whether it is in the public or private sectors (Joiner & Leveson, 2015). Delegating responsibility and authority to persons within a company is a key process aimed at accomplishing specified objectives. Through delegation, power is dispersed to those in lower positions by providing them with the necessary additional authority to successfully beyond their designated responsibilities (Tomizhet.al. 2022). The primary objective of decentralization is to bolster the organizational structure, cultivate collaboration, promote coordination, cultivate expertise, and optimize overall effectiveness to improve an organizational performance (Lussier & Achua, 2019). An additional emphasis is the manifestation of three primary consequences when supervisors assign tasks to their subordinates including the transference of duties, distribution of authority and obligation (Yukl, 2017).

The Office of the National Assembly holds a pivotal role in the functioning of the state, as it is entrusted with the task of enacting legislation to facilitate efficient governance. It is responsible for granting legislative consent for taxation and allocating funds for government operations. Furthermore, the Office scrutinizes government policies and administration, including budget proposals, and actively engages in deliberations on pertinent contemporary matters (Sundram *et al.*, 2020). The transformation of

companies from considering certain actions as optional to regarding them as essential has been driven by a multitude of factors that have contributed to progress and modifications within organizational units (Shah, 2020). In the United States for example, delegation of authority has resulted in heightened levels of flexibility and autonomy in the implementation of various processes and procedures. As a result, employees have experienced the increased empowerment, expanded functional rights, transition from autocratic to democratic principles, aligning with contemporary management trends and desires of the employees. The managers have successfully maintained their positions by effectively managing business operations, cultivating staff loyalty, and enhancing performance efficiency (Tamunomiebi & Worgu, 2020).

The practice of authority delegation within the Office of the National Assembly is not a new notion in developing nations, as it is widely observed in numerous countries across the globe, notably in African nations. In Nigeria, diligent personnel employed by the office of the National Assembly have demonstrated noteworthy commitment to their duties, resulting in enhanced productivity and less staff attrition (Olubayo, 2017). It is unsurprising that modern organizations such as Offices of National Assemblies are implementing tactics to augment employee dedication through the delegation of specific managerial. In Kenya, Ruto (2021) posited that employee delegation within the Office of the National Assembly functions as a mechanism for transmitting managerial skills to subordinates, rather than as a technique of avoiding responsibility and power Sev (2017).

In the context of Tanzania, the delegation of authorities is subject to several limitations. As argued by Mjaka (2016), certain leaders exhibit hesitancy in delegating work due to their personal convictions, while subordinates may experience apprehension about delegation as a result of their incomplete comprehension of the responsibilities at hand with short of enough emphasis on policies pertaining to delegation. Nevertheless, it is important to acknowledge that delegation has demonstrated its advantages within the managerial framework due to its ability to enable subordinates to partake in the decision-making process and actively contribute to organizational endeavors (Swai, 2023). The delegation of authority within the Office of the National Assembly lacks clarity regarding the specific processes and criteria employed for assigning powers to subordinates, lack of clarity regarding the extent to which managers have the freedom to determine the delegated authority together with uncertainties, in their level of managerial competence, confidence, communication effectiveness and the alignment of goals in the process of delegation of authority (Sinambela, *et al.*, 2022).

To promote the efficient allocation of authority within the Parliament, the organizational framework of the Office of the National Assembly in Tanzania is designed to establish the elected Speaker of the house as the principal figure of the parliament, with the deputy Speaker providing assistance in this role. Beneath this, there exists a parliamentary commission, in which the speaker assumes the role of a chairperson. The parliamentary functions are facilitated by a secretariat, with the clerk of the office of the National Assembly serving as a head to ensure efficient operations. To make sure of the efficient functioning of the parliament, it is imperative to appropriately allocate responsibilities and delegate certain matters as necessary. Hence, this study examined the influence of a manager's level of decision-making freedom on the effective transfer of authority within the framework of the National Assembly of Tanzania.

