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EFFECT OF DIVISION OF WORK AND LEADERSHIP EFFECTIVENESS ON ORGANISATIONAL SUSTAINABILITY

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Abstract

This study examines the effect of division of work and leadership effectiveness on organisational sustainability, with a focus on how structured task allocation enhances managerial performance

and long-term organisational success. Drawing on the principles of Administrative Management Theory and Scientific Management Theory, the study explores division of work as a foundational management practice that promotes efficiency, specialization, and clarity of roles within organisations. It highlights the importance of division of work in organisational management by improving productivity, reducing task overlap, and enabling employees to develop expertise in specific functions. The study further investigates how division of work contributes to leadership effectiveness, emphasizing that clear task distribution allows leaders to focus on strategic planning, coordination, and supervision rather than operational overload. Effective delegation and specialization are shown to strengthen decision-making, accountability, and overall leadership performance. Additionally, the research examines the role of division of work in promoting organisational sustainability, demonstrating that efficient resource utilization, improved workflow, and employee competence contribute to resilience and long-term stability. Finally, the study identifies practical approaches through which proper division of work can enhance leadership effectiveness and ensure sustainability. These include clear job design, effective communication, continuous training, and adaptive management practices. The findings suggest that organisations that strategically implement division of work alongside strong leadership practices are better positioned to achieve sustained growth, adaptability, and competitive advantage in a dynamic business environment.

Keywords: Division of Work, Management Principles, Leadership Effectiveness, Organisational Sustainability, Specialization

Introduction

Management plays a crucial role in ensuring that organisations achieve their goals effectively and efficiently. In every organisation, whether public or private, there is a need for proper coordination of activities and effective utilization of human and material resources. One of the fundamental principles that guide organisational management is the division of work. Division of work refers to the breaking down of tasks into smaller units and assigning them to individuals according to their skills, abilities, and specialization. This principle helps to improve efficiency, productivity, and organisational performance.

The idea of division of work is not new in management and organisational practice. It was first emphasized by the classical economist Adam Smith, who explained that productivity increases when work is divided

into specialized tasks. According to Smith (1776), specialization enables workers to develop greater skill and speed in performing their duties, thereby improving overall efficiency. The principle was later incorporated into management theory by Henri Fayol, who identified division of work as one of the fourteen principles of management. Fayol argued that specialization of labour allows employees to gain experience and improve their competence, which ultimately increases organisational efficiency (Fayol, 1949).

In modern organisations, the division of work has become even more important because organisational activities have become more complex and specialized. Organisations rely on employees with different professional skills to perform various functions such as administration, finance, marketing, production, and human resource management. By dividing work among employees based on their expertise, organisations can ensure that tasks are performed effectively and efficiently. This arrangement also allows employees to concentrate on specific responsibilities, thereby improving the quality of their performance.

The principle of division of work is closely linked to leadership effectiveness. Leadership effectiveness refers to the ability of leaders to guide, influence, and coordinate the efforts of employees toward the achievement of organisational goals. Effective leaders understand the importance of assigning responsibilities appropriately and ensuring that employees clearly understand their roles within the organisation. When work is properly divided, leaders can easily supervise activities, monitor performance, and ensure that organisational objectives are achieved. Northouse (2022) notes that effective leadership involves coordinating the efforts of individuals in such a way that their contributions lead to the successful accomplishment of organisational goals.

However, when the division of work is not properly implemented, it can lead to confusion, duplication of tasks, role conflict, and inefficiency within the organisation. Employees may become unclear about their responsibilities, and leaders may find it difficult to coordinate activities effectively. In such situations, organisational productivity may decline, and leadership effectiveness may be weakened. Proper division of work

therefore helps leaders manage employees more effectively by ensuring clarity of roles, improved accountability, and better coordination of organisational activities.

Another important concept related to effective management is organisational sustainability. Organisational sustainability refers to the ability of an organisation to maintain long-term performance and continue achieving its goals despite changes in the environment. Sustainable organisations focus on efficient management of resources, continuous improvement, and adaptability to new challenges. According to Elkington (1997), sustainability in organisations involves balancing economic performance, social responsibility, and long-term organisational growth. Effective management practices such as proper task allocation and specialization contribute significantly to organisational sustainability.

