

RESEARCH PAPER

Delegation of Authority, Organizational Functionality, and Decision Making Process: Does Employees Performance Mediate?

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ABSTRACT

This study intends to evaluate the mediating role of employees performance in the relationship between delegation of authority, organizational functionality, and the decision making process among the employees of police department at Dubai. The study has collected data in the various police stations at Dubai from 380 employees through questionnaires based survey using random sampling technique. The study noted that employees performance has mediating role between the delegation of authority, organizational functionality, and the decision making process among the police employees at Dubai. The results of this research contributed substantially to the current body of knowledge in the domain of delegation of authority in Arab context. The novelty of this study stem from the reality that the issues and problems of power delegation in Dubai police department was assessed in terms of decision-making process.

KEYWORDS: *Delegation of authority; Organizational functionality; Employees performance; Decision making process.*

1. Introduction

In recent era delegation of authority is one of the leading trends exercised by managers in their respective organization. It is used for integrating, maximizing the employee's motivation level, and accomplishing optimistic return for both managers and employees (Al-Jammal, Al-Khasawneh & Hamadat, 2015). Delegation of authority attains competitive edge, enhancing productivity, and knowledge inventory on the level of organization. It also lessens manager's burdens, get employee satisfaction, construct cooperation, and confidence between employees and manager to promote full time realization of work (Al-Jammal, Al-Khasawneh & Hamadat, 2015). Kerzner (2017) has defined delegation of authority as the base of superior to subordinate relationship which includes assignment of

duties and granting of authority. In the police department, top management is not in direct contact with general public and they are unable to make all decisions at the basic level yet are reluctant to delegate decision-making authority to the subordinates (Kerzner, 2017). Moreover, Dubai Government statistics about major crimes showed an upward trend in different segments pointing towards the underperformance of Dubai Police, during 2018 to 2019 statistics about robbery increased from 1.6 to 1.9 per thousand people, rape increased from 0.0 to 0.3 per thousand people, willful murder increased from 0.1 to 0.2 per thousand people, drugs increased from 12.1 to 14.3 per thousand people. Due to the issues, subordinates are directed to perform tasks according to the situation in hand even when they do not have the decision-making authority (Randolph, 2000). In addition, a recent study by Alemu *et al.*, (2019) has proposed a model about organizational functionality, and suggests that organizational functionality should be studied using internal variables of the organization, as ant two organizations of similar purpose, same capacity, located in similar environment, could function differently

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due to internal factors of an organization. Therefore, present study realized the fact that the internal environment of police force is different and may impacts the organizational functionality and ultimately the decision-making process. The research work of AlHashmi *et al.*, (2019) has argued that future research can be conducted on the empowerment of employees in UAE police force due to unique Arab and police culture. There is also a consensus in the literature that delegation of authority sits at the heart of empowerment (Lyons, P.R. 2016). Therefore, the present study is directly aimed at answering the call for research by Alhashmi *et al.* (2019), to study the role of delegation of authority and organizational functionality on employee performance and consequently on decision making. Therefore, this study is interested to answer the following raised research questions. Does employee performance mediate the relationship between the delegation of authority and decision-making process in the Dubai Police Department? iv. Does employee performance mediate the relationship between the organization functionality and decision-making process in the Dubai Police Department?

2. Literature Review

2.1. Delegation of authority

The concept of delegation of power is the part of a concept that falls under the philosophy of decentralization of power but has differences with the concept of decentralization of power. The main difference is that decentralization of power is the handover of decision-making power that involves all parties under the hierarchy, while delegation of power is only the handover of power from the top individual in the hierarchy to other individuals who are also in the same hierarchy. According to Tracy (2013), delegation of authority is a process of assigning tasks and responsibilities to make decisions of an individual who refers a superior individual to a person under his or her control without the need to refer to and obtain approval from a superior. Delegation is a conditional grant of authority from a principal to an agent that empowers the latter to act on behalf of the former. And the agreement between the two which reflects the beliefs of each agent about the other; for the principle, it is dependent on the agent in the achievement of goal (Douglas *et al.*, 2014). Delegation is the formal word used for offering decisive power to

subordinates for disposing off the organizational activities in a better way (Iancu, 2012). According to Joseph Teriyama Sev (2017) effective delegation helps managers to focus their endeavors on other vital administration issues, and invest less energy in indicated specialized exercises or routine dynamic.

