

The Influence of Authority Delegation on Leadership Performance during COVID19 Pandemic

Dr. Faisal H. Al Monawer
- Arab Planning Institute – Kuwait
Professor
faisal@api.org.kw

Dr. Mohamed Mahmoud Abdel aal Hassan
Faculty member at Regional
Development Center - Institute of
National Planning – Egypt
m.hassan@inp.edu.eg

Abstract

In 2019, there appeared a disease within china under the name of Covid-19. It is known as an infectious disease caused by the last detected virus of the Coronavirus series. There was no knowledge of this new virus and its disease before it began spreading in Wuhan, China, in December 2019. Covid-19 has now turned into a pandemic affecting many countries of the world. With the appearance of this virus, all countries started delegating authorities to its lower departments in order to increase its readiness to face the pandemic and manage the daily lives of people in the best way possible (Al-Jammal et al, 2015).

Current study aimed at examining the influence of authority delegation in increasing the efficiency of leadership performance during COVID 19 pandemic within the Kuwaiti ministry of health in 2020. The Study adopted the quantitative approach through exposing total of (372) officials within Kuwaiti ministry of health to an internal questionnaire related to authority delegation and

leadership performance¹. Results of study indicated that there excites a positive influence of authority delegation variables including (Unity of Commands, Degree of Absoluteness, Leadership Empowerment and Function of Responsibility) in increasing the efficiency of leadership performance within the ministry. This influence – as according to results - appeared to be stringer in fields of leadership empowerment and functions of responsibilities referring to the areas of delegation and the expected results of such delegation, in addition to that, results indicated that authority delegation helped the state of Kuwait in facing and containing COVID 19 pandemic in the best ways possible through the empowerment of many departments to take actions as according to their specialty, this has helped in managing the crisis with the least losses possible. Study recommended increasing fields of empowerment to leadership within ministry; this empowerment should be attached to extensive approaches to training.

Introduction

In accordance with the traditional legal rules, the person with jurisdiction must exercise his jurisdiction by himself. Therefore,

1)- Population of study consisted of managerial officials and decision makers within Kuwaiti ministry of health. Total of (400) official were exposed to the questionnaire, researcher was able to retrieve (372) properly filled questionnaire which appeared as a statistically accepted ratio of 93%.

delegation can't be done in the first place, since each authority must exercise its functions assigned to it in a personal capacity. It is not permissible to waive these powers granted. The burden of determining the authority entrusted with a specific jurisdiction rests initially with the authority that has the authority to grant jurisdiction (the original constituent authority), and this authority alone can authorize anybody or authority to delegate some of its powers (Graham, 2015).

In 2019, there appeared a disease within china known as Covid-19, it is known as an infectious disease caused by the last detected virus of the Coronavirus. There was no knowledge of this new virus and its disease before it began spreading in Wuhan, China, in December 2019. Covid-19 has now turned into a pandemic affecting many countries of the world. With the appearance of this virus, all countries started delegating authorities to its lower departments around the world in order to increase its readiness to face the pandemic and manage the daily lives of people in the best way possible (Al-Jammal et al, 2015).

With the course of time, authority delegation became a strategic managerial approach which enabled decision makers to focus on the bigger problems leaving the marginal decision to people who can handle it. In current study, researcher will go through the aspect of authority delegation through COVID 19 pandemic among Kuwaiti ministry of health and how it helped in controlling the spread of the disease and save lives of people who would have been infected.

Problem Statement

Authority is a term referring to the person with whom the power met to manage a group of people in a specific place and time, and.

The word has a comprehensive expression that contains all the forms of power that help in managing a group of people, it is worth noting that there is a difference in finding a separate definition of power as a concept related to its true meaning. There is a deep connection to the roles and concepts reflected. This led to finding judicial authority, financial authority, and executive authority, a political authority, etc (Dobrajska et al, 2015).

However, due to the practical necessities and developments in life and the complexity of state functions. The need to exercise jurisdiction outside of its original owner seemed urgent, in order to achieve the principle of running public facilities regularly and steadily, and from here the authorization appeared as an exception to the principle of personal practice of jurisdiction, to be applied in all facilities and at all levels, where Resort to it to face the absence of the inherent if it is not possible to implement the ideas of solutions and representation.

