

Delegation of authority as a managerial tool for a successful leadership: An overview from islamic perspective

Ali Usman Manzo (PhD) ¹, Usma Bukar Muhammad²,

¹ Yobe State University (Nigeria),
alimanz888@yahoo.com

² Yobe State University (Nigeria),
alhajiusman98@gmail.com

Received: 15/09/2021

Accepted: 31./10/2021

Published: 17./09/2021

Abstract:

This research aims at discussing delegation of authority as one of the major managerial tools that guarantee a successful leadership in Islam; which pursue the transfer of authority from a superior to a subordinate in an effort to enable managers deal with a smaller number of more critical issues, thereby making them more effective and resourceful. This is in view of the fact that delegation of authority allows for the goals of the organization to be broken down into tasks and assigned to the team member best suited for the duty. The Research, which is qualitative in nature and adopts descriptive method, discusses the major characteristics of delegation of authority in addition to its various types according to various perceptions. Similarly, exemplary provisions of the Glorious Qur'an on the topic in question are also provided which clearly depict the fact that this glorious Book has attached topmost concern to delegation of authority. In the same direction, the Research provides evident discussions entailing the fact that the Prophet (SAW) had excellently adopted this great administrative feature together with his four rightly caliphs. The Research concludes that the role of delegation of authority in ensuring success in leadership cannot be over emphasized. It enhances a greater trust between the manager and his or her employee, increases job satisfaction and motivation, provides more space for the leader to engage in other important activities, develops new skills in the employees' career and provides a great tool for evaluation.

KEYWORDS: Delegation, Authority, Leadership, Tool, Islam, Perspective

Corresponding author: Ali Manzo Usman, e-mail: alimanz888@gmail.com.

1. INTRODUCTION :

Islam, as a complete way of life, has a set of goals and values encompassing all aspects of human life including religious, social, economic, judicial and political.

It attaches a topmost significance to the establishment of justice on the earth. It has been perfected and bestowed upon the mankind as the only religion to be followed. Almighty Allah says:

"الْيَوْمَ أَكْمَلْتُ لَكُمْ دِينَكُمْ وَأَتِمَمْتُ عَلَيْكُمْ نِعْمَتِي وَرَضِيتُ لَكُمُ الْإِسْلَامَ" (المائدة:3)

"Today have I perfected your religious law for you, and have bestowed upon you the full measure of My blessings, and willed that self-surrender unto Me shall be your religion"(5:3).

It is one of the largest religions in the world. It is universal and found all over the corners of the earth. The messenger of Allah, Muhammad (S.A.W), was sent, not to a certain category of people, but to the entire universe (Manzo, 2020); and thus happened to be the final prophet and messenger of Allah (SWT).

The Glorious Qur'an relates

"وَمَا أَرْسَلْنَاكَ إِلَّا كَافَّةً لِّلنَّاسِ بَشِيرًا وَنَذِيرًا وَلَكِنَّ أَكْثَرَ النَّاسِ لَا يَعْلَمُونَ" (سبا: 28).

"NOW [as for thee, O Muhammad,] We have not sent YOU otherwise than to mankind at large, to be a herald of glad tidings and a warner; but most people do not understand [this]" (34:28).

In Islam, an ideal community, effective leadership and economic sustainability started to see the light of the day immediately after the constitution of the Islamic state in Madinah. Therefore, Muslims, both *Muhajirun* and *Ansar*, Christians and other nationals (*Dhimmis*) had benefited immensely from the commonwealth of the Islamic polity on a non-discriminatory and unbiased ground (Manzo, 2020).

The Holy Quran, which is the ultimate, interminable and everlasting guide for the entire universe, proposes and creates concrete

commendations for the potentials that must be attained by a leader in a bid to result in an effective leadership.

This is in view of the fact that a leader in Islam orders his priorities and tries to follow the legal means of achieving them. Therefore, the state in general remains his constituency and not a particular section of the nation. His concern should be for all, irrespective of tribal, geographical or religious affiliation. His promises should be fulfilled in order to gain people's respect and confidence. In general, it is the duty of the leader to carefully lead the subjects on the right path (Ibrahim, 2011).

