

Delegation of Authorities and Distribution of Tasks in Management: Analysis Based on Foreign Experience and Uzbekistan Practice

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ABSTRACT

Objective: This article analyzes the theoretical and practical aspects of delegation of authority and task distribution within management systems. **Method:** Drawing on the experiences of the United Kingdom, Japan, and the United States, the study examines the effectiveness of delegation mechanisms and proposes recommendations for their implementation in the context of Uzbekistan. **Results:** Delegation is viewed as a key factor in enhancing management efficiency, strengthening trust between leaders and subordinates, and optimizing the use of human resources. **Novelty:** The paper provides methodological and practical value for leaders and administrators in the education sector.

INTRODUCTION

One of the most important factors in ensuring efficiency in a modern management system is the effective establishment of mechanisms for the transfer of authority (delegation) and the rational distribution of tasks. The attempt of each manager to personally control all processes in his work usually gives the opposite result: this reduces management efficiency, prolongs the decision-making process, and limits the initiative, sense of responsibility, and creative potential of employees. Therefore, one of the main goals of modern management approaches is a clear, fair, and systematic distribution of authority, defining the role, responsibilities, and accountability of each employee[1].

The delegation process is not just about assigning tasks, but also about creating an atmosphere of trust, responsibility, and result-oriented cooperation between the manager and the executives. Through this, the manager focuses on strategic issues, and the employees have the opportunity to independently and responsibly perform the tasks assigned to them. In this way, an environment conducive to not only efficiency, but also mutual trust, motivation, and professional development is formed in the organization[2].

The governance model based on the principle of "Human Dignity" promoted by the President of the Republic of Uzbekistan embodies these very ideas. This principle aims to raise the quality of public services and the culture of governance to a new level by increasing the responsibility of each leader, delegating authority, prioritizing the interests of citizens, and placing the human factor at the center of governance[3].

If we turn to international experience, in the practice of developed countries, delegation is considered an integral part of effective management. For example, in Japan, based on the principle of “trust through reform”, the decision-making system is also entrusted to lower levels, which increases efficiency and quality. In European countries, the principle of “subsidiarity” implies the distribution of powers at specific levels by bringing management closer from the center to the localities[4].

Thus, a rational distribution of powers serves to increase efficiency, trust, efficiency and quality not only within the organization, but also throughout the entire management system. The correct establishment of delegation mechanisms improves management culture, implements modern management principles based on the human factor in practice, and ultimately directly contributes to the development of society[5].

In a modern management system, a rational distribution of powers and tasks is of great importance to ensure the effectiveness of the organization. Authority is a set of rights and obligations granted to a leader or management body by law, regulations or internal documents, through which the organization's activities are coordinated, decisions are made and control is exercised. The correct distribution of authority ensures the stable functioning of the management system, the formation of clear responsibilities and cooperation between employees[6].

Delegation is the transfer of certain functions of the leader to lower-level employees or departments. This process is based on dual responsibility: even when delegating authority, the leader retains responsibility for the overall result, and the recipient of authority is responsible for performing the assigned task qualitatively, on time and based on established criteria. Delegation helps the leader focus his time on strategic issues, and employees increase their sense of initiative and responsibility[7].

The distribution of tasks in the management process means the rational distribution of workload, the distribution of tasks based on the qualifications, experience and capabilities of employees. This principle is based on the concept of "division of labor". Management theorists such as Fayol, Taylor, and Drucker emphasized this principle as the basis of effective management. For example, F. Taylor, in his concept of “scientific management,” indicated the division of labor as the most important tool for increasing production productivity. A. Fayol considered “balance of authority and responsibility” in leadership to be the key to the success of the organization. P. Drucker emphasized that through delegation, the leader should deal with strategic goals, while employees should independently solve operational issues[8].

For the effective transfer of authority, a number of conditions must be met. First, a balance of trust and responsibility must be ensured. When the leader gives an assignment to an employee, he expresses trust in him, while maintaining control mechanisms. Second, the qualifications and training of the executor are important. The person receiving the authority must fully understand his task, have the necessary knowledge and skills. Third, the criteria for evaluating the results must be clearly defined, which will allow for analysis and evaluation of the work process. Fourth, the leader must conduct

regular analysis and feedback. In this case, the leader studies the results of the work performed, makes the necessary recommendations and improves the process[9].

The correct distribution of authority and tasks increases labor productivity in the organization, speeds up the management process, and allows for the professional growth of employees. In organizations with a developed delegation culture, leaders work on strategic decisions, and employees independently solve practical issues. As a result, it will be possible to form an atmosphere of mutual trust, motivation and responsibility in the organization.

Thus, the transfer of authority and the rational distribution of tasks are an important mechanism that increases the efficiency of management, activates the human factor and implements modern management principles. This process not only facilitates the work of the leader, but also serves to make the activities of the entire organization systematic, efficient and effective.