Study Objectives

1)- With the course of time specially after the spread of Covid-19, authority delegation became a strategic managerial approach which enabled decision makers to focus on the bigger problems leaving the marginal decision to people who can handle it. In current study, researcher will go through the aspect of authority delegation through COVID 19 pandemic among Kuwaiti ministry of health and how it helped in controlling the spread of the disease and save lives of people who would have been infected.

2)- Current study aimed at examining the role of authority delegation in increasing the efficiency of leadership performance during COVID 19 pandemic in 2020.

3)- how the Kuwaiti ministry of health managed to control the and what are the conclusions that can be taken from this case.

Theoretical Framework and Literature Review

Authority Delegation

According to (Hooghe and Marks, 2015), the concept of delegating administrative authority means the legal right of the manager to take decisions and give orders to others and it is an optional allowing process to transfer part of the authority from the president to the subordinate and it is clear in the formation and achievement of success and satisfactory results by granting management powers to some of the facility's employees and assigning them their own tasks and motivating them to implement those Business and also hold individuals responsible for accomplishing these tasks with a high level of accuracy and professionalism, showing them the limits of these actions.

Definition

Authority delegation was defined by Haselhuhn et al (2017) as transfer of powers from one official to another, and this is most often done in writing. These powers may be from one institution to another institution, and here a constitutional amendment is needed in order for the work of the state, institution, company, or any other entity to continue. The delegation is made either in writing in the form of a decision or an explicit text referred to in the regulations governing the work in the absence of the director or the absence of the president (Lavertu, 2015). From another perspective, (Lee and Bass, 2014) found that authority delegation is the process that is used to grant specific powers to the various levels of the administrative system, and to define the framework

in which each of them can work, in order to facilitate the decision-making process at the most appropriate level.

Nori et al (2015) noted that the base of authority delegation refers to the state where a manager assigns some powers to others like leaders through adopting measures and means to hold them accountable for their results so as to ensure that they exercise those powers in the manner found appropriate. McElheran (2014) saw that authority delegation means granting others the right to act and take decisions in a specific scope and to the extent necessary to accomplish a specific task. Indeed, the capacity of the competent manager is to delegate authority to collaborators to relieve himself of partial details of the administration and devote himself to his primary functions which are general planning, policy formulation, regulation and oversight in addition to solving problems and delegating Authority does not mean that the delegate loses his authority, but that he remains fully retained and has the right to recover it at any time.

Medvinsky et al (2015) stated that the delegate does not relieve himself of his responsibility to those who are above him for the efficiency and effectiveness of performing the assigned tasks, and it should be noted that trust is the basis for the delegation of authority and the delegation can be verbal or written, and in fact the delegation of authority carries with it an expression of the decentralization of power. Sev et al (2017) on the other hand stated that the patterns in which the delegation of powers is carried out are different, there are some leaders or managers who adhere to all the powers granted to him and reject the principle of delegation, there are those who delegate under certain conditions such as work pressures and the size of the work is large enough to compel them to do so, others delegate powers and fail to

determine the type delegated powers, and the other type gives a full delegation of powers and the fact that the first and last type are not desirable, i.e. not delegating powers at all or delegating them at all due to the risks that arise from them in addition to being a type of adventure and risk to the extent that is not easy to control.

However, it can be said that authority delegation as according to Ellig and Horney (2019) is the state of transferring or participating authority that enables the individual to be free from responsibility and to respond to inquiries regarding the results.

Principles of Authority Delegation

Function

In this principle activities should be grouped to facilitate the achievement and achievement of goals in order to develop functional divisions (Hooghe and Marks, 2015).

Results

This principle refers to the fact that the authority must be delegated to the manager in an appropriate manner to ensure the ability to achieve the expected results (Dobrajska *et al*, 2015).

Authority Delegation Resistance

The opposition to delegation of authority stems from several interrelated causes such as the individual does not know how to do things: if the person's training is insufficient and he does not

have sufficient experience and is not prepared for management, then delegation of authority will be a great risk because it will lose him little control that may still be left to him, or the individual is not able to communicate well with others: he is not aware of what he wants nor how to express it and the information remains inside his head and takes a lot of time to get it out, so he performs the work himself (Somek, 2015).

