



DOI: <https://doi.org/10.38035/gijtm.v3i1>
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Identifying the Characteristic Delegation of Leadership: Study Literature Review

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Abstract: The purpose of this literature study is to develop a hypothesis regarding the influence between variables that can be used for further research in the field of human resource management. The literature review article on the identification of leadership characteristics of delegates is a scientific literature article in the field of human resource management. The approach used in this literature review is descriptive qualitative. The data collection technique is to use a literature study or review relevant previous articles. The data used in this descriptive qualitative approach comes from previous research relevant to this study and is sourced from academic online media such as Thomson Reuters, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, Web of Science, Sinta Journal, DOAJ, EBSCO, Google Scholar and digital reference books. In previous studies, each relevant previous article was used to review each independent variable. The results of this literature review article are: 1) Leader Behavior affects Delegation Leadership; 2) Organizational Culture affects Delegation Leadership; 3) Trust affects Delegation Leadership; 4) Competence affects Delegation Leadership; and 5) Ability affects Delegation Leadership.

Keyword: Delegation Leadership, Leader Behavior, Organizational Culture, Trust, Competence, Ability

INTRODUCTION

Delegation leadership is one management approach that is becoming increasingly important in the context of modern organizations. In today's dynamic and complex business environment, leaders can no longer rely on authoritarian strategies or centralized decision-making. Instead, they must be able to empower their team members to take initiative and make relevant decisions. This is in line with the paradigm shift in leadership towards collaboration

and participation. According to Pamungkas et al., (2024), delegative leadership involves sharing responsibility and authority with team members, which not only increases involvement but also speeds up the decision-making process.

Effective leadership behavior in the context of delegation includes the ability to trust subordinates, provide support, and create an environment conducive to innovation. Research by Ali et al., (2022) shows that leaders who are able to delegate tasks well can create a positive organizational culture in which team members feel valued and motivated to contribute optimally. In addition, an organizational culture that supports the delegation of tasks from leaders also plays an important role in increasing trust among team members, which ultimately has an impact on the overall organizational performance.

However, even though many organizations recognize the importance of delegating leadership, they still face significant challenges. One of the main challenges is the reluctance of leaders to relinquish control. According to research by Jumawan et al., (2023), leaders often feel that they are the only ones with the knowledge and skills to complete certain tasks, so they are reluctant to delegate responsibility. This can lead to excessive workloads for leaders and hinder the growth and development of team members.

Previous research conducted by Kadir, (2020) found that only 30% of leaders feel comfortable delegating tasks, while the rest still feel the need to control every aspect of the job. This shows that not all organizations succeed in implementing delegation leadership effectively. This shows that despite the many benefits of delegative leadership, there are still challenges that many organizations face in implementing it effectively. Therefore, a deeper understanding of the characteristics of delegative leadership and the factors that influence it is essential to increase the effectiveness of leadership in today's business context.

In the context of globalization and increasingly fierce competition, organizations that are unable to adapt to a more inclusive approach to leadership will be left behind. A study Ugoani, (2020) shows that organizations that effectively implement delegative leadership can increase productivity by up to 25%. This shows that delegative leadership is not just a trend, but a strategic necessity to achieve competitive advantage in business. Therefore, it is important to understand the characteristics of delegative leadership and how leader behavior, organizational culture, trust, competence, and skills contribute to the success of this leadership model.

Problem Formulation

Based on the background of the problem above, the following problem formulations are obtained to be used as hypotheses for further research: 1) Does Leader Behavior influence Delegation Leadership?; 2) Does Organizational Culture influence Delegation Leadership?; 3) Does Trust influence Delegation Leadership?; 4) Does Competence influence Delegation Leadership?; and 5) Does Ability influence Delegation Leadership?.

METHOD

This study uses a descriptive qualitative approach. This method was chosen because it allows researchers to investigate and understand the characteristics related to delegation leadership as a whole. The collection and analysis of descriptive qualitative data allows researchers to adjust their approach to the research needs and characteristics of the subjects under study.

The data used in this study comes from previous research on the topics of delegation leadership, leader behavior, organizational culture, trust, competence, and ability. The researcher will analyze the existing literature to identify patterns and trends in delegated leadership, leader behavior, organizational culture, trust, competence, and ability. By using previous research, the researcher can develop stronger, evidence-based arguments and

contribute to a broader understanding of the factors involved in delegated leadership, (Susanto, Arini, et al., 2024).