Research Methods

The research design was a cross sectional survey as data is collected once in time and is not repetitive in

nature. The research utilized multiple data gathering techniques, including the administration of a questionnaire. The utilization of questionnaires is supported based on their efficacy in rapidly collecting data from a sizable sample within a limited timeframe and at a reduced expense in comparison to alternative methodologies (Miles *et al.*, 2014). The study involved the administration of in-depth interviews with a sample of six management staff members who held leadership positions within their respective departments. As stated by Janny (2015), that open-ended interviews have gained popularity due to their ability to enable participants to articulate their perspectives using their own language, enhancing reliability and comparability of the acquired information. The data acquired from these interviews served as a valuable supplement to the data collected through questionnaires, and it directly pertains to the research inquiries under investigation. Besides, the study utilized the documentary review approach to conduct a comprehensive analysis of various sources such as journals, papers, theses, reports, and books that pertain to the delegation practices observed at the Office of the National Assembly of Tanzania.

In analyzing data, the researcher conducted a thorough examination of the completed questionnaires in order to verify their accuracy and consistency. Subsequently, a process of data cleansing was executed, encompassing tasks such as editing, coding, and tabulation in order to detect any atypical replies and assign numeric values to facilitate subsequent analysis. This study employed a combination of qualitative and quantitative methodologies due to their complementary nature and distinct advantages (Onwuegbuzie *et al.*, 2010). The utilization of a qualitative methodology offered the opportunity for participants to articulate their emotions and perspectives, so enabling the researcher to construct visual representations, such as charts and tables, to depict the gathered opinions.

3.0 Results and Discussion

3.1 Respondents Outlook on their Managers Capabilities to Exercise Decision Making

This question seeks to gauge the confidence of National Assembly of Tanzania's staff in the decision-making abilities of their managers concerning the delegation of authority. The results obtained are precisely summarized in Figure 1.

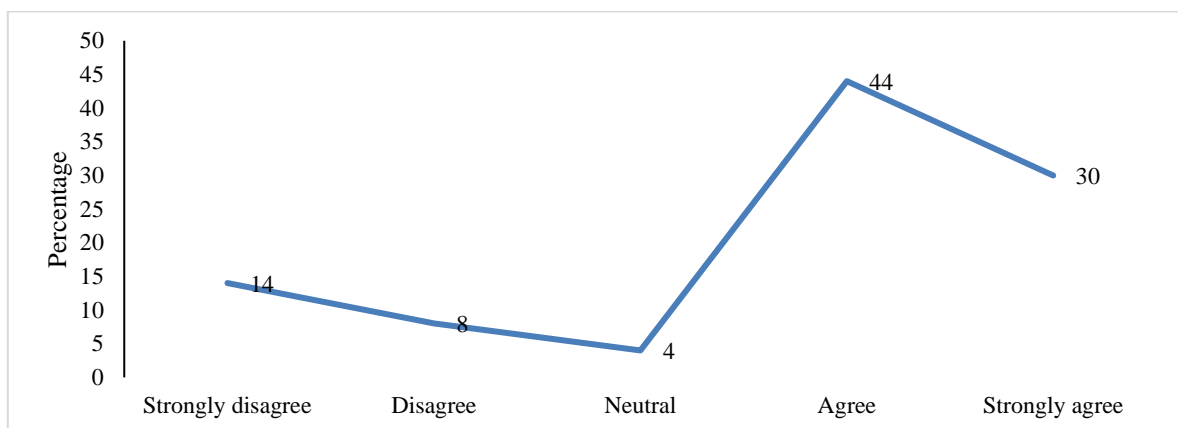


Figure 1 Managers possess enough capabilities to make decisions

Source: Research Findings, 2023

The results presented in Figure 1 indicate that a total of 7 respondents (14%) expressed strong disagreement with the assertion that managers possess the capability to effectively make decisions

regarding the delegation of authority. Additionally, 4 respondents (8%) disagreed with this statement, while 2 respondents (4%) remained undecided on this issue. On the contrary, approximately 22 individuals, accounting for 44% of the respondents, expressed agreement with the notion that managers possess sufficient competence to effectively carry out decision-making processes related to the delegation of authority. In addition, 15 respondents, constituting 30% of the total, strongly affirmed the proposition that managers possess adequate capabilities to make decisions.