2.2. Decision-making process

The police decision-making process is a major source of concern around the world (Brown *et al.*, 2015), but the question of how police officers make decisions is a serious issue with far-reaching consequences for the general public. The public's reaction to police officers' decisions has been harsh and highlighting the need for practitioners and researchers to pay attention to this issue. The research on judgment and decision making has made considerable strides in learning that how people make choices in high risk or crisis circumstances, such as those faced by police officers. According to Brown *et al.* (2015), police officers' decision-making process is based on delegation of authority, and in circumstances requiring immediate action as officers can rely heavily on "quick thinking" strategies for the reasons of defense and feasibility. Decision making is typically described as choosing among alternatives, decision making is a process, not just a simple act of choosing among alternatives. Management literature suggests eight steps in the decision-making process. According to Kaner (2007), there are many important factors that influence decision-making effectiveness. There are human factors that include the executive's character, emotions, and qualities, as well as the degree of mindfulness, insight, and inventiveness are significant variables influencing decision making. Human factors affecting decision-making include external pressure from culture, experts, and internal pressure from organizations. Other considerations include laws and regulations, social norms, and technical advancement (Kaner, 2007).

2.3. Organizational functionality

Organizational functionality, which is the consistency, condition, or relationship of being able to execute a series of acts, can be defined in a number of ways, including the capacity to organize, adapt, innovate, and be versatile, among others (Nickerson, & Zenger, 2002).

Organizations make assumptions on their future directions on a regular basis. Sensible leaders make decisions based on a systematic assessment of present and historical circumstances, as well as a thorough examination of potential possibilities. Various organizational theorists have proposed models and methods to help organizations and their leaders to research their organizations in depth by focusing on few key variables. One of these methods is organizational diagnosis, which is a way of looking at the existing state of an organization to know what it has to improve in order to work better (Alderfer, 1976).

2.4. Employee performance

Employee's performance is characterized as the output of each employee in an organization. Managers can assess performance using a variety of methods (Saleem and Amin, 2013). Employee performance is affected by a number of factors, including monetary and non-monetary incentives, supervisory support, training programmes, organizational support, quality of work life, and job pursuit purpose. Employee performance determines a company's success or failure (Anwar, 2012), as the better perform of workers leads to increase business performance and profitability (Bartlett & Ghoshal, 1995). In the long run, effective employee performance contributes to organizational performance. A few techniques can be used to improve employee efficiency (Anwar, 2012). In the same line of thought, Al-Jammal *et al.*, (2015) argued that employee performance is an important factor of organizational objectives to be accomplished.

2.5. The mediating role of employee performance

Employee performance enhances when an employee perceived that their organization involve them in decision making process and subsequently become effective by getting powers (Kombo *et al.*, 2014). Employees strive to rationalize the delegated powers by reflecting positive behaviours and attitude in carrying out the tasks and practices through efficient usage of the available resources in the organization (Kombo *et al.*, 2014). It has recognized from previous studies of different scholars that employee performance can improve in organization with the delegation of authority and participation in decision making process (Al-Jammal *et al.*, 2015). Thus, it is one of the emerging trends that superiors delegate his/her

power to their subordinates to enhance their performance (Nwag-bara, 2015). Employee performance has been used by most of the authors as dependent variable in their studies (Khan *et al.*, 2018; Anwar, 2012). According to the best information of the researcher it has not used as mediator in such relationship. Therefore, this research attempts to find out the mediating effect of employee performance in the relationship of delegation of authority, organizational functionality, and decision-making process in the Dubai police department UAE and proposed the following hypothesis;

H1: *Employees performance mediates the relationship between delegation of authority and decision making process.*

H2: *Employees performance mediates the relationship between organizational functionality and decision making process.*

2.6. Conceptual model

The ideas of power have been investigated in literature for a large part of the twentieth century. The studies of (Al-Jammal *et al.*, 2015; William, 2010; Kombo, Obonyo & Oloko, 2014) serve as a building block for this research. Most of these researchers studied the delegation of authority with decision making process and performance and their findings have indicated that delegation of authority is associated with decision making process and performance. In connection with this, Kombo *et al.*, (2014) have conducted a research on the relationship of delegation of authority and employee performance and founded a significant relationship between these two variables. In the congruence, Kiiiza and Picho (2014) have examined an empirical research on delegation and staff commitment in the school of finance and banking in Kigali and opined that staff commitment is positively related with delegation of authority. While the effect of delegation of authority has been investigated by Al-Jammal *et al.*, (2015) and revealed that efficiency, effectiveness, and empowerment are empirically significant to delegation of authority. In addition, a study carried out by Ceschi, Demerouti, Sartori & Weller, (2017) on decision making process in workplace and investigated its impact on job demands and performance. The author also found positive relationship between delegation and decision-making process. Moreover, employee performance has been used by different researchers as a dependent variable (Khan *et al.*, 2018) but this research has employed it as a

mediator in a relationship with delegation of authority, organizational functionality, and decision-making process. Therefore, this study

has developed the conceptual model, to evaluate the relationship among the study variables (Rehman, et al., 2019).

