

## Delegation of Authority In Office Department Education And Culture District Sonder (On The Implementation of Technical Education Unit For Youth And Sports

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### ABSTRACT

This study aimed to describe the delegation of authority and find out about the work efficiency in the Office of the Technical Unit (UPTD) Education, Youth and Sports in the Regional District of Sonder. Selected samples of respondents are 8 employees at the Office of the Technical Unit (UPTD) Education Youth And Sport In Regional District met in aksidental Sonder, obtained results that the delegation of authority when executed properly, work efficiency will increase or not will affect the work efficiency of employees even though there is an additional task of leadership. Further delegation of authority is very important in an organization because it can expand the space for a leader in implementing the delegation of authority and indispensable element of trust because the trust element that greatly affects the employee's job effectively and efficiently.

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### INTRODUCTION

It is known that a State there are a variety issues that must be addressed by the government, so it may not be handled by the central government. Similarly, the Department of Education and Culture, which handles not only the problems that exist in the center, but there is delegation of administration and each have the authority to regulate the activities of departments of Education and Culture in the area although the responsibility remains on the Department of Education and Culture District, which has the task of carrying out the task of education and culture in the District concerned. However, because the district is very spacious, with its own duties and responsibilities are also great. To minimize the duties and responsibilities should be delegated to the office of the Technical Implementation Unit (UPTD) Education, Youth and Sports in the district to handle the duties in the district.

According to the structure of the Department of Education and Culture, Office Technical Unit Department of Education Youth and Sports in the district is the lowest unit of the Department of labor, which is under and responsible directly to the Office of the District Education Office and the Unit has the authority to do most tasks the District Education Office in the district who bersangkutan. Untuk organize the task, the Office of the Technical Unit Department of Education Youth and Sport has sub-functions include: Lead and manage the kindergarten, and elementary school and learn business obligations. Foster care and public education. Foster care and youth development activities and sports. Foster care and cultural development activities. Perform administrative affairs office UPTD Kecamatan.sonder.

Office Technical Unit Department of Education Youth and Sports districts is an organization led by a chief who should be able to establish a good cooperation between the personnel for the achievement of educational and cultural purposes.

An organization increasingly different issues facing the more and more complex activities anyway. On the result of the inside handle all the tasks that a load becomes less effective and efficient. In such circumstances it is the leaders need help from others to be able to handle most of the tasks proficiency level, ie to delegate authority.

Underpinning the above opinion it is the authority in this research is "operating authority (operational authority)" which is obtained as a superior authority to consent to doing something duties.

It is known that a person's duties or functions of administrators include: planning, monitoring, implementation. Of these three areas are not everything can be delegated to Ka.UPTD is the "field of



implementation". Because the field of planning and control is the authority of Ka.UPTD Education District / Municipality.

Delegation of authority, in principle, level walk starting from the top level down to the lowest level of organisasi.Prinsip is called the principle of "Scalar

It further suggests that subordinates have the authority to act is accompanied by accountability for the implementation of the task. Thereby responsibility is a partner in the implementation of the authority.

Office Technical Unit Department of Education Youth and Sport sub Sonder as an organization has primary responsibility to control and motivate all the activities that have been programmed in the existing institutions in the region.

In reality there are many obstacles in its implementation, especially in terms of devolution. Therefore this study aimed to mengetahui how the delegation of tasks effectively and efficiently from the leadership to his subordinates.

### **Theory study:**

#### **Delegation of authority:**

To make it easier to understand the delegation of authority then you should first know what is meant by the authority. Authority is the authority in the English language. The term is often translated in terms of power (power). In this regard it is worth distinguishing between authority with power. To distinguish between authority and power then the following will put forward some opinions from the experts: T. Hani Handoko (1984: 1) argues that the authority is "the right to do or ordering others to do or not do something in order to achieve certain goals. While power is the ability to do this right. Henry L. Silk, dikutip oleh M Harold Koontz, Cyril O 'Donnell (1987: 352) argues" Power is the ability of an individual or group to influence the beliefs or actions of another person or group. While the authority of the organization is in a position of power ". irriam S. Arif (1985: 160) defines authority as: the right to act or direct others in the achievement of organizational goals. Inside there are three definitions of the nature of authority, namely: (1) it is the right authority, (2) Results from the right that belongs on the one hand and on the other hand acts directly or indirectly to obtain the results through the actions of others. (3) The power to sanction and reward treats so that the desired action can be achieved.

