

# The Role of Effective Delegation in Enhancing Administrative Innovation and Improving Job Performance Efficiency in the Government Sector: An Applied Study from the Supervisory Management Perspective

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(Type: Full Article). Received: 15<sup>th</sup> Mar. 2025, Accepted: 20<sup>th</sup> Apr. 2025, Published: 1<sup>st</sup> Feb. 2026,

DOI: <https://doi.org/10.35552/anujrle.2.2.2595>

**Abstract: Objective:** Examining the role of effective delegation in enhancing administrative innovation and improving job performance efficiency in the government sector from a supervisory management perspective. **Methodology:** A descriptive-analytical approach was adopted, using a questionnaire administered to a sample of (211) employees in government departments in Irbid. The questionnaire focused on two main axes: - Delegation of authority and its dimensions (authority, responsibility, accountability). - Employee performance level (speed, volume, accuracy, quality). **Key Findings:** - A statistically significant correlation between effective delegation and the enhancement of administrative innovation and job performance efficiency. - No statistically significant differences in delegation practices attributed to gender, age, educational level, or job level. - Statistically significant differences in delegation practices based on years of experience (between employees with less than 5 years and those with over 16 years of experience). - A positive and statistically significant impact of accountability on job performance, while authority and responsibility had no significant effect. **Conclusions:** Effective delegation enhances performance and innovation, with accountability being a critical factor. **Recommendations:** - Promote a culture of effective delegation through clear policies and procedures. - Raise employee awareness about the importance of delegation in improving performance and fostering innovation.

**Keywords:** Effective Delegation, Administrative Innovation, Job Performance Efficiency, Governmental Departments, Supervisory Management.

## دور التفويض الفعّال في تعزيز الابتكار الإداري ورفع كفاءة الأداء الوظيفي في القطاع الحكومي: دراسة تطبيقية من وجهة نظر الإدارة الإشرافية

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تاريخ التسليم: (2025/3/15)، تاريخ القبول: (2025/4/20)، تاريخ النشر: (2026/2/1)

**المخلص: الهدف:** بيان دور التفويض الفعال في تعزيز الابتكار الإداري ورفع كفاءة الأداء الوظيفي في القطاع الحكومي من وجهة نظر الإدارة الإشرافية. **المنهج:** استخدم المنهج الوصفي التحليلي، حيث تم تطبيق استبانة على عينة مكونة من (211) موظفًا في الدوائر الحكومية في مدينة إربد. شملت الاستبانة محورين رئيسيين: - تفويض السلطة وأبعاده (السلطة، المسؤولية، المساءلة). - مستوى أداء العاملين (السرعة، الحجم، الدقة، الجودة). **أهم النتائج:** وجود علاقة ارتباطية ذات دلالة إحصائية بين التفويض الفعال وتعزيز الابتكار الإداري وكفاءة الأداء. - عدم وجود فروق ذات دلالة إحصائية في ممارسة التفويض تعزى للجنس، العمر، المستوى التعليمي، أو المستوى الوظيفي. - وجود فروق ذات دلالة إحصائية في ممارسة التفويض تعزى لسنوات الخبرة (بين ذوي خبرة أقل من 5 سنوات وأكثر من 16 سنة). - تأثير إيجابي ودال إحصائيًا للمساءلة على الأداء الوظيفي، بينما لم يكن للسلطة والمسؤولية تأثير دال. **الاستنتاجات والتوصيات:** التفويض الفعال يُسهم في تحسين الأداء والابتكار، مع أهمية التركيز على المساءلة. **التوصيات:** تعزيز ثقافة التفويض الفعال عبر سياسات وإجراءات واضحة. - توعية الموظفين بأهمية التفويض في تحسين الأداء والابتكار. **الكلمات المفتاحية:** التفويض الفعّال، الابتكار الإداري، كفاءة الأداء الوظيفي، الدوائر الحكومية، الإدارة الإشرافية.

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## Introduction

In light of the growing challenges confronting the public sector—chief among them rising bureaucracy and increasingly complex administrative procedures—the need for effective managerial strategies that can enhance performance and achieve higher levels of organizational efficiency has become more critical than ever. Among the most prominent of these strategies is effective delegation, which serves as a pivotal tool for reducing pressure on upper management levels and empowering employees. However, its role in fostering administrative innovation remains underexplored, particularly within government environments characterized by institutional rigidity and resistance to change—thus creating a knowledge gap that warrants further investigation (Nguyen & Patel, 2025).

Although several recent management studies (Lopez & Zhang, 2024; Hussein, 2025) have affirmed the significance of delegation in improving functional efficiency, the relationship between effective delegation and administrative innovation—especially in public sector institutions—has not received adequate academic attention. This imbalance in scholarly focus forms the core rationale behind the present study, which seeks to explore the potential of delegation not merely as a mechanism for enhancing efficiency, but as a strategic tool for stimulating creativity and innovation within governmental work settings, particularly from the perspective of supervisory management.

Implementing delegation in public institutions encounters a range of challenges. These include issues related to organizational culture, such as the lack of trust between leaders and subordinates, as well as structural problems, like unclear authority distributions and overlapping responsibilities. Additionally, there is often a fear of failure when tasks are

assigned to employees who may lack the necessary skills or experience (Turner & Khalid, 2024). These factors collectively weaken the effectiveness of delegation and hinder the pathway to institutional innovation, thus necessitating thorough analysis and the development of scientifically grounded, applicable solutions.

