

DELEGATION OF AUTHORITY AND EMPLOYEE PERFORMANCE AFFECT MANAGEMENT DECISION MAKING EFFECTIVENESS IN PT. SOLUSI GUNA SEJAHTERA-BEKASI

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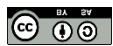
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Abstract: This study explores the relationship between effective Delegation of authority and employee performance, highlighting the importance of clear communication, trust-building, and well-defined responsibilities in managerial decision-making. It examines the role of Delegation as a strategic tool for managers to empower employees and the impact of employee performance on management decision-making. High-performing employees can contribute valuable insights, innovative ideas, and data-based recommendations, while poor performance can lead to errors, misjudgments, and suboptimal choices. The interaction between Delegation and employee performance is analyzed, revealing a symbiotic relationship. Effective Delegation can stimulate employee engagement and motivation, leading to improved performance, while outstanding performance can strengthen managers' confidence in delegations, allowing them to entrust more responsibility to employees. On a scale of 1 to 5, the statements in the questionnaire are rated. SEM (Structural Equal Model) analysis on SmartPLS 4.0 in use the research findings indicate that (1) employee performance positively influences managerial decision-making, and (2) delegation positively influences managerial decision-making.

Keywords: delegation of authority, employee performance, management decision-making, decision-making effectiveness

INTRODUCTION

One form of employee development is being given Delegation by their direct superior so that they can form leadership and the ability to make decisions in accordance with their authority. By providing opportunities to handle more serious business tasks including management decisions, that help achieve the

organization's desired goals. Delegation of authority means dividing work and authority among subordinates (Abu et al., 2019; Bell, 2012; Yahia et al., 2020).

On the other hand, authority holders are reluctant to violate company policies relating to making decisions unless they obtain official approval from superiors in accordance with the contents of the Delegation of authority given and are afraid to take any responsibility.

The meaning of Delegation of authority is in the form of a superior's role in sharing tasks in running a company organization with his subordinates. This view is also reinforced by (Al-Jammal et al., 2015; Juhana et al., 2020) state that Delegation of authority can increase employee morale in the organization and create a sense of self-confidence and a sense of belonging as part of the organization.

So, the Delegation of authority is very necessary for organizations, and the Delegation of authority is not only about transferring authority but also about increasing effectiveness and efficiency in providing services and is also needed to facilitate company management activities (Riset & Terpadu, 2018). A form of Delegation is the transfer of authority from managers to subordinates. Delegation of authority is very important because superiors cannot manage all the work themselves. Delegating is not easy and can automatically work well. If Delegation is not introduced with proper planning, the completion time is unclear; there is no briefing regarding the Delegation of authority, and if subordinates are not competent to carry out the responsibilities given by superiors, then Delegation will not be effective, and the expected benefits will not be available to the organization. Effective Delegation involves subordinates and gives subordinates a level of trust and creates a greater sense of self-worth (Nkeobuna & Ugoani, 2020). This is in accordance with the meaning of Delegation. According to Webster's dictionary, Delegation is "entrusting to another person. However, an organization can indeed delegate to another organization or vice versa, from one group to another group. In this view (Bell, 2012; Dunwell et al., 1971), that Delegation can be interpreted, namely that a manager delegates his authority formally to his subordinates. The manager must select someone who can perform the task properly and then allow time for the selected person to accept or reject the terms of the offer. If the subordinate accepts, the manager will assign responsibility, transfer formal authority, and allow him to carry out the delegated tasks with minimal supervision. Therefore, the trust factor is very important when a manager transfers formal authority to subordinates.

Obstacles in delegating authority are many influencing factors and often occur if a superior withholds authority rather than delegating it and is reluctant to delegate authority to subordinates. This happens because of the weak organizational structure (Atta et al., 2020). These obstacles can be related to the delegate giver and the delegate recipient, as seen in the table presented below. Therefore, superiors must be aware of weaknesses and know how to overcome obstacles in Delegation (Atta et al., 2020).

Delegation becomes effective if discipline and fairness factors exist. Delegation can work in an ideal situation where employees exercise self-discipline, and direct superiors must exercise their authority to achieve varying degrees of discipline and control (Herdiyanti et al., 2021).