Absoluteness of Responsibility

The principle of absoluteness is due to a chain of direct authority relationships from the manager to the subordinate throughout the organization. So, whenever the power line is indicated by the senior management of all subordinates in all centers, the responsible decisions and communications in the institution are effective (Scholten and Rijsbergen, 2014). In addition to that, since responsibility cannot be delegated, the manager cannot escape their responsibility towards the activities of their subordinates by delegating authority to them.

Unity of Command

This principle takes into account that the more the individual has a full reporting relationship with only one director, the fewer the problems of conflicts and disputes

Limits of Authority

Roles differ in their time and the precedence of their delegation from each other and in other respects, but the important thing is that routine roles such as operations of the institution's operations management and employee's management operations are the ones that must be delegated, because its delegation must be done

to facilitate the work of the leader, because it is not appropriate for dealing with daily and routine operations (Akcigit *et al*, 2016).

Authorizing must stop in many cases, the most important of which are as according to Faynberg and Lu (2014):

If the team responsible for carrying out a task is overruled with many other tasks. Also the absence of team management and constant service level might cause a managerial chaos.

If the tasks and responsibilities are essential and part of the higher powers. The implementation of such duties are restricted to the upper management without any required delegations.

The lack of confidence in a person on the team may be the cause of the bad delegation and not making the most of it, and therefore it should be stopped.

Characteristics of Authority Delegation

According to Mladin *et al* (2017), authorization is a temporary measure taken by the manager to reduce the burdens placed on them, by giving others the powers to act and take appropriate decisions in a specific matter. Through the previous definition, basic features of authority delegation are as follows:

1. Delegation is a temporary measure, in the sense that it is specified in its duration, and therefore is not characterized by launching indefinitely, but rather ends with the end of the task for which the delegation was conducted.
2. The purpose of the delegation procedure is to reduce the burden on the manager, which may take a lot of time, which may reduce the skill of the focus on the manager in

making many decisions that the manager makes (Groll *et al*, 2015).

3. That the delegation provides the element of time to the manager, as a result of reducing the burdens placed on him, and thus allowing him ample time, which reflects positively on focusing on the main and important powers of the manager, and thus entering into its details, and its appreciation before taking it (Coats *et al*, 2016).
4. The mandate is characterized by being specified in relation to certain powers, not comprehensive, because if it is comprehensive, it will be negative for the position of its owner, but rather is limited to specific issues exclusively (Manton, 2014).
5. The authorization is issued for whoever has the authorization, and therefore there is no authorization for someone who does not have the right to take it (Graham *et al*, 2015).

Leadership Performance

The modern administrative leadership process is based on a comprehensive and integrated system of leadership and management skills (Geier, 2016). This leadership system supports institutional administrative orientations in a manner that guarantees excellence, institutional growth and performance development, where the ability of administrative leaders in central departments to find an effective balance between the vision, mission and strategic goals of their institutions and their departments - through their supervisory role in their departments, preserving the spirit of the one team and developing the skills of their employees and the province build on their gains, cultivate

trust between members of one team, and make active motivation for them (Fubini *et al*, 2016).

Bergh *et al* (2016) saw that delegation is related to all elements of the administrative process and its branches, so we find that its association with administrative leadership, the field of communications, policy-making, procedures, job descriptions, training and oversight. Here the link to administrative organization is increased. The delegation is related to the teaching system and the scope of supervision as it leads to the possibility of expanding the scope of supervision.

Justifying Authority Delegation to Leadership

For managers, the justifications for the delegation process lies in several reasons, the most important of which are as indicated by Allen *et al* (2014) as in the fact that the delegation provides the chiefs with sufficient time to carry out the tasks and activities with important priorities related to planning, self-development, renewal and innovation, as some researchers estimate that about (10-15%) of the chiefs time falls within the marginal activities, and the lack of delegation is one of the factors that cause them. Haselhuhn *et al* (2017) noted that authority delegation helps superiors gain the respect of their subordinates and their recognition of their efforts. While Al-Jammal *et al* (2015) saw that authority delegation provides the managers with opportunities to achieve their personal goals of development and self-growth, which reflects positively on work.