Recent literature indicates that organizations that adopt well-structured delegation practices tend to experience improvements in decision-making speed, higher execution rates, and better functional integration across departments (Martin & Brooks, 2025). Delegation enables leaders to concentrate on strategic-level tasks, while operational and executive duties are distributed across lower administrative tiers, thereby positively impacting overall performance. Nevertheless, despite these advantages, many government institutions continue to exhibit resistance to implementing delegation practices effectively, underscoring the urgent need to reevaluate existing administrative systems and policies.

The issues addressed in this study focus on the fundamental challenges facing the public sector in the city of Irbid, where ongoing administrative transformations require the adoption of more flexible and effective management strategies. These transformations reflect a shift from the traditional hierarchical administrative model toward a more democratic and participatory approach. Despite the strategic importance of administrative delegation as a key tool for enhancing functional performance and promoting administrative innovation, many government departments in Irbid lack effective mechanisms for implementing this principle. Additionally, there is limited clarity regarding the extent to which supervisory management practices delegation in daily operations.

This issue is further compounded by the lack of local empirical studies examining the impact of delegation within the context of the Jordanian public sector. Therefore, this research problem is crucial for understanding how delegation influences both performance efficiency and the stimulation of innovation in government institutions.

While delegation is widely regarded as a modern managerial practice that facilitates task distribution, reduces the burden on executive leaders, and motivates employees, it faces several significant challenges. Chief among these are the lack of clarity in the distribution of authority and responsibilities between managers and employees, as well as a deficiency in mutual trust—factors that may significantly impair the effectiveness of delegation.

Therefore, there is an urgent need to investigate the current state of administrative delegation in the government departments of Irbid and assess its impact on functional performance and the promotion of administrative innovation. This investigation is vital for developing informed managerial practices and enhancing the strategic agility of public institutions operating in increasingly complex administrative environments.

### **Study Objective**

Based on the foregoing, this study aims to analyze the role of effective delegation in supporting administrative innovation and enhancing functional performance through an applied case study from the perspective of supervisory management in the public sector. The research seeks to identify the key factors that influence the effectiveness of delegation, examine the challenges that hinder its optimal implementation, and assess the extent to which delegation is associated with employee empowerment and motivation.

The ultimate goal is to develop practical recommendations that support the adoption of delegation as a strategic managerial tool for improving institutional performance and achieving greater organizational flexibility in the face of evolving administrative challenges.

Furthermore, the study seeks to answer the following central research question:

To what extent is the practice of authority delegation effective in government departments in the city of Irbid, and how does it influence the improvement of functional performance and the promotion of administrative innovation among employees in these departments?

### **Theoretical Framework and Literature Review**

**Core Theoretical Foundation: Empowerment Theory:** This study is grounded in Empowerment Theory as the central theoretical framework to understand the relationship between effective delegation, administrative innovation, and functional performance in the public sector. Empowerment Theory conceptualizes effective delegation as a process of granting employees authority and responsibility to make decisions related to their day-to-day tasks, which, in turn, enhances their sense of ownership, intrinsic motivation, and productivity. According to recent conceptual advancements, effective delegation not only improves individual performance but also fosters administrative innovation by enabling employees to generate new ideas and improve institutional processes (Mitchell & Evans, 2025).

**Delegation and Administrative Innovation:** Empowerment-based delegation fosters a culture of experimentation and autonomy that encourages innovative behavior. Recent empirical studies indicate that employees who perceive themselves as empowered are more likely to suggest creative

solutions and improve administrative workflows (Chen, Wright, & Foster, 2024). Within public sector contexts, effective delegation contributes to innovation by promoting a culture of trust, autonomy, and psychological safety, which are critical for idea generation and experimentation (Singh & Delaney, 2025).

#### **Delegation and Functional Performance:**

Effective delegation is also strongly linked to improvements in employee performance, particularly through enhanced motivation, engagement, and accountability. According to recent studies, employees who are entrusted with meaningful responsibilities tend to show higher task ownership and operational efficiency (Turner, Green, & Hall, 2024). In government institutions, strategically delegated tasks result in more effective workload distribution and improved decision-making capabilities, which together contribute to better organizational performance (Kwon & Shields, 2025).

**Challenges to Delegation in the Public Sector:** Despite the evident benefits of delegation, numerous structural and cultural barriers hinder its application in public institutions. One of the most significant challenges lies in the lack of mutual trust between top management and employees. Studies reveal that public sector leaders often express concerns about losing control when authority is delegated to lower-level staff (Lambert & Ahmed, 2024). In addition, ambiguity in roles and responsibilities can lead to role conflict and task duplication, which, in turn, undermine workflow efficiency and performance outcomes (Bennett & Curtis, 2025).

**Delegation in the Jordanian Public Sector:** At the national level, the Jordanian public sector faces unique challenges related to delegation. Recent research indicates that

centralized administrative structures and managerial resistance to change hinder the practice of effective delegation (Hassan & Saleh, 2024). Many public sector leaders perceive delegation as a threat to control and oversight, fearing that distributing authority may reduce their influence. Furthermore, hierarchical rigidity limits employees' ability to make independent decisions, reinforcing a top-down administrative culture and obstructing innovation and performance improvements.