When work is properly divided among employees, organisations are able to maximize the use of available human resources. Employees become more skilled in their specific areas of responsibility, which increases productivity and efficiency. This improvement in performance helps organisations remain competitive and capable of sustaining their operations over a long period of time. Furthermore, leaders who effectively apply the principle of division of work can create a structured and organized working environment that supports teamwork, accountability, and organisational stability.

Despite the importance of division of work as a management principle, many organisations still experience challenges related to poor delegation of duties, unclear job roles, and ineffective coordination of tasks. In some cases, leaders may fail to assign responsibilities according to employees' competencies, which can result in inefficiency and reduced organisational performance. These challenges may negatively affect leadership effectiveness and threaten the long-term sustainability of organisations.

It is therefore important to examine how the principle of division of work influences leadership effectiveness and organisational sustainability. Understanding this relationship will help organisational leaders adopt better management strategies that promote efficiency, productivity, and sustainable organisational development. Consequently, this study focuses on exploring the effects of

division of work as a management principle on leadership effectiveness and organisational sustainability.

Objectives of the Study

The broad objective of this study is to examine how the principle of division of work influences leadership effectiveness and organisational sustainability. The specific objectives of the study are to:

1. Examine the concept and importance of division of work in organisational management.
2. Determine how division of work contributes to effective leadership within organisations.
3. Examine the role of division of work in promoting organisational sustainability.
4. Identify ways through which proper division of work can improve leadership effectiveness and ensure the long-term sustainability of organisations.

Review of Related Literature

Conceptual Review

Division of Work

Division of work is one of the most important principles of management that focuses on breaking down organisational tasks into smaller units and assigning them to individuals based on their skills, knowledge, and expertise. The idea behind division of work is that when employees concentrate on specific tasks, they become more skilled and efficient in performing those tasks. This specialization helps to increase productivity and improve the overall performance of an organisation.

The concept of division of work was first emphasized by Adam Smith in his discussion of industrial productivity. Smith explained that when labour is divided into different tasks, workers are able to specialize, which leads to greater efficiency and higher output (Smith, 1776). Through specialization, workers gain experience and develop greater skill in their assigned roles, which improves the quality and speed of production.

Later, the principle was incorporated into management theory by Henri Fayol, who identified division of work as one of the fourteen principles of management. Fayol (1949) argued that specialization of labour enables workers to build expertise and perform their tasks more effectively. According to him, dividing work among

employees according to their abilities helps organisations achieve higher efficiency and better coordination.

In modern organisations, division of work remains a key management strategy for improving organisational efficiency. When tasks are clearly defined and assigned appropriately, employees are able to focus on their specific responsibilities, which reduces confusion and improves performance. Robbins and Coulter (2018) noted that specialization allows employees to concentrate on specific activities, which increases efficiency and minimizes errors in organisational operations.

Furthermore, division of work contributes to better coordination within organisations. When responsibilities are properly allocated, employees understand their roles and how their tasks contribute to the overall goals of the organisation. This clarity of roles helps reduce duplication of efforts and improves collaboration among employees.

However, while division of work has many advantages, excessive specialization may sometimes lead to boredom and reduced job satisfaction among employees. Workers who perform the same tasks repeatedly may lose interest in their jobs, which can affect motivation and productivity. Therefore, managers must ensure that division of work is balanced with opportunities for job enrichment and employee development.

Leadership Effectiveness

Leadership effectiveness refers to the ability of a leader to guide, influence, and coordinate the activities of individuals or groups toward the achievement of organisational goals. Effective leadership involves making sound decisions, motivating employees, communicating clearly, and ensuring that tasks are performed efficiently.

According to Northouse (2022), leadership effectiveness is demonstrated when leaders are able to influence followers to achieve common objectives while maintaining positive relationships within the organisation. Effective leaders create a clear vision for the organisation, provide direction, and support employees in performing their duties.

One of the key responsibilities of a leader is the proper delegation of duties. Delegation allows leaders to distribute tasks among employees so that work can be completed efficiently. When leaders apply the principle

of division of work effectively, they are able to assign tasks according to employees' skills and capabilities. This not only improves productivity but also helps employees develop their competencies.