From another perspective, Harvey *et al* (2014) stated that authority delegation helps expand the president's ability, enabling

him to conduct key and sensitive business and monitor ongoing business, while Choy *et al* (2016) saw that delegation in all its forms enables the president to obtain good and sophisticated information by monitoring decisions taken by authorized subordinates, also assists the director in preparing qualified supporters who will serve as a qualified alternative in times of his busyness or absence. In addition to that, effective delegation requires the president to spend a lot of time with the subordinate to give him instructions and determine results and ask for feedback. All of this increases the amount of communication improves the relationships between the president and subordinate (Yoon *et al*, 2016).

Methods

Quantitative approach was adopted in order to carry out this research and reach desirable answers. A questionnaire was used a tool of study which consisted of two main sections, the first section took into perspective the demographics of study sample while the other section presented statements relates to study dependent (authority delegation) and independent variables (leadership performance).

Population of study consisted of managerial officials and decision makers within Kuwaiti ministry of health. Total of (400) official were exposed to the questionnaire, researcher was able to retrieve (372) properly filled questionnaire which appeared as a statistically accepted ratio of 93%.

Cronbach's alpha: the reliability test resulted in a value of (0.934) for all the items within the study; the alpha however resulted greater than 0.60 which indicated the tool consistency that

enhanced its use in the study. In building the problem of study the following figure appeared:

Pilot Study:

a small-scale version of a planned study conducted with a small group of participants similar to those to be recruited later in the larger scale study”, The objective of the **pilot study** was to increase the probability of success in the main study by testing the if there exists a relation between delegation of authority and leadership. for content validity and face validity of the questions and assessing the usability (including ease of access and navigation) of the technology employed for administering the questionnaire.

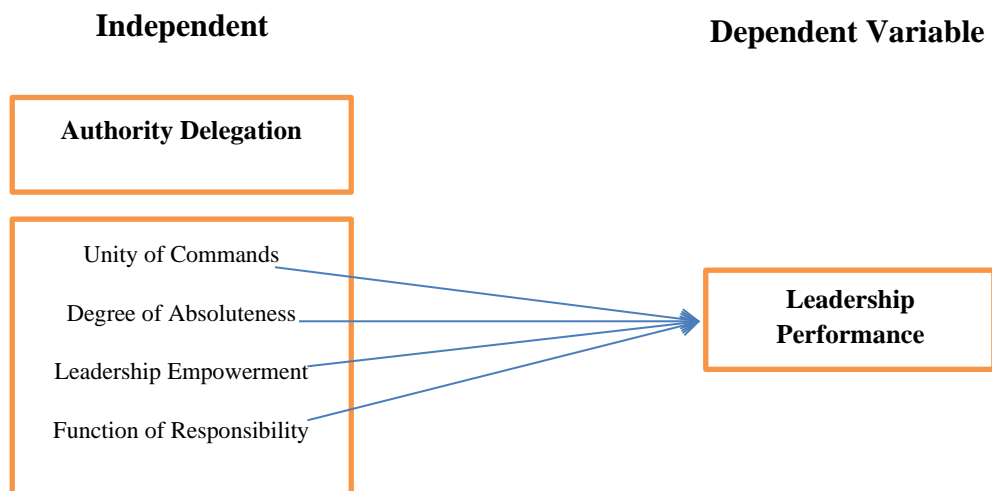


Figure (1): Study Model

In analyzing the model above, the following set of hypotheses appeared to take place and able to answer the question of study which was mainly:

How authority delegation managed to influence leadership performance during COVID 19 pandemic of 2020 within Kuwaiti ministry of health?