Research (2020) shows that effective Delegation provides psychological empowerment and a collaborative, coordinated, and comprehensive managerial technique to motivate and evaluate employees for their performance, thereby increasing self-confidence and reducing the power distance necessary for employees to seek performance feedback from managers; this is in line with (Al-Jammal et al., 2015; Juhana et al., 2020) also emphasized that Delegation develops positive relationships between employees and the ability to delegate increases both managerial and leadership competence. Meanwhile, research by (Abu et al., 2019; Zerfoss, 2003) emphasized that senior managers need to be aware of the importance of delegating authority to their subordinates and its impact on increasing work performance and need to use various forms of management control to achieve the desired organizational goals and the principle of decision making requires a thorough analysis of the decisions taken that can be taken by subordinates. (2017) provides the view that organizations and companies should reconsider the entire concept of Delegation of authority, and managers should be encouraged to delegate adjudicative authority to encourage innovation. From the presentation of the results, it can be concluded that the study that researchers will study is a new finding that is Novelty.

Table 1. State of Art

No	Title	Result
1	Effective Delegation and Its Impact on Employee Performance John Nkeobuna Nnah Ugoani (2020)	Effective delegation provides psychological empowerment and a collaborative, co-ordinated and comprehensive managerial technique for motivating and evaluating employees over their performance. it enhances self confidence and reduces power distance necessary for employees to seek performance feedback from managers
2	The impact of the delegation of authority on employees' performance at great Irbid municipality: case study.Hamdan Rasheed Al-iammal et.at (2015)	Delegation develops positive relations among employees who were in the first rank. Capability of delegation to upgrade level of upgrade level of employee's performance ranked final. upgrade level of employee's performance ranked final.
3	The Influence of Delegation of Authority and Management Control on the Effectiveness of Managerial Decision- Making. Jordan. Mohammed A. Abu Rummani & Amani Abdelhafaeth Alzeyadat (2019)	Senior managers need to realize the importance of delegating powers to their subordinates and its effect on improving work performance and the need to use various forms of management control to achieve the desired objectives of the organization
4	Effects of Delegation of Authority on Organizational Performance: A Case of Twiga Chemical Industries Ltd. Shikami Akweyu Kennedy, Dinah Keino (2017)	Organizations and firms should reconsider the whole concept of delegation of authority and managers should be encourage to delegate adjudicative authority in order to encourage innovation

Source: Primary data processing, 2023.

METHODOLOGY

This research identifies items or variables that influence Delegation of Authority and Employee Performance and Impact on the Effectiveness of Managerial Decision-making at PT. Setia Guna Sejati – Bekasi. The researchers used descriptive statistics with inferential statistical techniques such as Confirmatory Factor Analysis (CFA), Multiple Regression, and Structural Equation Modeling (SEM) Smart PLS 4.0 version to analyze the data. Structural Equation Modeling analysis was carried out to identify factors influencing the Delegation of authority and employee performance on the effectiveness of managerial decision-making in PT. Setia Guna Sejati - Bekasi.

This research aims to identify factors in the Delegation of authority in managerial decision making which have an impact on employee performance to company management, identify inhibiting factors in Delegation to subordinate employees, identify factors for the success of Delegation of authority on the effectiveness of managerial decision making related to employee performance in PT. Setia Guna Sejati - Bekasi.

In distributing the questionnaire using a Likert scale: of 1 to 5, where 1 (one) indicates "Strongly Disagree (STS)" and 5 (five) indicates "Strongly Agree (ST)". Measuring respondents' perceptions will use a modified ordinal scale/Likert scale so that respondents do not tend to choose the middle/neutral one in order to obtain reliable and valid results (15). Meanwhile, population is the total number consisting of objects or subjects that have certain characteristics and qualities to be studied and then conclusions drawn by the researcher. The population is employees of metal factories in Bekasi. Meanwhile, this research sample used a sampling technique using Cluster Random Sampling.

The questionnaire instrument contains a number of questions and statements representing the three variables to be studied, namely: variables (X1) Delegation of Authority (DOA), (X2) Employee Performance, and (Y) Managerial Decision Making—research questionnaire instrument from previous research results.

Main Problem

This research raises the main problem, including "Is there a significant positive influence on Delegation of Authority which has an impact on Managerial Decision Makers?". Research results

may indicate that the relationship between Delegation of authority and managerial decision-making depends on certain factors or other variables. For example, the relationship may be stronger in situations where managers have a high level of trust in their subordinates. (Putra & Arwiyah, 2019) Moreover, "Is there a significant positive influence on Employee Performance that impacts Managerial decision-makers?" research may show that the relationship between employee performance and managerial decision-making depends on certain factors or other variables. For example, the relationship may be stronger in situations where the Delegation of authority is also high (Fachreza et al., 2018).

