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Delegation of Managers in Administrative systems of Iran

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ABSTRACT: Today,in political and official sciencestheconcept ofcentralized and decentralizedindifferent cases is used asanAmbiguousand complex. The root of thisconfusionisin the political and socialviews andopinions of the society. So that in any type of political and social system somewhat of extreme in centralization of power and decision making can be seen. Centralization and decentralization in any form is the epitome of power in decision making.The point that should be considered is that theconcept of centralization in action will not appear as a pure Manifest and emergence but its imagination is somehow comparative with different levels of centralization.In organizational centralization the relationships among various government structures are not important. But organizational centralization is a matter of authority management of an office that shall be taken by the president or his deputies. While decentralization is when managers, bosses and each member of organization will be able to decide about duties and responsibilities toward duties and have enough and suit Authority with his responsibility. So the basis of organizational decentralization is authority adaptation or more authority transference to staffs and managers of different levels of organization by related boss. It is obvious that Effects and consequences caused by organizational centralization or in other words not delegated enough power to subordinate managers of the local administration in a centralized bureaucratic organization, will intensify official problems.Therefore some of the disadvantages and of Inappropriate effects caused by centralized administrative system can be given in action by complete or extraordinary powerto authorities and local officers or in other words to be overcome organizational decentralization policy.
Keywords:centralization, decentralization, delegating

INTRODUCTION

Organizations are supposed to make decisions to conduct affairs or drawing future prospects. Decision-making can be taking as distributed or centralized process in the organization.In distributed process all staff of organization is involved in decision-making. Surely participation of all people does not mean that they would decide in all matters that do not relate to them. But the distribution of decision-making process will covers allcompetent, beneficiary, Influential and stakeholders. Edward B. Fiske (1996), Gerald Hague (2008), R. Seresht (1993), Noravesh (1998), stated that these concepts are relative and we cannot drew any exact boundary line between centralized and decentralized organizations and not even can claim that any of them are pure and sheer.

These two topics are in a very close relationship together. DwightWaldo(1999) in centralization and decentralizationdebate points out thatwhatshouldbedecentralized, it isfirstnecessary tobecentralized and Addssince thesituation of regulationand control does not provide, debate about decentralizationwill beuseless ,Becausea messyand disorder situation cannot becontrolled in decentralizedadministration.

The important thing is that the concepts of decentralization and delegation will be meaningful next to theCentralism.Delegation is a way of decentralized and is more consistent with the administrative decentralization.James Stoner and Edward Freeman (1996) had been defined authority delegation as official authority transferenceand operational responsibility in relation to a specific task.They believe authority delegation in association with these two concepts of authority, responsibility and accountability.However,theybelievethat the responsibilitycannot bedelegated.Hencein this definitionthey just spoke about authoritydelegation and accountability.

The concept of decentralization has more general meaning than authority delegation and the Greater propensity is toward political structure. In organization theory, since referring to the concept of decentralization, the goal is authority delegation in all levels of the organization. It should be considered that whenever there is adebateabout decentralization, what kind of decentralization is considered.

NormanFernis (2005), isdivideeightkinds of decentralizationinto threecategories: 1) economicdecentralization,2) administrative decentralization3) politicaldecentralization

Table 1 . kinds of decentralization

Kinds of Decentralization	
1-Industrialdecentralization 2-decentralizedplanning	economicdecentralization
1-internaldecentralization (organizational) 2-Geographicaldecentralization 3- technical and professional decentralization	administrative decentralization
1-decentralizationlegislation 2-IndustrialDemocracy 3-Peoplesynergies	politicaldecentralization

Based on Provided explanations we should make a distinction between political and administrative decentralization. . It also comes out from the definitions thatdecentralization and authority delegation are Associated with political dimension and power groups and It should be noted and decentralization is related to the decision-making schema and organizational structure andpower distribution. For decentralization many divisions has been done, it is believed that authority delegation refers to the administrative decentralization .The process of delegation is a very important process.