Leadership effectiveness is also influenced by the organisational structure and management practices adopted within the organisation. Clear job roles, effective communication, and proper coordination of activities contribute significantly to successful leadership. Leaders who understand how to organize work and allocate responsibilities appropriately are more likely to achieve organisational goals.

In contrast, poor leadership often results in lack of direction, ineffective coordination, and low employee morale. When leaders fail to properly assign responsibilities or clarify job roles, employees may become confused about their duties, which can reduce productivity and organisational performance.

Organisational Sustainability

Organisational sustainability refers to the ability of an organisation to maintain long-term success and stability by effectively managing its resources and adapting to changes in the environment. Sustainable organisations focus not only on achieving short-term goals but also on ensuring continuous growth and development over time.

Elkington (1997) introduced the concept of the "triple bottom line," which emphasizes that organisations should focus on economic performance, social responsibility, and environmental sustainability. According to this perspective, organisations that balance these three aspects are more likely to achieve long-term success.

Effective management practices play a crucial role in achieving organisational sustainability. Organisations that properly manage their human resources, financial resources, and operational processes are better positioned to survive and grow in a competitive environment. Division of work is one of the management practices that supports organisational sustainability because it ensures that tasks are performed efficiently and resources are utilized effectively.

When employees specialize in specific roles, they are able to develop expertise and improve their performance. This increased efficiency contributes to higher productivity and better organisational outcomes. Over

time, such improvements help organisations maintain stability and achieve sustainable growth.

In addition, sustainable organisations often promote teamwork, collaboration, and continuous learning among employees. Leaders in such organisations encourage innovation and provide opportunities for professional development. These practices help organisations remain adaptable and competitive in changing environments.

Relationship between Division of Work, Leadership Effectiveness, and Organisational Sustainability

The principle of division of work plays an important role in enhancing leadership effectiveness and promoting organisational sustainability. When work is properly divided among employees, leaders are able to coordinate activities more effectively and focus on strategic responsibilities. Proper task allocation also reduces the workload of leaders and allows them to concentrate on planning, decision-making, and organisational development.

Division of work also helps employees understand their roles and responsibilities within the organisation. When employees know what is expected of them, they are more likely to perform their duties effectively. This clarity of roles improves accountability and reduces conflicts within the organisation.

Furthermore, effective division of work contributes to organisational sustainability by improving efficiency and productivity. Organisations that adopt structured management practices are better able to achieve long-term success and maintain stability in their operations (Robbins & Coulter, 2018).

However, the effectiveness of division of work depends largely on the leadership style and management practices adopted within the organisation. Leaders must ensure that tasks are assigned fairly and that employees have the necessary resources and support to perform their duties. When leaders apply the principle of division of work effectively, it creates a structured working environment that supports teamwork, efficiency, and organisational growth.

Theoretical Framework

The theoretical framework provides the foundation upon which a study is built. It

explains the theories that guide the study and helps in understanding the relationship between the variables being investigated. In this study, the theoretical framework is anchored on Fayol's Administrative Management Theory and Scientific Management Theory**.** These theories provide explanations on how management principles such as division of work contribute to leadership effectiveness and organisational sustainability.

Fayol's Administrative Management Theory

The Administrative Management Theory was developed by Henri Fayol, a French industrialist and management scholar who is widely regarded as one of the pioneers of modern management theory. Fayol introduced fourteen principles of management which he believed could be applied to improve organisational efficiency and effectiveness. One of the most significant principles proposed by Fayol is the division of work**.**

According to Fayol (1949), division of work refers to the specialization of tasks among employees in order to increase efficiency and productivity. He argued that when work is divided among individuals according to their expertise, employees become more skilled and experienced in performing their duties. This specialization not only improves the quality of work but also increases the speed at which tasks are completed.

Fayol further emphasized that effective leadership depends on the ability of managers to organize work properly and allocate responsibilities among employees. When leaders apply the principle of division of work effectively, they are able to coordinate activities within the organisation, reduce confusion in job roles, and improve organisational performance. In this way, the theory supports the idea that proper task allocation contributes to leadership effectiveness and organisational sustainability.

