



Research Article

ISSN : 2277-3657  
CODEN(USA) : IJPRPM

## ***A Comparative Study on the Delegation of Authority by nursing managers of private and state-run hospitals of the city Isfahan in 2015-16***

***Reza Tajmir Riahi<sup>1</sup>, Heidar Ali Abedi<sup>1\*</sup>, Sayed Mohsen Hosseini<sup>2</sup>***

*<sup>1</sup>School Nursing and Midwifery, Khorasgan (Isfahan) Branch, Islamic Azad University, Isfahan, Iran.*

*<sup>2</sup>Department of Biostatistics and Epidemiology, Isfahan University of Medical Sciences, Isfahan*

***Corresponding author: Dr. Heidar Ali Abedi, ISchool Nursing and Midwifery, Khorasgan (Isfahan) Branch, Islamic Azad University, Isfahan, Iran, E-mail: habediedu@khuif.ac.ir***

---

### **ABSTRACT**

*Delegation of authority is one of the key required skills for managers which are carried out by delegating the necessary authority to subjects and subordinates to fulfill their duty and creating a sense of responsibility in them in return for fulfilling their duties. Therefore, managers should delegate the responsibility for affairs to others. On this ground, the present research is done with an aim of carry out a descriptive study on delegating authority to the hospital nurse managers in the private and state-run hospitals of the city Isfahan in the year 2015-16. This research is a descriptive-quantitative research in which eighty (80) nurse managers were selected through simple sampling and were studied. The data was collected through a Likert scale questionnaire and in the domains of the privileges of an effective delegation of authority, planning for the delegation of authority, implement the delegation of authority, and the existing obstacles in the way to delegation of authority and it was analyzed by means of descriptive and analytical statistics and in the SPSS software. The results indicated that the mean score for the item of the delegation of power by nursing managers of private hospitals is 3.44. Also, the mean score for the delegation of authority by nursing managers of state-run hospitals is 4.17 which at last it became evident that there is a difference between the effective delegation of powers in the state-run and private hospitals and the average (mean score) for the quantity of the effective delegation of authority in the state-run hospitals is higher than that of private-run hospitals. This study indicates that the delegation of authority in the state-run hospitals of Isfahan is higher than that of private-run hospitals that perhaps some reasons such as miscellaneous and specific codes which govern the private hospitals and also the absence of nursing managers' complete trust in their subordinates in such hospitals which leave more time for a greater consideration are among the factors influencing these results.*

**Keywords:** *delegation of power, nursing managers, private hospitals, state-run hospitals.*

---

### **INTRODUCTION**

The main source for any organization is the human resource and the employee who employs and exploits his/her talent and professional capability in time of being motivated and committed. Therefore, organizations should constantly be in search of ways for increasing the capabilities and power of their staff since not any organization can reach its goals without a talented and powerful workforce. One of the main and most evident ways which leads to the blossom of staff's talents is trusting them which influences the whole aspects of human interactions. Staff do their job better when they have self-confidence. (Abedi et al. , 2006)

### **Research Objectives:**

### General objective

Comparing the situation of the delegation of authority by nursing managers of the private and state-run hospitals of the city Isfahan in 2015-16.

### Specific objectives

1-Determine the quantity of the delegation of authority by nursing managers of state-run hospitals of the city Isfahan in the year 2015-16.

2- Determine the quantity of the delegation of authority by nursing managers of private hospitals of the city Isfahan in the year 2015-16.

3-Determine the difference between delegation of authority by nursing managers of private and state-run hospitals of the city Isfahan in the year 2015-16.

### Review of Literature

Abedi et al. (2006), in a study titled as "Experiences of delegating the authority by nursing managers" concluded that employees to whom no duties are entrusted are lazy, incapable, and tired. Fifty five percent (%55) of the working time of nurses is devoted to issues which need no technical knowledge. Therefore, the awareness of their subordinates of these things gives them a chance to make much of the time and do some more important things.

Ghanbari et al. (2011), in a descriptive-correlational study titled as "Study the correlation between delegation of authority and job satisfaction of nurses" which was carried out among the whole nurses of Dr. Ali Shariati Hospital, Isfahan. The results of this study indicated that delegation of authority isn't an effective management instrument for increasing the job satisfaction of nurses. Of course, they stated that the issue requires more considerations.