In general, the findings of the study revealed that a substantial majority of the participants expressed consensus with the belief that managers possess the competence to make informed decisions regarding the allocation of power and responsibility within the National Assembly of Tanzania. This implies that the allocation of authority, a managerial task including the distribution of responsibilities and duties among personnel, is of utmost importance. Managers exhibit a holistic perspective about the goals of the organization, the available resources, and the skills and competencies of its workforce. The efficient allocation of resources and assignment of tasks to individuals with suitable abilities and credentials can be achieved by managers through the practice of delegating authority (Lloyd, 2023). This practice facilitates the optimization of production processes and the achievement of organizational objectives. The study conclusions are supported by other researchers. As exemplified by the findings of Rasheed (2020), it is the managers who are tasked with the job of creating strategic priorities and determining the trajectory of the organization.

The practice of delegating authority allows managers to allocate routine or less essential tasks to their subordinates, so freeing up their own time and mental resources to focus on strategic decision-making, problem-solving, and long-term planning (Mathebula & Barnard, 2020). This method ensures that essential strategic projects receive the necessary amount of attention.

The practice of assigning authority provides employees with an opportunity to augment their skills, knowledge, and capabilities. By assigning challenging tasks, managers can empower their team members by granting them responsibility and autonomy, so fostering their professional growth and enhancing their self-confidence. Delegation serves as a means to identify potential leaders within an organization, since it allows managers to assess the performance and future capabilities of their employees (Lloyd, 2023). Furthermore, Kiiza (2015) has demonstrated that under complex organizational structures, managers encounter limitations in their ability to independently make all decisions. Hence, the process of delegating authority enables the dispersion of decision-making authority over many hierarchical tiers, thereby granting operational personnel in close proximity to the processes the capacity to make timely and knowledgeable assessments. According to Breaugh, Rackwitz, & Hammerschmid, (2023), the implementation of decentralization in a company leads to enhanced organizational agility. This phenomenon can be attributed to the capacity to make decisions in a more efficient manner, while also possessing a more profound comprehension of the specific conditions involved.

3.2 Manager's authority for making delegation decisions

This inquiry sought to elicit participants' perspectives on the organization's adherence to granting managers adequate authority to make decisions pertaining to the allocation of responsibilities. The data acquired is precisely presented in Figure 2.

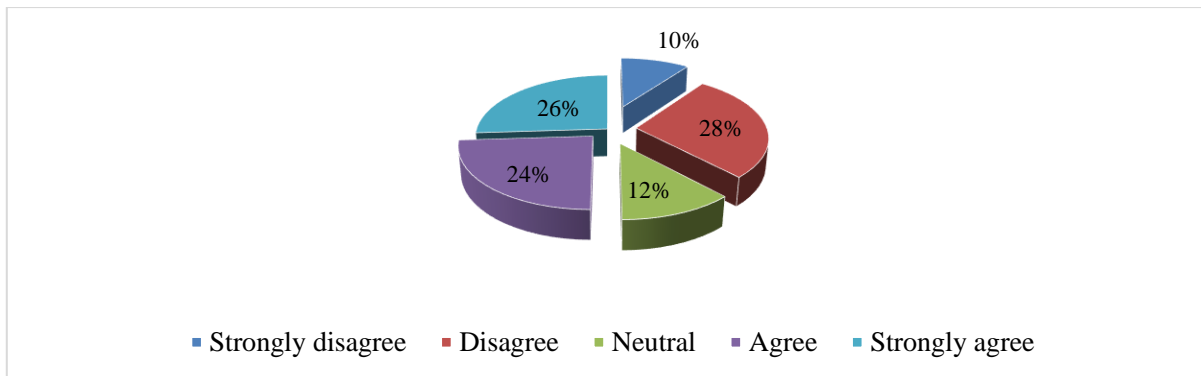


Figure 2: Managers have enough room for making delegation decisions

Source: Research Findings, 2023

The findings of the survey indicated that a total of 5 respondents, constituting 10% of the sample, expressed strong disagreement with the notion that the National House of Assembly consistently provide adequate authority for management to make decisions on the delegation of authority. Fourteen participants (28%) expressed their disagreement with the statement, while six participants (12%) indicated a neutral stance on the matter. The findings of the study indicated that 12 individuals, accounting for 24% of the participants, expressed agreement with the statement. Conversely, 13 respondents, comprising 26% of the sample, reported high agreement with the offered statement.