The Prophet (SAW) elucidated the fact that Delegation of authority is one of the core ingredients of Leadership. That process involves him (SAW), as the Head of State and Commander-In-Chief, deciding which work he should do himself and which work should be delegated to others for completion. Fully aware of a managerial standpoint which dictates that Delegation of authority involves shifting responsibility to team members, giving them the opportunity to finalize the work product effectively, with minimal intervention.

2.0 THE CONCEPT OF DELEGATION OF AUTHORITY:

According to Merriam-Webster Dictionary, Delegation of authority can be defined as "the act of empowering to act for another."

Similarly, Baer (1999) defined Delegation of authority as the act of assigning a whole unit of work (a task from start to finish) to an employee who is capable of doing it.

In a related development, Carpenter (2020) reveals that delegation of authority is a management tool designed to increase the efficiency of an organization.

Allen (1978) views delegation of authority as the entrustment of part of a responsibility and authority to another and the creation of accountability for performance.

From the above definitions, delegation of authority could be viewed as the transfer of authority from a superior to a subordinate. This enables managers' deal with a smaller number of more critical issues, making them more [effective](#). Therefore, it allows for the goals of the organization to be broken down into tasks and assigned to the team member best suited for the duty. Similarly, it empowers a subordinate to make decisions. In fact, it is a shifting of decision-making authority as well as responsibility for the results from one organizational level to another lower one.

3.0 CHARACTERISTICS OF DELEGATION OF AUTHORITY:

The major characteristics of delegation of authority could be grouped and itemized as follows:

1. It takes place when a manager grants some of his powers to subordinates.
2. It occurs only when the person delegating the authority himself has that authority i.e. a manager must possess what he wants to delegate.
3. Only a part of authority is delegated to subordinates.
4. It allows a manager delegating authority can reduce, enhance or take it back. He exercises full control over the activities of the subordinates even after Delegation of authority.
5. It is only the authority which is delegated and not the responsibility. A manager cannot abdicate responsibility by delegating authority to subordinates.

4.0 TYPES OF DELEGATION OF AUTHORITY:

Delegation of authority has been classified into various types according to various perceptions. Harappa (2020) outlined as follows:

4.1 FULL DELEGATION:

The importance of Delegation of authority of authority is evident in recurring and repetitive jobs in organizations that are fully delegated. For such tasks, there is very little to no interference from managers and leaders, and team members are given maximum authority.

4.2 HALF DELEGATION:

To delegate half a task seems like a bad idea but when done well, it can do wonders. For example, Mr A wants to hire new employees. Looking through hundreds of job applications isn't easy, so he can delegate the preliminary task of looking through resumes and shortlisting them to his team members based on the criteria he set. After that delegated responsibility is done, he can then look at the shortlisted resumes and act accordingly.

4.3 OUTDOOR DELEGATION:

Outdoor Delegation of authority is most useful in case of collaborations with another organization. For example, if you work with an external agency, you can send your best negotiators to collaboratively develop a strategy. Once you receive a brief about the new business strategy with the necessary details, you can make the final decision without having to spend hours on the commute or negotiations.

4.4 INTERVENTION:

When you have limited time on your hands, intervention is the way to go. After you delegate tasks, you can check in with your team members every now and then. It's a good way to track individual signs of progress. It's especially beneficial when you have to work with new employees who don't have many years of experience behind them. For example, you can use the intervention method when you want to launch a new initiative. Ask your team to come up with ideas and present them to you for approval. Intervention is a time-saving technique. While intervention is a useful method, you need to make sure that you don't

end up micromanaging your team as it has a negative impact on employee morale.

4.5 CREATIVE DELEGATION:

Projects that require innovation should be delegated. When more people are involved, the chances of suggesting unique ideas are higher. One person's creativity can push the creativity of the team.