Also, Amerioun et al. (2011), in a research project titled as "Leadership style of hospital managers from staff's point of view and its relation with hospital standards" which was being done through a descriptive-analytical method on the staff of hospitals in Tehran proved that although choosing an autocratic leadership style by noting the existing organizational environment from staff's standpoint isn't unlikely, but making use of consultative leadership style, cooperative leadership style, and exploiting the delegation of authority are effective in elevating the organizational productivity.

Arab et al. (2006), in a study titled as "Styles of managing the hospital affairs and the personal characteristics of staff and managers" which was carried out through a descriptive method in the universe of the heads, managers, and the staff of hospitals in Qom found out that the managers and the heads of Qom hospitals from the viewpoint of staff exercise the despotic and altruistic style in the interaction with the staff, while the leadership styles of hospital managers and heads according to their own answers were consultative.

Zeighami et al. (2012), in a paper titled as "Nursing managers' attitudes toward delegation of authority in the Social Security Organization's hospitals and clinics in Karaj", carried out a study on fifty five (54) nursing managers (including hospital matrons, supervisors, and head nurses). According to the results of this research the attitudes of the majority of managers in the Social Security Organization's hospitals and clinics in Karaj toward the delegation of authority was indifference and level of knowledge of nursing managers about the skills of leadership and the principles of management such as delegation of authority had a relationship with the type of attitudes by nursing managers.

Atashzadeh et al. (2014), in a descriptive-correlational study in the city of Isfahan titled as "Does the delegation of authority by nursing managers from the viewpoints of nurses influence their job satisfaction?" , which was carried out on two hundred and sixty (260) nurses from training hospitals affiliated to Isfahan University of Medical Sciences studied the relationship between the delegation of authority and job satisfaction of nurses. They came to some conclusions among which was this issue that there is a meaningful relationship between the age and the amount of clinical job experience and the work time of nurses with the quantity of the delegation of authority, while

there wasn't any meaningful relationship between the educational level, background of managing job positions, and the quantity of work time of nurses and the delegation of authority. Finally they stated that the managers didn't have enough knowledge about the merits and demerits of the delegation of authority. Therefore, it seems that the managers are in need of necessary training for the delegation of authority.

Hatami (2012), in a descriptive-survey study titled as "Influence of delegation of authority on the productivity of human resource in the first zone of The Islamic Azad University." , by means a questionnaire indicated that delegation of authority in organizations and offices leads to an increase in productivity and the successful managers are ones who pay sufficient attention to the capabilities and talents of their subordinates in applying the principles of delegation of authority and by involving them in the affairs of the organization lead the best possible state in fulfilling the functions of human resource to supreme goals. Also, the capability of managers are devoted to fundamental issues and will find more chance for planning and fundamental deeds.

Moe' meninedjad et al. (2013), in a research paper titled as "Delegation of authority in the hygiene and treatment clinics of Boyerahmad Township through a mixed model of the Suggestion System and the Delphi Technique", which was done in a cross-sectional way proved that in the servicing system there are multiple procedures which through cooperation of the environmental echelons of management it is possible to identify them and transfer them to lower echelons.

Ansari (2011), in a review article titled as "delegation of authority" by means of several sources stated that delegation of authority is one of the most significant and critical instruments for a winning management whose prerequisites such as preparation of for training the subordinates should be actualized for a n effectual and efficient application. This affair depends upon the patience and forbearance and the appropriate behavior of a manager and the interest and the readiness of the subordinate.

### **Universe of Research**

In this research the statistical universe includes the nursing managers of the private and state-run hospitals (i.e. matrons, supervisors, and the head nurses) of the city Isfahan.

### **Findings**

By means of descriptive statistics at first the demographic data of the questionnaire and then the data on its questions were analyzed.