This study uses data from various leading academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, WoS, Sinta Journal, DOAJ, and EBSCO, as well as platforms such as Publish or Perish and Google Scholar. By using these sources, researchers can ensure that the data they collect is valid and accountable. The use of various sources also allows researchers to gain a more comprehensive understanding of delegated leadership from various perspectives.

RESULT AND DISCUSSION

Results

The following are research findings taking into account the context and problem formulation:

Delegation Leadership

Delegation leadership is a leadership style in which a leader gives responsibility and authority to subordinates or team members to make decisions or complete specific tasks. This style emphasizes empowerment and trust in the abilities of team members. Leaders who use delegation effectively usually understand the strengths and weaknesses of their team members, so they can assign tasks according to their competencies (Wulandari et al., 2021).

The indicators or dimensions contained in the Delegation Leadership variable include: 1) Assign responsibility: The leader assigns tasks and authority to team members to complete specific tasks. This demonstrates the leader's confidence in subordinates' abilities; 2) Granting autonomy: Leaders give team members the freedom to make decisions and determine the best way to complete tasks; 3) Provide support and resources: Leaders ensure that team members have access to the resources, information, and guidance they need to complete the task; and 4) Evaluate and Feedback: Leaders provide constructive feedback after the task is completed to help team members learn and grow (Mahaputra & Saputra, 2021).

The Delegation Leadership Variable is relevant to previous research that has been studied by: (Susanto, Setiawan, et al., 2024), (Siregar, 2022), (Herwinesastra, 2024).

Leader Behavior

Leadership behavior refers to the actions, attitudes, and ways a leader interacts with team members or the organization. This includes how leaders motivate, direct, and influence others to achieve common goals. Leadership behavior can vary from authoritarian to participatory, depending on the situation and the needs of the team. Effective leaders tend to be adaptive, able to adjust their leadership style to the conditions and characteristics of team members (Manuain, 2022).

The indicators or dimensions contained in the Leader Behavior variable include: 1) Openness in Communication: Effective leaders are able to communicate transparently and listen to input from team members; 2) Motivational Ability: Leaders use a variety of ways to motivate the team, such as providing recognition, challenges, or incentives; 3) Directing Ability: Leaders provide clear direction on goals, priorities, and expectations for the team to achieve; and 4) Role Modeling Ability: Leaders demonstrate behaviors that are consistent with the organization's values, such as integrity, hard work, and collaboration (Purba & Silalahi, 2022).

The Leader Behavior Variable is relevant to previous research that has been studied by: (H. S. Widodo, 2020), (Multazam, 2021), (Mardikaningsih & Darmawan, 2022).

Organizational Culture

Organizational culture refers to a set of values, beliefs, norms, attitudes, and practices shared by the members of an organization that shape the way they interact, work, and achieve common goals. It is shaped by the organization's history, customs, leadership, and environment, and influences how members of the organization view their work, behave, and respond to challenges. Organizational culture can be formal, as reflected in written policies and procedures, or informal, such as the norms that develop naturally among team members (Susanto, Simarmata, et al., 2024).

The indicators or dimensions contained in the Organizational Culture variable include: 1) Core values: Core values are the basic principles that the organization holds dear and guide the behavior and decisions of organizational members; 2) Norms and customs: where the unwritten rules that govern day-to-day behavior in the organization. This includes how members of the organization communicate, make decisions, or respond to certain situations; 3) Symbols and Rituals: are visual elements or actions that have special meaning in the organization. Symbols can be logos, uniforms, or office designs, while rituals include regular events such as weekly meetings, milestone celebrations, or training programs; and 4) Communication and language: includes the way information is conveyed and the specific terms used in the organization. This includes communication style (formal or informal), communication channels (email, meetings, or instant messaging), and the use of jargon or technical terms (Putri et al., 2023).

The Organizational Culture Variable is relevant to previous research that has been studied by: (Ali et al., 2022), (Idris et al., 2022), (D. S. Widodo & Maghfuriyah, 2024).