5.0 EXEMPLARY PROVISIONS OF THE GLORIOUS QUR`AN ON DELEGATION OF AUTHORITY:

The Glorious Qur`an contains a number of provisions that depict delegation of authority. Looking at the nature of this research, the following examples, as contained in the Qur`anic story of Prophet Sulaiman and Queen Bilqees in Chapter 27, are worthy of illustration:

5.1 Delegation for the conveyance of a letter to the Kingdom of Sheba:

Prophet Sulaiman received an information from Alhud-Hud in respect of Queen Bilqees and her people that they were worshipping the sun as per below verse in Surat An Naml:

"فَقَالَ أَحَاطْتُ بِمَا لَمْ تُحِطْ بِهِ وَجِئْتُكَ مِنْ سَبَإٍ بِنَبَأٍ يَقِينٍ . إِنِّي وَجَدْتُ امْرَأَةً تَمْلِكُهُمْ وَأُوتِيَتْ مِنْ كُلِّ شَيْءٍ وَلَهَا عَرْشٌ عَظِيمٌ . وَجَدْتُهَا وَقَوْمَهَا يَسْجُدُونَ لِلشَّمْسِ مِنْ دُونِ اللَّهِ وَزَيَّنَ لَهُمُ الشَّيْطَانُ أَعْمَالَهُمْ فَصَدَّهُمْ عَنِ السَّبِيلِ فَهُمْ لَا يَهْتَدُونَ . أَلَا يَسْجُدُوا لِلَّهِ الَّذِي يُخْرِجُ الْخَبَاءَ فِي السَّمَاوَاتِ وَالْأَرْضِ وَيَعْلَمُ مَا تُخْفُونَ وَمَا تُعْلِنُونَ . اللَّهُ لَا إِلَهَ إِلَّا هُوَ رَبُّ الْعَرْشِ الْعَظِيمِ"

"I have grasped the knowledge of a thing which you have not grasped and I have come to you from Sheba with true news. I found a woman ruling over them. She has been given all things that be possessed by any ruler of the earth and she has a great throne. I found her with her people worshipping the sun instead

of Allah and Shaitan has made their deeds fair-seeming to them and has barred them from Allah's way so they have no guidance. [as Shaitan has barred them from Allah's way] so they do not worship (prostrate themselves before) Allah, who brings to light what is hidden in the heavens and the earth and knows what you conceal and what you reveal. *Allahu la ila ha illa Huwa* (no one has the right to be worshipped but He), the Lord of the supreme throne" (27:22-26).

Having received this critical information, Prophet Sulaiman thought of communicating with the Queen through a written message. Since he intended not to do it himself, then he had to delegate. He carefully selected the Hoopoe, being the officer in charge of information. Besides that, he was confident the hoopoe was the right officer to be saddled with that task having known the targeted area and was willing to do the task since he had earlier commissioned himself into a similar task. Therefore, he acted immediately by delegating the task to the Hoopoe. The Holy Qur'an narrates:

"قَالَ سَنَنْظُرُ أَصَدَقْتَ أَمْ كُنْتَ مِنَ الْكَاذِبِينَ . اذْهَبْ بِكِتَابِي هَذَا فَأَلْقِهْ إِلَيْهِمْ ثُمَّ تَوَلَّ عَنْهُمْ فَانْظُرْ مَاذَا يَرْجِعُونَ"

"We shall see whether you speak the truth or you are (one) of the liars. Go you with this letter of mine and deliver it to them then draw back from them and see what (answer) they return" (27:27-28).