#### **Previous Studies**

Several recent empirical studies have addressed the relationship between effective delegation and organizational performance in the public sector. The following studies represent the most relevant and contemporary contributions to the topic:

**Al-Bori and Al-Ameri (2025)** investigated the impact of delegation of authority on employee performance in Yemeni banks located in Sana'a. Employing a descriptive-analytical approach with a questionnaire distributed to 322 employees, the study assessed four dimensions of delegation: administrative, financial, technical, and decision-making. Findings indicated that overall delegation significantly improved employee performance, with administrative, technical, and decision-making delegation showing strong positive effects, whereas financial delegation had no significant impact. The study recommended that banks strengthen delegation practices, particularly in non-financial areas, to improve efficiency and support organizational goals.

**Roberts and McAllister (2025)** conducted a comprehensive study to examine the role of delegation in enhancing employee performance in government institutions across the United Kingdom. Utilizing a descriptive-analytical method and a sample of 160 public employees

from various departments, the study found that strategic delegation significantly improves employees' decision-making capacity and fosters greater engagement in administrative processes. Furthermore, the results indicated that leadership style plays a pivotal role in determining the success of delegation practices.

**Nguyen and Patel (2025)** explored the impact of delegation on organizational performance in Asian public sector agencies. Their study employed a quantitative approach involving 220 respondents across five countries, with data collected through a structured 30-item survey. The results revealed a strong correlation between effective delegation and both individual and team-based performance. However, the study also highlighted trust issues between supervisors and subordinates as a key obstacle to successful delegation.

**Hernandez and Clark (2024)** focused on delegation and its effect on productivity in U.S. state-level government offices. Using a 25-item instrument distributed to 190 public servants in 12 agencies, the study concluded that empowered employees reported higher motivation, job satisfaction, and innovation output. Delegation was seen as a driver of organizational learning and operational efficiency.

**Li and Andersen (2025)** examined how delegation impacts organizational effectiveness in Scandinavian public administration. The study, based on 250 survey responses, showed that delegation not only enhances functional efficiency but also promotes adaptive leadership and strategic thinking. A key takeaway was the importance of training and upskilling employees to ensure delegation is both effective and sustainable.

**Kumar and Jensen (2024)** investigated the role of delegation in driving innovation within municipal government settings in Canada. A

sample of 180 employees participated in the study, which utilized a mixed-methods approach. The results confirmed that well-structured delegation processes contribute significantly to innovation, especially when employees are held accountable and given autonomy. Furthermore, the presence of a supportive supervisory culture was shown to enhance the outcomes of delegation.

El-Farra (2007) conducted a study to examine the level of management innovation in Palestinian ministries. Using a descriptive-analytical approach and a stratified random sample of 400 employees, the study explored several variables including directing creative work, developing creative capabilities, building a culture of innovation, managing learning for new ideas, organizing for creativity, and making wise decisions. The findings revealed that while ministries demonstrated a satisfactory level of innovation, they failed to encourage the flow of new ideas, and organizational rules, regulations, and managerial practices limited communication and hindered creativity. The study recommended fostering a culture of innovation through long-term training and education, improving regulations and bylaws, and empowering subordinates by promoting direct communication.

### **Critical Commentary on Previous Studies**

A review of the aforementioned studies reveals a consistent conclusion: effective delegation is a powerful managerial tool that positively influences job performance, motivation, and administrative innovation in public institutions. While the majority of the research confirms the value of delegation, each study brings unique insights. Some emphasized trust and communication as central to successful delegation (e.g., Nguyen & Patel, 2025), while others highlighted the role of training and leadership development (Li &

Andersen, 2025). Similarly, Al-Bori and Al-Ameri (2025) demonstrated that administrative, technical, and decision-making delegation significantly enhance employee performance in the banking sector, underscoring the broader relevance of delegation beyond government institutions. In contrast, El-Farra (2007) examined innovation in Palestinian ministries and revealed that rigid regulations and weak empowerment practices limit creativity and communication, highlighting the importance of creating an enabling environment for delegation to succeed.

However, despite these insights, many studies treated delegation primarily from the perspective of general management or frontline employees, neglecting the supervisory level as a critical driver in delegation dynamics. This study differentiates itself by emphasizing the role of supervisory management, particularly in government institutions within the Irbid governorate, a region with distinct organizational characteristics. Moreover, this study adopts a comprehensive analytical framework that integrates both quantitative and qualitative data to examine the relationship between delegation, performance, and innovation. By focusing on inter-level interactions within the administrative hierarchy, the research offers a deeper understanding of delegation's strategic role in enhancing organizational flexibility and operational readiness in the face of evolving challenges.

## **Study Hypotheses**

### **First: Development of Study Hypotheses**

The hypotheses were formulated in alignment with the applied theory (Empowerment Theory) and recent studies from 2024–2025. They are divided into a main hypothesis and several sub-hypotheses:

### **Main Alternative Hypothesis (H1)**

There is a statistically significant relationship between the level of effective administrative delegation and job performance efficiency, as well as the enhancement of administrative innovation in government departments in Irbid from the perspective of supervisory management.

### **Sub-Hypotheses**

1. There is a statistically significant correlation between the practice of effective delegation and the enhancement of administrative innovation, as well as the improvement of job performance efficiency in government departments in Irbid.
2. There are statistically significant differences in the level of effective delegation based on the personal and job-related characteristics of employees (gender, age group, educational level, job level, years of service).
3. There are statistically significant differences in the level of administrative innovation and job performance efficiency based on the personal and job-related characteristics of employees (gender, age group, educational level, job level, years of service).
4. There is a statistically significant impact of the level of effective administrative delegation on the enhancement of administrative innovation and the improvement of job performance efficiency in government departments in Irbid.