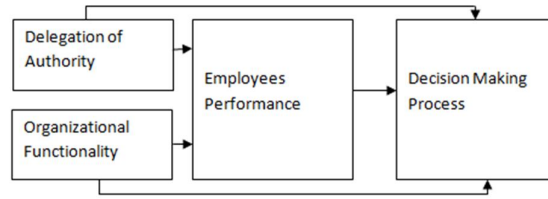


Fig. 1. Conceptual model

3. Methodology

This study has collected data through questionnaire based survey from the police department in Dubai, using random sampling technique. A questionnaire was a data collection instrument that consists of a set of questions (items) designed to collect explicit information to assemble data of the people being referred to (members). Based on the Krejcie and Morgan (1970) method a sample size of 380 has been taken among the target population of 25000. The employees of Dubai police department in different regions of UAE

i.e., Al-Towara, Br-Dubai, Al-Rashedia, Gabal-Ali, and Gamera have been selected as the target population of the current research. UAE has various departments of police centers in which a large number of employees, managers and executives are serving. Items of the study were adopted and adapted from; Short and Rinehart (1992), Miller and Byrnes, (2001), Khahan Na-Nan and Kanokporn Chaiprasit (2017), Al-Jammal *et al.*, (2015). The study has validated the scale through pilot study, as pilot study ensures the reliability of instrument (Rehman *et al.*, 2017; Rehman *et al.*, 2021).

Tab. 1. List of selected employees from the target population

S.no	Name of Dubai police stations	Sample Number of employees	
		Male	Female
1	Br-Dubai	150	35
2	Al-Rashedia	55	15
3	Gabal-Ali	45	10
4	Gamera	30	5
5	Br-Dubai	30	5
Total		310	70

4. Results

This study applies statistical analysis and technique. In the first stage data was screened quietly to confirm its appropriateness for different tests and analysis to be carried out for answering hypotheses. SPSS version 23 was utilized for data analysis. It is a variance based structural equation modeling (PLS) that pools both the multiple regression analysis and principal component analysis in identifying association between predictor and outcome

variable (Schwartz *et al.*, 2009). It creates a balance between covariance-based SEM and the limitations of the first-generation multivariate analyses. It excludes the constraints of the first-generation multivariate analysis method such as multicollinearity issue, homoscedasticity and measures all the constructs without error. Data were properly cleaned and screened to remove missing values, wrong postings, and outliers.

Tab. 2. Factor loading, reliability, AVE

Construct	Indicators	loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Decision making process	DMP1	0.723	0.744	0.828	0.510
	DMP2	0.656			
	DMP3	0.711			
	DMP4	0.757			
	DMP6	0.650			
Delegation of authority	DOA1	0.663	0.825	0.870	0.560
	DOA2	0.732			
	DOA3	0.593			
	DOA4	0.718			
	DOA5	0.701			
	DOA6	0.706			
	DOA7	0.773			
Employee performance	EP1	0.802	0.794	0.858	0.549
	EP2	0.707			
	EP3	0.778			
	EP4	0.694			
	EP5	0.717			
Organizational functionality	OF1	0.782	0.844	0.886	0.567
	OF2	0.804			
	OF3	0.817			
	OF4	0.642			
	OF5	0.637			
	OF6	0.811			

This function was done through SPSS 23 software. The collected data were first coded with labels and then entered it. For data validation an extra method was applied termed as monotone response pattern. This method was used to screen all the items through straight lining Z pattern to overcome common issues in the questionnaire. This occurs when a participant replies all the items with same number for example the participants mark 1 or 2 for all the questions. To overcome biasness these items must be removed from the data set.