Consequently, a significant proportion of participants expressed their dissent towards the notion that businesses consistently provide opportunities for management to make decisions on the delegation of authority. The study findings suggest that the organization may not consistently allocate enough authority for the management to exercise delegation of responsibilities. The researcher takes into account the notion that allocating enough power for all aspects pertaining to the delegation of authority to management could potentially enhance organizational performance. The underlying justification for the implementation of delegation of authority is to allocate decision-making authority, so enabling timely and efficient responses to a range of challenges and possibilities. Therefore, when management demonstrates the capability to delegate authority, they can empower employees at different levels of the organizational hierarchy to exercise decision-making power within their particular areas of expertise. This strategy is implemented to alleviate any bottlenecks and delays that may occur throughout the decision-making process.

According to the study conducted by Obop (2016), managers have the responsibility of overseeing multiple functional domains within an organization. Through the process of delegating authority, managers have the ability to assign decision-making authority to capable individuals or teams. This practice guarantees that judgments are made by individuals who possess expertise and understanding of the specific matters under consideration, hence leading to enhanced results. The delegation of authority grants employees a sense of ownership and accountability, empowering them to take ownership of their tasks. The provision of decision-making authority to employees has been found to have a positive impact on their confidence, motivation, and job satisfaction. Moreover, it offers individuals avenues for enhancing their professional growth and acquiring knowledge.

Furthermore, Malmi (2020) and Mathebula (2020) substantiated the notion that the act of delegating authority allows managers to concentrate on more elevated strategic tasks and obligations, rather than being intricately involved in every operational decision. This enables managers to optimize their time

allocation and focus on matters of significance. Additionally, it fosters organizational flexibility by allowing decision-making processes to be customized to meet the specific needs and conditions of different teams or departments. The act of delegating authority enhances the resiliency of an organization by distributing decision-making capacities across multiple persons. In the event that a manager is inaccessible or leaves the firm, the implementation of a decentralized decision-making structure guarantees the uninterrupted continuation of activities, thereby minimizing any substantial disruptions.

Various individuals or teams are granted the authority to make choices within their respective domains, hence enabling cross-functional collaboration and the sharing of knowledge. In general, the delegation of authority tends to promote innovation and creativity inside a company. When employees are granted the authority to make decisions and undertake risks within their designated spheres of responsibility, they are inclined to produce novel ideas, proficiently resolve issues, and actively contribute to the organization's overarching culture of innovation. This fosters a setting in which the act of taking initiative is highly regarded and incentivized, leading to ongoing growth and a distinct edge over competitors (Kozioł-Nadolna, 2020)

3.1.3 Managers' freedom to make Decision

The purpose of this inquiry was to gather data from respondents regarding the extent to which managers possess the authority to make decisions regarding the delegation of authority. The obtained information is depicted in Figure 3.