Delegation of Authority

Refer Hasibuan (2007:68) refers to the transfer of some responsibility or decision-making power from the delegator (individual who has authority) to the delegate (individual who receives authority), allowing the delegate to act on behalf of the delegator. Delegation of authority can be interpreted as giving formal authority, power, and responsibility to members of an organization, according to Nugroho (2017:56). Insights are distributed as the organization grows. If the amount of work exceeds the capacity of one worker, management must hire additional workers to complete the work. Through the leader's help and guidance, delegations are formed to improve overall organizational performance and encourage employee growth. According to experts, Delegation of authority is a process in which the authority holder gives authority and responsibility to the people they choose.

Managers assign tasks to employees or subordinates to optimize performance and accountability. To ensure that the company runs well, superiors need to give authority to their subordinates (Fazira & Erdawati, 2019). This needs to be done because the supervisor's ability to carry out and supervise each task personally could be improved. A clear division of power within the company will likely ensure the achievement of goals. The concept of Delegation of authority says that each person deciding has different responsibilities for the desired outcome. Delegation is an important component that differentiates effective managers from less effective ones.

Employee Performance

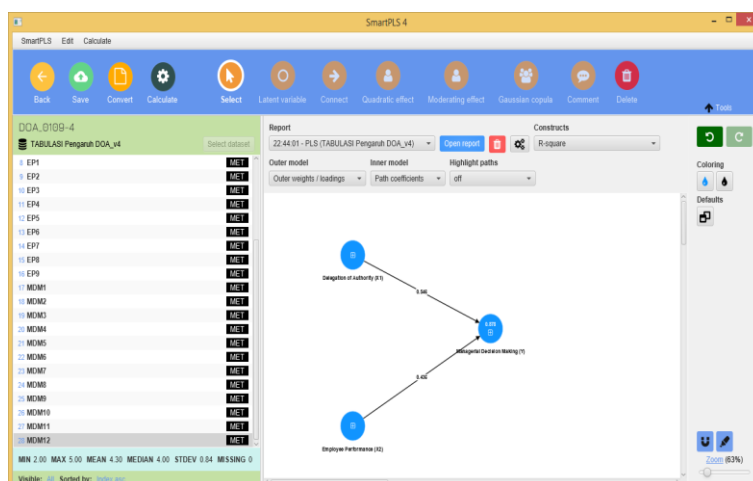
The quality and quantity of work results achieved by an employee when carrying out their duties in accordance with their responsibilities is called performance (Susilo & Wahyudin, 2020). Employee performance can be assessed well if its implementation is in accordance with the desired goals or is able to meet the company's needs. However, to achieve the best level of performance, we need to pay attention to the factors that influence performance, employee performance is the result of work achieved by an employee in accordance with the authority or responsibility of each employee over a certain period of Tim (Maslichan et al., 2019).

The extent to which a worker or team member achieves the goals and responsibilities assigned to them at work is called employee performance. One important part of human resource management is employee performance evaluation. This evaluation can influence the overall success of the company. It is important to remember that each company has a different context and dynamics, so the variables that influence worker performance can be different. Therefore, HR management often conducts performance evaluations based on organizational goals and values to ensure that employee performance is aligned with the company's vision and mission (Daspar, 2020).

Managerial Decision-Making

The decision-making process is a fundamental indicator of good management and an important factor in the work of senior managers. Organizational and administrative decisions reveal success or failure and help achieve organizational goals. (Ghazali, 2012). The administrative decision-making process consists of three fundamental elements: first, choice; the senior manager may have to choose between several decisions, or he may have limited options to choose from. Sometimes, a decision-maker faces a number of limitations and restrictions regarding the decisions he or she has to make. These could be economic, political, or social factors that hinder decision-making. The second is an alternative: when a senior manager has to make the right decision, he or she may be presented with a variety of options. This causes him to exclude many options in order to make the best decision possible, given the financial and human resources

available. Third are the motives and goals for making the best decisions. (Priadi et al., 2020) States that the effectiveness of decisions always depends on strong motivation.