Tab. 3. Discriminant validity

	DMP	DOA	EP	OF
DMP	0.740			
DOA	0.710	0.778		
EP	0.546	0.522	0.741	
OF	0.728	0.700	0.484	0.753

Tab. 4. HTMT

	DMP	DOA	EP	OF
DMP				
DOA	0.899			
EP	0.678	0.638		
OF	0.900	0.878	0.584	

Tab. 5. Cross loading

	DMP	DOA	EP	OF
DMP1	0.723	0.591	0.371	0.541
DMP2	0.656	0.496	0.358	0.444
DMP3	0.711	0.575	0.281	0.590
DMP4	0.757	0.604	0.358	0.621
DMP6	0.650	0.367	0.478	0.392
DOA1	0.419	0.663	0.306	0.505
DOA2	0.518	0.732	0.370	0.518
DOA3	0.353	0.593	0.318	0.398
DOA4	0.466	0.718	0.395	0.475
DOA5	0.557	0.701	0.391	0.666
DOA6	0.608	0.706	0.373	0.531
DOA7	0.665	0.773	0.391	0.692
EP1	0.483	0.451	0.802	0.414
EP2	0.362	0.374	0.707	0.323
EP3	0.428	0.407	0.778	0.357
EP4	0.381	0.343	0.694	0.340
EP5	0.349	0.345	0.717	0.352
OF2	0.595	0.611	0.332	0.782
OF3	0.586	0.636	0.403	0.804
OF4	0.575	0.608	0.381	0.817
OF5	0.411	0.438	0.275	0.642
OF6	0.473	0.539	0.365	0.637
OF1	0.619	0.648	0.405	0.811

Partial least square structure equation modeling was used to measure the variables validity and reliability along with the research hypotheses. It includes the examination regarding the effect of independent latent variable on the dependent latent variable which is delegation of authority, organizational functionality and decision-making process. In addition, the mediating effect of employee performance on such relationship was also investigated through PLS-SEM. Before the structural path analysis, it is necessary to calculate reliability and validity of the constructs. It is compulsory to analyze if each variable is reliable and valid or not. If the values of the constructs' reliability are more than 0.7, it signifies that the evidence is reliable (Zeb *et al.*, 2020). Measurement model or inner model can help to examine the association between the latent variable and the items. This model is measured for investigating reflective and formative variables (Hair *et al.*, 2014). Discriminant validity has been measured through squared inter-constructs correlation and cross loadings. Measurement model can attain discriminant validity when its correlation is not above the value of 0.85 with all other variables. Discriminant validity is also identified by using Fornell-Larcker method and Heterotrait-Monotrait ratio (HTMT). If the square root of AVE of each variable is higher than the all-other variables on the diagonals it means that satisfactory discriminant validity is established (Fornell-Larcker, 1981). While HTMT ratio simply defines that all the values of the constructs are must be below 0.90 (Henseler *et al.*, 2015). On the other hand, some researchers proposed the value of 0.85 for HTMT ratio (Kline, 2010). This value based on the inter-construct correlation and if this value lies under 0.85 it means discriminant validity exists. In the last, cross-loadings are also useful in examining discriminant validity. Structural model presents the regression section of the mode and signifies the association and effect exist among the variables of the study. In the larger perspective it indicates the variance about direct or indirect effect in the values of other variables (Byrne, 1998). Furthermore, it also specified the causal association among the underlying variables of the model. According to Hair *et al.*, (2014) structural model analysis serves to report about the proposed theories used in this study that whether it is verified by the empirical data or not.

Tab. 6. Path of coefficient, T-Values

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
DOA -> DMP	0.769	0.041	18.555	0.000
OF -> DMP	0.743	0.053	14.134	0.000
EP -> DMP	0.546	0.049	11.062	0.000
EP -> OF	0.485	0.063	7.642	0.000
EP -> DOA	0.522	0.059	8.845	0.000

Results of data analysis have confirmed that there is a partial significant mediating role of employee performance in the relationship between delegation of authority and decision-making process. It is also proved that this is a partial mediation as direct, and all indirect effects are also positive significant. Gaps were found from the earlier studies of various authors and a research framework was formulated. Present study highlighted the gap of mediation of employee performance in the relationship of delegation of authority and decision making process in the Arab culture. The independent constructs were observed as appropriate that do have an influence on decision making process. The results of the study are consistent with the past researcher's findings like Sev, J. T. (2017), which found that effective delegation of Authority have a positive relationship on performance enhancement. In addition, Results of data analysis has confirmed that there is a partial significant mediating role of employee performance in the relationship between organizational functionality and decision-making process. It is also proved that this is a partial mediation as direct, and all indirect effects are also positive significant. Furthermore, present research also identifies the gap of employee performance in the relationship of organizational functionality and decision-making process. This study is also conducted in the Arab culture which is also strongly recommended by past researchers. Moreover, this study also found the mediating effect of employee performance on the association of organizational functionality and decision-making process in Dubai Police. Outcomes of the research showed that employee performance significantly mediated such relationship among the target population in Dubai police department UAE.