Main Hypothesis:

H: Authority delegation positively influence leadership performance

Sub-Hypotheses:

H1: Unity of commands positively influences leadership performance

H2: Degree of absoluteness positively influences leadership performance

H3: Leadership empowerment positively influences leadership performance

H4: Function of responsibility positively influences leadership performance

Results

Demographic Analysis

Table (1): Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Males	177	47.6	47.6	47.6
	Females	195	52.4	52.4	100.0
	Total	372	100.0	100.0	

Table (2): Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	23-27	84	22.6	22.6	22.6
	28-33	72	19.4	19.4	41.9
	34-39	60	16.1	16.1	58.1
	+40	156	41.9	41.9	100.0
	Total	372	100.0	100.0	

Table (3): Educational Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BA	285	76.6	76.6	76.6
	MA	61	16.4	16.4	93.0
	PhD	26	7.0	7.0	100.0
	Total	372	100.0	100.0	

Table (4): Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2-5	62	16.7	16.7	16.7
	6-9	38	10.2	10.2	26.9
	10-13	62	16.7	16.7	43.5
	+14	210	56.5	56.5	100.0
	Total	372	100.0	100.0	

Tables (1, 2, 3, and 4) above presented sample characteristics according to demographics of study sample. It appeared as in table (1) that majority of sample were females with frequency of 195 individuals forming 52.4% of total a sample compared to 177 males forming 47.6% of total sample.

In table (2), it can be seen that majority of sample were individuals who appeared to be older than 40 years old forming 41.9% of total sample with frequency of 156 individuals, while table (3) presented that majority of sample held degree of BA frequency of 285 forming 76.6% of total sample. As for table (4), it was seen that majority of sample had an experience of +14 years working within Kuwaiti ministry of health with frequency of 210 individuals forming more than half of the sample 56.5%.

With an overall look at results of demographics above it can be said that sample of study had the needed awareness regarding the idea of authority delegation and they totally understood the main concept of authority delegation within the pandemic situation that the world is going through.

Questionnaire Analysis

Table (5): Individuals' Responses to Questionnaire Statements

	N	Minimum	Maximum	Mean	Std. Deviation
Authority Delegation					
Unity of commands					
The subordinate receives his orders from one boss	372	2.00	5.00	4.0860	.83593
The unit of command does not necessarily require the introduction of an administrative focus	372	3.00	5.00	4.3522	.60293
Each set of activities with a common goal is formed as an administrative unit.	372	2.00	5.00	4.1882	.75384
Everyone is accountable to only one president, and this is called administrative language by unit	372	1.00	5.00	4.0000	.84675
Any subordinate gets only directions, orders and instructions from only one source from one boss	372	3.00	5.00	4.2688	.57607
Degree of absoluteness					
Generally, a superior can delegate authority but not responsibility	372	3.00	5.00	4.3656	.64903
Responsibility is an obligation which can neither be delegated nor be temporarily shifted	372	3.00	5.00	4.3710	.64596
A superior is accountable for all acts of his subordinates, whether good or bad.	372	3.00	5.00	4.3011	.63220

The responsibility of the superior for the acts of his subordinates is absolute.	372	3.00	5.00	4.0780	.71325
The responsibility of the superior for the acts of his subordinates is absolute.	372	3.00	5.00	4.2043	.69358
Expected Results of Delegation					
All expected results when delegating authority to leaders are within leadership authority	372	1.00	5.00	3.6613	1.36309
Management makes sure that leadership is totally aware of expected results	372	1.00	5.00	3.8118	1.30397
Most authority delegation plans are based on ability to achieve the previously set results	372	1.00	5.00	3.4274	1.21207
Management measures success of delegation based on its ability to achieve results	372	1.00	5.00	3.9812	1.30814
Not all department can achieve expected results through delegating authority to leadership	372	1.00	5.00	3.7366	1.12096
Leadership empowerment					
Authority is one of the training aspects that leadership is exposed to	372	1.00	5.00	3.5376	1.25085
All leaders are trained to accept delegation in a proper managerial way	372	2.00	5.00	4.0968	.92073
The concept of delegation has been applied within the organization several times with success	372	2.00	5.00	4.1720	.71373