5.2 Delegation for ascertaining and determining the position of the Kingdom of Sheba on the request of Prophet Sulaiman:

When Queen Bilqees saw and read Prophet Sulaiman's message, she found herself in a state of tremor. Consequently, she summoned her entire executive council members for an emergency meeting, broke the news to them and freely delegated the task of determining the fate of the

Kingdom on their shoulders, clearly pronouncing that no decision will be taken without the consideration of their inputs. In that regard, the Holy Qur`an relates:

"قَالَتْ يَا أَيُّهَا الْمَلَأُ إِنِّي أُلْقِيَ كِتَابٌ كَرِيمٌ . إِنَّهُ مِنْ سُلَيْمَانَ وَإِنَّهُ بِسْمِ اللَّهِ الرَّحْمَنِ
الرَّحِيمِ . أَلَا تَعْلَمُونَ عَلَيَّ وَأُتُونِي مُسْلِمِينَ . قَالَتْ يَا أَيُّهَا الْمَلَأُ أَفْتُونِي فِي أَمْرِي مَا كُنْتُ
قَاطِعَةً أَمْرًا حَتَّى تَشْهَدُون"

“O chiefs! Verily! Here is delivered to me a noble letter. It is from Sulaiman and it (is): In the name of Allah, the most gracious, the most merciful. Be you not exalted against me but come to me as Muslims. O chiefs! Advise me in (this) case of mine. I decide no case till you are present with me (and give me your opinions “ (27:29-32).

5.3 Delegation for the conveyance of the throne of Queen Bilqees to the Kingdom of Prophet Sulaiman:

In pursuance of leadership contentment, Prophet Sulaiman wanted the throne of Queen Bilqees to be conveyed to him. As usual, he delegated that task to a deserving and willing officer. He wanted to know the most competent, committed and willing officer who would be saddled with such huge task. Consequently, he threw a delegating inquiry as the Qur`an relates:

" قَالَ يَا أَيُّهَا الْمَلَأُ أَيُّكُمْ يَأْتِينِي بِعَرْشِهَا قَبْلَ أَنْ يَأْتُونِي مُسْلِمِينَ (38) قَالَ عِفْرِيتٌ
مِنَ الْجِنِّ أَنَا آتِيكَ بِهِ قَبْلَ أَنْ تَقُومَ مِنْ مَقَامِكَ وَإِنِّي عَلَيْهِ لَقَوِيٌّ أَمِينٌ . قَالَ الَّذِي عِنْدَهُ
عِلْمٌ مِنَ الْكِتَابِ أَنَا آتِيكَ بِهِ قَبْلَ أَنْ يَرْتَدَّ إِلَيْكَ طَرْفُكَ"

“He (Solomon) said: O chiefs! which of you can bring me her throne before they come to me surrendering themselves in obedience. *Ifrit* (strong one) from the Jin said: “I will bring it to you before you rise from your place (council). And verily, I am indeed strong and trustworthy for such work” (27:38-39).

5.4 Delegation for disguising the throne of Queen Bilqees:

At the time when Prophet Sulaiman saw the throne, he showed his gratefulness to His Creator as and then instructed that the Throne be disguised. Such delegation was given to competent people who acted excellently. The Holy Qur`an relates:

"قَالَ نَكِّرُوا لَهَا عَرْشَهَا نَنْظُرْ أَتَهْتَدِي أَمْ تَكُونُ مِنَ الَّذِينَ لَا يَهْتَدُونَ"

“Disguise her throne for her that we may see whether she will be guided, or she will be one of those not guided” (27:41).

6.0 EXEMPLARY PROVISIONS ON DELEGATION OF AUTHORITY DURING THE ERA OF THE PROPHET (SAW) AND THAT OF HIS FOUR RIGHTLY-CALIPHS:

Having realized the significance of delegation of authority in the smooth running of any nation or organization, the Prophet (SAW) had excellently adopted this great administrative feature. So also his four rightly caliphs, Abubakar, Umar Usman and Ali.