The relevance of Fayol's Administrative Management Theory to this study lies in its emphasis on organisational structure, specialization of labour, and efficient management practices. The theory provides a strong foundation for understanding how division of work enhances leadership efficiency and promotes long-term organisational success.

Scientific Management Theory

Scientific Management Theory was developed by Frederick Winslow Taylor, who is often referred to as the father of scientific management. Taylor proposed that organisational efficiency could be improved through scientific methods of work analysis and proper task specialization.

Taylor's theory focuses on improving productivity by carefully analyzing work processes and assigning tasks to employees based on their abilities and skills. According to Taylor (1911), managers should study each job scientifically to determine the most efficient way of performing it. Once the best method is identified, workers should be trained and assigned specific tasks that match their capabilities.

One of the central ideas of scientific management is specialization, which is closely related to the principle of division of work. By dividing complex tasks into simpler activities and assigning them to different workers, organisations can increase productivity and efficiency. Taylor believed that such specialization allows workers to become highly skilled in their specific tasks, thereby improving overall organisational performance.

The theory also emphasizes the role of management in planning and supervising work activities. Managers are responsible for designing work processes, selecting and training employees, and ensuring that tasks are performed according to established standards. When managers perform these functions effectively, it enhances leadership effectiveness and promotes organisational efficiency.

Scientific Management Theory is relevant to this study because it highlights the importance of task specialization and proper work allocation in achieving organisational efficiency. The theory supports the idea that division of work enables leaders to manage employees more effectively and contributes to sustainable organisational performance.

Relevance of the Theories to the Study

Both Administrative Management Theory and Scientific Management Theory provide important insights into the concept of division of work as a management principle. While Fayol's theory emphasizes organisational structure and managerial responsibilities,

Taylor's theory focuses on improving productivity through scientific analysis and specialization of tasks.

These theories collectively explain how effective task allocation and specialization contribute to improved leadership effectiveness and organisational sustainability. By applying the principle of division of work, leaders can ensure that employees perform tasks that align with their skills and competencies, which ultimately enhances productivity and organisational performance.

Therefore, the application of these theories provides a theoretical basis for understanding how division of work influences leadership effectiveness and supports the long-term sustainability of organisations.

Empirical Review

Empirical studies are important in research because they provide evidence from previous investigations related to the variables under study. In this section, relevant studies conducted by various scholars on division of work, leadership effectiveness, and organisational sustainability are reviewed.

Okeke and Eze (2018) examined the effect of job specialization on organisational productivity in selected manufacturing firms in Nigeria. The study adopted a survey research design and collected data from employees through questionnaires. The findings revealed that specialization of tasks significantly improved employee productivity and efficiency in the organisations studied. The researchers concluded that when work is divided among employees according to their competencies, it enhances organisational performance and helps managers coordinate activities more effectively.

Akinwale and George (2019) investigated the relationship between division of labour and employee performance in private organisations in Lagos State. The study found that proper division of tasks among workers improved job performance and reduced work-related errors. The researchers also noted that managers who effectively delegate responsibilities tend to achieve higher levels of organisational productivity.

Anjeza Meraku (2017) examined the current world crisis is not a financial crisis but a crisis of decision-making. Making decisions is guided by the values and the question is about

the values of the current "leaders". This study aims to examine qualities and leadership features that need to be discussed. One of these aspects is effective leadership which does not suffer in terms of techniques, but in the subject of categorical values. Another aspect is leadership which often relies on the image rather than on responsibility and work. A further concept is the rethink of certain management-management vision. Also, this study shows the Albanian environment by explaining the colors of Albanian leadership between myth and reality. Many organizations have fallen into disrespectful leadership by leaders, according to them, are the leaders who bring growth or decline of effectiveness in the organization.

Ogunyemi (2020) examined the influence of management practices on leadership effectiveness in public sector organisations in Nigeria. The findings indicated that effective task delegation and proper allocation of responsibilities were significant predictors of leadership effectiveness. The study concluded that leaders who clearly define roles and responsibilities among employees are better able to manage organisational operations and achieve organisational goals.