From the definition above it is clear that power is the ability to right while the authority is held the power to do or not do something to achieve the desired goal. James A.F. Stoner / Charles Wankel (1986: 432) argues that power is not only derived solely from one level in the hierarchy of the organization. He also expressed the opinion of John French Bertram R. about the source or base of power. Each can occur at every level. (1) Powers of reward (reward power) that is based on someone who has kemampuan for member benefits to others (affected) to execute a command or other requirements. (2) Powers of coercion (coerce power) which is based on the ability to give effect to penalize recipients that do not meet the demand pengaruh a negative side of or even lost their jobs altogether. Coercive power is typically used to maintain a minimum standard of performance or compliance subordinates. (3) legal authority (legitimate power) associated with the term occurs when a subordinate authority or influence who receives or has the right to be legally entitled to memberkan influence within certain limits. (4) Powers of experts (expert power) is based on the opinion or belief that influencers have the relevant skills or knowledge that is not owned by the recipient influences. (5) The power reference (referent power) that can be owned by one person or group, based on the recipient wishes to receive influencers influence. This rule also works in peer levels. Peer that can affect the charismatic meetings. Reference powers relate directly to factors such as prestige or admiration recipient of the giver pengaruh. Sedangkan authority influence is the power that has been endorsed or institutionalized. Thus not everyone who should have it. Are entitled to have it is the person who has a position or positions in the organizational structure.

Having known what is meant by the authority, then the origin or source of the authority should also be known. Someone was able to obtain the authority from a variety of sources. William H. Newman, said the source of authority as follows: (1) The authority for regulations ( legal authority) one obtains the authority for regulation law rights to her members. (2) The authority for expertise (technical authority) one obtains the authority to do the task because he himself has a certain expertise (special). (3) The authority for the highest precedence ( the ultimate authority). One obtains the authority because it is he who has the highest precedence. For example in the democratic country each citizen has the right to the highest (the sovereignty of the States and they are entitled to establish public policy). Rights in Indonesia is run by the Assembly. While the company has the highest precedence is the owner of the company as shareholders and others. (4) The authority operations ( operational authority). The authority acquired by a person as the member permission superiors to subordinates to carry out specific tasks. (1985: 161).

Authority of the sources mentioned above it is clear that not everyone who can gain authority. Koontz and Donnell next argues that the authority, namely: (1) The theory of formal authority states that the authority is conferred ; authority exists because a person is given or endowed or inherited it. In other words, the authority that comes from above. (2) The theory of acceptance (Acceptance theory). According to this theory that the authority of a person arises only when it is accepted by a group or individual to whom the authority is run. This



theory states key view basis of authority in the affected not affecting. This theory is usually dating from the ground up. In connection with this eori Bernard (T. Hani Handoko 1984: 263) argues that a person would be willing to receive communications that are authority only when the following four conditions are met simultaneously, namely: (1) He can understand the communication. (2) At the time the decision was made he believes that it does not deviate from the objectives of the organization. (3) He believes that it is against his personal pepentingan as a whole. (4) He is mentally and physically able to keep up. Ability theory (competence theory) holds that the authority of someone who has the qualities of technical expertise.