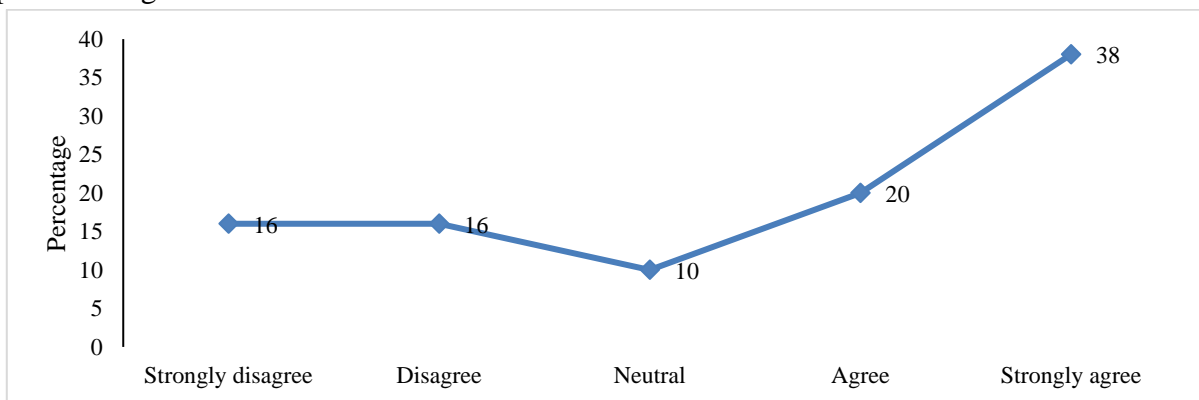


Figure 3 Not all managers have unrestricted Freedom to delegate authorities

Source: Research Findings, 2023

Approximately 19 individuals, accounting for 38% of the respondents, expressed a significant agreement with the notion that not all managers possess the freedom to independently determine to whom they allocate authority. Besides, a total of 10 individuals, accounting for 20% of the participants, expressed agreement with the notion. On the other sides, about eight respondents (16%) expressed their disagreement with the statement, while 8 individuals or 16% of the sample, strongly disagreed with the given statement. The remaining five participants (10%) indicated a neutral stance on the matter. Hence, a significant proportion of participants expressed disagreement towards the notion that all managers possess unrestricted autonomy in making decisions pertaining to the delegation of authority. It has generally observed that, within numerous organizations, the allocation of decision-making authority and power is distributed among multiple positions and hierarchical levels.

The allocation of authority within a hierarchical framework is contingent upon the organizational structure. In organizational hierarchies, managers at higher levels are typically granted the capacity to delegate tasks and responsibilities, whereas managers at lower levels possess a more restricted scope of decision-making authority. Therefore, it is important to acknowledge that managers may encounter constraints on their decision-making autonomy.

The findings of the study align with the conclusions drawn by Zatar (2018) and other experts, who indicated that a lack of autonomy among managers results in their tendency to engage in micromanagement of their subordinates. The concept of micromanagement pertains to a managerial strategy that is distinguished by the precise supervision and strict control exercised by managers over many aspects of their subordinates' tasks (Delgado, Strauss, & Ortega, 2015). This strategy impedes the manifestation of creativity, restricts the ability to make decisions, and hinders employees' propensity to take initiative. If managers consistently engage in micromanagement, it is possible that they possess a strong inclination to retain control and avoid assigning duties to subordinates. The pace of the decision-making process can be significantly influenced by the managers' decision to retain decision-making authority (White Jr, 2010). In situations when managers encounter limited autonomy, they tend to adopt the role of bottlenecks within the decision-making process, as their permission or input becomes necessary for each decision. This not only hinders the efficiency of operations but also restricts managers from allocating their focus towards more sophisticated duties or strategic decision-making (Delgado, Strauss, & Ortega, 2015).

In contrast, Rumman (2019) shown that delegation entails more than mere transfer of responsibilities; instead, it offers employees an opportunity to improve their abilities and progress in their professional careers. Managers facilitate the enhancement of team members' skill sets, acquisition of useful experience, and assumption of responsibility for assigned tasks through the practice of delegating authority (Mathebula& Barnard, 2020). The limited level of autonomy provided to managers might hinder the professional growth of their subordinates, leading to a workforce that remains static and has constrained capabilities. Employees thrive in a work environment that is defined by autonomy and the opportunity to exercise decision-making authority within the parameters of their given duties. The maintenance of managerial power possesses the capacity to elicit sentiments of disengagement and demotivation among employees (Rumman, 2019).

3.1.4 Influence of Managers' Freedom on Effectively Delegating Authority

The purpose of this study was to collect perspectives from participants on the impact of managerial autonomy on the successful execution of delegation of responsibility at the House of National Assembly. The data acquired is presented in Figure 4.