### **Second: Research Model (Theoretical / Conceptual Framework)**

#### **Independent Variable**

Effective Administrative Delegation

#### **Dependent Variables**

- Job Performance Efficiency
- Administrative Innovation

## Mediating/Moderating Variables

- Organizational Trust.
- Organizational Culture.
- Administrative Empowerment.

## Proposed Conceptual Framework

### Study Methodology

The study adopted a quantitative approach based on statistical analysis to achieve the research objectives and test its hypotheses. The descriptive-analytical method was used to describe and analyze the reality of effective delegation and its impact on enhancing administrative innovation and improving job performance efficiency in the public sector. The study relied on a positivist philosophy as its philosophical framework, which focuses on the collection and analysis of objective quantitative data using statistical tools to derive conclusions. Additionally, a deductive approach was utilized, starting with theories and theoretical frameworks related to effective delegation, administrative innovation, and job performance efficiency, followed by testing these theories through the collection and statistical analysis of field data.

## Study Population

The population of this study represents all Jordanian government departments in various economic, administrative, social, and service fields. Due to the difficulty of accurately identifying such a large and geographically extensive population across the country, the study population included (16) ministries, departments, and institutions located in the central governorate of Irbid city, Jordan. These are:) Ministry of Interior (Governorate), Ministry of Justice (Court of Justice), First and Second Education Directorates of Irbid City, Directorate of Public Works, Directorate of Health, Directorate of Agriculture, Income Tax Department, Civil Status and Passports Department, Department of Land and Survey, Department of Antiquities, Social Security Corporation, Department of Social Development, Agricultural Credit Corporation, Water Authority, Electricity Company).

### Study Sample

The study sample consisted of employees working in government institutions and departments in Irbid city. The first part of the questionnaire addressed the personal and job-related data of the surveyed employees, which can be described as follows:

**Table (1):** Personal and Job-Related Data of Employees.

| Category                 | Frequency | Percentage |
|--------------------------|-----------|------------|
| <b>Gender</b>            |           |            |
| Male                     | 128       | 60.7%      |
| Female                   | 83        | 39.3%      |
| <b>Age Group</b>         |           |            |
| 30 years and older       | 38        | 18.0%      |
| 31-40 years              | 76        | 36.0%      |
| 41-50 years              | 79        | 37.4%      |
| Over 50 years            | 18        | 8.5%       |
| <b>Educational Level</b> |           |            |
| Diploma or lower         | 81        | 38.4%      |
| Bachelor's degree        | 91        | 43.1%      |
| Postgraduate studies     | 39        | 18.5%      |
| <b>Job Level</b>         |           |            |
| Senior management        | 11        | 5.2%       |
| Middle management        | 97        | 46.0%      |
| Executive management     | 103       | 48.8%      |
| <b>Years of Service</b>  |           |            |
| 5 years or less          | 36        | 17.1%      |
| 6-10 years               | 38        | 18.0%      |

| Category         | Frequency  | Percentage    |
|------------------|------------|---------------|
| 11-15 years      | 36         | 17.1%         |
| 16 years or more | 101        | 47.9%         |
| <b>Total</b>     | <b>211</b> | <b>100.0%</b> |

## Validity and Reliability of the Study Tool (Questionnaire)

### Validity of the Tool

To ensure the validity of the study tool (the questionnaire), the following steps were taken:

**Face Validity:** The questionnaire was presented to five experts in public administration, business management, and education, all of whom have experience and specialization in these fields. Each expert was asked to review the questionnaire items in terms of clarity, relevance to the respective field, and the appropriateness of the five-point Likert scale used. Some items were modified based on the experts' recommendations, and necessary adjustments were made to finalize the questionnaire.

**Construct Validity:** Exploratory Factor Analysis (EFA) was employed to verify the construct validity of the questionnaire. This analysis was applied to the pilot sample to determine how well the items represented the key variables (effective delegation, administrative innovation, and job performance efficiency). The results showed that all items loaded on the expected factors, with loading values ranging from 0.50 to 0.90, confirming the internal validity of the tool.

**Convergent Validity:** Convergent validity was assessed by calculating the Average Variance Extracted (AVE). The values exceeded the minimum acceptable threshold of 0.50, indicating that the items effectively measure the variables they were designed to assess.

### Reliability of the Tool

To ensure the reliability of the study tool, the following steps were taken:

**Cronbach's Alpha:** Cronbach's Alpha was used to measure the degree of reliability and consistency in data collection. To achieve this, the questionnaire was distributed to a pilot sample outside the study sample. The results indicated that Cronbach's Alpha was 60% or higher, reflecting an acceptable level of reliability for the tool. When the test was applied to the study areas related to the concept of effective delegation and its three domains, as well as the concept of performance and its four domains, the values ranged from 0.68 to 0.96, all of which were above 0.60, indicating that these values are suitable and acceptable for the purposes of the study. The overall Cronbach's Alpha value for the performance domains was 0.96, which enhances the tool's reliability and appropriateness for achieving the study's objectives.

**Split-Half Reliability:** The questionnaire was divided into two halves, and the correlation coefficient between them was measured using the Spearman-Brown Coefficient. The results indicated a high level of reliability, with values exceeding the minimum acceptable threshold of 0.70.

### Checking for Common Method Bias

To check for common method bias, Harman's Single Factor Test was applied. The results showed that the first factor did not explain more than 50% of the total variance, indicating that there was no common method bias affecting the results.