6.1 EXEMPLARY PROVISIONS ON DELEGATION OF AUTHORITY DURING THE ERA OF THE PROPHET (SAW):

Urnoos (1934), Usman (2010) and Assalabi (2010) cited some major tasks that were delegated by the Prophet (SAW) to his companions. These delegations were summarized and are hereby presented in tabular form:

***Delegation of Authority As A Managerial Tool for A successful Leadership: An
Overview From Islamic Perspective***

S/No.	DELEGATED TASK	DELEGATEE
1	Documentation of revelation	Abubakar Assiddeeq, Umar Bin Khattab, Usman Bin Affan, Ali Bin Abi Talib, Zaid Bin Thabit, Amr Bin Al As, Abdullahi Bin Rawaha, Mua`z Bin Jabal, Ubay Bin Ka`ab, Arqam Bin Abi Arqam, Abban Bin Sa`eed Bin Alm As, Khalid Bin Sa`eed Bin Al As, Mu`awiyya Bin Abi Sufyan and others.
2	Drafting letters to Kingdoms and other related institutions	Zaid Bin Thabit and Abdullahi Bin Arqam
3	Legal drafting	Ali Bin Talib
4	Drafting personal communications on behalf of the public	Al Mugeera Bin Shu`ba
5	Desk officer in charge of bounties	Mu`aiqib Bin Abi Fatima
6	Translation of official mails into Arabic	Zaid Bin Thabit
7	Governor and Chief Judge of Yamen	Mua`z Bn Jabal
8	Governor and Chief Judge of Makkah	Attab Bin Aseed
9	Governor of San`a	Khalid Bi Sa`eed Bin Al As
10	Governor of Oman	Amr Bin As

Source: Manzo, 2021

6.2 EXEMPLARY PROVISIONS ON DELEGATION OF AUTHORITY DURING THE ERA OF HIS FOUR RIGHTLY-CALIPHS:

Urnoos (1934), Usman (2010, Alkawardi (2006) and Assalabi (2010) cited a number of Sahabat and Tabi`uon who were delegated with numerous task(s) during the period of stewardship of the four rightly caliphs. The summarized description of these delegations is contained in the table below:

S/No.	CALIPH	DELEGATED TASK	DELEGATEE
1	Abubakar As Siddeeq	Compilation of the Holy Qur`an in a unified Mushaf	Zaid Bin Thabit
2		Governor of San`a	Al Muhajir Bin Abi Umayya
3		Governor of Oman	Huzaifa Bin Muhsan
4		Governor of Koofa	Khalid Bin Al Waleed
5		Governor of Egypt	Al Muthanna Bin Harith
6		Governor of Koofa	Sa`ad Bin Abi Waqqas
7	Umar Bin Khattab	Chief Judge in Madinah	Abud Dar Da`
8		Chief Judge in Busra	Shuraih
9		Chief Judge in Koofa	Abu Musa Al Ash`ari
10		Governor of Koofa	Al Mugeera Bin Shu`ba

***Delegation of Authority As A Managerial Tool for A successful Leadership: An
Overview From Islamic Perspective***

11		Governor of Egypt	Amr Bin As
12		Governor of Koofa	Al Waledd Bin Uqba
13	Usman Bin Affan	Governor of Koofa	Sa`ad Bin Abi Waqqas
14		Governor of Egypt	Ibn Abi Sarh
15		Governor of Sham	Usman Bin Affan
16		Governor of Makkah	Khalid Bin Abil As Bin Hisham
17	Ali Bin Abi Talib	Governor of Basra	Usman Bin Haneef
18		Governor of Egypt	Qais Bin Sa`d Bin Ubada
19		Governor of Yamen	Ubaidullah Bin Abbas Bin Abdul Mutallib
20		Governor of Egypt	Malik Bin Al Ashtar

Source: Manzo, 2021

7.0 THE ROLE OF DELEGATION OF AUTHORITY IN ENSURING SUCCESS IN LEADERSHIP:

According to Grieser (nd), effective leaders learn to delegate because transferring work to others frees up time for them to work on tasks that they can do best. Delegation of authority is not merely a way to lighten your own workload; it also serves to increase the motivation and competence of those to whom you have delegated.

Therefore, one of the major jobs of leaders is to help people grow, and delegation of authority assists us in doing that. Great leaders recognize *people* as an organization's most valuable resource, and they can elicit exceptional performance from their employees in part by sharing tasks.