#### ***Delegation of Authority process:***

It has been mentioned in the previous chapter that an organization the greater the problems faced by increasingly numerous and complex. In such circumstances the task of leadership is also increasingly numerous and complex. Result in handling all the tasks that a burden has been less effective and efficient. Stevan Suparna argued that : " Leaders work through others ". This principle has been generally recognized, even self-evident. It's true sense of responsibility to meet with the leadership of utilizing human labor under his command with a favorable outcome. In this case the delegation technique is the most important key towards subordinates labor utilization on a organisasi. To more clearly what is meant by the delegation of authority, the following will put forward the opinion of some experts : Lonis A. Allen (Abdulsyani 1987: 163) defines: Delegation of authority is a dynamic management; Delegation is the process that was followed by one manager in the division of labor dipikulkan him, so he did the job just because of the unique organizational placement, to work effectively, so that he can obtain other people to help with the work that can not be done. Sutarto (1982: 139) explains that: " Delegation of authority is partly surrender the right to take the necessary measures so that the duties and responsibilities can be carried out with either one of the officials told the other officers. Charls J. Keating (1986: 82) argues briefly what is meant by the delegation of authority, namely: Giving some of the responsibility and authority to others. Based on these definitions above it can be concluded that: (1) The delegation of authority to expand the space for one's head. (2) Delegation of authority is a gradual process, which is also an association between the existing functions within the organization. (3) The delegation of authority is giving someone the right by the leadership to his subordinates to carry out certain tasks.

From the above conclusion is clear that the delegation of authority is a process that occurs within an organization, where an employer gives the rights to his subordinates to carry out certain tasks because he himself has the fullness of the task. Mirrian S. Arif in his book " Subject matter organization and Management " Kartika in Jakarta, said that the delegation of authority to dilibaratkan as filling water into a glass. If the water had reached the mouth of the glass still continues then poured the water itself will spill out. In the sense that a person has limited capability. If there is a task that exceeds the limit of his ability then obviously the task will not be handled. To see the limits of one's ability to be seen among other symptoms such as delays affairs, the task can not be completed on time resulting in accumulation of tasks. If these symptoms have started seems it is time to delegate authority to subordinates so that the organization went according to plan.

#### ***Delegation of Authority:***

In the process of delegation of authority from a superior to a subordinate, according to WH Newman, quoted by Mirriam Arif in the subject matter of organization and management, there are three events that happen as well, namely: (1) Demonstrate or provide specific tasks to be managed by a subordinate. In connection with this Sutarto (1977: 78) suggests major issues in determining tasks, namely: basic tasks must be a part of the goal, the main task should be to limit the ability to achieve within a certain time, the main task is the basis for the arrangement of activities within the organization. (2) Give permission to subordinates to make an appointment, using the resources available and take certain decisions and actions within the limits of delegated tasks to him. (3) Creating responsibility (responsibility) for each employee who receives delegation to superiors to carry out the task satisfactorily.

" Supervision is a process where the leadership wants to know whether the results of the implementation of the work done by his subordinates according to plan, command, purpose or wisdom that have been defined. Thus, the field can not be delegated oversight responsibility for being the last of the delegated supervisor. For example, an employer delegate its authority kepa subordinates does not mean that he has no such authority. Authorized supervisor is monitoring the implementation of the order or task delegated to subordinates. So obviously multiply one delegate its authority to a subordinate supervisor the more supervisory duties to be performed. One of the drawbacks encountered in the organization with respect to the delegation of authority is a weakness in the area of surveillance , because the boss only clever but not delegate its authority is interested in monitoring the delegated task. This is tantamount to the task and at the same menyeahkan supervision to assigned. As a result there will be things like the fatal abuse of authority. Field Implementation, Implementation of the plan is to run in the context of the organization and objectives of the organization. Delegating means giving to others given the authority and responsibility to carry out something which he himself does not have time or are not able to perform their duties efficiently. Thus that almost all of the implementation may be



delegated by the administrator to a subordinate. Subordinate who has received the delegation of authority can also menjukkan subordinates to delegate some tasks.