Source: Primary data processing results from SmartPLS 4.0, 2023.

Figure 1. Research design

Data Collection

In this research, data was collected through questionnaires and interviews. This research was conducted at PT. Setia Guna Sejati in Bekasi, located in the MM2100 Industrial Area Jl. Irian block HH3 West Cikarang-Bekasi. The population used in this research was 57 employees from the position of Division Head and above. This research uses a purposive sampling technique, namely selecting samples based on criteria according to the research objectives. Because this research is analyzing the effect of Delegation of authority, the samples taken are employees who carry out delegations (Delegators) directly.

The independent variables used in this research are Delegation of Authority and Employee Performance variables. Variable Delegation of authority includes giving part of the work or authority by the delegator (authority giver) to the delegate (authority recipient) to be carried out on behalf of the delegator, Hasibuan (2007:68). The Giver and Receiver of Authority were then reduced to 8 more measurable indicators as a measure of Delegation of Authority. Employee Performance Variables include aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization, Sutrisno (2016: 172). They were then reduced to 9 more measurable indicators as a measure of employee performance.

The dependent variable in this research is Managerial decision-making, which is almost universally defined as choosing between alternatives (2011:259), which was then reduced to 12 more measurable indicators as a measure of Managerial decision-making.

Table 2. Operationalization of Variables and Indicators

Variable	Operational Definition of Variables	Indicator
Delegation of Authority	Giving part of the work or authority by the delegator (authorizer) to the delegate (authority recipient) to be carried out on behalf of the delegator, Hasibuan (2007:68)	1. Follow-up of assigned subordinates with delegation of authority in the Company
		2. Delegating power to subordinates according to their abilities
		3. Leaders ensure the ability of subordinates to use the power delegated to them as expected.
		4. Leaders give subordinates the freedom to carry out the tasks assigned to them.
		5. Leaders train subordinates to perform delegated tasks before starting work.
		6. Leaders allow subordinates to take the initiative and be innovative in completing the tasks delegated to them.
		7. Leaders explain to subordinates that the goals and results of work are in line with company expectations.

Variable	Operational Definition of Variables	Indicator
		8. Leaders explain the limits of power assigned to subordinates.
Employee Performance	Performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization, Sutrisno (2016:172).	1. Complete work on time and according to company targets.
		2. Do work carefully to minimize the rate of errors.
		3. Take the initiative to find new ways to complete work.
		4. Never absent during the work day and always come to and leave work on time.
		5. Never leave the workplace without permission.
		6. Initiative to learn new things to get the job done.
		7. Always maximize my working time at work.
		8. Able to collaborate with my colleagues.
		9. Always be open to other people's opinions.
Managerial Decision Making	Decision-making is "almost universally defined as choosing between alternatives" (2011:259).	1. I make decisions in accordance with the Company's objectives.
		2. The decisions I make help achieve the desired goals.
		3. I make choices to make it easier to make decisions.
		4. Subordinates do not face major obstacles in implementing the decisions I make.
		5. I made the decision on time.
		6. I have the ability to make decisions quickly.
		7. The decisions I make are acceptable to my subordinates.
		8. I discuss with subordinates before making decisions.
		9. I make sure that I have all the necessary information when making a decision.
		10. I ensure that subordinates have the necessary knowledge to implement the decisions entrusted to them.
		11. I give subordinates the opportunity to discuss the decisions I make.
		12. I feel happy with the results of the decisions I made.

Source: Primary data processing, 2023.

RESULT

Respondents

The respondents in the sample were employees at the level of Division Head or above with a population of 105 people, while the number of questionnaires that were returned completely and well filled out was 57 questionnaires (54%). Respondent characteristics include age, gender, and educational background. The prevalence of respondents in this study was male (98.2%) and in the productive age range of 20 to 40 (57.2%).