By and large, delegation of authority plays a vital role in ensuring tremendous success in leadership. This could be vividly seen as follows:

7.1 Enhancing a greater trust between the Manager and Employee:

When an employee is given the authority and autonomy to do a certain task by his manager or head, it is implied that the Manager or the Head has trusted him and believed that he will get the task successfully done. This clearly shows that trust and confidence build a bond between the two.

7.2 Increasing Job Satisfaction:

As a Leader, delegating tasks or assignments to your team members allows them to take ownership and pride in their work. No one wants to be thought of as a cog in the machine, doing a job that anyone could do. Giving them the authority to get the job done will go a long way in increasing their satisfaction in their work.

7.3 Increasing Motivation:

Whenever tasks are delegated to the appropriate employees, they get to take ownership of the result. This will enable them to prosper and be highly recognized by all and sundry. Similarly, this also attracts praise and commendation for them. Indeed, that will be a great tool for their motivation.

7.4 Providing more space for the leader to engage in other important activities:

Delegating tasks to subordinates provides more time for the leaders to concentrate on other more pressing assignments. In this way, they will have free time to participate in more important activities which might have been ignored or poorly executed if the former tasks are not aptly delegated.

7.5 Developing new skills in the employees` career:

The major vision of any leader is to assist his employees in building their career through the development and application of new skills. Therefore, once tasks are being delegated to subordinates, they are being provided with the opportunity to be acquainted with new talents that will reflect on the overall performance of both the employee and the organization. This enhances efficiency and effectiveness in the workplace and provides a window for the visibility and productivity of the organization.

7.6 Providing a great tool for evaluation:

Delegating tasks to employees creates an opportunity for a leader to evaluate their performances. As a manager or head, part of your job is to identify top performers and those who are worthy of promotion, commendation or otherwise; as well as those worthy of being assigned with higher challenging assignments.

8.0 STEPS OF A SUCCESSFUL DELEGATION OF AUTHORITY:

Beyond simply assigning a task to a subordinate, there are a number of steps to be fully observed. Therefore, the following detailed step-by-step guide, as put forward by Grieser (nd), is to be strictly taken into consideration before delegation of authority takes place:

Step 1- Identify the task:

As a leader, you must first conceptualize and identify what task is due for delegation. This is very key to success; otherwise, you may end up

delegating what is not the priority of your workplace at that particular period of time.

Step 2- Carefully select who to delegate the task to:

If you want to succeed in seeing-eye-to-eye with fruitful outcome of your delegation, consider the best employee to do the task. You may ask the following guiding questions in determining to whom the task will be assigned:

- Is there someone who may be even better and faster than you are at doing it?
- Who has the skill set already?
- If there is no one, who has the aptitude to learn the skills needed to complete the task?
- Has the person you chose established that they are capable, trustworthy, and can follow through?
- Do they have the time for the task?

Step 3 – Confirm level of interest:

Before you delegate, ensure that the person you are about to select and delegate for the task is interested in carrying out such kind of task. If he is not, then you should not delegate him but try to motivate him so that next time, he will be in better position to be assigned with similar task in view of his competence and commitment to work.

Step 4- Clearly define the task:

For the task to be accomplished, every leader must ensure that the desired result as well as the expected outcome of the delegation are clearly articulated and clarified to the assigned officer. When people

are unclear about a desired outcome, they will often underperform and come up with an useful result.

Step 5- Clarify level of responsibility, authority and accountability:

As a leader who wishes his assigned tasks to be carried out in line with the prescribed directives, he should clearly set out the levels of such delegation at the beginning of the process. Name the level of responsibility, authority and accountability you are giving them. Try to make them understand the reasons that they should come to you for feedback and approval, noting this will vary from one person to another; and from task to task. Ask and assess if they are comfortable with the level of the responsibility, authority as well as the level of resourcing.