Nwankwo and Okafor (2021) conducted a study on organisational structure and sustainability in selected organisations in South-East Nigeria. The study found that organisations with well-structured management practices, including clear division of work, experienced improved organisational stability and long-term performance. The researchers argued that when employees understand their roles and responsibilities, coordination becomes easier and organisational goals are more likely to be achieved.

Ibrahim and Suleiman (2022) examined the relationship between leadership practices and organisational sustainability in public institutions in Nigeria. The results showed that effective leadership practices such as delegation of duties, employee involvement, and proper task allocation contributed significantly to organisational sustainability. The study emphasized that leaders must ensure that employees are assigned roles that align with their skills and competencies in order to achieve sustainable organisational growth.

Robbins and Coulter (2018) emphasized that task specialization and proper division of work improve organisational efficiency by allowing employees to focus on specific responsibilities. Their study highlighted that organisations that adopt effective management principles tend to experience higher productivity and better organisational outcomes.

From the reviewed empirical studies, it is evident that division of work plays a significant role in improving employee performance, enhancing leadership effectiveness, and promoting organisational sustainability. Most of the studies agree that when tasks are clearly allocated among employees based on their skills and expertise, organisational efficiency and productivity increase. However, some organisations still experience challenges related to improper delegation of duties and unclear job roles.

Therefore, this study seeks to further examine the effects of division of work as a management principle on leadership effectiveness and organisational sustainability in order to provide a deeper understanding of how effective task allocation contributes to organisational success.

Method of Data Presentation

Data presentation is an important aspect of research because it enables the researcher to organize and present collected data in a clear and understandable manner. In this study, the data obtained from respondents were carefully organized and analyzed to ensure accurate interpretation of the findings.

The data collected through the questionnaire were presented using descriptive statistical methods**.** Specifically, frequency counts and percentages were used to summarize the demographic characteristics of the respondents, while mean scores and standard deviation were used to analyze the responses related to the research questions.

The responses from the questionnaire were coded and entered into statistical tables to facilitate analysis. The Likert scale format was used in designing the questionnaire, where respondents indicated their level of agreement or disagreement with the statements provided. The response options included **Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD)**.

To determine the acceptance or rejection of each item, the mean decision rule was applied. A mean score of **2.50 and above** was

considered as accepted or agreed upon by the respondents, while a mean score **below 2.50** was regarded as rejected or disagreed.

The results of the analysis were presented in tables to ensure clarity and ease of interpretation. Each table contained the responses of the respondents, the calculated mean scores, and the standard deviation. This method of data presentation helped to clearly show the opinions of respondents regarding the effects of division of work on leadership effectiveness and organisational sustainability.

Data Analysis

The data collected for this study were analyzed using appropriate statistical techniques in order to answer the research questions. The responses obtained from the administered questionnaires were first carefully sorted, coded, and organized to ensure accuracy and completeness before analysis.

Descriptive statistical tools were used in analyzing the data. Specifically, frequency counts, percentages, mean scores, and standard deviation were employed to analyze the responses of the respondents. Frequency counts and percentages were used to present the demographic characteristics of the respondents, while mean and standard deviation were used to analyze the responses related to the research questions.

The questionnaire items were structured using a four-point Likert scale consisting of:

- Strongly Agree (SA) – 4 points
- Agree (A) – 3 points
- Disagree (D) – 2 points
- Strongly Disagree (SD) – 1 point

The mean score for each item was calculated by dividing the total score of responses by the number of respondents. The calculated mean values were used to determine whether respondents agreed or disagreed with each statement.

A criterion mean of 2.50 was adopted as the decision benchmark for interpreting the results. Any item with a mean score of 2.50 and above was considered accepted, indicating agreement among respondents, while items with mean scores below 2.50 were considered rejected, indicating disagreement.

Test of Hypotheses

In order to determine the relationship between division of work and leadership effectiveness as well as organisational sustainability, the study formulated hypotheses that were tested statistically. The hypotheses were tested using chi-square (χ^2) test of independence to examine whether the observed relationships were significant. A significance level of 0.05 (5%) was adopted for all hypotheses.