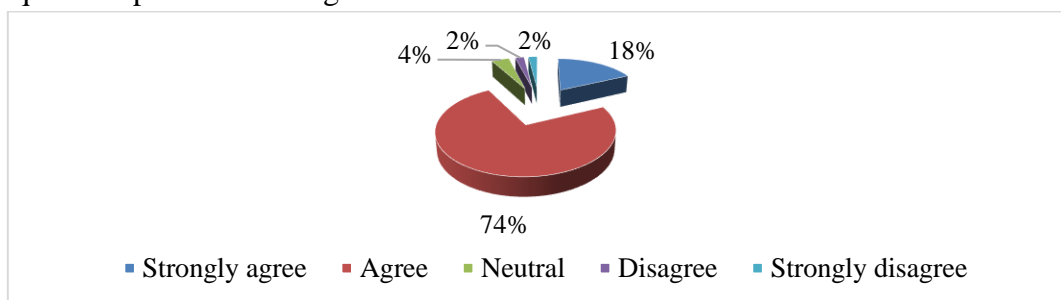


Figure 4 The influence of managers' freedom in delegating authority

Source: Research Findings, 2023

The findings of the study indicated that around 1 out of every 50 respondents (2%) strongly disagreed with the notion that managerial independence has a substantial influence on the delegation of authority. Likewise, one respondent, constituting a proportion of 2% of the total sample, expressed disagreement with the aforementioned remark, and two participants, accounting for 4% of the total sample, maintained a neutral stance regarding this matter. The results of the survey further revealed that a significant proportion of respondents, specifically 37 individuals (representing 74% of the entire sample), expressed agreement with the given statement. Furthermore, a lesser percentage of respondents, specifically nine people (constituting 18% of the overall sample), shown substantial agreement with the given statement. Overall, a significant proportion of respondents agreed that the extent of autonomy held by managers exerts a significant influence on the implementation of authority delegations. This suggests that the practice of managers assigning authority holds significant importance in enhancing the efficiency of decision-making, empowering people, optimizing the utilization of resources, fostering engagement and innovation, and facilitating the process of succession planning. The aforementioned advantages jointly contribute to the productive and efficient functioning of enterprises.

Costantini, Coppola, & Franco (2020) argue that the delegation of decision-making responsibilities and allocation of duties among subordinates is facilitated through the provision of authority to managers. This allows individuals to focus on strategic planning, higher-level decision-making, and other essential aspects of their responsibilities. Through the allocation of tasks to capable individuals, managers has the capacity to accelerate the process of decision-making and augment the overall effectiveness of operations (Mazzetti & Schaufeli, 2022). The act of delegating authority enables administrators to grant power to their subordinates. The practice of managerial delegation and the allocation of authority to employees has been seen to foster a sense of ownership and accountability. According to Mathebula and Barnard (2020), the manner in which employees perceive trust and worth has the capacity to exert a favorable impact on their motivation levels, job satisfaction, and overall performance.

Moreover, the act of delegating serves to promote the development of employees' abilities, expertise, and ability to make informed decisions, so supporting growth in both personal and professional domains. Furthermore, as argued by Ghejan (2017), managers may encounter limitations in terms of time and resources, hence impeding their capacity to autonomously manage all tasks and obligations. By means of the practice of delegating authority, managers are capable of effectively utilizing the qualities and experience that their team members possess. This enables the efficient distribution of available resources, as individuals can utilize their unique skills and perspectives to achieve the goals of the organization (Stickney & Johnston, 1983). Delegation also serves the purpose of mitigating bottlenecks and ensuring fair allocation of tasks among members of a team. When managers distribute responsibility among their staff, they cultivate increased levels of employee participation and dedication. By delegating decision-making authority to employees and encouraging their active participation in idea generation, managers can effectively leverage the collective intelligence and creativity of the team. According to Kafaji (2020) Al-Jamal, Al-Khasawneh, Hasan, and Hammadat (2015), delegation has the ability to facilitate the development of innovative ideas, improve problem-solving abilities, and provide unique perspectives that may otherwise be unachievable.

In a broad context, the practice of delegating authority allows managers to efficiently identify and nurture prospective successors within their team. Managers can foster the development of employees for future leadership roles by providing them with opportunities to take on additional responsibilities. This technique ensures a smooth transition in the case of managerial openings and contributes to the

cultivation of a talent pool including capable and skilled leaders. Moreover, it bolsters the overall resiliency of the organization by reducing dependence on a single individual.