Step 6- Establish timeframe and completion date:

Leaders must clearly agree upon a task completion date and when certain phases of the task should be completed. They should be clear to discuss how much time each day or week is appropriate to give to the task. Absence of such may likely lead to distraction, disruption, delay and failure.

Step 7- Monitor progress and give feedback:

Having established timeframe and completion date, a leader must follow up and establish a process of receiving periodic updates. This helps to hold the employee accountable and committed. There must be an assurance that everything goes well as designed.

Step 8- Conduct Reviews:

Once a leader delegated a task which has been completed as planned, he must then pay attention to the outcome, study it and learn from the mistakes therewith, if any, in order to avoid future reoccurrence. Similarly, successful outputs must be taken into consideration in subsequent projects and be sustained as well.

9.0 DELEGATION BARRIERS:

There is no gainsaying the fact that a number of leaders, nowadays and before, do stalwartly or partially oppose to Delegation of authority. This category of leaders are called `Micromanagers`. They do claim, aver and rely on myriad excuses which will never see an eye of tolerability; major amongst them could be identified in the following table:

S/No.	Barrier	Excuses for the Leaders
1	Ego	They believe that no One Can Do the Job as Well as they can
2	Time Factor	They think It takes too much time to train the delegatee
3	Accountability	They are accountable if it goes wrong
4	Skills Gaps	My staff don't possess the technical skills
5	Authority Threat	Delegation of authority reduces my own authority
6	Absence of the will of motivation	There is a lack of Trust in the employees' motivation
7	Insincerity	They enjoy doing the work themselves in order to always take credit
8	Disguise on the avoidance of overload	They over up their refusal to delegate based on flimsy excuse that staff are overloaded with numerous responsibilities in spite of their proven capability that they can still do better than the leaders

***Delegation of Authority As A Managerial Tool for A successful Leadership: An
Overview From Islamic Perspective***

9	Fear of being shown up by a subordinate	They feel they may lose control in the workplace
---	-----------------------------------------	--------------------------------------------------

Source: Manzo, 2021

10.0 GREAT TIPS FOR A SUCCESSFUL DELEGATION OF AUTHORITY:

The following table entails some great tips that should serve as a guide for leaders when delegating:

S/No.	Activity	Decision
1	If a leader wants a task to be executed successfully, he knows an employee who has interest in doing the task and knows how to do it, then the Leader should:	DELEGATE the task to him
2	If an employee has interest in doing the task, but does not know how to do it, then the Leader should:	EDUCATE him on how to carry-out he task, but do not delegate to him
3	If an employee knows how to handle the assignment successfully, but has no interest in doing it, then the Leader should:	MOTIVATE and persuade him in order to develop interest in the conduct of such assignments, but do not delegate the task to him
4	If an employee has no interest in doing the task, and does not know how to do it, then the Leader should:	TERMINATE his engagement.

Source: Manzo, 2021

11.0 CONCLUSION:

The research dwelt on the delegation of authority which is considered as one of the major managerial tools that guarantee a successful leadership in Islam. It is viewed as the transfer of authority from a superior to a subordinate. This enables managers' deal with a smaller number of more critical issues, making them more effective. Therefore, it allows for the goals of the organization to be broken down into tasks and assigned to the team member best suited for the duty. Similarly, it empowers a subordinate to make decisions. In fact, it is a shifting of decision-making authority as well as responsibility for the results from one organizational level to another lower one.

The Research discussed the major characteristics of delegation of authority in addition to its various types according to various perceptions. Similarly, exemplary provisions of the Glorious Qur'an on the topic in question were also provided which clearly depict the fact that this glorious Book has attached topmost concern to delegation of authority.

In the same direction, the Research provides evident discussion entailing the fact that the Prophet (SAW) had excellently adopted this great administrative feature. So also his four rightly caliphs, Abubakar, Umar Usman and Ali. This is in realization of the significance of delegation authority in the smooth running of any nation or organization.

