

# **The Role of Delegation of Administrative Functions and Powers in Enhancing the Satisfaction of Managers - Paltel as Case Study**

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## **Abstract**

The study aimed to identify the role of delegation of administrative powers in enhancing the satisfaction of the managers of the Palestinian Telecommunications Company.

The researcher used the case study methodology. The questionnaire was used as a tool to gather data. The questionnaire consisted of 75 items divided into seven main areas. The research population consisted of managers who hold managerial positions in the Palestinian Telecommunications Company which they were 40 managers. 38 questionnaires were retrieved.

The study reached a number of results. The degree of understanding of the administrative leadership of the process of delegation of powers associated with the delegation of tasks was high (84%). Also, the results indicated the need for senior management to exercise direct control over the director during the delegation process. Furthermore, the mechanisms of delegating the functions and powers of the Palestinian Telecommunications Company were high (81%). The results of the study revealed the need to train the staff on the delegated tasks before the delegation process and give them time to do so and provide clear and written information to them. In addition, the degree of exercise of the administrative leadership of the process of delegation of functions and powers in the Palestinian Telecommunications Company was high (79%). It revealed the lack of staff in the performance of some delegated tasks leading to re-performed by managers. However, the results of the obstacles to the delegation of administrative functions and powers faced by the Palestinian Telecommunications Company were average (56%). Some of the obstacles were that senior management should be involved in the decision-making process. Moreover, the impact of the process of delegation

of functions and powers in enhancing job satisfaction in the Palestinian Telecommunications Company was high (80%), as indicated by respondents' answers. Also, the degree of job satisfaction for the managers of the Palestinian Telecommunications Company was high (75%) while the results of this study revealed the satisfaction of managers as a result of the respect and appreciation of the administration to them. On the other hand, the results stressed the need to work on equal opportunities in promotion and discrimination in the distribution of bonuses and incentives. And there are differences between the delegation of tasks and powers in promoting job satisfaction in the Palestinian Telecommunications Company due to the demographic variables (gender, age, educational level, work experience).

The main recommendations were six items. First, the need for senior management to exercise direct control over managers during the delegation process because of its importance in achieving the objectives of the company and granting the delegation in part. Then, train staff to take responsibility for promoting the emergence of future leaders who will rely on themselves to solve problems. In addition, the need to select managers for qualified employees to verify the accreditation authority so that they are not re-performed again and the managers time is lost. Following this, the need for the participation of senior management of managers in the decision-making process and not only participate in planning processes because of its important impact in enhancing job satisfaction. As well, the need to work on equal opportunities in promotion and annual increase and non-discrimination in the distribution of bonuses and incentives. Lastly, the need to review the company's internal rules and regulations to meet the needs and ambitions of all employee

The need to exercise direct control of senior management over managers during the delegation process because it's importance in achieving the company objectives, training employees to take responsibility in promoting future leaders relaying on themselves to solve problems as well as the need for managers to select compete staff to mandate the delegation process to save time, the need to participate managers in decesion making not just in planning because it's important impact to enhance job satisfaction.