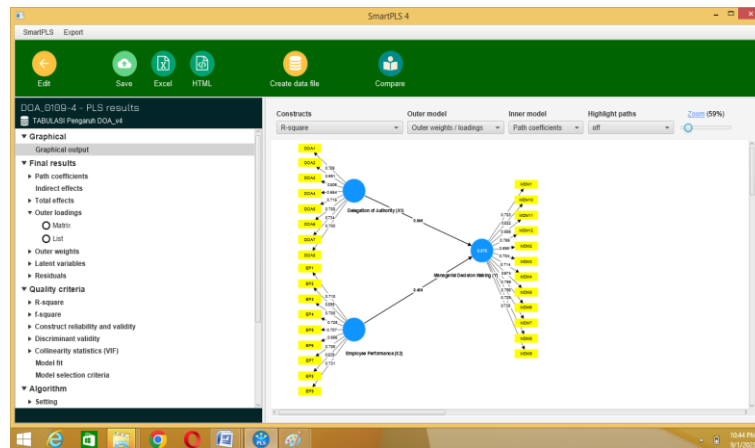
Table 3. Respondent Characteristics

No	Demographic Factor	N	%
1	Gender		
	Male	56	98.20
	Female	1	1.80
2	Age		
	≤ 20 years old	-	-
	21 - 35 years old	15	26.32
	36 - 40 years old	17	29.82
	> 41 years old	25	43.86
3	Educational Background		
	Vocational/Senior High School	42	73.70
	Diploma	5	8.80
	Bachelor	10	17.50
	Total	57	100.00

Source: Google form respondent data, 2023.

Measurement Model/Outer Model Test Convergent Validity

They were measuring the magnitude of the correlation between constructs and latent variables. Convergent Validity testing can be seen from the Loading Factor for each construct indicator. A loading factor value > 0.7 is the ideal value, meaning that the indicator is valid to measure the construct created. In empirical research, loading factor values > 0.5 are still accepted. Even some experts accept 0.4. This value shows that the construct presentation is able to explain the variations that exist in the indicators (Haryono, 2017).



Source: Primary data processing results from SmartPLS 4.0, 2023
Figure 2. Outer loading data indikator

Based on the image above, it can be seen that the Outer Loading Indicator value for the Variable:

- X1 (Delegation of Authority) : DOA1, DOA2, DOA3, DOA4, DOA5, DOA6, DOA7, DOA8
- X2 (Employee Performance) : EP1, EP2, EP3, EP4, EP5, EP6, EP7, EP8, EP9
- Y (Managerial Decision-Making) : MDM1, MDM2, MDM3, MDM4, MDM5, MDM6, MDM7, MDM8, MDM9, MDM10, MDM11, MDM12

It is > (greater) than 0.5, so it is said to be valid, and the data can be used, and all indicators in variables X1, X2, and Y are all used because none is less than < 0.5.

Discriminant Validity

Based on the assumption that each indicator must have a high correlation with the construct, discriminant validity attempts to determine whether a reflective indicator measures the construct accurately. Construct measurements should not be highly correlated with each other (Ghozali & Latan, 2015). In the SmartPLS 4.0 program, the Fornell-Larcker criterion value is used in the discriminant validity test (Henseler et al., 2015).

The Fornell-Larcker criterion has a predictive value greater than 0.5, and its construct correlation with measurement items is higher than other constructs. Another method for assessing discriminant validity in PLS is the Fornell-Larcker criterion value. The model has solid discriminant validity for each construct. According to Fornell and Larcker (1981) and Wong (2013), the square root value of AVE is higher than the correlation value between the construct and other constructs in the model.

Table 4. Discriminant Validity

	DOA	EE	MDM
DOA	0.728		
EE	0.818	0.730	
MDM	0.903	0.883	0.749

Source: Primary data processing results from SmartPLS 4.0, 2023.

The table above shows that the model has solid discriminant validity:

1. The Discriminant Validity value for the Delegation of Authority variable is 0.728 > 0.5, so it is said to be valid.

2. The Discriminant Validity value for the Employee Performance Variable is $0.730 > 0.5$, so it is said to be valid.
3. The Discriminant Validity Value for the Managerial Decision-Making Variable is $0.749 > 0.5$, so it is said to be Valid

Internal Consistency Reliability

Construct validity shows the extent to which a measuring instrument produces results that are in accordance with theory. According to Azwar (2005). Next, the internal consistency and reliability of the constructs were assessed. (Sarstedt et al., 2017) When using PLS-SEM, internal consistency reliability is usually evaluated using Joreskog (1971) composite reliability. The values used are composite reliability and Cronbach's alpha. Sarstedt et al. (2017) found that composite reliability values between 0.6 and 0.7 were considered acceptable, and Cronbach's alpha values above 0.7 were expected to be considered excellent (Ghozali & Latan, 2015).

