

Difficulties faced by delegation of authority

There may arise certain difficulties in the process of delegation. The delegation process faces some difficulties as follows:

1. Over confidence of superior: The feeling in a superior that only he can do certain work effectively than others is the main difficulty in delegation. When a manager is of the opinion that his subordinates will not be able to make proper decisions then he will concentrate all powers with him and will not like to delegate his authority. This may not be due to the incompetence of subordinates but due to the over confidence of a superior.
2. Lack of confidence in subordinates: The superior may be of the view that subordinates are not competent to carry out certain things of their own. He may lack confidence in his subordinates. Under these circumstances superior will hesitate to delegate authority.
3. Lack of ability in superior: A superior may lack the ability to delegate authority to subordinates. The manager may not be able to identify the areas where delegation is required. He may not even be able to chalk out the proper process of delegation. The lack of competence on the part of superior restricts the delegation of authority.

4. Lack of proper controls: There may not be proper control in the organization which help the manager to keep in touch with performance of subordinates. When certain controls like budgets, standard costs etc are there then manager can exercise adequate control over the performance of his subordinates. In the absence of such techniques he will not be able to judge the performance of his subordinates.
5. Lack of proper Temperament of superior: The chief executive may be over cautious or conservative by nature. He will not like to take risk of delegating authority. His fear will always be that something may go wrong. The executives with this type of Temperament will hesitate to delegate authority. A element of risk cannot altogether be ruled out but certain risks will have to be taken. The subordinates will only learn when given a chance to take independent decisions.
6. Inability of subordinates: There may also be shyness on the part of subordinates in assuming additional responsibility. They may avoid botheration accruing from delegation of authority. The fear of committing mistakes or lack of confidence on the part of subordinates may also act as a barrier in delegation of authority.

Decentralization of Authority

Decentralization is the tendency to disperse decision making authority in an organized structure. It is a fundamental aspect of delegation to the extent that authority that is delegated is decentralized. How much should authority to be concentrated in or dispersed throughout the organization? There could be absolute centralization of authority in one person, but that implies no subordinate managers and therefore no structured organization. Some decentralization exists in all organization. On the other hand there cannot be absolute decentralization; for if managers delegate all their authority, their status as managers could cease, their position would be eliminated, and there would again be no organization.

~~Defog~~ Decentralization implies more than delegation; it reflects a philosophy of organization and management. It requires careful selection of which decisions to push down the organization structure and which to hold near the top, specific policy making to guide the decision making, proper selection and training of people and adequate controls. A policy of decentralization affects all areas of management and can be looked upon as an essential element of a managerial system. In fact, without it, managers could not use their discretion to handle the ever changing situations they face.

STAFFING

The managerial function of staffing is defined as filling, and keeping filled, positions in the organization structure. This is done by identifying work force requirements, inventorying the people available and then recruiting, selecting, placing, promoting, appraising, planning and the careers of, compensating and training or otherwise developing both candidates and current jobholders so that they can accomplish their tasks effectively and efficiently. It is clear that staffing must be closely linked to organizing, that is, the setting up of organizational structures of roles and positions.

Staffing is identified as a separate managerial function for several reasons.

1. The staffing of organizational positions includes knowledge and approaches not usually recognized by practicing managers.
2. Making staffing a separate function facilitates placing an even greater emphasis on human element in personnel selection, appraisal, career planning and manager development.
3. An important area of knowledge and experience has been developed in the area of staffing.
4. Managers often overlook the fact that staffing is their responsibility - not that of the personnel department. To be sure, this department provides valuable assistance, but it is the job of managers to fill the positions in their organization and to keep them filled with qualified people.

Functions of Staffing

1. The first and foremost function of staffing is to obtain qualified personnel for different jobs position in the organization.
2. In staffing, the right person is recruited for the right job, therefore it leads to maximum productivity and higher performance.
3. It helps in promoting the optimum utilization of human resource through various aspects.
4. Job Satisfaction and morale of the workers increases through the recruitment of the right person.
5. Staffing helps to ensure better utilization of human resources.
6. It ensures the continuity and growth of the organization through development managers.

Importance of Staffing

1. Efficient performance of other functions: For the efficient performance of other functions of management, staffing is its key. Since, if an organization does not have the competent personnel, then it cannot perform the functions of management like planning, organizing and control functions properly.

2. Effective use of Technology and other resources: It is the human factor that is instrumental in the effective utilization of the latest Technology, capital, material etc. The manager can ensure the right kinds of personnel by performing the staffing function.
3. Optimum utilization of human resources: The wage bill of big concern is quite high. Also a huge amount is spent on recruiting, selection, training and development of employees. To get the optimum output, the staffing function should be performed in an efficient manner.
4. Developing of Human Capital: Another function of staffing is concerned with human capital requirement. Since the management is required to determine in advance the manpower requirements. Therefore it has also to train and develop the existing personnel for career advancement. This will meet the requirements of the company in future.
5. The motivation of Human Resources: In an organization, the behaviour of individuals is influenced by various factors which are in valued such as education level, needs, socio-culture factors etc. Therefore the human aspects of the organization have become very important and so that the workers can also be motivated by financial and non financial incentives in order to perform their functions properly in achieving the objectives.

- 6 Building higher Morale : The right type of climate should be created for the workers to contribute to the achievement of the organizational objectives. Therefore by performing the staffing function effectively and efficiently, the management is able to describe the significance and importance which is attached to the personnel working in the enterprise.