3.1.5 Descriptive statistics

Descriptive statistics were used to organize, summarize and present data whether they come from studies of populations or samples.

Table 1: Descriptive statistics

Variable	Minimum	Maximum	Mean	Std.
Our managers are able to make decision regarding delegation of authority	2	5	4.06	0.679
The organization always gives room for the management to decide on matters related to the delegation of authority	2	5	4.13	0.706
All managers are free to make their own decision as to whom the authority should be delegated	1	5	4.12	0.656
Without enough freedom, it is hard for the managers to delegate some authorities	2	5	4	0.985
Freedom of managers has major influence in the practice of delegation of authority	2	5	4.26	0.601
Overall mean			4.056667	

Source: Field Study, 2022

KEY: mean scores ranging from 1.00 – 1.79 = Strongly Disagree, 1.8 – 2.59 = Disagree, 2.6 – 3.39 = Neutral, 3.4 – 4.19 = Agree, 4.2 – 5.0 = Strongly Agree.

Table 4.3 indicates influence of a manager's decision-making freedom on the effective delegation of authority. Firstly, all variables are shown to read 4 and above on average. This implies that the respondents agreed that a manager's decision-making freedom influences the effective delegation of authority. It is important to note that the specific variables mentioned are not provided in the prompt, so it is difficult to provide a detailed analysis of these variables. However, based on the information given, it can be inferred that the respondents perceive a positive relationship between a manager's decision-making freedom and effective delegation of authority.

Furthermore, the overall mean of 4.056667 falls between the range of 3.4 – 4.19. This indicates that the respondents generally agreed that a manager's decision-making freedom affects the effective delegation of authority. The mean value falling within this range suggests a moderate level of agreement among the respondents. It is important to note that without the standard deviation or other measures of dispersion, it is difficult to determine the level of agreement precisely. This finding is in line with other scholar for example research by Steffel & Williams (2017) supports the idea that individuals delegate decisions to

avoid potential regret or responsibility for making the wrong choice. Their experiments show that people delegate difficult decisions, regardless of the decision's importance or the surrogate's expertise. This desire to avoid regret directly leads people to delegate choices to others. This finding aligns with the notion that a manager's decision-making freedom can influence the effective delegation of authority. When managers have the freedom to make decisions, they may be more willing to delegate authority, as they can trust their subordinates to make choices on their behalf.

On the other hand, Costantini, F., Coppola, P., & Franco, G. (2020) discusses the optimality of delegating pricing authority to the sales force. While providing salespeople with pricing authority can lead to suboptimal tradeoffs between price and effort, it also allows for more flexibility and responsiveness in the sales process. The study highlights the potential benefits and challenges of delegation in a business context. Research has shown that a manager's decision-making freedom can have a significant impact on the effectiveness of delegation. When managers have the freedom to make decisions, they are more likely to delegate authority effectively. This is because they can trust their subordinates to carry out tasks and make decisions on their behalf. On the other hand, if managers feel restricted in their decision-making, they may be hesitant to delegate authority, leading to inefficiencies and reduced effectiveness. Inferential statistics were needed for making generalizations from samples to populations.

Test of normality

Normality tests are used to determine if a *data set* is well-modeled by a normal distribution and to compute how likely it is for a random variable underlying the data set to be normally distributed that can be interpreted several ways.

Table 2: Normality test

Variable	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardized Residual	0.198	100	.532*	0.404	100	0.437

Source: Field Study (2023); SPSS version 26.

Table 2 presents the results of the Kolmogorov-Smirnov and Shapiro-Wilk tests used to assess the normality of the data. The null hypothesis of these tests is that the data are normally distributed, while the alternative hypothesis suggests otherwise. Typically, the rule of thumb is to reject the null hypothesis if the p-value exceeds a significance level of 5%. The findings in Table 4.8 indicate that the null hypothesis is accepted and the alternative hypothesis is rejected. This suggests that the error term in the model follows the properties of a normal distribution.