#### **How to Bestows Authority:**

The key to success lies in the organization's goals and capabilities authority (authority and ability) boss in delegating authority effectively to the description of the tasks to be carried out by subordinates. In delegating properly it is necessary to note the following: (1) The ability to categorize the tasks that are important and less important tasks. If this capability is not owned, it is difficult to implement properly the delegation of authority. Because at the time people are willing to delegate authority to other people but could not tell which tasks are important and less important tasks, it can happen that an important task it devolved and less important tasks instead handled. The problem that arises here is how to distinguish between tasks that are less important with the vital task. For details important task is the task of the effect on survival of the organization. While the less important tasks are small tasks that impact on the organization. So for a big influence on task organization that is handled by the leadership. (2) Duties and responsibilities of the authority must be expressly and clearly stated. A delegation of authority will be difficult to implement if the admission delegation of authority is not expressly and clearly know what became of his duties. With a clear and unequivocal duty then they will be able to know the tasks that become obligations. Besides dibeikan task should be firm and clear, then carry out the delegation of authority should also be given the responsibility. A person who is given the task without their authority will get the hambaan accomplish their tasks. In addition to the duties and responsibilities of the delegation of authority need to accomplish their responsibilities well, they were given the delegation of authority has a duty to account to the atasnya the tasks carried out in the framework of the delegation. This is important because the ultimate responsibility is on those who carry out the delegation of authority. (3) Trust. Delegate the task to a subordinate authority should be trusted. In carrying out the delegation of authority must be able to assess the leadership to subordinates who will be given delegated such authority. When leaders see subordinates who are less able and less credible, yet the delegation of authority granted it does not work effectively. This capability should be interpreted in a broad sense so here as well as the mental ability to perform delegation of authority that can be trusted. For example, honesty, sense of responsibility, initiative and creative. This means that the delegation of authority to implement the trust factor is very important and decisive.

Importance of delegation of authority is to prevent an employer fullness task so that all work is completed on time. In addition, the delegation of authority means also entrust part of a specific task to be managed by another person or his subordinates in accordance with the knowledge, skills and creative power are subordinate but in practice it is often seen that the delegation of authority it does not work out perfectly, meaning that a given task is not accompanied by taking action in the management of the task.

In this case the constraints arise in the delegation of authority. Constraints in pelimphan authority is closely related to personal relationships between superiors and subordinates. (1) In terms of boss. Superiors found he was perfectly able to do all things well alone. In this case the employer is usually the kind of people who are considered highly qualified so that she was afraid would happen if the task was a mistake done by others. This attitude is clearly wrong because it contradicts the fact that the man was in the keaaan limited in experience, skills, knowledge, time, and health care. Employer can not provide guidance or illumination, which does not have a view to the future and describe the state of the job, can not formulate goals and plans of action in general, and not able to communicate with subordinates rencanakan idea. So, if the employer is not able to direct what is done, how he may delegate authority to a subordinate. Lack of trust in subordinates. One of the elements of a good cooperation is mutual trust trust between superiors and subordinates. So it can not be justified if there is a boss who did not believe all the subordinates so that no part of the authorities to them. If it does not believe all subordinates why they received within the organization. Indeed, a major obstacle in the delegation of authority is a party kepercayaan superiors to subordinates. Selective absence of oversight that gives warning terhaap difficulties that will occur. Though an employer requires feedback from dilimpahkannya task. Report is necessary to follow the course of the task that has been assigned to provide guidance and assessment of outcomes achieved. If there is no system of supervision of the head of the delegation of weweang it will not be effective. Bosses reluctant member the opportunity to subordinates. Reluctance delegate its authority to a subordinate supervisor is the risks that have been counted on. For example, although it has been given the authority and supervision of the selective clear already executed are still errors in the execution of duties by subordinates, resulting in the transfer of functions having barriers arise because of the nature of the employer reluctant to delegate such authority. (2) In terms of the subordinate. Mental barriers such as the nature of subordinate subordinate immature way of thinking. These properties, among others, are subordinate not want to be responsible, more muah ask memedahkan own boss of the issues it faces in charge. Such is the nature of habit and development of hanging himself over to his boss than himself. Such subordinate usually prefer to do the work routine of the work that requires thinking and problem solving. Fear of being criticized, subordinates do not want to accept the delegation of authority from his superiors for fear of being criticized if things go wrong. Constructive criticism may be accepted by someone. But if it is negative critic Lazy subordinates feel responsible because he did not have enough information and resources that can be used to perform the task well.