Leadership responded positively to authority delegation several times	372	1.00	5.00	3.7608	1.32538
There is always an approach to delegate authority even if it wasn't formal	372	1.00	5.00	3.8952	1.13141
Leadership Performance					
Authority delegation and leadership is a critical and very influential relationship in driving performance	372	2.00	5.00	3.8871	1.02431
Leadership performance is demonstrated through the ability of leaders to empower employees to make and succeed in making decisions	372	2.00	5.00	4.1989	.80978
Authorization affects leadership performance by effectively influencing communication within an organization	372	1.00	5.00	3.9812	1.13848
The manager must have a high degree of understanding of leadership before delegating	372	1.00	5.00	3.5349	1.37021
Driving performance is one of the factors affecting the mandate style	372	3.27	5.00	4.1197	.46285
Valid N (listwise)	372				

Table (5) presented mean and standard deviation of questionnaire statements as according to respondents' answers; it was seen through analysis that all respondents had a positive attitude towards statements of questionnaire considering that all statements scored higher than mean of scale 3.00 and was seen to be statistically positive. As in table (6) below, it was also seen that respondents' attitude towards variables of study appeared to be also positive given that all variables chosen in current study

scored higher than mean of scale 3.00 which is statistically a positive result.

Table (6): Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Unity commands	of 372	3.20	5.00	4.1790	.50581
Degree absoluteness	of 372	3.00	5.00	4.2640	.50067
Authority Delegation	372	1.00	5.00	3.7237	1.13412
Leadership empowerment	372	2.40	5.00	3.8925	.87459
Leadership Performance	372	1.95	5.00	3.9444	.75738
Valid (listwise)	N 372				

Hypotheses Testing

Main Hypothesis:

H: Authority delegation influences leadership performance

Table (7): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.885 ^a	.783	.780	.35492

Table (8): ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	166.588	4	41.647	330.621	.000 ^b
	Residual	46.229	367	.126		
	Total	212.817	371			

Table (9): Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.293	.177		1.653	.099
	commands	-.083	.046	-.055	-1.809	.071
	absoluteness	.326	.045	.215	7.225	.000
	Delegation	.238	.028	.357	8.371	.000
	empowerment	.442	.039	.510	11.348	.000

Table (7) provides results of Multiple regression analysis for above hypothesis. The R-value of 0.885 was obtained denoting a correlation between dependent and independent variables with the F value is significant at P-value<0.05 confirming that authority delegation influences leadership performance.

Sub-Hypotheses:

H1: Unity of commands positively influences leadership performance

Table (10): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.369 ^a	.136	.134	.70494

Table (11): ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	28.950	1	28.950	58.256	.000 ^b
	Residual	183.868	370	.497		
	Total	212.817	371			

Table (12): Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.636	.305		5.373	.000
	commands	.552	.072	.369	7.633	.000

Table (10) provides results of linear regression analysis for above hypothesis. The R-value of 0.369 was obtained denoting a correlation between dependent and independent variables with the t value = 7.633 is significant at P-value<0.05 confirming that Unity of commands positively influences leadership performance.

H2: Degree of absoluteness positively influences leadership performance

Table (13): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.408 ^a	.166	.164	.69241

Table (14): ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	35.427	1	35.427	73.893	.000 ^b
	Residual	177.390	370	.479		
	Total	212.817	371			

Table (15): Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.313	.308		4.258	.000
	absoluteness	.617	.072	.408	8.596	.000

Table (13) provides results of linear regression analysis for above hypothesis. The R-value of 0.408 was obtained denoting a correlation between dependent and independent variables with the t value = 8.596 is significant at P-value<0.05 confirming that Degree of absoluteness positively influences leadership performance

H3: Leadership empowerment positively influences leadership performance

Table (16): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.793 ^a	.629	.628	.46221

Table (17): ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	133.771	1	133.771	626.157	.000 ^b
	Residual	79.046	370	.214		
	Total	212.817	371			

Table (18): Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.973	.082		23.956	.000
	Delegation	.529	.021	.793	25.023	.000

Table (16) provides results of linear regression analysis for above hypothesis. The R-value of 0.793 was obtained denoting a correlation between dependent and independent variables with the t value = 25.023 is significant at P-value<0.05 confirming that Leadership empowerment positively influences leadership performance

H4: Function of responsibility positively influences leadership performance

Table (19): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.848 ^a	.719	.718	.40228