The age of the majority of nursing managers in the private and state-run hospitals were between thirty six and forty six years old with the percentage of forty percent (%40) and sixty seven point five (%67.5) percent respectively and the majority of the staff in the private and the state-run hospitals had the marital status of married by %80 and %92.5 respectively. By using descriptive statistics the educational degree of the majority of the staff in the state-run and private hospitals was BA degree by eighty seven point five percent (%87.5) and eighty five percent (%85) respectively and the majority of the staff in private and state-run hospitals are the university graduates by ninety seven point five percent (%97.5) and the back ground of clinical services for the majority of the staff in the private and state-run hospitals is between eleven to twenty three years old by fifty five percent (%55) and fifty two point five percent (%52.5) respectively and according to the findings the majority of the staff in the private and the state-run hospitals believe that while they passed the course of management they didn't received the course subject of delegation of authority by sixty seven point five percent (%67.5) and sixty two point five percent (%62.5) respectively. The majority of the staff in the private and public-run hospitals have received other training in some specific branches of the field of management by ninety five percent (%95) and ninety percent (%90) respectively.

### **Inferential findings of the research**

**Table No.1-**Comparing the mean for the quantity of the delegation of authority by nursing managers of the private hospitals with an assumed mean of 3

Group	Mean	Standard Deviation	Standard error of mean	T	Degree of freedom	Level of significance
Delegation of authority	3.44	0.50	0.080	42.989	39	0.001

According to the findings of table nine (9), the mean for the score of the delegation of authority for nursing managers in private hospitals is 3.44. The calculated (t) of the table was bigger than the (t) for the desired status. Therefore, the score for the delegation of authority by nursing managers of private hospitals is above the mean.

**Table No.2-**Comparing the mean for the quantity of delegation of authority by nursing managers of state-run hospitals with an assumed mean of 3.

Group	Mean	Standard Deviation	Standard error of mean	T	Degree of freedom	Level of significance
Delegation of authority	4.17	0.41	0.065	63.757	39	0.001

According to the findings the mean for the score of the delegation of authority for nursing managers in the state-run hospitals is 4.17. The calculated (t) of the table was bigger than the (t) for the desired status. Therefore, the score for the delegation of authority by nursing managers of state-run hospitals is above the mean.

**Table No.3-** Comparing the mean for the quantity of effective delegation of authority by nursing managers of private and state-run hospitals.

Statistical factor variables	Group	Mean	Standard deviation	t	p
	Private hospitals	3.44	0.50		
Delegation of authority	State-run Hospitals	4.17	0.41	-7.096	0.001

Findings of table (3) indicate that there is a difference between the effective delegation of authority in the private and state-run hospitals and the mean for the effective delegation of authority in in the state-run hospitals is bigger than that of private hospitals.

**Table No.4-** Comparing the mean for the quantity of the merits of effective delegation of authority by nursing managers of private hospitals with an assumed mean of 3

Group	Mean	Standard Deviation	Standard error of mean	T	Degree of freedom	Level of significance
Merits of effective delegation of authority	3.52	0.52	0.083	42.161	39	0.001

According to the findings the mean for the score of the merits of effective delegation of authority by nursing managers in private hospitals is 3.52. The calculated (t) of the table was bigger than the (t) for the desired status. Therefore, the merits of effective delegation of authority by nursing managers of private hospitals are above the mean.

**Table No.5-** Comparing the mean for the quantity of the merits of effective delegation of authority by nursing managers of state-run hospitals with an assumed mean of 3

Group	Mean	Standard Deviation	Standard error of mean	T	Degree of freedom	Level of significance
Merits of effective delegation of authority	4.07	0.40	0.064	63.477	39	0.001

According to the findings of table (5), the mean for the score of the merits of effective delegation of authority by nursing managers in the state-run hospitals is 4.07. The calculated (t) of the table was bigger than the (t) for the desired status. Therefore, the merits of effective delegation of authority by nursing managers of the state-run hospitals was above the mean.

**Table No.6-** Comparing the mean for the quantity of the merits of effective delegation of authority by private and state-run hospitals

Statistical factor variables	Group	Mean	Standard deviation	F	p
Merits of effective delegation Of authority	Private hospitals	3.52	0.52	26.712	0.001
	State-run Hospitals	4.07	0.40		

Findings indicate that there is a difference between the merits of effective delegation of authority in the private and state-run hospitals and the mean for the merits of the effective delegation of authority in the state-run hospitals is bigger than that of private hospitals.