Trust

Trust in the context of leadership and organization refers to the belief that an individual or group will act with integrity, competence, and consistency. Trust is an important foundation in the relationship between leaders and team members because it affects the level of cooperation, communication, and commitment. When team members trust their leaders, they tend to be more open, cooperative, and willing to take risks to achieve common goals (Supertini et al., 2020).

The indicators or dimensions contained in the Trust variable include: 1) Integrity: Trust is built when leaders or team members demonstrate honesty and consistency in actions and words; 2) Reliability: The ability to keep promises and complete tasks on time increases trust; 3) Transparency: Openness in sharing information and making decisions builds trust; and 4) Empathy: The ability to understand and respond to the feelings and needs of others builds stronger bonds of trust (Meng & Berger, 2019).

The Trust Variable is relevant to previous research that has been studied by: (Sarwar et al., 2021), (Anwar et al., 2022), (Caniago & Sudarmi, 2021).

Competency

Competency refers to the skills, knowledge, and abilities that a person has to perform a specific task or role effectively. In the context of leadership, competency includes the technical, managerial, and interpersonal skills needed to lead a team or organization. A competent leader not only understands his or her field of work, but is also able to make strategic decisions, solve problems, and adapt to change (Gultom et al., 2022).

The indicators or dimensions contained in the Competency variable include: 1) Technical Knowledge: In-depth understanding of the relevant field of work or industry; 2) Managerial skills: The ability to plan, organize, and manage resources effectively; 3) Interpersonal skills: The ability to interact and collaborate with others, including

communication and conflict resolution; and 4) Adaptability: The ability to adapt to change and meet new challenges (Gunawan et al., 2022).

The Competency Variable is relevant to previous research that has been studied by: (D. S. Widodo, 2021), (Susanto, Sawitri, et al., 2024), (Ali et al., 2024), (Fauzi et al., 2023).

Ability

Ability refers to a person's capacity to perform an action or task well. In the context of leadership, abilities include cognitive skills (such as analysis and problem solving) and physical skills (such as stamina and dexterity). Abilities also include emotional abilities, such as emotional intelligence, which enable leaders to understand and manage their own emotions and those of others (Febrianna & Solovida, 2020).

The indicators or dimensions contained in the Ability variable include: 1) Cognitive Ability: The ability to think logically, analytically, and strategically in dealing with problems; 2) Physical Ability: The stamina and agility required to perform physical or operational tasks; 3) Emotional Ability: Emotional intelligence, such as the ability to manage stress, empathize, and build positive relationships; and 4) Creative Ability: The ability to generate innovative ideas and out-of-the-box solutions (Mate, 2023).

The variable Ability is relevant to previous research that has been studied by: (E. B. Saputra, 2022), (Hak et al., 2023), (R. Saputra, 2022).

Previous Research

Based on the above findings and previous research, the research discussion is formulated as follows:

Table 1. Results of Relevant Previous Research

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Suwarsono et al., 2023)	-The Workload Variable affects Delegation Leadership Style -The Compensation Variable affects Delegation Leadership Style -The Leader Behavior Variable affects Delegation Leadership Style	This article has similarities in examining the variable of Leader Behavior in its independent variable, and examining the variable of Delegation Leadership in its dependent variable.	Another difference is that there is a Workload and Compensation variable as another independent variable.
2	(Akanji et al., 2020)	Organizational Culture Variables Influence Delegation Leadership Style in Higher Education Institutions	This article has similarities in researching the Organizational Culture variable in its independent variable, and researching the Delegation Leadership variable in its dependent variable.	The difference with this research is that there is a research object, which is conducted at Higher Education Institutions.
3	(Cho et al., 2021)	-The Trust Variable affects Delegated Leadership -The Work Autonomy Variable affects Delegated Leadership	This article has similarities in examining the variable of Trust in its independent variable, and examining the variable of Delegation Leadership in its dependent variable	Another difference is that there is an autonomy of work variable as another independent variable.
4	(Mulyono, 2021)	-The Competency variable affects Delegated Leadership at	This article has similarities in examining the	- Another difference is that