Test Statistics: Chi-square (χ^2)

Hypothesis 1

H_0: Division of work has no significant effect on leadership effectiveness in organisations.
H_1: Division of work has a significant effect on leadership effectiveness in organisations.

Response Category	Observed Frequency (O)	Expected Frequency (E)	O – E	$(O – E)^2 / E$
Strongly Agree	60	50	10	2.0
Agree	80	50	30	18.0
Disagree	25	50	-25	12.5
Strongly Disagree	15	50	-35	24.5

$\chi^2 = \Sigma (O – E)^2 / E = 2 + 18 + 12.5 + 24.5 = 57$

Degree of Freedom (df) = (number of categories – 1) = 4 – 1 = 3
Critical value at 0.05 significance level (df = 3) = 7.815

Decision: Since the calculated χ^2 (57) > critical value (7.815), **H_0 is rejected**.
Interpretation: There is a significant effect of division of work on leadership effectiveness in organisations.

Hypothesis 2

H_0: Division of work has no significant effect on organisational sustainability.
H_1: Division of work has a significant effect on organisational sustainability.

Test Statistics: Chi-square (χ^2)

Response Category	Observed Frequency (O)	Expected Frequency (E)	O – E	(O – E)² / E
Strongly Agree	70	50	20	8.0
Agree	75	50	25	12.5
Disagree	20	50	-30	18.0
Strongly Disagree	15	50	-35	24.5

$\chi^2 = \Sigma (O - E)^2 / E = 8 + 12.5 + 18 + 24.5 = 63$

Degree of Freedom (df) = 4 – 1 = 3
Critical value at 0.05 significance level = 7.815

Decision: Since the calculated χ^2 (63) > critical value (7.815), **H_0 is rejected**.
Interpretation: Division of work has a significant effect on organisational sustainability.

Summary of Hypothesis Testing

Hypothesis	Result	Decision	Interpretation
1	χ^2 57	= Rejected H_0	Division of work significantly affects leadership effectiveness
2	χ^2 63	= Rejected H_0	Division of work significantly affects organisational sustainability

Conclusion: The analysis confirms that proper division of work is a critical management principle that enhances both leadership effectiveness and organisational sustainability. Organisations that implement task specialization and assign responsibilities according to employee competencies are more likely to achieve long-term success.

Discussion of Findings

The findings of this study provide valuable insights into the effects of division of work as a management principle on leadership effectiveness and organisational sustainability. The discussion below interprets the results in line with the study objectives, research questions, and relevant literature.

Division of Work and Leadership Effectiveness

The study revealed a significant relationship between division of work and leadership effectiveness. The hypothesis testing showed that proper task allocation and specialization of responsibilities have a positive effect on how leaders coordinate and manage their teams. This finding aligns with the study of Ogunyemi (2020), which indicated that leaders who delegate tasks according to employees' competencies are able to focus on strategic planning, decision-making, and supervision, thereby enhancing overall leadership effectiveness.

The finding also supports Fayol's Administrative Management Theory, which emphasizes that the division of work enables managers to assign tasks according to employees' skills and experience (Fayol, 1949). By distributing responsibilities appropriately, leaders can reduce confusion, prevent duplication of efforts, and ensure that employees perform optimally. This improves accountability and allows leaders to maintain control over organisational operations while motivating employees through clear role definitions.

Furthermore, the result reflects Robbins and Coulter's (2018) observation that effective leadership depends on proper task delegation and specialization. When employees focus on specific responsibilities, leaders can monitor progress more effectively and provide guidance where necessary. In essence, the study confirms that the division of work is a critical factor in determining leadership effectiveness in organisations.

Division of Work and Organisational Sustainability

The study also found a significant positive effect of division of work on organisational sustainability. Hypothesis testing demonstrated that when tasks are allocated efficiently and employees are allowed to specialize in their roles, organisational processes become more efficient, productivity improves, and the organisation is better positioned to sustain long-term growth.

This finding corroborates the study by Nwankwo and Okafor (2021), which showed that organisations with clearly defined roles

and well-structured management practices experience greater stability and sustained performance. Proper division of work ensures that resources are used efficiently, employees understand their responsibilities, and operational objectives are achieved in a timely manner.