**Table No.7-** Comparing the mean for the quantity of planning for the effective delegation of authority by nursing managers of private hospitals with an assumed mean of 3

Group	Mean	Standard Deviation	Standard error of mean	T	Degree of freedom	Level of significance
Planning for the effective delegation of authority	3.49	0.49	0.077	44.905	39	0.001

According to the findings of table (5), the mean for the score of planning for the effective delegation of authority by nursing managers of private hospitals is 3.49. The calculated (t) of the table was bigger than the (t) for the desired status. Therefore, planning for the effective delegation of authority was above the mean.

**Table No.8-** Comparing the mean for the quantity of planning for the effective delegation of authority by nursing managers of state-run hospitals with an assumed mean of 3

Group	Mean	Standard Deviation	Standard error of mean	T	Degree of freedom	Level of significance
Planning for the effective delegation of authority	4.08	0.59	0.093	43.735	39	0.001

According to the findings the mean for the score of planning for the delegation of authority by nursing managers of state-run hospitals is 4.08. The calculated (t) of the table was bigger than the (t) for the desired status. Therefore, planning for the effective delegation of authority by nursing managers of state-run hospitals is above the mean.

**Table No.9-** Comparing the mean for the quantity of planning for the effective delegation of authority in the private and state-run hospitals

Statistical factor variables	Group	Mean	Standard deviation	F	p
planning	Private hospitals	3.49	0.49	23.176	0.001
Effective delegation Of authority	State-run Hospitals	4.08	0.59		

Findings indicate that there is a difference between there is a difference between planning for the effective delegation of authority in the private and public-run hospitals and the mean for planning for the effective delegation of authority for state-run hospitals is bigger than private ones.

**Table No.10-**Comparing the mean for the quantity of implementing the effective delegation of authority by nursing managers in private hospitals with an assumed mean of 3

Group	Mean	Standard Deviation	Standard error of mean	T	Degree of freedom	Level of significance
Implementing the effective delegation of authority	3.41	0.77	0.123	27.743	39	0.001

According to the findings of table (10), the mean for the score of implementing the effective delegation of authority by nursing managers of private hospitals is 3.41. The calculated (t) of the table was bigger than the (t) for the desired status. Therefore, implementing the effective delegation of authority by nursing managers of private hospitals is above the mean.

**Table No.11-** Comparing the mean for the quantity of implementing the effective delegation of authority by nursing managers in the state-run hospitals with an assumed mean of 3

Group	Mean	Standard Deviation	Standard error of mean	T	Degree of freedom	Level of significance
Implementing the effective delegation of authority	4.17	0.47	0.075	44.405	39	0.001

According to the findings of table (11), the mean for the score of implementing the effective delegation of authority by nursing managers of the state-run hospitals is 4.17. The calculated (t) of the table was bigger than the (t) for the desired status. Therefore, implementing the effective delegation of authority by nursing managers of the state-run hospitals is above the mean.

**Table No.12-** Comparing the mean for implementing the effective delegation of authority by nursing managers in private and state-run hospitals

Statistical factor variables	Group	Mean	Standard deviation	F	p
Implementing the delegation of authority	Private hospitals	3.41	0.77	27.461	0.001

Effective delegation Of authority	State-run Hospitals	4.17	0.47		
--------------------------------------	------------------------	------	------	--	--

Findings of table (12) indicate that there is a difference between implementation of the effective delegation of authority in the private and state-run hospitals and the mean for implementing the effective delegation of authority in the state-run hospitals is bigger than that of private hospitals.

**Table No.13-** Comparing the mean for the existing obstacles in the way to delegation of authority by nursing managers in private hospitals with an assumed mean of 3

Group	Mean	Standard Deviation	Standard error of mean	T	Degree of freedom	Level of significance
Existing obstacles in the way to delegation of authority	3.35	0.89	0.141	23.807	39	0.001

According to the findings of table (13) the mean for the score of existing obstacles in the way to delegation of authority by nursing managers in private hospitals is 3.35. The calculated (t) of the table was bigger than the (t) for the desired status. Therefore, the existing obstacles in the way to delegation of authority by nursing manager in private hospitals is above the mean.