Test of Heteroscedasticity

Cross-sectional research designs like this study often have very small and large values and are more likely to have heteroscedasticity (*non-constant variance*) in the context of the error term (Clark *et al.*,2008). To satisfy regression assumptions and trust the results, heteroscedacitivity test was carried out.

Table 3: Test for Heteroscedasticity

Source	chi2	Df	P
Heteroscedasticity	20.58	14	0.1129
Skewness	7.41	4	0.1156
Kurtosis	0.92	1	0.3386

Total	28.91	19	0.0674
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Source: Extracted from Field Data, 2023.

Table 3 shows that the computed Breusch-Pagan test for heteroscedasticity P-value at a 5 percent significant level is 0.1129, which is more than 0.05. So, as a general rule, the null hypothesis could not be thrown out at a level of significance of 5%. This means that the residual or the variance is always the same. To test the influence of manager's decision-making freedom on delegation of authority, regression analysis was carried out.

Table 4: The influence of manager's decision-making freedom on delegation of authority

Effective delegation of authority	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
Manager's decision-making freedom	.905	.037	24.19	0.00	.831	.98	***
Constant	8.899	1.432	6.22	0.00	6.058	11.74	***
Mean dependent var	43.150		SD dependent var		5.560		
R-squared	0.857		Number of obs		100.000i		
F-test	585.054		Prob> F		0.000i		
Akaikecrit. (AIC)	435.752		Bayesian crit. (BIC)		440.962		

*** p<.01, ** p<.05, * p<.1

Source: Field Study (2023); SPSS version 26.

The results presented in Table 4 provide insights from a linear regression analysis conducted to examine the influence of a manager's decision-making freedom on effective delegation of authority. The findings suggest that the independent variables considered in the model were effective predictors of effective delegation of authority. Approximately 85.7% of the variations in effective delegation of authority were accounted for by the variations in the explanatory variables included in the model. Furthermore, the results indicated that the explanatory variables had a significant and influential effect on the effective delegation of authority, as evidenced by the statistically significant F-value of 585.054 (P < 0.001). The predictor variables (manager's decision-making freedom) significantly influenced effective delegation of authority.

Manager's decision-making freedom statistically significant(p-value=0.000) influence effective delegation of authority. Addition to that the regression coefficient was 0.905 which is positive. This implies that for under ceteris paribus for each unit increase in manager's decision-making freedom score, on average, the effective delegation of authority increases by 0.905 units.

Conclusions

Based on the empirical evidence, the present study draws the conclusion that a significant proportion of participants have firm viewpoints regarding the managerial competence of individuals inside the National House of Assembly, asserting their ability to effectively make decisions concerning the allocation of authority. Nevertheless, a significant portion of the participants expressed dissent over the notion that the scrutinized House of Assembly consistently fails to provide sufficient autonomy for managerial decision-making pertaining to the distribution of responsibility. Moreover, the results of the study have also revealed that a significant proportion of participants maintain the viewpoint that,

although managers possess the competence to make sound decisions regarding the allocation of powers, they are not granted adequate autonomy to determine the recipients of such authority within the context of the National House of Assembly.

The study also indicates that a significant number of participants expressed agreement regarding the negative impact on managers' ability to delegate effectively when they lack sufficient freedom. There is a prevailing consensus among the respondents that the level of freedom afforded to managers' plays a crucial role in facilitating the successful implementation of authority delegation practices. As a result, the study suggests that in order to facilitate the constructive advancement of operations within the Tanzania National Assembly, it is advisable to provide managers of different departments within the institution with sufficient autonomy to determine the appropriate individuals to whom they can delegate responsibility. This is due to the fact that these managers possess a deep understanding of the capabilities of their subordinates, with whom they engage in daily collaboration. The implementation of this initiative is expected to yield several benefits for the House of Assembly, including improved performance, enhanced opportunities for managerial mentorship, increased motivation among staff, strengthened trust between management and lower-ranking officials, and enhanced teamwork. These outcomes are anticipated to contribute to the overall efficiency and effectiveness of operations within the Tanzania National House of Assembly

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