Tab. 7. Values of R²

	R Square
Decision making process	0.298
Employee performance	0.288

The R2 values found for employee performance and decision making process. The value noted for employee performance is 0.288 and for decision making process is 0.298. Which indicates that 28% variance is occurred in employee performance due to independent constructs. In the same way, 29% variance is occurred in decision making process due to independent variables, respectively. Both these values show weak association.

Tab. 8. Values of F²

	DMP	DOA	EP	OF
DMP				
DOA			0.075	
EP	0.424			
OF			0.022	

Effect size f2 assess the remaining variance of R2 in an endogenous variable. The new version of PLS-SEM has the capacity to measure it automatically. The acceptable values for f2 are 0.02, 0.15 and 0.35 to show small, medium, and

large influences (Hair *et al.*, 2012). Table 4.12 indicates the values of f2 for decision making process is 0.424 (large effect size), for employee performance is 0.075 (small effect size) and for organizational functionality is 0.222 (medium effect size) respectively.

Tab. 9. Values of Q²

	Q ² (=1-SSE/SSO)
DMP	0.125
DOA	
EP	0.145
OF	

Q2 value is a measure of predictive relevance based on the blindfolding technique (Hair *et al.*, 2013). But predictive relevance values can be measured for only reflective endogenous constructs. Q2 value is essential for specifying and excluding data points of the items in a mechanism to predict the outer model (Hair *et al.*, 2013). Results indicate that the values of Q-squared are greater than zero which shows that the path model's predictive relevance in this particular construct exists (Rehman *et al.*, 2017). Table 7 describes the values of Q2 in detail.

Tab. 10. Results of indirect effects DOA-EP-DMP

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ((O)/STDEV)	P Values	LCI 2.50%	UPCI 97.50%
DOA -> EP -> DMP	0.079	0.026	3.090	0.002	0.030	0.132

The results indicated that the path coefficient of indirect path DOA---EP---DOA was reported 0.079 with t value 3.090 and p value was 0.002. The lower confidence value of the indirect effect was 0.030 and at upper confidence level

the value was 0.132. This indicates the significance of the mediation effect. Also, confidence interval does not contain any 0.00 value, thus hypothesis H1 is accepted.

Tab. 11. Results of indirect effects DOA-EP-DMP

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ((O)/STDEV)	P Values	LCI 2.50%	UPCI 97.50%
OF -> EP -> DMP	0.097	0.025	3.954	0.000	0.048	0.150

The results indicated that the path coefficient of indirect path OF---EP---DOA was reported 0.097 with t value 3.954 and p value was 0.000. The lower confidence value of the indirect effect was 0.048 and at upper confidence level

the value was 0.150. This indicates the significance of the mediation effect. Also, confidence interval does not contain any 0.00 value, thus hypothesis H2 is accepted. Based on the findings of this study it can be

said that the proper guidelines should be formulated in Dubai Police for proper delegation of Authority, as the delegation of authority has been proved to be an important element in police service which directly impact on Police performance and enhancing the performance of Dubai police. From the Findings of this study, it is found that smooth functioning of the organization depends on internal factors of the organization, therefore it is highly recommended that to make efficient decision-making process in Dubai police, the smooth functioning of the organization is necessary and this can be made possible by empowering the Police employees through participative decision making. This study recommends that to maintain the good standard of Dubai Police performance, the employees should be enhanced through delegation of authority. The results of the study already proved that delegation of authority can improve the employee performance.

5. Conclusion

This study intends to examine the mediating role of employee's performance between the delegation of authority, organizational functionality, and decision-making process in the Police department at Dubai. The study has noted that delegation of authority, organizational functionality, and employee's performance have positive significant effects on the decision making process in the Police department at Dubai. The study has also noted that employee's performance mediates the relationship between delegation of authority, organizational functionality, and the decision-making process in the Police department at Dubai. However, the study was only limited to the Police department at Dubai, and the results could be different in other organizational settings and cultural context. Therefore, readers should know about the generalization of results. In addition, this study recommends evaluating the moderating role of employee's performance on the relationship of delegation of authority, organizational functionality, and decision making process in the police department and other organizational settings.

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