		the Central Lampung Regency Irrigation Service	Competency variable in its independent variable, and examining the Delegation Leadership variable in its dependent variable.	the Work Environment variable is another independent variable
		-The Work Environment variable affects Delegated Leadership at the Central Lampung Regency Irrigation Service		- The difference with this study is that there is a research object, which was conducted at the Water Resources Office of Central Lampung Regency
5	(Hidayat et al., 2023)	-The Agility variable affects Delegation Leadership and Organizational Agility at PT Arco Samudra Perkasa Balikpapan	This article has similarities in researching the Agility and Organizational Culture variables in the independent variable, and researching the Delegation Leadership variable in the dependent variable.	- Another difference is that the Motivation variable is used as another independent variable and the Organizational Agility variable is used as another dependent variable.
		-The Organizational Culture variable affects Delegation Leadership and Organizational Agility at PT Arco Samudra Perkasa Balikpapan		- The difference with this study is that there is a research object, which was conducted at PT Arco Samudra Perkasa Balikpapan.
		-The Motivation variable affects Delegation Leadership and Organizational Agility at PT Arco Samudra Perkasa Balikpapan		

Discussion

This literature review will be discussed based on the history of the topic, research objectives, problem formulation, indicators or dimensions, and related previous research:

1. The Effect of Leader Behavior on Delegated Leadership

Based on a review of the literature and relevant previous research, it is stated that Leader Behavior influences Delegation Leadership.

To influence Delegation Leadership through Leader Behavior, what companies or organizations must do is: 1) Openness in Communication: Leaders who are open in communication create a transparent work environment, where information is conveyed clearly and precisely. This allows employees to understand their responsibilities well; 2) Motivation Ability: Leaders who are able to provide motivation can inspire employees to accept delegated responsibilities. This can be done through rewards, recognition, or providing meaningful challenges; 3) Ability to Direct: Effective leaders in providing direction are able to convey a clear vision, purpose, and expectations. With the right guidance, employees are more confident in completing delegated tasks; and 4) Ability to Set an Example: Leaders who are consistent in their attitudes, actions, and values will be role models for employees. A good example fosters employees' confidence to accept greater responsibility.

If a company or organization can apply Openness in communication, the ability to motivate, the ability to direct and the ability to be an example, it will have an impact on Delegation Leadership which includes: 1) Assigning Responsibilities: A good leader will ensure that each employee understands the role and responsibilities assigned to avoid overlapping of work; 2) Providing Autonomy: Leaders give employees the freedom to make decisions related to delegated tasks, so that they feel trusted and more responsible; 3) Provide Support and Resources: Leaders who support employees by providing the tools, information, and technical assistance needed will make it easier to complete delegated tasks; and 4) Evaluate and Provide Feedback: Leaders who routinely evaluate work results and provide constructive feedback will help employees understand their performance and improve future work results.

The results of this study are in line with previous research conducted by (Suwarsono et al., 2023), which states that there is an influence between Leader Behavior and Delegation Leadership.

2. The Effect of Organizational Culture on Delegated Leadership

Based on a review of the literature and relevant previous research, it is stated that organizational culture affects delegation leadership.

To influence delegation leadership through organizational culture, the following must be done by the company or organization: 1) Core Values: such as honesty, responsibility, and integrity, will shape leaders who are confident in delegating tasks by ensuring that each team member understands their roles and responsibilities; 2) Norms and Customs: emphasizing discipline, collaboration, and teamwork will encourage leaders to place greater trust in employees to carry out tasks independently; 3) Symbols and Rituals: those that are applied, such as rewarding achievements or the tradition of routine performance evaluations, can strengthen a sense of belonging in a team, so that employees are better prepared to accept delegated responsibilities; and 4) Communication and Language: effective communication and language will create a clear understanding of work instructions, expected results, and reporting procedures, thus reducing the potential for misunderstanding.

If a company or organization can apply Core Values, Norms and Customs, Symbols and Rituals, Communication and Language, it will have an impact on Delegation Leadership which includes: 1) Assigning Responsibilities: Where the leader will be more effective in assigning responsibilities to team members according to their abilities; 2) Giving Autonomy: where the leader will feel more confident in giving employees autonomy to make decisions within the scope of delegated tasks; 3) Providing Support and Resources: The company will also be better prepared to provide the support and resources needed to help employees complete their tasks; and 4) Evaluate and Provide Feedback: effective leaders will routinely conduct evaluations and provide constructive feedback to ensure that the delegation process runs smoothly and the expected results are achieved.