Lack of information and resources on tasks that ditunaikannya can make people frustrated and consequently he rejected any authority delegated to him. Subordinate has the fullness of the task, and it is beyond their means, often reject the authority given to him because he himself was no longer able to be responsible. Therefore subordinates confidence despite his boss believes that his subordinates can do the job that he showered and want to be responsible, but if the subordinates are not powerless in himself or his ability to perform these tasks then consequently risks will arise later. For example there will be a failure. Positive incentives is unsatisfactory. Usually occurs at the lowest level of authority where they are more interested in doing something if incentives work tolerable. If the duty or authority granted it is not desirable with positive incentives that subordinates will resist delegated authority.

Delegation of authority, in principle, level walk starting from the top level down to the lowest level of organisasi. Prinsip is called the principle of "Scalar".

### **Work Efficiency:**

Every leader in the organization wants people or subordinates who work efficiently so that goals can be achieved as desired. To be clear what is meant by efficiency, then the following will be presented the opinions of experts about the work efficiency. Sondra P. Siagian (1986:159) defines efficiency is a positive comparison between the results achieved with the input used. Means an efficient job in its implementation if the result is greater than the sacrifice that was given in the form of the use of resources and funding, including resources machines / objects, namely: the ratio between the number of units used with object of objects generated. (2) Efficiency corporate / finance, which is the ratio between human sacrifices primarily to the satisfaction or benefit to humans that can be enjoyed. A U.S. Moener (1983:256) states that efficiency is a way to achieve the goals it contains appropriate and saving survivors. By looking at some of the definitions above, it appears that the best efficiency is the ratio between the results of the implementation of the sources used. In other words, the relationship between income that has been solved by what must be done. In order to more clearly best comparison can be seen from two aspects, namely effort and results. In terms of business; a business can be said to be efficient if the desired result can be achieved with the lightest effort. Lightest in connection with the use of human labor, time, money and space. In terms of results; business or activity can be efficient if the business dikatakan it gives the best results. Best in the sense desired. While the definition of work adalah overall implementation activities and physical fitness performed by humans to achieve a particular goal or containing a particular purpose. Thus is the work efficiency is the best comparison between the work of the results achieved through the work. To the exclusion of human factors as the executor of work and in which it was held, then one's work efficiency in its activities mainly determined by the workings. The best comparison between effort and results in work that is mainly determined by the ropes carry out the relevant activities. So efficiency is generally a manifestation of the efficient ways of working. Because understanding of the business activities include the following elements: Manpower, time, people, objects and spaces. Then an efficient way is the way of carrying out the work activities that involve elements of executive activity. The familiar elements and mepergunakan implementing their activities and engage in work has efektif and efficient results. Results to be achieved is the easiest way or not is difficult since many minds wear. The lightest way, ie no weight because it requires a lot of physical labor. The most rapid way, which is not long kaena wear a lot of time. The closest way, which is not far away because of the use of workspace. The most inexpensive way, which is not expensive because the material is not too extravagant. The main source of efficiency is the man himself. It consciously or not, humans are basically determined by the implementing employment because the level of work efficiency depends on how the work was carried out to achieve the expected results. Work efficiency is basically a manifestation rather than the workings. According Sarwoto (1986:129) says that the results of what one does not work solely determined by labor alone caa melankan also by other factors such as: (1) internal factors (human himself) as a working executive. (2) external factors (work environment) where the work was carried out. Further described is also about the influence of the human factor as the conduct of the work or the efficiency of work includes the following elements: (1) The desire of work (2) ability to work (3) Proficiency working. While environmental factors that affect the work includes: (1) Working atmosphere ( non- physical working environment) (2) work environment (physical working environment) (3) equipment and facilities. About one's desire to work should be subject to external and internal stimulation. External stimulants include real appreciation over the work , uncertainty about the level of the position, acceptance by the group, interesting work and others. Stimulants include internal impulses and the desire to get an award from the other party. Proficiency working tergantung on level of education, knowledge and experience of a person. A good atmosphere is generated primarily in a well-structured organization. Organization that is not a good arrangement raises many poor working atmosphere anyway. For example, can be caused by the division of labor is not clear, channel assignment and keep accountability maze, and others. Poor working atmosphere will reduce the likelihood of a person to work well. It can reduce the value or work. While the environment may affect /



improve the performance (efficiency) is : (1) Administrative office space (2) light in the room is good (3) Temperature and humidity of the fresh air (4) The sound is not working and distract others. (4) While the equipment and facility factors that can affect the efficiency of one's work includes various kinds of equipment and facilities and forms, kinds and usefulness must be tailored to the nature and style of each job task.

