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Delegation of Authority in Terms of European Integration

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Abstract: Much attention is currently being paid to the process of delegation of authority. The purpose of the article is to study theoretical and practical issues of delegation of authority in modern European society. Delegation means the transfer of tasks and powers to a person who assumes responsibility for their implementation. The growth and development of companies currently leads to a significant increase in the amount of work performed by the head. The manager is physically unable to perform such a volume of work, there is a need to transfer part of the work and functions to subordinates, at the same time, additional powers are transferred to them. The manager is relieved of performing a significant part of the work and he has time to solve the main problems of the organization, which is the most important positive side of delegation of authority.

Keywords: European Union (EU); Euroregion; European integration; foreign trade

Introduction

A lot of attention is currently being paid to the process of delegation of authority. The experience of delegation of authority in the context of European integration is of particular interest.

The purpose of the article is to study theoretical and practical issues of delegation of authority. Among the tasks are: to reveal the content of the concept of «delegation of authority»; to study the rules and principles of delegation of authority; to consider the types of authority; to assess the effectiveness of delegation of authority.

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The study of decentralization and delegation of powers to local self-government is reflected in the works of such scientists and researchers as V.I. Bordenyuk, T.A. Karabin, Y.I. Morozov, A.M. Onuprienko, I.V. Pinchuk, S.G. Seregina, P.A. Trachuk and others. Despite a significant number of the developments in this area, there is still a need for further research aimed at improving and solving urgent problems of reforming local self-government in the context of decentralization.

American scientist, specialist in the field of management theory Douglas Murray MacGregor in 1960 wrote the book «The human side of the enterprise», in which he developed the theories of motivation X and Y. Theory X in management provided for stimulating employees through strict control and punishment, and theory Y suggested that employees may seek to take on more responsibility, they feel the desire to show creative and progressive thinking in production. This theory assumed the stimulation of workers through involvement, participation and contribution. That is, the desire for the greatest satisfaction of employees, through delegation of authority as a means of increasing labor productivity.

There are two concepts of delegation of authority:

- 1) the classical concept states that powers are considered delegated when they are transferred by a supervisor to a subordinate directive;
- 2) the modern concept is that the subordinate accepts the authority voluntarily. Powers are considered delegated only when they are accepted by a subordinate, and the subordinate agrees with the powers offered to him.

Currently, the issue of delegation of authority arises in connection with the needs of companies. The growth and the development of the company necessitates the transfer of additional functions to subordinates. The manager has to delegate some of the work and functions to lower levels. At the same time, it is necessary to transfer additional powers to subordinates so that they can effectively fulfill their responsibilities for organizing the production process. The functions of control over the production process and responsibility remain with the manager.

Let's consider the concept and essence of delegation of authority. Delegation means the transfer of tasks and powers to a person who assumes responsibility for their implementation.

The growth and the development of the companies currently leads to a significant increase in the amount of work performed by the head. The manager is physically unable to perform such a volume of work, so there is a need to transfer part of the

work and functions to subordinates. At the same time, additional powers are transferred to them.

The manager is relieved of performing a significant part of the work and he has time to solve the main problems of the organization. This is the most important positive side of delegation of authority.

The main objectives of delegation of authority are:

- 1) release the manager, freeing up working time to solve strategic management tasks;
- 2) professional development of employees;
- 3) encouragement of initiative, independence of employees;
- 4) increase of employee's motivation and interest in high performance;
- 5) creation of a personnel reserve.

Let's consider the rules and principles of delegation of authority, types of authority, centralization and decentralization of authority.

In order to make the most use of the knowledge, skills and abilities of his subordinates, the head must remember the rules of delegation of authority:

- transfer their powers to improve the efficiency of work, for this one need to choose employees who can perform the work transferred to them;
- show confidence in a subordinate;
- if necessary, support the employee, correct his mistakes;
- not to criticize the employee, but find out the reasons of the mistakes together with him;
- delegation should be accompanied by encouragement;
- set the task precisely so that the employee understands it, explain the goals and meaning of the task;
- confirm the transfer of authority by order;
- provide the employee with the necessary information, discuss the timing and the form of reporting.

Among the tasks that should not be trusted to a subordinate are: the tasks that can change the company's policy, and the tasks associated with high risk. The issues related to the development of the company should be decided by the head himself.

Competent distribution of powers increases the efficiency of the organization, but for this one need to follow the basic principles of delegation of authority:

- 1) delegation based on expected results. New positions are being introduced in order to contribute to the successful fulfillment of the organization's task;
- 2) the principle of functional definition (description, revealing the content). The tasks should be clearly set before the employee, the expected results should be clearly defined;
- 3) scalar principle. Subordinates should know who is delegating authority to them and to whom they should transfer solutions to problems;
- 4) the principle of unity of command. Only one manager should transfer authority to a subordinate, otherwise there may be contradictions in authority and responsibility;
- 5) the principle of unconditional responsibility. Subordinates are fully responsible to the head for the performance of the task assigned to him. And managers are responsible for the organizational activities of subordinates;
- 6) the principle of compliance of powers and responsibilities. Responsibility for the performance of the employee's powers should not exceed the amount of delegated authority to the employee.

