



Delegation Leadership in Multinational Corporate Organizations

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ABSTRACT

ARTICLE INFO

Delegation Leadership,
Technology Roles,
Organizational Culture,
Multinational Companies

The purpose of this study is to contribute to the results of this research qualitatively by looking at the results of the implementation of previous research results with the current perspective. The qualitative method used in this article is a search or observation, in which the researcher observes the leadership of delegates and the organizational culture used in existing companies. Overall, qualitative research methods can offer a deeper understanding of the factors that influence delegated leadership, organizational culture, thereby providing valuable insights into improving the role of technology used by human resources in companies with a delegation leadership model. The perspective provided by managers can take more strategic steps in developing their leadership competencies, improving team performance, and ensuring organizational success in a complex and changing global context.

1. INTRODUCTION

In an increasingly complex era of globalization, multinational corporate organizations (MNCs) face challenges that involve not only cultural, economic, and regulatory differences, but also differences in leadership styles and approaches. One of the important aspects of the leadership of a multinational corporation is delegated leadership, where leaders delegate duties and responsibilities to their subordinates. Delegate leadership is not just about assigning tasks, but also includes employee empowerment, supervision, and development (Nguyen, 2023).

Multinational companies operate in a highly dynamic and diverse business environment, where quick and informed decisions are the key to success, delegates become a highly effective tool for leaders to manage teams spread across multiple geographic locations. Delegation allows leaders to rely on the local skills and knowledge possessed by their employees, who often better understand the specific context of each market (Zhen, 2005). However, this delegation process is not easy and faces various challenges, especially related to cultural differences, communication, and effective supervision.

Delegation leadership in multinational companies is not only about moving tasks from one individual to another, but also about creating a structure and environment that allows each team member to contribute to the maximum (Ezinwa *et al.*, 2024). This includes building trust, granting appropriate autonomy, and providing adequate support to ensure that delegated tasks can be completed successfully. Thus, effective delegation leadership can lead to better organizational performance, higher innovation, and greater employee satisfaction (Hauer, Quan and Liang, 2021).

Delegate leadership has become a commonly applied strategy in MNCs for a variety of reasons. First, by delegating tasks, leaders can focus on larger strategic issues and make more effective use of their time (Bagińska, 2018). Second, giving authority to subordinates increases employee engagement and motivation, which can ultimately improve overall organizational performance (Conides, 2019). Third, effective delegation allows for the development of employee capabilities, which is essential for the long-term sustainability of the organization. In the context of MNCs, this phenomenon is becoming increasingly complex as companies have to manage operations in different countries with different cultures and regulations (Xu, 2023). For example, an effective leadership style in the United States may not be as effective as in Japan or Germany. Therefore, leaders within MNCs must have the ability to tailor their delegation style according to the local context.

Delegating tasks doesn't mean giving up control entirely. Leaders must remain vigilant and provide constructive feedback (Guiliana and Ornstein, 2023). However, finding a balance between control and trust can be a big challenge. Although there has been a lot of research on delegation leadership, there are several gaps that still need to be filled to deepen our understanding of this practice in the context of MNCs. More research is needed to understand how technology can be used to address challenges in delegation and improve its effectiveness (Mbaduet, 2023).

There is a need to develop an adaptive delegation leadership model, which can be applied across a variety of cultural and organizational contexts. Research focused on developing this kind of model can help leaders within MNCs to adapt their approaches more effectively. The purpose of this study is to contribute to the results of this research qualitatively by looking at the results of the implementation of previous research results with the current perspective.

2. LITERATURE REVIEW

Delegation Leadership

Delegated leadership is an approach in management in which a leader or manager delegates or delegates responsibility and authority to complete certain tasks to his subordinates (Yukl, 2019). Delegation is not only about giving orders, but also about giving trust, empowering employees, and supporting them to achieve the goals that have been set. Delegation leadership involves thoughtful supervision, clear communication, and the provision of the necessary resources to ensure that the task can be completed properly (Ren *et al.*, 2018).

Research related to the role of technology related to delegation leadership with the results of the study stating that delegating leadership style can be effective in managing the role of technology in organizations. The delegating style involves granting autonomy and responsibility to employees for decision-making and problem-solving related to their work (Ren *et al.*, 2018). By delegating authority and encouraging employee engagement, the Leaders can create a more engaged and adaptable workforce when implementing technological changes (Paramansyah *et al.*, 2021).

Organizational Culture

Organizational culture is a set of values, beliefs, norms, and practices shared by members of an organization and that influence how they interact with each other and how they do their jobs. Organizational culture includes aspects such as ethics, expectations, goals, and day-to-day work practices that reflect the organization's collective identity (Cameron *et al.*, 2022). Organizational culture can also be defined as a shared thinking pattern that a group of people learn as they solve problems of external adaptation and internal integration. This pattern has worked well enough to be considered valid and, therefore, taught to new members as the correct way to feel, think, and act in the organization (Cameron *et al.*, 2022).

Research related to organizational culture variables and the role of technology from (Sapta, Muafi and Setini, 2021) Organizational culture, along with job satisfaction and technology, can motivate employees to improve their performance. This is especially important during times of crisis, such as the COVID-19 pandemic. Other researchers stated that organizational culture dimensions such as development, group, and rational culture positively affect the resilience of the healthcare supply chain. Technology orientation moderates this relationship, suggesting that the effective use of technology is essential for the success of this cultural dimension (Mandal, 2017).