Based on the description above theory, we conclude the following hypothesis: "There is a significant effect between the delegation of authority to the efficiency and effectiveness of leadership"

#### **Methodology:**

Research method used is descriptive quantitative method and the population in this study were all employees of the Department of Education Office Technical Unit (UPTD) Education, Youth and Sports in Sonder districts and a sample of all employees UPTD employees. Variables in this study as the variable X is the delegation of authority or independent variable (independent). As the variable Y is the efficiency of work or dependent variable (dependent). Pegumpulan engineering data used were: questionnaire, interview and observation for data completeness. Data analysis is a quantitative analysis using Chi square. The formula:  $\chi^2 = (f_0 - f_h) ^ 2 / fh$

### **RESULTS AND DISCUSSION**

Based on the processing of the data obtained the following results : From the analysis of the above data is obtained :  $\chi^2$  observations =  $13.28 \times 0.05 ^ 2$  criterion on d.  $k_4 = 9.48$  Therefore  $\chi^2$  observations greater than  $\chi^2$  criteria. Based on the above criteria then  $H_0$  is rejected and  $H_a$  accepted. Interpretation: It turns out that the subordinates in carrying out the task is always started from the task delegated by superiors. Further acquisition results of observation  $\chi^2$  17 Chi Square = 0.05 to d criteria.  $k_4 = 9.48$ . Thus  $\chi^2$  observations greater than  $\chi^2$  criteria. Based on the above criteria then  $H_0$  is rejected and  $H_a$  diterima. Ternyata subordinates often assigned by superiors to do a certain task which actually was not a subordinate task. Acquisition :  $\chi^2$  observations =  $13.23 \times 0.05 ^ 2$  criterion on d.  $k_4 = 9.48$ . Thus  $\chi^2$  observations greater than  $\chi^2$  criteria. Based on the above criteria then  $H_0$  is rejected and  $H_a$  accepted. It turns out that the subordinate was happy when assigned by superiors for specific tasks that are not actually their own tasks. Acquisition :  $\chi^2$  observations =  $23.26 \times 0.05 ^ 2$  criterion on d.  $k_4 = 9.48$ . Thus  $\chi^2$  observations greater than  $\chi^2$  criteria. Based on the above criteria then  $H_0$  is rejected and  $H_a$  accepted. It turns out that supervisors often give directions or information terlebih first to subordinates in carrying out the tasks dilimpahkannya. Acquisition :  $\chi^2$  observations =  $17.12 \times 0.05 ^ 2$  criterion on d.  $k_4 = 9.48$ . Thus  $\chi^2$  observations greater than  $\chi^2$  criteria. Based on the above criteria then  $H_0$  is rejected and  $H_a$  accepted. It turns out that the subordinates in carrying out the tasks assigned by the supervisor , supervisor often oversees and provides a warning to the difficulties that will occur. Acquisition :  $\chi^2$  observations =  $32 \times \chi^2$  criteria at d 0.05.  $k_4 = 9.48$ . Thus  $\chi^2$  observations greater than  $\chi^2$  criteria. Based on the above criteria then  $H_0$  is rejected and  $H_a$  diterima. Ternyata subordinate is never any desire to not want to work , bila Dibeberikan task by superiors. Acquisition :  $\chi^2$  observations =  $32 \times \chi^2$  criteria at d 0.05.  $k_4 = 9.48$ . Thus  $\chi^2$  observations greater than  $\chi^2$  criteria. Based on the above criteria then  $H_0$  is rejected and  $H_a$  diterima. Ternyata subordinates never refused a task delegated by superiors for fear of bearing the risk / responsibility. From the table above were obtained :  $\chi^2$  observations =  $32 \times \chi^2$  criteria at d 0.05.  $k_4 = 9.48$ . Thus  $\chi^2$  observations greater than  $\chi^2$  criteria. Based on the above criteria then  $H_0$  is rejected and  $H_a$  accepted. It turns out that subordinates often ask for help or ask the boss to difficulties encountered in carrying out the delegated tasks. Acquisition :  $\chi^2$  observations =  $15.76 \times 0.05 ^ 2$  criterion on d.  $k_4 = 9.48$ . Thus  $\chi^2$  observations greater than  $\chi^2$  criteria. Based on the above criteria then  $H_0$  is rejected and  $H_a$  accepted. It turns out that the bosses sometimes assign tasks to subordinates , while subordinates , have a lot of tasks to load. Acquisition :  $\chi^2$  observations =  $17 \times \chi^2$  criteria at d 0.05.  $k_4 = 9.48$ . Thus  $\chi^2$  observations greater than  $\chi^2$  criteria. Based on the above criteria then  $H_0$  is rejected and  $H_a$  diterima. Ternyata subordinates agree when recommended by the supervisor assigned to a task that must be addressed fast , precise , efficient and safe. Acquisition :  $\chi^2$  observations =  $7 \times \chi^2$  criteria at d 0.05.  $k_4 = 9.48$ . Thus  $\chi^2$  observations greater than  $\chi^2$  criteria. Based on the above criteria then  $H_0$  is rejected and  $H_a$  accepted. It turns out the delegation of authority is less important in helping subordinates to work more efficiently Acquisition :  $\chi^2$  observations =  $7 \times \chi^2$  criteria at d 0.05.  $k_4 = 9.48$ . Thus  $\chi^2$  observations greater than  $\chi^2$  criteria. Based on the above criteria then  $H_0$  is rejected and  $H_a$  accepted. It turns out that sometimes subordinates perform tasks delegated by a supervisor in a timely manner at a cost of a little pricey. Acquisition :  $\chi^2$  observations =  $9.52 \times 0.05 \times \chi^2$  criterion on d.  $k_4 = 9.48$ . Thus  $\chi^2$  observations greater than  $\chi^2$  criteria. Based on the above criteria then  $H_0$  is rejected and  $H_a$  accepted. Turns subordinate health is never compromised simply because most tasks dilimpahkannya boss. Acquisition :  $\chi^2$  observations =  $17.13 \times 0.05 ^ 2$  criterion on d.  $k_4 = 9.48$ . Thus  $\chi^2$  observations greater than  $\chi^2$  criteria. Based on the above criteria then  $H_0$  is rejected and  $H_a$  diterima. Ternyata with dilimpahkannya tasks superiors to subordinates helps subordinates work more quickly. Acquisition :  $\chi^2$  observations =  $4.26 \times 0.05 ^ 2$  criteria on d.  $k_4 = 9.48$ . Thus  $\chi^2$  observations is smaller than  $\chi^2$  Get :  $\chi^2$  observations =  $4.26 \times 0.05 ^ 2$  criteria on d.  $k_4 = 9.48$ . Thus  $\chi^2$  observations is smaller than  $\chi^2$



criteria. Based on the criteria above,  $H_0$  accepted and  $H_a$  rejected. It turns out the most dilimpahkannya tasks superiors to subordinates can help subordinates to work quickly and inexpensively.

**Conclusion:**

1. Based on the research results, it can be concluded as follows:  
 Implementation of devolution well will not affect employees' work efficiency. In other words, the delegation of authority when properly implemented employee work efficiency will increase. Because the results of the data analysis showed that the observation  $F$  is greater than the  $F$  criteria (values obtained from each of the items on average above 13, while the  $F$  criteria with a confidence level of 0.05 (95%), which is also based on 4 degrees of freedom = 9, 48).
2. Delegation of authority is very important in an organization because it can expand the space for a leader. In other words greatly affect the leadership of the delegation of authority to work effectively and efficiently in handling its job.
3. In order to implement the delegation of authority is necessary element of trust, or superiors to subordinates must trust each other to trust as an element of trust greatly affect the delegation of authority is effective and efficient.

**Advice:**

1. Tasks are too concentrated and can not be resolved by the supervisor should be delegated to subordinate
2. Leaders should entrust the task to a subordinate to the effectiveness and efficiency of the work.

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