## Procedures for Implementing the Study Tool (Questionnaire)

After obtaining an official letter from the Dean of the Faculty of Economics addressed to the relevant authorities to facilitate the researcher's task of administering the questionnaire to the study sample, the researcher enlisted the help of colleagues to distribute the questionnaires hand-to-hand to the sample members. The participants were asked to complete the questionnaire and return it upon completion.

A total of 345 questionnaires were distributed to the sample members, and the researcher was able to retrieve 256 of them. After reviewing and scrutinizing the questionnaires, it was found that 45 questionnaires did not meet the criteria for statistical analysis, so they were excluded. Thus, the number of questionnaires used in the statistical analysis was 211.

Several statistical methods were then used in this study to analyze the data obtained from the questionnaires. The researcher began by using Cronbach's Alpha to test the reliability of the tool in data collection. Descriptive statistical methods, such as frequencies, percentages,

means, and standard deviations, were applied to identify the characteristics of the study sample and measure the level of delegation and employee performance. To test the significance of the results, the researcher used the One-Sample T-Test to assess the significance of differences in the dimensions of power delegation and employee performance. To analyze the differences between the personal and job-related characteristics of the respondents, a Two-Way Analysis of Variance (ANOVA) and Scheffe's Test were applied to determine the sources of the differences. Additionally, regression analysis was used to study the impact of power delegation on the level of employee performance in government departments in Irbid city. Finally, correlation coefficients were extracted using the Pearson Correlation Test to identify relationships between the different study domains.

## Presentation of Results

### First: Testing the First Hypothesis

There is a statistically significant correlation between the practice of effective delegation, enhancing administrative innovation, and improving job performance efficiency in government departments in Irbid City.

**Table (2):** Pearson Correlation Coefficient for the Relationship Between the Degree of Effective Delegation Practice, Enhancing Administrative Innovation, and Improving Job Performance Efficiency in Government Departments in Irbid City.

| Variable                   | Overall, Power Delegation   | Accountability             | Responsibility             | Authority                  | Variable                   |
|----------------------------|---|----------------------------|----------------------------|----------------------------|----------------------------|
| <b>Speed</b>               | r(Correlation Coefficient)<br>p-value (Statistical Significance)<br>N (Sample Size) | 0.211 (**)<br>0.002<br>211 | 0.211 (**)<br>0.002<br>211 | 0.410 (**)<br>0.000<br>211 | 0.410 (**)<br>0.000<br>211 |
| <b>Size</b>                | r(Correlation Coefficient)<br>p-value (Statistical Significance)<br>N (Sample Size) | 0.186 (**)<br>0.007<br>211 | 0.246 (**)<br>0.000<br>211 | 0.448 (**)<br>0.000<br>211 | 0.373 (**)<br>0.000<br>211 |
| <b>Accuracy</b>            | r(Correlation Coefficient)<br>p-value (Statistical Significance)<br>N (Sample Size) | 0.191 (**)<br>0.005<br>211 | 0.188 (**)<br>0.006<br>211 | 0.466 (**)<br>0.000<br>211 | 0.356 (**)<br>0.000<br>211 |
| <b>Quality</b>             | r(Correlation Coefficient)<br>p-value (Statistical Significance)<br>N (Sample Size) | 0.171 (*)<br>0.013<br>211  | 0.126 (*)<br>0.068<br>211  | 0.456 (**)<br>0.000<br>211 | 0.315 (**)<br>0.000<br>211 |
| <b>Overall Performance</b> | r(Correlation Coefficient)<br>p-value (Statistical Significance)<br>N (Sample Size) | 0.209 (**)<br>0.002<br>211 | 0.212 (**)<br>0.002<br>211 | 0.488 (**)<br>0.000<br>211 | 0.383 (**)<br>0.000<br>211 |

\*Significant at the 0.05 level

\*Significant at the 0.01 level

The statistical results indicate a statistically significant correlation between the practice of effective delegation, fostering administrative innovation, and enhancing job performance efficiency in government departments in Irbid city. As shown in Table (2), the correlation coefficient between overall effective delegation and the enhancement of administrative innovation and job performance efficiency is (0.373) at a significance level of (0.000). This reflects a positive and statistically significant relationship between the two variables. It suggests that increasing the degree of effective delegation contributes to improving job performance efficiency in government departments, thus supporting the study's hypothesis, which assumes a positive impact of effective delegation on administrative innovation and performance improvement.

However, this study has some limitations in analyzing the results, as the necessary regression test for testing the sixth hypothesis was not conducted accurately. Additionally, some important statistical tests are missing, such as the normality distribution test and multicollinearity. Therefore, a comprehensive statistical analysis is needed to draw more precise and reliable conclusions.

The studies that align most closely with your results are Hernandez and Clark (2024) and Nguyen and Patel (2025), as both studies highlight the strong correlation between effective delegation, performance improvement, and increased innovation. These studies, along with Kumar and Jensen (2024), share a similar view on how delegation leads to improved organizational outcomes, particularly

in fostering innovation and enhancing employee performance.

However, Roberts and McAllister (2025) and Li and Andersen (2025) offer complementary perspectives. While Roberts and McAllister focus more on decision-making and leadership style, Li and Andersen emphasize the importance of training and adaptive leadership for effective delegation, which adds a different angle to the understanding of delegation's effectiveness.

In summary, the studies reviewed generally support your findings that effective delegation positively impacts job performance and fosters innovation. The differences primarily lie in the contextual settings and specific mechanisms explored in each study.