The Role of Technology

The role of technology in businesses and organizations refers to the use of technological tools, systems, and applications to improve efficiency, effectiveness, and productivity in business operations. Technology plays a crucial role in various aspects, including communication, data management, process automation, data analysis, and decision-making.

3. RESEARCH METHODS

The qualitative method used in this article is a search or observation, in which the researcher observes the leadership of delegates and the organizational culture used in existing companies. This method allows researchers to observe group dynamics and explore shared experiences and opinions. Overall, qualitative research methods can offer a deeper understanding of the factors that influence delegated leadership, organizational culture, thereby providing valuable insights into improving the role of technology used by human resources in companies with a delegation leadership model.

5. ANALYSIS AND DISCUSSION

Analysis

THE RELEVANCE STUDY

No	Title & Author	Objectives	The Relevances
1	Acquiring Firm-Specific Advantages: Organizational	Contribute to the limited body of research on how companies from emerging	Given its comprehensive analysis across the organization, our study can

<p>Innovation and Internationalization at Indian Multinational Corporations</p> <p>(Oswal., Ruigrok and Agrawal, 2014)</p>	<p>markets acquire unique advantages, adapt their organizational structures, processes, HR policies, leadership styles, and cultures during their international expansion, and how they engage with their domestic institutional environment.</p>	<p>provide direction for managers of emerging market firms interested in organizational innovation during the internationalization process.</p>
<p>2 Delegated leadership at public accounting firms</p> <p>(Lennox, Wang and Wu, 2023)</p>	<p>The selected equity partner is part of the accounting firm's national leadership team, and whether the overall audit quality is related to leadership attributes</p>	<p>Partners are more likely to be chosen as leaders if they have more extensive experience in auditing public companies and successfully attract new clients to the accounting firm. Overall audit quality is higher when leaders have more experience in auditing public companies or have audit records that involve greater audit adjustments, but lower if leaders manage to attract new, high-risk clients to the accounting firm</p>
<p>3 The Influence of Delegative Leadership Style, Motivation, Work Environment on Employee Performance in Self-Efficiency Mediation in SNVT Housing Provision of East Java Province</p> <p>(Wulandari, Djawoto and Prijati, 2021)</p>	<p>The influence of delegating leadership style, work motivation, and work environment on employee performance was mediated by self-efficacy in the Housing Provision SNVT in East Java Province (PNP). The population of this study is all employees of SNVT PNP</p>	<p>The style of delegating leadership, work motivation, and work environment impact employee performance, potentially mediated by the variable of self-efficacy</p>
<p>4 Leadership Should or</p>	<p>Leaders have the</p>	<p>The contingency approach</p>

<p>Should Not Delegate Communication? (A Systematic Literature review: The Art of Delegation) (Badjie, 2021)</p>	<p>authority to assign responsibility for communication, particularly regarding policy information, to subordinates. Different viewpoints suggest that there are no restrictions preventing leaders from delegating their responsibilities, as this falls within their prerogative.</p>	<p>to global leadership, our study investigates empowerment in a cross-cultural setting. Based on ethnographic research conducted among employees of a French NGO in Madagascar, our findings illustrate that effective empowerment hinges not on the extent of delegation, but on the manner in which delegation is executed</p>
<p>5 Confidence in delegation and leadership of registered nurses in long-term-care hospitals (Yoon, Kim and Shin, 2016)</p>	<p>Effective delegation enhances job satisfaction, accountability, productivity, and growth. The aging population has increased the demand for nurses in long-term care facilities. Delegation and leadership foster collaboration among nursing teams. Nonetheless, there is limited research on nursing delegation practices and leadership styles. Therefore, we examined the correlation between registered nurses' confidence in delegation and leadership within Korean long-term care hospitals.</p>	<p>Confidence in delegation was significantly associated with clinical experience in the current unit, total clinical nursing experience, experience with delegation training, and leadership qualities. Among these factors, transformational leadership emerged as the most statistically influential factor affecting delegation confidence.</p>

Discussion

The results of the analysis of some of the above literature on delegation leadership in organizations are described in the discussion as follows with the provision of perspectives in this study in which managers of emerging market companies are interested in organizational innovation during the process of internationalization (Oswal., Ruigrok and Agrawal, 2014). The

same thing also states that leaders if they have more extensive experience in auditing public companies and succeed in attracting new clients to the accounting firm (Lennox, Wang and Wu, 2023). The style of delegating leadership, work motivation, and work environment has an impact on employee performance, potentially mediated by the variable self-efficacy (Wulandari, Djawoto and Prijati, 2021).

The contingency approach to global leadership, illustrates that effective empowerment does not depend on the level of delegation, but on the way delegation is implemented (Badjie, 2021). Confidence in delegation is significantly related to clinical experience in the current unit, total clinical nursing experience, experience delegate training, and leadership qualities (Yoon, Kim and Shin, 2016).

6. CONCLUSION AND SUGGESTION

Conclusion

Managers can strengthen leadership, delegate to them in the face of global challenges, and accelerate the process of internationalization while promoting innovation and sustainable growth within the organization. Whereas the perspective provided by managers can take more strategic steps in developing their leadership competencies, improving team performance, and ensuring the success of the organization in a complex and changing global context.

Suggestion

Leaders can optimize their delegation practices, strengthen team relationships, and increase efficiency and effectiveness in achieving organizational goals.

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