The results of this study are in line with previous research conducted by (Akanji et al., 2020), which states that there is an influence between Organizational Culture and Delegation Leadership.

3. The Effect of Trust on Delegated Leadership

Based on a review of the literature and relevant previous research, it is stated that Trust affects Delegation Leadership.

To influence Delegation Leadership through Trust, what a company or organization must do is: 1) Integrity: being the main factor that creates trust, where leaders who are honest, consistent, and adhere to moral values will find it easier to gain the trust of their subordinates; 2) Reliability: Leaders who are able to fulfill commitments, keep promises, and deliver consistent work results will encourage employees to accept responsibility with the confidence

that they are supported by a reliable leader; 3) Transparency: plays an important role in creating open and clear communication. Leaders who provide complete, honest, and timely information will foster employee trust; and 4) Empathy: also plays a big role, where leaders who are able to understand the needs, conditions, and challenges faced by employees will create a deeper sense of comfort and trust.

If a company or organization can implement Integrity, Reliability, Transparency and Empathy, it will have an impact on Delegation Leadership which includes: 1) Assigning Responsibilities: leaders will be more confident in assigning responsibilities to team members because they are confident that they have the ability and commitment to complete tasks; 2) Giving Autonomy: leaders will give greater autonomy to team members, enabling them to make decisions and manage tasks independently; 3) Providing Support and Resources: leaders will provide the necessary support and resources, because they believe that team members will use these resources responsibly; and 4) Evaluating and Giving Feedback: leaders will evaluate and provide constructive feedback, because of the belief that team members have the good will and ability to continue to develop.

The results of this study are in line with previous research conducted by (Cho et al., 2021), which states that there is an influence between Trust and Delegation Leadership.

4. The Effect of Competency on Delegated Leadership

Based on a review of the literature and relevant previous research, it is stated that Competence affects Delegated Leadership.

To influence Delegation Leadership through Competence, what a company or organization must do is: 1) Technical Knowledge: must be improved by ensuring that leaders and team members have a deep understanding of the relevant field of work or industry. Technical knowledge allows leaders to assess the abilities of team members and assign tasks according to their expertise; 2) Managerial Skills: are needed to plan, organize, and manage resources effectively. These skills help leaders allocate tasks and ensure that the delegation process runs smoothly; 3) Interpersonal Skills: must be developed to facilitate communication, collaboration, and conflict resolution within the team; and 4) Adaptability: is needed to deal with change and emerging challenges. This ability allows leaders and team members to adapt to new situations and find innovative solutions.

If a company or organization can apply Technical Knowledge, Managerial Skills, Interpersonal Skills and Adaptability, it will have an impact on Delegation Leadership which includes: 1) Assigning Responsibilities: in assigning responsibilities to team members, a leader is confident that team members have the necessary knowledge and skills; 2) Giving Autonomy: to team members, enabling them to make decisions and manage tasks independently and in an organized manner; 3) Providing Support and Resources: This support includes the guidance, tools, and information needed to complete tasks. Leaders will provide the necessary support and resources, as they understand that team members have the ability to use these resources effectively; and 4) Evaluate and Provide Feedback: where leaders will evaluate and provide constructive feedback, as they have the interpersonal skills that enable them to provide constructive feedback and support the development of team members.

The results of this study are in line with previous research conducted by (Mulyono, 2021), which states that there is an influence between Competence and Delegation Leadership.

5. The Effect of Agility on Delegated Leadership

Based on a review of the literature and relevant previous research, Agility has been shown to influence Delegation Leadership.

To influence Delegation Leadership through Agility, companies or organizations must do the following: 1) Cognitive Ability: must be developed to ensure that leaders and team

members can think logically, analytically, and strategically. This ability allows leaders to quickly evaluate situations, identify tasks that need to be delegated, and choose the most suitable team members based on their expertise; 2) Physical Ability: is needed to ensure that team members have the resilience and dexterity to complete operational tasks; 3) Emotional Ability: must be improved to enable leaders and team members to manage stress, empathize, and build positive relationships; and 4) Creative Ability: is needed to produce innovative solutions and face challenges with an out-of-the-box approach. This ability allows the team to find new ways to complete delegated tasks.