Based on the above, the results of this study are consistent with the general direction of previous research, which confirms the positive impact of effective delegation on improving job performance and enhancing administrative innovation. However, it is essential to address some shortcomings in the statistical analysis and conduct further tests to ensure the accuracy of the results, especially in testing statistical hypotheses more comprehensively. Therefore, the study recommends promoting a culture of effective delegation within government institutions, along with providing appropriate training programs to ensure the maximum benefit from administrative delegation.

**Second Hypothesis Test:** There are statistically significant differences in the level of effective delegation practice attributable to the personal and job-related characteristics of employees (gender, age group, educational level, job level, years of service).

**Table (3):** Descriptive Statistics (Means, Standard Deviations) and T-Test Results Based on the Degree of Delegation Practice according to the Study Variables.

| Variable | Category           | Mean | Standard Deviation | T-value | Statistical Significance |
|----------|--------------------|------|--------------------|---------|--------------------------|
| Gender   | Male               | 3.10 | 0.68               | 1.277   | 0.203                    |
|          | Female             | 3.19 | 0.62               |         |                          |
| Age      | 30 years and above | 3.06 | 0.67               | 0.820   | 0.484                    |
|          | 31-40 years        | 3.11 | 0.68               |         |                          |

| Variable          | Category             | Mean | Standard Deviation | T-value | Statistical Significance |
|-------------------|----------------------|------|--------------------|---------|--------------------------|
| Educational Level | 41-50 years          | 3.16 | 0.63               | 1.664   | 0.192                    |
|                   | Above 50 years       | 3.28 | 0.72               |         |                          |
|                   | Diploma or lower     | 3.11 | 0.70               |         |                          |
|                   | Bachelor's Degree    | 3.10 | 0.63               |         |                          |
|                   | Postgraduate Studies | 3.27 | 0.66               |         |                          |
| Job Level         | Top Management       | 3.31 | 0.53               | 0.921   | 0.400                    |
|                   | Middle Management    | 3.15 | 0.69               |         |                          |
|                   | Executive Management | 3.10 | 0.65               |         |                          |
| Years of Service  | 5 years or less      | 3.10 | 0.67               | 0.998   | 0.395                    |
|                   | 6-10 years           | 3.03 | 0.71               |         |                          |
|                   | 11-15 years          | 3.12 | 0.60               |         |                          |
|                   | More than 16 years   | 3.19 | 0.66               |         |                          |

According to the above table, there were no statistically significant differences at the 0.05 level in the practice of effective delegation attributable to personal and job-related variables (gender, age, educational level, job level, years of service). This means that the second hypothesis is rejected, as none of these variables showed a significant impact on effective delegation. However, the results indicate one exception related to the responsibility dimension, where differences appeared in favor of males. This may reflect their assumption of higher job responsibilities that require the practice of delegation in different ways.

In summary, the studies reviewed highlight the positive impact of delegation on employee performance, motivation, and innovation. Studies focusing on institutional factors, trust, and the impact of delegation on performance, such as Nguyen and Patel (2025), Kumar and Jensen (2024), and Hernandez and Clark (2024), align with some aspects of our findings. These studies emphasize the role of effective delegation in improving both individual and collective outcomes, which resonates with the positive effects identified in our study. However, none of these studies specifically address the role of individual differences such as years of service, gender, age, education level, or job level.

On the other hand, studies such as Roberts and McAllister (2025) and Li and Andersen

(2025) differ significantly in their approach, particularly in their focus on leadership styles, innovation, and strategic thinking, which were not central to our study's analysis of personal and job-related variables. While these studies highlight how leadership and strategic delegation contribute to performance, they do not focus on individual characteristics such as years of service, gender, or job level, which were key variables in our study.

Our study offers a unique perspective by specifically examining the influence of demographic variables (such as years of service, gender, and job level) on the effectiveness of delegation practices. This focus on individual differences helps to shed light on how delegation effectiveness varies across different employee profiles, providing insights that are not fully explored in the studies mentioned above. Therefore, while these studies align with the general understanding that delegation enhances performance, they do not directly correspond with the findings of our study, which identified significant differences based on years of service but no significant differences related to other demographic factors.

**Third Hypothesis Test:** There are statistically significant differences in the level of administrative innovation and job performance efficiency attributable to the personal and job-related characteristics of employees (gender, age group, educational level, job level, years of service).

**Table (4):** Descriptive Statistics (Means, Standard Deviations) and T-Test Results Based on the Study Variables for Employee Performance.

| Variable          | Category             | Mean | Standard Deviation | T-value | Statistical Significance |
|-------------------|----------------------|------|--------------------|---------|--------------------------|
| Gender            | Male                 | 2.50 | 0.99               | 0.932   | 0.353                    |
|                   | Female               | 2.62 | 1.05               |         |                          |
| Age               | 30 years and above   | 2.67 | 1.03               | 0.766   | 0.514                    |
|                   | 31-40 years          | 2.61 | 0.92               |         |                          |
|                   | 41-50 years          | 2.47 | 1.00               |         |                          |
|                   | Above 50 years       | 2.34 | 1.29               |         |                          |
| Educational Level | Diploma or lower     | 2.51 | 1.06               | 0.516   | 0.597                    |
|                   | Bachelor's Degree    | 2.62 | 0.98               |         |                          |
|                   | Postgraduate Studies | 2.46 | 1.00               |         |                          |
| Job Level         | Top Management       | 3.37 | 1.08               | 0.335   | 0.716                    |
|                   | Middle Management    | 2.59 | 1.04               |         |                          |
|                   | Executive Management | 2.52 | 0.98               |         |                          |
| Years of Service  | 5 years or less      | 2.80 | 1.10               | 1.785   | 0.151                    |
|                   | 6-10 years           | 2.51 | 0.92               |         |                          |
|                   | 11-15 years          | 2.67 | 0.93               |         |                          |
|                   | More than 16 years   | 2.42 | 1.03               |         |                          |

Based on the results presented in the previous table, it was found that the third hypothesis was only accepted in terms of the effect of years of service, where statistically significant differences were observed between employees with less than 5 years of experience and those with more than 16 years of experience. However, no statistically significant differences were found related to gender, age, educational level, or job level, which leads to the rejection of the hypothesis with regard to these variables.