Table (20): ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	152.940	1	152.940	945.069	.000 ^b
	Residual	59.877	370	.162		
	Total	212.817	371			

Table (21): Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.087	.095		11.408	.000
empowerment	.734	.024	.848	30.742	.000

Table (19) provides results of linear regression analysis for above hypothesis. The R-value of 0.848 was obtained denoting a correlation between dependent and independent variables with the t value = 30.742 is significant at P-value<0.05 confirming that Function of responsibility positively influences leadership performance

Analysis and Discussion

Current study aimed at examining the influence of authority delegation on leadership performance during COVID 19 pandemic within Kuwaiti ministry of health. A questionnaire was distributed on (276) officials within ministry of health. Results of study indicated that authority delegation had a positive influence on leadership performance within Kuwaiti ministry of health, results also showed the following:

- Individuals had the appropriate amount of awareness regarding authority delegation and its role in increasing the efficiency of leadership within organizations.
- Individuals seemed to be able to understand how to handle an extraordinary situation like COVID 19 pandemic given their ability to respond to questionnaire statements and the

positive attitude they managed to hold against those statements.

- The most influential aspect of authority delegation on leadership performance appeared to be function of responsibility scoring an R value of 0.848 and resulting that the main function of delegating a certain responsibility to leadership is one of the most influential aspects that has the ability to influence the performance of leadership.
- In the 2nd rank appeared the variable of leadership empowerment which scored an R value of 0.793 and assuring that with no empowerment there would be no space for proper authority delegation.

From results above, it appeared that authority delegation has an influence on leadership performance that is attributed to two very influential aspects which are leadership empowerment and function of responsibility. Basically, what the study tried to confirm is that when there is a good level of leadership empowerment, this means that leadership was exposed to proper training which qualifies it to hold responsibilities within extraordinary situations like wars, pandemics and political unrest. This happened within the Kuwaiti ministry of health which proved its efficiency in dealing with the pandemic through delegating authorities to departments as an approach to diminish bureaucracy and focus on reaching the main goal of the ministry which is to contain the disease and avoid its fatal spread among citizens.

Kuwaiti efforts in the fight against COVID 19 were to authorize the professionals to cancel all activities of national holidays, the most important of which are the street rallies, where all government agencies have adopted the Authority's authorization

method to implement the health emergency plan that has been prepared since the beginning of the Corona outbreak.

The Kuwaiti government, through the administrative authorization method, contained the pandemic by allocating a hotel in the south of the country as a quarantine headquarters, and the security forces surrounded the hotel and prevented it from entering or leaving it, and a number of hotels were addressed to seize it for the benefit of the state. The Kuwaiti Ministry of Health has also authorized the medical authorities concerned to follow up on citizens who showed symptoms of HIV infection, who were detained in a dedicated ward, and all of their mixers were examined.

On the other hand, the delegations of authority through generalizations of the Ministry of Health, in cooperation with the Ministry of Trade, emphasized the commitment to the fixed selling price for the public for all goods and merchandise, which led to the prevention of monopoly and non-restrictions on citizens. This containment by delegating authority to the competent authorities helped in reaching a good stage of containment, which led to the Minister of Health announcing the recovery of a large number of infected patients, and it is one of the highest recovery cases that have been registered since the outbreak of the virus in the country since the beginning of 2020.

From that point, it can be said that The delegation of authority is evident in the process of discrepancy between the president and his subordinates as the principal of the school or its headmaster by virtue of his being the head of the school and the group of his employees as members of the school's organizational system, in terms of daily coexistence in the school and the confrontation between them, and in the field of the principal's relationship with his employees, and the principal must expand his authority base, He delegates his powers to ensure that his subordinates are helped in achieving his school's goals. Looking at study results, it was seen that authority delegation helped a lot in facing pandemic

COVID 19 and managed to ease and smooth the process of facing it as delegating authority is considered one of the most important strategies that administrative organizations resort to in order to distribute power in a way that ensures the achievement of the administrative process and rid it of any complications or bureaucratic obstacles that may impede its path. Thus, the delegation is seen as the method that makes the organization ready and aware to face a specific state where there is a need to take extraordinary measures to go on with the work and reach the needed results despite the unusual situation.