**Table No.14-** Comparing the mean for the existing obstacles in the way to delegation of authority by nursing managers in private hospitals with an assumed mean of 3

Group	Mean	Standard Deviation	Standard error of mean	T	Degree of freedom	Level of significance
Existing obstacles in the way to delegation of authority	4.43	0.56	0.090	49.280	39	0.001

According to the findings of table (14) the mean for the score of existing obstacles in the way to delegation of authority by nursing managers in the state-run hospitals is 4.43. The calculated (t) of the table was bigger than the (t) for the desired status. Therefore, the existing obstacles in the way to delegation of authority by nursing manager in public hospitals is above the mean.

**Table No.15-** Comparing the mean for the existing obstacles in the way to delegation of authority by nursing managers in private and state-run hospitals

Statistical factor variables	Group	Mean	Standard deviation	F	p
Existing obstacles in the way to the delegation of	Private hospitals	3.35	0.89	41.636	0.001



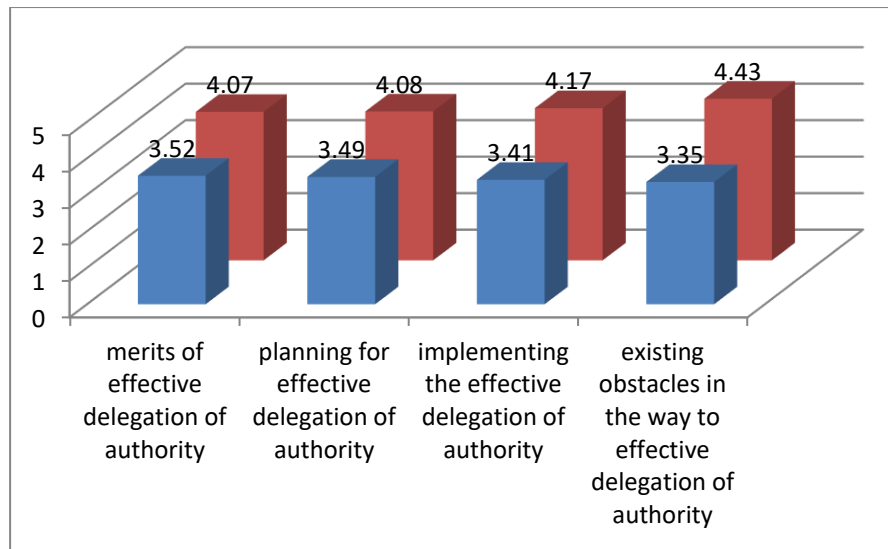
authority					
	State-run Hospitals	4.43	0.56		

Findings indicate that there is a difference between there is a difference in the way to the delegation of authority in private and state-run hospital and the mean for the existing obstacles in the way to delegation of authority in state-run hospitals in bigger than private hospitals.

**Table No.16-** Comparing the mean and standard deviation for the scores of the aspects of the delegation of authority in the groups under study

Private hospitals			State-run hospitals	
Aspects	Mean	Standard deviation	Mean	Standard deviation
Merits of effective delegation of authority	3.52	0.52	4.07	0.40
Planning for the effective delegation of authority	3.49	0.49	4.08	0.59
Implementing the effective delegation of authority	3.41	0.77	4.17	0.47
Existing obstacles in the way to the effective delegation of authority	3.35	8.89	4.43	0.56

The results indicate that the mean for the score of the merits of the effective delegation of authority and planning for the effective delegation of authority, implementing the effective delegation of authority, sand the existing obstacles in the way to the effective delegation of authority in private hospitals is less than state-run hospitals.



**Diagram (1):** Comparing the mean for aspects of the delegation of authority in the study groups

### Conclusion

What was being assessed in this study and the results of it confirm the fact that although nursing managers within the two private and public sectors have intricate and multiple functions but the delegation of authority in management is vital. The studies which have been carried out in Iran indicate that managers don't have enough cognizance of the merits and demerits of the delegation of authority. Therefore, it seems that managers are in need of necessary training in the area of delegation of authority. Secondly, the private sector for multiple reasons such as lack of complete confidence to its subordinates, lack of having a financial support in case of arising any problem, the specific type of client, continuous acts of interference by management system and the board of directors in employment and the performance of the nurses, an intensive competition between private hospitals and so on doesn't accept the risk of implementing this managing principle and still strongly believes in centralization.