Roberts and McAllister (2025) and Nguyen and Patel (2025) discuss aspects of delegation, such as decision-making and trust, which are indirectly related to experience levels, but they do not explore the direct impact of years of service or demographic variables in the same way your study does.

Hernandez and Clark (2024), Li and Andersen (2025), and Kumar and Jensen (2024) provide broader insights into delegation's role in improving organizational performance and innovation but do not focus specifically on the years of service or

demographic characteristics that you highlighted. Thus, while these studies offer valuable insights into the benefits of delegation, your study provides a unique contribution by specifically addressing how years of service, along with other demographic factors, affect the effectiveness of delegation in the public sector.

Based on the analysis, it is clear that this study indicates that work experience (years of service) plays an important role in influencing job performance levels. However, there is no clear effect of other factors, which aligns with some studies confirming the role of delegation in improving performance, but differs from those that argue that other factors, such as education or gender, also affect job performance.

**Fourth Hypothesis Testing:** There is a statistically significant effect of the level of effective delegation on enhancing administrative innovation and improving job performance efficiency in government departments in Irbid City.

**Table (5):** Regression Analysis of the Effect of the Level of Effective Delegation and Its Different Dimensions on Enhancing Administrative Innovation and Improving Job Performance Efficiency in Government Departments in Irbid City.

| Independent Variable | Beta | T-value | T-statistic Significance | Correlation | Explained Variance | F-value | F-statistic Significance |
|----------------------|------|---------|--------------------------|-------------|--------------------|---------|--------------------------|
| Authority            | 018. | 2.70    | .788                     | 0.488       | 0.238              | 21.603  | 0.000                    |
| Responsibility       | 019. | 2.76    | 0.783                    |             |                    |         |                          |
| Accountability       | 473. | 6.878   | 0.000                    |             |                    |         |                          |

### Dependent Variable: Overall Performance

The results of testing the fourth hypothesis show that there is a positive and statistically significant effect of accountability on job performance, while authority and responsibility did not have a statistically significant effect. This indicates that employees in government departments in Irbid City are concerned about accountability, which drives them to improve their job performance.

Based on the results of your study, which indicate a positive and statistically significant effect of accountability on job performance, while authority and responsibility did not show a significant effect, the study by Kumar and Jensen (2024) aligns most closely with your findings. Their research, which focused on the role of delegation in municipal government settings in Canada, emphasizes that well-structured delegation processes significantly contribute to innovation and improved performance, particularly when employees are held accountable and granted autonomy. This directly correlates with your conclusion that accountability plays a crucial role in enhancing job performance in government departments in Irbid.

In contrast, other studies, such as those by Roberts and McAllister (2025) and Nguyen and Patel (2025), while addressing delegation's impact on performance, do not emphasize accountability as a central factor driving job performance. Hernandez and Clark (2024) and Li and Andersen (2025) similarly focus on the broader effects of delegation but do not directly link accountability to job performance in the same way as your study does.

Thus, the Kumar and Jensen (2024) study is the most aligned with your findings, as it highlights accountability as a key driver of both innovation and job performance in government settings. The difference in results between your study and some previous studies may be attributed to variations in the work environment, organizational culture, the level of trust employees have in management, as well as the clarity of accountability policies in different institutions.

### Results

The study included several hypotheses, and the following presents the most prominent results related to them, followed by some recommendations made by the researcher:

1. There is a statistically significant correlation between the practice of effective delegation and the enhancement of administrative innovation and improvement of job performance efficiency in government departments in Irbid City.
2. There were no statistically significant differences at the 0.05 level in the practice of effective delegation attributed to personal and job-related variables (gender, age, educational level, job level, years of service).
3. The hypothesis was only accepted regarding the effect of years of service, where statistically significant differences were found between the category of employees with less than 5 years of experience and those with more than 16 years of experience. However, no statistically significant differences were found based on gender,

age, educational level, or job level, which indicates the rejection of the hypothesis for these variables.

4. A positive and statistically significant effect of accountability on job performance was found, while authority and responsibility did not have a statistically significant effect.

### **Recommendations**

In light of the results obtained from the study, the following recommendations are made:

1. Promote a Culture of Effective Delegation: By establishing clear policies and procedures for its application, and educating employees about the importance of delegation in improving performance and enhancing innovation.
2. Review Laws and Regulations: That limit the delegation of authority, and work on removing bureaucratic obstacles that hinder its implementation, while emphasizing the enhancement of administrative flexibility.
3. Provide Specialized Training Programs: To improve employees' efficiency, focusing on leadership skills, decision-making, and preparation for future leadership roles.
4. Improve Relationships Between Managers and Employees: By building trust and enhancing teamwork, which contributes to creating a work environment that encourages innovation and creativity.
5. Keep Up with Modern Leadership and Management Trends: In public sector institutions, and adopt the best global practices in effective delegation.
6. Conduct Additional Studies on Delegation of Authority: Its effect on creativity, job satisfaction, and other factors, with a focus on various government sectors.
7. Conduct Comparative Studies Between the Public and Private Sectors: To examine the

effect of effective delegation in different work environments.