Conclusion and Recommendations

Delegating is one of the most important steps and strategies in good management and creative leadership. There is neither a creative leader nor a good manager except that delegation is used in the management of tasks and the work that he is responsible for. Therefore, they must apply this concept by choosing the people who can perform the tasks better than others. In delegation, the Commissioner does not possess all powers, but only a small portion of it. Direct supervision is done by the administrative manager. Delegating is one of the best ways in which the administrative and leadership work possesses many characteristics, including the speed of accomplishing the tasks and the efficiency of the achievement by distributing the tasks clearly and soundly and to the competent. Some managers believe that the delegation process is not worth the risk and some of them have already failed to implement this policy, so they are not ready to go into it again and lean in its fire, and managers who think in this way either they do not realize the benefits of this policy or they do not know how to achieve it successfully, the idea delegating a person to perform a task is not limited to authorizing a particular person to do this task in a better way, but the matter has more than significance, as it saves the manager the time and effort he has to invest in other activities. However, delegation as one of the skills performed by a successful manager is

characterized by having assets and rules as well as stages, and is characterized as a double-edged sword, meaning that it has many negatives and positives, in addition to that not every authority is subject to delegation, but there are things in which it is not permissible to perform an authorization, and others It is possible to authorize it.

Based on the above mentioned conclusion, the study recommends the following:

- Providing administrative support to leaders by strengthening administrative cadres with confidence and strong experience in administrative work and developing knowledge and skills and enabling them gradually to bridge the sudden gaps.
- Giving the director confidence to the leaders to take over the special tasks in their field without the need for administrative approvals as it is a type of decentralization.
- Delegating authority is a skill that every manager cannot master, and it is not an attribute inherent to them, but an attribute that can be acquired and developed with experience. Therefore, it is necessary to train different departments on the principle of delegation of authority through the conduct of work matters in the absence of the manager and deliver services to those who are entitled to them without delay or impact on quality or quality.

Action Plan effective delegation.

To reflect the research result on the existence of positive relation between the influence of authority delegation variables including (Unity of Commands, Degree of Absoluteness, Leadership Empowerment and Function of Responsibility) in increasing the efficiency of leadership performance within the ministry, the paper offers an action plan that could make it short for this positive influence to show, this action plans consists of five Major strategic phases as follows:

1. **Prepare:** although dealing with situations such as Covide-19 are something that can't be prepared for, but the objectives have to be mapped and the plan to encounter the situation have to be prepared, at the mean time employees can't deliver quality results if the task delegated to them isn't fully thought out, or if expectations keep changing. Take the time and develop the discipline to map out exactly what you're asking for. An ounce of prevention is worth a pound of cure.
2. **Assign:** after mapping out exactly what are the objectives to be accomplished, the administration needs to convey information to the employees in clear elaborated steps. The administration has to include clear information on timing, budget, and context, and set expectations for communication and updates, including frequency, content, and format.
3. **Confirm understanding:** mistakes could have happened in delegating due to assuming that employees understand the delegation objectives of the administration, most important determinant of success or failure is to confirm understanding by ask employees to paraphrase the request or assignment in their own words. If the leadership should, at the very least, ask questions to make sure employees understand all aspects of what's required.
4. **Confirm commitment:** This is another part of the delegation process that some may skip. just assuming that employees have accepted the tasks they've been given. The most important part of a relay race is the handing of the baton to the next runner. Runners spend a huge amount of time learning this skill. It should be no different in the workplace. Commitment means making sure that the admiration successfully handed over the baton. Confirm that employees are committed to the expected results, and to the process that's been set out (including the schedule, budget, and tools), and that their overall goals for the task are aligned with yours. Make sure they're aware of any consequences (for the company and for themselves) that may result if they fail to deliver on the desired

outcomes, this process may include some sort of training on the new processes and responsibilities.

5. **Ensure Accountability:** accountability is key to the process of delegation: It means employees are regularly communicating with you about the status of the deliverable and the timing of delivery.

as the delegation process becomes faster and more fluid the more the employees are involving and empowered. Once they mastered it, they will consistently reap outstanding results.

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