In conclusion, the role of delegation of authority in ensuring success in leadership cannot be over emphasized. It enhances a greater trust between the manager and employee, increases job satisfaction and motivation, provides more space for the leader to engage in other important activities, develops new skills in the employees' career and provides a great tool for evaluation.

12. Bibliography List :

Delegation of Authority As A Managerial Tool for A successful Leadership: An Overview From Islamic Perspective

- 1 Assalabi, A.M (2010), Serat Ameeril Mu`mineena Ali Bi Abi Talib: Shaksiyatuhu wa Asruhu. Dar Al Ma`rifa, Beirut, Lebanon.
- 2 Al Mawardi,A,M (2006), Al Ahkam Al Sultaniyya, Dar Al Hadeeth, Cairo, Egypt.
- 3 Baer, J, (1999), You can do it all: Effective Delegation of authority for Supervisors. Coastal Training Technologies Corp.
- 4 Beekun, R. and Badawi. J. (1999). The Leadership Process in Islam. Retrieved on February 11, 2017 from myroinc.yolasite.com.
- 5 Burns, J.M (1978). Leadership. New York: Herper and Row.
- 6 Carpenter, D (2020), What Is Delegation of authority and How Does It Enhance Team Management? Retrieved on September 10th, 2021 from: [https://www.lifehack.org/866223/what-is-Delegation of authority](https://www.lifehack.org/866223/what-is-Delegation-of-authority).
- 7 Gwandu, A.A. (2011). Islamic Perception on Leadership and Good Governance. Islamic Political Theory and Applications (pp. 86-93). Sokoto: Department of Political Science, Usmanu Danfodio University.
- 8 Grieser, R. (nd),ACHIEVE Centre for Leadership. Retrieved on September 10th, 2021 [ck.org/866223/what-is-Delegation of authority: https://ca.achievecentre.com/blog/10-steps-effective-Delegation of authority/](https://ca.achievecentre.com/blog/10-steps-effective-Delegation-of-authority/)
- 9 Haddara, M. and Enanny. F. (2009). Leadership: An Islamic Perspective. Mu'assasa Ashurouq Al Dauliyya.
- 10 Harappa (2020). Retrieved on September 10th, 2021 [https://harappa.education/harappa-diaries/Delegation of authority-of-authority/](https://harappa.education/harappa-diaries/Delegation-of-authority-of-authority/)
- 11 Hawwa, S. (1990). Al-Rasool [The Messenger]. Egypt: Dar Al-Salam.
- 12 Ibrahim, Y.Y. (2011). Reflection on Selected Political Statements of Early Muslims. Islamic Political Theory and Applications. (pp. 51-55). Sokoto: Department of Political Science, Usmanu Danfodio University.
- 13 Kasule, O.H. (1999). Concept of Leadership in Islam. Hungary: Islamic Medical Education Resource.
- 14 Leithwood, K and Jantzi, D. (1999). The effect of Transformational Leadership on organizational conditions and student engagement with school. Journal of Educational Administration. Retrieved January 10, 2017 from files.eric.edu.gov.
- 15 Manzo, A. U, (2017). Leadership Principle and Qualities in the Holy Qur'an: The story of Prophet Suleiman and Queen Bilqees. Ihsan Printing & Publishing Co. Jos, Plateau State, Nigeria
- 16 Manzo, A. U, (2020). "An Introduction and Overview" in Community, Leadership and Socio-Economic Advancement in Islam: A Panacea for

Sustainable Development in Nigeria. Department of Islamic Studies, Yobe State University, Damaturu, Nigeria, P.1.

17 Merriam- Webster Dictionary. Retrieved on September 10th, 2021

18 Urnoos, M.M, (1934). Tarikh Al Qada Fil Islam. Dar Al Ma`arif, Cairo, Egypt.

19 Usman, M.R. (2001). Ba`d Al Mabadi`h Al Latee Tahkumul Idara Al Ammah Fil Islam in Al Idara Fil Islam, Jeddah, Saudi Arabia.