It is determined that there are two types of powers: *linear* and *staff*.

Linear powers are transferred directly from the boss to the subordinate. In this case, the principle of unity of command is used. This creates a hierarchy of control levels (chain of command). The employee receives authority from only one boss and is responsible to him. The delegation of linear powers creates a hierarchy of levels of management of problems requiring special qualifications, an advisory apparatus is created in which specialists in different fields are concentrated. Their duty is to advise line managers in matters of marketing, public relations, planning, logistics, etc. To fulfill the orders of the head, a personal apparatus is created. All these devices perform the functions of headquarters. There is a linear organization within the staff office.

Staff powers. Staff members help line managers with advice, advise them on some issues, they can oblige line managers to coordinate decisions with them, have the right to reject some decisions. The staff can be of the following types: advisory (on problems requiring special training), service (marketing service, accounting, personnel, planning), the personal apparatus of the head (assistant to the head, secretary).

Centralization and decentralization of powers are important principles of management activity.

Centralization of authority is a process in which management decisions are formed in a single control center and transferred from there to all management objects. At the same time, there is almost no transfer of authority. This form of management is used in small companies that produce one type of product or products of one industry.

Decentralization is the transfer of rights, functions and responsibilities from the upper levels of management to the lower ones. Delegation of authority is an integral part of decentralization.

In large organizations, maximum decentralization of authority is necessary, because managers have a certain resource of time, knowledge and experience and they cannot solve a large number of problems simultaneously.

Considering the conditions for effective delegation of authority and recommendations for ensuring the effectiveness of delegation of authority, one can find the following conditions, that may affect the effectiveness of delegation of authority:

- assessment of subordinates' abilities;
- assignment of a task that the employee has not performed before;
- explanation of the meaning of the assigned task;
- encouragement of independence, initiative.

When setting a task, the subordinate must record the content of the delegated authority (purpose and deadlines). It is advisable to think over a work plan for a subordinate and make a list of what a subordinate should know to complete the task. The detailed instructions must be given. The preparation of reports should be a prerequisite.

It is advisable not to interfere in his work, to offer help only when it is needed. The work should be checked imperceptibly, praise and friendly criticism should be used when evaluating the work.

One need to delegate only in three cases:

- 1) when the subordinate will do the job better than the manager;
- 2) when high employment does not allow the manager to do the work himself;

3) when delegation allows the manager to free up time to perform important and urgent tasks.

The manager must trust his employees, but at the same time develop control methods. To overcome the passivity of the employees, the manager must think through methods of material and non-material motivation. The employee needs to be provided with the information necessary for work, and make sure that it is understandable to the employee.

A positive example of delegation of authority is the transfer of some functions by executive authorities in Ukraine to the level of a district or city, ministry. This made it possible to solve issues and tasks better in district and city administrations and in branch ministries.

The legal bases of delegation in the executive power system are formulated in the articles of the Constitution, in the laws and by-laws of Ukraine.

Executive power in Ukraine is exercised by the Government, it delegates its powers to local self-government bodies in cities and districts, as well as to line ministries. The work of line ministries is led by ministers appointed by the Government.

Delegation of authority and responsibility is one of the best ways to raise morale, increase interest in work and organize a well-coordinated team. The advantage of delegation of authority is that it contributes to the formation of an atmosphere of creative work in the team. In such a labor process, it is possible to identify and train skilled managers. An employee who has been delegated authority gets a real opportunity to demonstrate his professional and organizational abilities fully, acquire certain skills necessary for a manager. Delegation of authority satisfies employees' need for freedom of action, has a beneficial effect on increasing their creative potential. Trust and attractive work evokes positive emotions that contribute to high efficiency.

Delegation of authority in management is the process of transferring specific tasks from a supervisor to a subordinate, taking into account his qualifications, skills, abilities and experience. The main goals are to relieve the manager, to free up time for solving strategic tasks, to increase the initiative and capacity of employees, to increase employee motivation, to increase interest in high work results, to create the personnel reserve.

Having studied the technological aspects of delegation and having determined the stages of the delegation process and the rules of delegation it is necessary to

underline that it is possible to transfer some of the functions of the head to subordinates safely.

The study of the basic principles of delegation revealed, that they will help the head to distribute the powers competently and will allow to increase the efficiency of the organization by 30-40%.

The article offers a list of conditions for effective delegation of authority, as well as recommendations for ensuring the effect of the delegation of authority process.

The positive effect of transferring some powers to the heads of administrations of cities and districts, as well as heads of ministries and departments is mobility and efficiency, the ability to respond faster to changed life circumstances, solve production, social and financial issues faster, strengthen the responsibility of local authorities and heads of ministries and departments, as well as increase the activity of citizens and employees of enterprises and employees of enterprises and organizations in solving problems of a different nature.

Delegation of authority in modern European society is an important issue at the present time, especially during economic crisis. Practical issues of delegation of authority in modern European society in the new realities were considered. Foreign trade remains a vital necessity in the Euroregion. The European Union plays a huge role in solving pressing problems.

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