Table 5. Internal Consistency Reliability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
DOA	0.872	0.876	0.900
EE	0.888	0.891	0.911
MDM	0.928	0.930	0.938

Source: Primary data processing results from SmartPLS 4.0, 2023.

The table displays Cronbach's alpha values for all variables found to be greater than 0.7. The composite reliability value is also greater than 0.7, which shows that the model is reliable.

Coefficient of Determination

This value is used to determine the extent to which the external construct effectively explains the magnitude of the endogenous construct. Expect a value between zero and one.

Table 6. Coefficient of Determination

	R-square	R-square adjusted
MDM	0.878	0.873

Source: Primary data processing results from SmartPLS 4.0, 2023.

The variable for managerial decision-making through Delegation of authority and employee performance is 0.878 or 87.8%, with a customized R-squared value of 0.873 or 87.3%, so it can be said to be strong. (Ghozali & Latan, 2015).

The predictive power of the structural model is the R-square for each endogenous latent variable. Changes in the R-square value can be used to explain the influence of exogenous latent variables on endogenic latency variables that have a significant impact. According to Ghozali (2016), R-square values of 0.75, 0.50, and 0.25 can be used to conclude the strength, moderate strength, or weakness of the model.

Path Coefficient

According to Hair et al. (2017), the path coefficient value ranges between -1 and +1. The stronger the relationship between the two constructs, the closer it is to +1; the weaker the relationship, the closer it is to -1. Except for the positive but insignificant relationship between directive leadership and innovative work behavior, significance was determined by a P value of less than 0.005.

After model validation, path coefficient measurements between controls were carried out to ensure the significance and strength of the relationship and to test the hypothesis.

Table 7. Path Coefficient

	Original sample (O)	Sample Mean (M)	Standard deviation (STDEV)	T Statistics (O/STDEV)	P values
DOA (X1) → MD	0.546	0.530	0.106	5.153	0.000
EE (X2) → MDM	0.436	0.453	0.114	3.825	0.000

Source: Primary data processing results from SmartPLS 4.0, 2023.

H1: Delegation of authority has a positive impact on managerial decision-making.

Based on this table, the estimated coefficient for the Delegation of authority route in managerial decision-making is 0.546 with P Values 0.000, which indicates that H1 is acceptable and that Delegation of authority has a positive and significant effect on managerial decision-making.

H2: Employee performance has a positive effect on Managerial Decision Making.

The Path Coefficient of Employee Performance in Managerial Decision Making is 0.436, and the P value is 0.000 for the second hypothesis. This shows that H2 is acceptable and Employee Performance has a positive and significant effect on Managerial Decision Making, as seen in the table above.

Discussion

The Effect of Delegation of Authority (X1) on Managerial Decision Making (Y)

The T-Statistics value of the path relationship between the Effect of Delegation of Authority and Managerial decision-making is $5.153 > T\text{-Count of } 2.001$; then the first hypothesis (H1) is accepted. Delegation of authority has a positive and significant effect on Managerial Decision Making. This research is in line with previous findings (Tanjung et al., 2023). The impact of Delegation of authority on the effectiveness of Manufacturing Company decision-making is statistically significant. Delegating authority to subordinates reduces most of the burdensome responsibilities of senior managers, enabling them to undertake major tasks and choose appropriate alternatives when making managerial decisions.

Employee Performance (X2) influences Managerial Decision Making (Y)

The T-Statistics value of the path relationship between X2 and Y is $3.825 > 2.001$; then hypothesis 2 (H2) is accepted, employee performance has a positive and significant effect on managerial decision-making. In line with previous research (Olajide & Adeoye, n.d.) revealed that employee performance has a significant influence on managerial decision-making.

CONCLUSION

This study found that Delegation of authority and employee performance have a substantial impact on managerial decision-making at PT. Setia Guna Sejati-Bekasi, the act of Delegation has the potential to enhance the availability of managers' time and resources, enabling them to concentrate on making strategic decisions. It also increases employee performance by producing more accurate data for informed decision-making. Delegation encourages subordinates to participate in decision-making, promoting a broader range of views. Establishing a delegation procedure that fosters confidence can help to improve collaborative activities. However, the impact of Delegation on management decision-making might vary depending on the organizational environment, corporate culture, and other factors. Companies must, therefore, conduct a comprehensive analysis to comprehend the dynamics of Delegation in their context.

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