If a company or organization can apply Cognitive Abilities, Physical Abilities, Emotional Abilities and Creative Abilities, it will have an impact on Delegation Leadership which includes: 1) Assigning Responsibilities: leaders will be more confident in assigning responsibilities to team members because they are confident that the team has the cognitive and physical abilities to complete tasks well; 2) Giving Autonomy: leaders will give greater autonomy to team members, enabling them to make decisions independently and respond to change quickly; 3) Providing Support and Resources: leaders will provide the necessary support and resources, because they understand that teams have the emotional and creative ability to use these resources optimally; and 4) Evaluate and Give Feedback: Leaders will evaluate and give feedback constructively, because they have the emotional ability to provide feedback that supports and motivates team members.

The results of this study are in line with previous research conducted by (Hidayat et al., 2023), which states that there is an influence between Agility and Delegation Leadership.

Conceptual Framework

The conceptual framework is determined based on the problem formulation, research objectives, and previous research relevant to the discussion of this literature research:

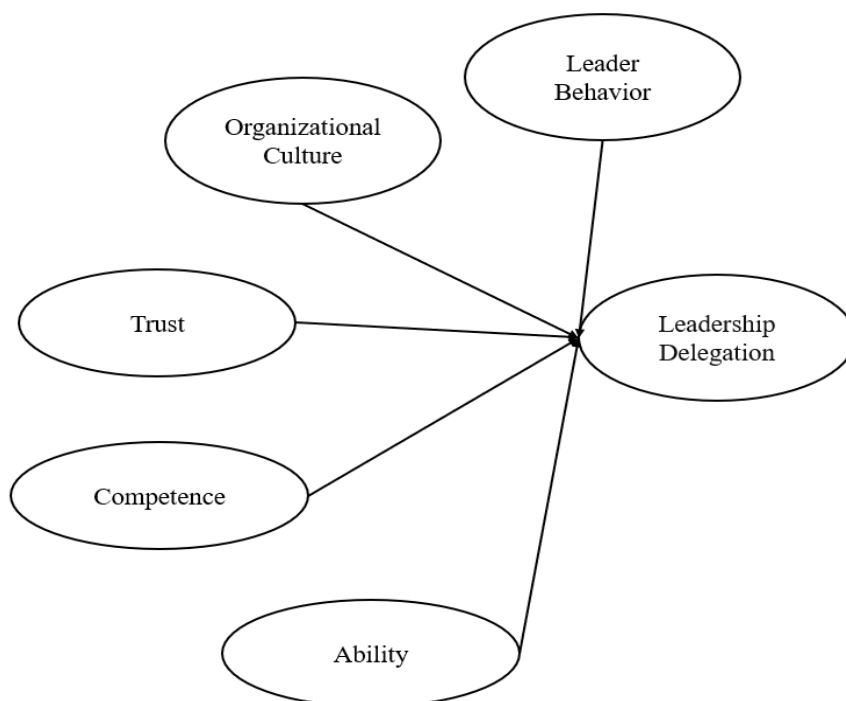


Figure 2. Conceptual Framework

Based on Figure 2 above, Leader Behavior, Organizational Culture, Trust, Competence, and Ability influence Delegated Leadership. However, in addition to the variables of Leader

Behavior, Organizational Culture, Trust, Competence, and Ability that influence Delegated Leadership, there are other variables that influence it, including:

- 1) Employee Motivation: (Primadi Candra Susanto et al., 2023), (Ali et al., 2022), (F. Saputra et al., 2023), (Mardalena et al., 2020).
- 2) Communication: (F. Saputra, 2021), (Adhi & Aima, 2021), (Yuliantini et al., 2022), (Katrin & Vanel, 2020), (D. S. Widodo et al., 2017).
- 3) Organizational Structure: (Miković et al., 2020), (Hastangka & Farid, 2020), (D. S. Widodo, 2017), (Silitonga et al., 2017).

CONCLUSION

Based on the problem formulation, results and discussion above, the conclusion of this study is:

1. Leadership Behavior affects Delegation Leadership;
2. Organizational Culture affects Delegation Leadership;
3. Trust affects Delegation Leadership;
4. Competence affects Delegation Leadership;
5. Ability affects Delegation Leadership.

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