But in the state-run hospitals which are mostly training hospitals the subordinates have right to show themselves more readily. Of course, factors such as lack of widespread interference by hospital management in nursing affairs, having a valid financial support, a guarantee for the existence of experienced workforce, the specific type of client, a relatively clear promotion system and so on have prominent roles in the maximal implementation of the delegation of authority among nursing managers.

### References

1. Abedi, H; Housseini, N; Shahriari, M; Kazemi, M; Keshvari, M. (2008). "Th research method in nursing and midwifery.", Isfahan: Islamic Azad University Publication, Khorasgan Branch, p.233.
2. Abedi HA, Eslamian J, Salehi SH, Allameh M.2006. Experiences of Delegation of Authority to Nurse Management. Nursing and Midwifery Research, Vol 12, No 2: 50-55
3. Alavi, R. (2011). "Delegation of Authority." , Professional Quarterly Periodical of Roshd Centers.", (Roshd-e-Fanavari Journal), 1-2: 76-83.
4. Arab M. Tajvar M. Akbari F. Zeraati H.2006. Style of Hospitals Governance and Characteristics of Individuals Employees and Managers. Journal of School Health Research Institute, 4(3):43-52.

5. Atashzadeh Shorideh, F; Nabizadeh, Z; Khazayi, N; Alavi Madjd, H; Hashemi, M. (2014). "Does delegation of authority by nursing managers influence the job satisfaction of nurses from their viewpoint?" , *Journal of the faculty of nursing and Midwifery of Orumieh*, 5-12: 340-347.
6. Chen ZX, Aryee S.2007. Delegation and employee work outcomes: An examination of the cultural context of mediating processes in China. *The Academy of Management. J Archive*, 50(1) 226-38.
7. Faradji, N. (2010). "Research Methods in Psychology and Educational Sciences." , Tehran, Poursan Pazhuhesh Institute, 320 pps.
8. Hatami, H. (2012). " Influence of delegation of authority on the productivity of human resource.", *Islamic Azad University, 1<sup>st</sup> region, Quarterly Journal of Science and Research of Rahyafti nou dar modiriati amouzeshi (A New Approach in Educational Management)*, 3-4: 51-56.
9. Hamidi, Y; Amiri, S; Shogli, A. (2007). "Essential and Effective Skills in the Quality of Management in the Universities of Medical Sciences." , *Payesh Journal*, 4-5: 94-383.
10. Housseini, M. (2013). "Principles of the management of nursing services." , Tehran, Boshra Publication.
11. Houser J. 2008. *Nursing research: Reading, using, and creating evidence*. Sundbery, MA: Jones and Bartlet, 586 p.
12. Josephsen J.2013 . *Teaching nursing delegation: An on-line case study*. *Teaching and learning in nursing*, 8:83-87
13. Kofri, M. (2009). " A Directory for the managers of higher education." , Farashenakhti Andisheh Publication, p.496.
14. Maleki, M; Nasiripour, A; Amini,F; Parham, M. (2011). "Correlation between delegation of authority by managers and the way of directing the staff in the hospitals of Qom Province." , *Journal of the Medical University of Qom*: 3-5: 79-86.
15. Memarian, R; Mohammad Khan Kermanshahi, S; Reza Masouleh, Sh. (2010). "Application of the Principles and Methods of Research in Nursing." , Tehran: Tohfeh Publication, p.202.
16. Rowntree D. *The Manager's Book of Checklists*. Translated by Dehghanipoor A. 1st ed. Tehran. Pikan. 1989 (Persian).120-129
17. Shekarchi, Ziba. (2014). "Centralization and its aftermath." , *Website of Social Sciences of Iran & other essays: Psychology*.
18. Singh, S.(2009). *A Study on Employee Participation in Decision Making*. *UniTAR e-Journal*, 5(1) 20-38.
19. Zeighami, Sh.; Asgharzadeh, S; Noheghar, Ayn. (2012). "Attitude of nursing managers toward delegation of authority in the hospitals and clinics of Karaj." , *Quarterly Journal of Science and Research of the Faculty of Nursing and Midwifery, Birjand University of Medical Sciences*, 3-9: 273-278.