Because decision making is given from higher levels of organization to lower levels and things will be done and manage by others, since paying attention of performing policies anddecision making for the manager of an organization alone is impossible.So it is necessary to delegate some parts of power to subordinates. In authority Delegation the various components of parts and some parts of a great work is delegated to lower level managers and supervisors and responsibility for small components of a work is delegated to subordinate people.

Of course the choice of accepting the delegated work is up to subordinates (Haghighi,2003).

Cunter and O'Donnell (1968) argue that "the authority delegation is a subsidiary process in an organization in a way that is considered an important factor in management performance.Therefore, authority delegation is animportant process that is a necessity for the smooth flow of work.The three main elements in delegating authority include: the authority of accepting work, responsibility of that work and accountability, these three main components of authority delegation are like the sides of an equilateral triangle. Authority, responsibility and accountability are three major parts in delegating power. In factit is not enough that the authority will be given to subordinate without responsibility to do it. Ifthepower alone will be given to subordinates, it may be abused and subordinates won't be responsive for their statistics. So that subordinates should provide power with responsibilities and should be accountable of that responsibility.

Paradashy (2006) states that authority can be classified into three categories as follows:

A) Authority based on the knowledge: in this type of delegation expert knowledge and skills are used, so that theyteach, guide and give advice to subordinates.

B) Authority based on the Person's status: Any person, whether in high or low level of organization has a special status. So the person's authority depends on the person's status.

C) Authority based on law: Once the foundation of authorityis based on law points, this type of authority called legal authority.

Rahman Seresht is divided methods of authority delegation to two general and specific approaches.

Table 2 . Methods of delegating authority

specific Methodsofdelegating authorities	General Methodsofdelegating authorities
1-Hierarchicaldelegating authorities based onthree levels ofauthority 2-Hierarchicaland case delegating authorities based onsharing affair andorganizationalissues 3-delegating authorities byControlling goal	1-GeneralDelegation 2-The general-detail delegation 3-Case Delegation 4-a classassignment delegation (bureaucratic) 5-mixed Delegation

Itis important to say that kinds of decentralizationand authority delegation inadministrative systems will take place witha focus ongovernmental,valuables,cultural, Economic, political andsocial System and byLooking at thecapabilities inthe organization.

Butwithoutknowing thetotalityand complexityofadministrativesystems perhaps debates aboutcentralization and decentralizationisa littleearly. LotanKoi(2005) believesthatthesociety is a generalitythat administrative systems arein the context of it, so thecomplexity and generality have a broadsense withspecial features. EdgarMournberbelieves that complexityitselfcarries the confusion, uncertaintyandirregularities. Somethingis complexwhen it cannotbe summarizedinakeyword, enact a legalstatus for it, and reducedtoasimple idea(Edgardmon, translatedby Jahandideh, 2000).

However, the complexity within itself holds a kind of dynamics and birth. According to explanation of complexity we cannotexpress a short version as centralized and decentralized foradministration systems.

Obviously, with this the dynamic and generation of thought which complexity and generality concepts make in mind, It can be considered as a powerful levers and strong supports for analysis and recognition of administrative systems Generally and discussion of decentralization and delegation particularly.

One factor that adds to the whole system of administrative is economic, social, cultural and political function. Also decentralization of an element is next to the other different educational and management phenomena.

Elements and components such as planning, monitoring and evaluation of human resource management and financial management and.... Which are located within the administrative system and are related to phenomena such as manager's satisfaction level, staff work quality, educational planning and ..., offer a very complicated picture. If we place this image with interaction to the social, economic, cultural and political dimensions that with governmental budget, Policy ofManagementandPlanning organization, religious Minorities, different languages, different ethnicities and races, political socialization and acculturation and the value of other outer dimensions , with such complexity , we will facedifferent disorder and Plurality that makes it difficultto identifythe Fact and makes us familiar torelativity ofknowledge, understandingandexplainingphenomena.

In such situations depicted from the administrative system, the discussion ofdecentralization and authority delegation should also mention disorder in addition to order and imminent. Another important point is reductionism that experts believe it as knowledge plagues and understanding of office phenomena. Russell Ikaf believes the message of Reductionism is that all the facts and our experience of reality can be analyzed to ultimate non-biodegradable components or elements (Ekaf, translated Schwerin, 1995).