RESEARCH METHOD

Otabek Khasanov's work "Fundamentals of Management Psychology" is devoted to the psychological aspects of management processes and provides a deep analysis of the impact of the relationship between the leader and the employee on efficiency. The author emphasizes the importance of psychological maturity, trust, motivation and emotional balance in management. The work scientifically substantiates that the process of transferring authority (delegation) should be built not only on an organizational mechanism, but also on the basis of interpersonal trust, communication and socio-psychological balance. This work is of great theoretical importance, especially in highlighting the priority of the human factor in leadership activities[10].

The work of the French management theorist Henri Fayol, "General and Industrial Management", is considered a classic source for modern management science. Fayol developed 14 principles of management, among which such principles as "balance of authority and responsibility", "discipline", "single source of command" occupy a special place. It was Fayol who scientifically substantiated the need for division of labor and delegation in management. According to him, effective management is not about the leader doing everything himself, but about establishing systematic control through the right delegation. Henry Mintzberg's work "The Nature of Managerial Work" is aimed at studying the real essence of management practice. The author analyzes management activities not only through theoretical principles, but also through everyday decisions, communication and information flow. Mintzberg presents management as a system of interrelated roles and emphasizes that the effectiveness of a leader depends on the ability to delegate, communicate and manage time. This work is an important theoretical source in highlighting the practical importance of the human factor in the leadership process[11].

RESULTS AND DISCUSSION

The management system in Great Britain is based on the "delegated governance" model. In this model, state bodies delegate some of their powers to independent agencies

and commissions. This approach serves to reduce centralization in state administration, divide responsibilities into clear levels, and speed up the decision-making process. For example, the Ofsted (Office for Standards in Education) agency monitors the quality of education in the country. However, it reports not directly to the Ministry of Education, but to the British Parliament. This mechanism ensures the correct distribution of powers between state bodies, reduces conflicts of interest, and increases transparency in the system. Thus, delegation in Great Britain is used as the main tool for improving management efficiency.

In Japan, the management system is based on the philosophy of “kaizen” – that is, “continuous improvement”. This philosophy is an integral part not only of production, but also of management culture. In Japanese enterprises, each manager trusts subordinates, gives them the authority to make independent decisions, thereby increasing their sense of responsibility. The principle of “responsible freedom” is used in the process of delegation, that is, after receiving authority, the employee independently chooses the method of performing the task, but is fully responsible for the result. As a result of this approach, a high level of discipline, collective responsibility, and a culture of mutual trust have been formed in Japanese organizations. Within the framework of the “Kaizen” philosophy, each employee regularly analyzes his work and makes suggestions for improving the process. As a result, efficiency, quality, and innovation develop simultaneously in Japan[12].

The US management system is based on the principle of “checks and balances”. This principle implies a clear and strict distribution of powers between the three branches of government - the executive, legislative, and judicial branches. This system limits the centralization of power, prevents one sector from gaining dominance over another, and ensures balance in public administration. At the same time, the “management by delegation” system is widely used in the US in the field of corporate governance. For example, in large companies such as Google, Apple, and Microsoft, leaders give their teams broad authority, but strategic directions and key decisions are determined at the central management level. This model allows for the rapid introduction of innovations, employee initiatives[13].

In recent years, the policy of decentralization and devolution of authority has been actively implemented in the management system. In particular, local authorities have been given the right to make independent decisions in the economic, social, and infrastructure sectors. This reduces the burden on central agencies and strengthens local initiatives[14].

However, some problems remain in practice:

- Although authority has been granted, resources have not been sufficiently distributed;
- Control mechanisms are unclear;
- The boundaries of responsibility are unclear;
- Some leaders perceive delegation as a “loss of control.”

Therefore, it is important to form a culture of delegation and train leaders in delegation competencies. This principle is also necessary in the pedagogical system - for example, if a school principal does not manage all processes alone, but delegates authority to teachers, methodologists, and class teachers, the quality of education will increase[15].

CONCLUSION

Fundamental Finding : Transferring authority and properly distributing tasks in management is the basis of effective leadership. This process eases the burden of leadership, increases the responsibility of employees, and forms a culture of collective decision-making. Foreign experience shows that delegation is not just a management mechanism, but also a means of developing human resources. Consistent implementation of these principles in the conditions of Uzbekistan will transform the public administration system into a modern, effective and human-value-based system.

Implication : Consistent implementation of these principles in the conditions of Uzbekistan will transform the public administration system into a modern, effective and human-value-based system. **Limitation :** Foreign experience shows that delegation is not just a management mechanism, but also a means of developing human resources. Consistent implementation of these principles in the conditions of Uzbekistan will transform the public administration system into a modern, effective and human-value-based system. **Future Research :** Future researchers can further develop this topic by introducing the discipline of “delegation competence” into the system of training managerial personnel, as well as clearly defining the boundaries of authority and responsibility in the internal regulations of the organization. It is also important to adapt foreign experience, especially based on the Japanese and British models, while digitally recording tasks and responsibilities through the introduction of electronic management systems, for example the “E-delegation” platform. In addition, strengthening motivational mechanisms, such as creating a system of material and moral incentives for employees who have accepted authority, can also become a focus of extended research.

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