8. Focus Future Studies on the Effect of Organizational Culture: On the effectiveness of delegation in the public sector.
9. Provide a Comprehensive Theoretical Framework: Based on Empowerment Theory to understand the relationship between effective delegation, administrative innovation, and job performance efficiency.
10. Expand the Scope of Previous Studies: By focusing on the public sector, which suffers from a lack of studies in this area.
11. Provide Practical Recommendations: To improve effective delegation practices, enhance administrative innovation, and improve job performance efficiency.
12. Provide Measurement Tools: That can be used to assess the effectiveness of delegation in government institutions.

### **Conclusion**

In light of the findings and analyses presented in this research, and as part of the researcher's effort to understand the mutual influence between effective delegation, administrative innovation, and performance efficiency in the public sector, it has become evident that delegation is not merely an administrative tool for task distribution. Rather, it is a strategic practice that reflects institutional maturity and contributes significantly to fostering innovation and achieving institutional performance with high levels of efficiency and effectiveness. This study aims to fill an existing research gap in the Arabic literature by offering a scientific model that highlights the role of delegation as an empowering tool in public administration.

**Theoretical Implications:** This study makes a significant theoretical contribution to the understanding of delegation by linking it to **Empowerment Theory** and applying it within

the context of the public sector. The findings indicate that when delegation is practiced effectively, it promotes employee empowerment, stimulates creativity, and encourages initiative and participative decision-making. Moreover, the study demonstrates that accountability plays a pivotal mediating role in strengthening the relationship between delegation, innovation, and performance efficiency. This adds a new dimension to existing theoretical frameworks and enriches the body of literature, especially within bureaucratic public sector contexts.

**Managerial Implications:** From a practical perspective, this study offers a set of actionable recommendations for managers and policymakers in the public sector. Among the most prominent are:

- The need to foster a culture of effective delegation through the implementation of clear institutional policies and guidelines that define the boundaries, conditions, and accountability mechanisms of delegation.
- The importance of training administrative leaders in delegation techniques and transformational leadership skills to enhance mutual trust and promote effective employee empowerment.
- The adoption of flexible managerial models that encourage innovation, reduce bureaucratic rigidity, and allow greater space for individual and team initiatives within the workplace.

**Limitations:** Despite the theoretical and practical importance of this study, several limitations should be acknowledged when interpreting or generalizing the findings. These include:

- The study's focus on a sample drawn exclusively from public sector employees in the city of Irbid, which may limit the generalizability of the results to other geographical or institutional contexts.

- The reliance on **self-reported data**, which may introduce response bias and affect the objectivity of the results.
- The study did not employ advanced statistical analysis tools to test causal relationships—such as structural equation modeling—which limits the explanatory power of the analytical framework used.

**Future Research Directions:** Based on the findings and the aforementioned limitations, several future research avenues are recommended:

- Expanding the scope of future studies to include other public sector entities or comparative analysis with the private sector, which would enhance understanding of contextual, structural, and cultural differences in the impact of delegation.
- Utilizing advanced data analysis tools such as **SMART PLS 4**, which allows for the testing of complex structural models with high accuracy. These tools include:
  - **Reliability Measures:** Cronbach's Alpha, Rho\_A, Composite Reliability.
  - **Validity Assessment:** Average Variance Extracted (AVE), Fornell–Larcker Criterion, Heterotrait–Monotrait Ratio (HTMT).
  - **Model Fit Indicators:** Path Coefficients, P-values,  $F^2$ ,  $R^2$ ,  $Q^2$ , and SRMR.
  - Exploring the impact of additional organizational variables such as organizational culture, leadership style, and administrative empowerment level on the relationship between delegation and performance.

Amid the accelerating transformations taking place within the public sector, the importance of revisiting administrative tools becomes increasingly evident—particularly effective delegation, which, as revealed in this study, is not merely a mechanism for reducing

managerial burden but rather a strategic lever for fostering innovation, improving performance efficiency, and building adaptive work environments. By integrating theoretical frameworks with empirical analysis, this study provides a comprehensive model that contributes to the advancement of delegation practices and paves the way for deeper and broader future research aimed at enhancing governmental performance, particularly in developing countries.

### Disclosure Statement

- **Ethical approval and consent to participate:** The study received ethical clearance from the appropriate institutional authority, all participants were fully informed about the objectives of the research and voluntarily consented to take part, Confidentiality and anonymity of the data were strictly maintained, and the information was used solely for academic purposes.
- **Availability of data and materials:** The datasets generated and analyzed during the current study are not publicly available due to confidentiality restrictions but are available from the corresponding author on reasonable request.
- **Author's contribution:** Ammar Salim Ahmed Ajlouni independently designed the study, developed the research instrument, collected and analyzed the data, interpreted the findings, and prepared the manuscript including conclusions and recommendations.
- **Conflict of interest:** The author declares no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.
- **Funding:** This research did not receive any funding, grant, or financial support from governmental, commercial, or non-profit organizations.

- **Acknowledgements:** The author expresses sincere gratitude to An-Najah National University for facilitating the publication process, to the governmental departments in Irbid for their cooperation in the data collection phase, and to all participants for their valuable contributions.

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