So the idea of a system that helps us understand the detail of administrative system can be used to identify a whole.RichardScott(1995) says that manyanalytics those are trying for useoftheory of systems, for organizations are aware of thehighcomplexity of organizations and theriskofincorrect use orextremistcomparison of organizationswithothereasier operation. Bella Benty also considers the systems approach as a way to deal with the complexity of the educational system (Benty, translated by Samadi Rad, 1993).

Due tothebriefdefinitions that alreadymentioned about complexityandgenerality,thismessagecan bereceived that decentralization and authority delegation is not the medicine of any painand should not be Optimistic of thepossible positiveoutcomes ofit and Inadditionto it thepotentialnegative consequences should be noted.

The relationship complexity ofdecentralized administrative systems and authority delegationcan bereviewsasthisangle that we should not assumedthatby changingcentralized systemtoadecentralizedsystem we will see the improvementand development in administrative systems.Also Decentralization is an ingredient next to other variety phenomenaof'administrative andmanagement systems.So some limitationscan beoutlinedfordecentralization.

FernandaQuarrel(2004) saysthe goalof decentralizationpolicyisto increasepublic participation.

On the other handinvolvingall levelsmaybe cause to failure of expectedgoal. Mohamad Ali Shobeiri(2003) believes that the more peopleexperience of management increase, the more theytendtobedecentralized.

PeterRadu(2004) believesthatoneof the dangers thatexistinallcountrieson apath ofsustainabledecentralization isstandingandwalking, which is usually doneby thegovernment. Newstatescompletelywill revisionthings, whichhave been donein the past.

Jer Behran and et al believe that oneof thefailuresofdecentralization indeveloping countries is incomplete implementing of decentralizationthatfollowingagenciescannot perform thepurposeswhichis intendedto run.RezaMahmoudi(2005) states thatorganizationsmusthavethe necessaryauthorityin order toplay theirrolebetter. Heconsiders the available barriers intheadministrative systembureaucracy, lack of

adequateadministrativeinfrastructure, not givingenough authority to the administrators, not being suitablefundswithprojectedcosts,not delegating authority to human.

DISCUSSION AND CONCLUSION

Due to the discussion the decrease of decentralization is possible and authority delegation is next step of decentralization that is able to perform within it or after .due to the limitation that are facing decentralizationThe increasing decentralization inadministrative systemis facedwithobstacles. By studying on various sources we can get thattheprincipleconcepts anddecentralization delegation mixed with the concept ofdecision. The usual and unusual decisions, strategic decisions, tactical and operational, individual and organizational decisions, problem-focused decisions or future decisions all evidence decision making and decentralization and authority delegation. Therefore Domination of decision-making theories, models and methods should be considered by specialist. Participatory and group decision-making in a decentralized system will have different characters with centralized system and vice versa. Therefore, any change in the intensity and direction of focused works needs a review of the decisionpatterns.

Also thediscussions suggest that the complexity of administrative systems has impacts on decentralization components. We cannot express complexity and totality in a word or sentence or make rule or descend it with a simple idea. Therefor Itshould not be assumedthat byapplyingdecentralizationand authority delegation, administrative system does not require other method.When it comes to decentralization, the domain administrator is not only in our mind, but also all elements of the educational system are considered in its entirety.

and At the end by studying the ideas of people such as Edward Fiske, Gerald Haig, John Child, Bella and Shonhar, Mansfield, quoted by Rehman, seresht, 1993, Hare, Kuntz and Virich, quotes by Noroshf1995 F can be realized that since we cannot drew any exact board between meaning and process of centralization, but Thisfeatureindicatesthe complexity ofthe conceptandprocess ofcentralization and decentralization and it remindsThismessagetopeople interested inthisconcepts that we shouldviewCentralismanddecentralization asa simple concept,Butthey mustbeviewed as a multilateraland multifacetedphenomena.

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