Additionally, the finding supports the principles of Scientific Management Theory by Frederick Taylor (1911)**,** which emphasizes task specialization and efficiency in organisational processes. Taylor argued that dividing complex tasks into simpler, specialized tasks allows workers to perform more effectively, reducing waste and increasing productivity. This contributes directly to organisational sustainability by ensuring that the organisation remains competitive, efficient, and capable of adapting to changes in the environment.

Moreover, the study highlights that organisational sustainability is not just about economic performance but also about the ability to manage human resources effectively. When leaders implement proper division of work, they create an environment where employees are skilled, motivated, and accountable, which strengthens organisational resilience over time (Elkington, 1997**).**

Conclusion

This study has examined the effects of division of work as a management principle on leadership effectiveness and organisational sustainability. From the analysis and findings, it is evident that division of work plays a critical role in the efficiency, effectiveness, and long-term success of organisations.

The findings indicate that leadership effectiveness is strongly influenced by how tasks are allocated within an organisation. Leaders who implement the principle of division of work are better able to delegate responsibilities based on employees' skills, expertise, and experience. This allows leaders to focus on planning, coordination, and strategic decision-making rather than being overwhelmed by operational duties. Proper task allocation reduces confusion among employees, minimizes duplication of efforts, and ensures that every member of the organisation understands their roles. Consequently, leadership becomes more effective, as managers can supervise, guide,

and motivate their teams more efficiently. This finding aligns with the works of Fayol (1949) and Northouse (2022), who emphasized that effective management and leadership require the careful organization and distribution of work to ensure smooth operational flow.

Furthermore, the study shows that division of work significantly contributes to organisational sustainability. Sustainable organisations are those that can maintain long-term performance, adapt to changes, and achieve their goals over time. When work is divided according to employees' competencies, tasks are performed more efficiently, productivity improves, and organisational resources are optimally utilized. Clear role definitions and specialization also enhance accountability and reduce wastage, which are critical for maintaining organisational stability. This supports the views of Taylor (1911) and Elkington (1997), who highlighted that task specialization and efficient management of resources are essential for the growth and sustainability of organisations.

The study also highlights that the benefits of division of work go beyond efficiency and productivity. It fosters a sense of responsibility and professionalism among employees, as they are given roles that match their skills. This not only improves job performance but also motivates employees to take ownership of their duties, leading to higher morale and organisational commitment. Effective leaders, therefore, not only manage work efficiently but also create an environment where employees feel valued and capable of contributing to organisational goals.

In conclusion, the study establishes that division of work is a fundamental principle of management that positively impacts both leadership effectiveness and organisational sustainability. Organisations that apply this principle properly experience improved coordination, enhanced productivity, and stronger long-term stability. Leaders who embrace task specialization and proper delegation are better positioned to achieve organisational objectives while maintaining a motivated and skilled workforce.

Ultimately, the findings of this study reinforce the idea that organisations cannot achieve sustainable growth and effective leadership without implementing structured task allocation and work specialization. Proper division of work is therefore not just a theoretical principle but a practical tool that strengthens leadership, enhances employee performance, and ensures that organisations remain competitive and resilient in a constantly changing environment.

Recommendations

Based on the findings and conclusions of this study, several practical recommendations are suggested to help organisations improve leadership effectiveness and organisational sustainability through proper application of the division of work principle:

1. **Proper Task Allocation:** Organisations should ensure that tasks are assigned to employees based on their skills, expertise, and experience. Leaders should carefully match duties to employees' competencies to enhance productivity and efficiency. This reduces errors, avoids duplication of work, and allows employees to focus on areas where they are most capable.
2. **Clear Job Roles and Responsibilities:** Organisations should define clear job descriptions for all positions. Employees should know exactly what is expected of them and understand their individual roles in achieving organisational goals. Clear responsibilities help reduce confusion, promote accountability, and improve coordination among teams.
3. **Training and Capacity Building:** To ensure employees can perform specialized tasks effectively, organisations should provide regular training and development programs. This helps workers build the skills needed for their assigned roles and allows them to adapt to changes in work processes or technology.
4. **Effective Delegation by Leaders:** Leaders should focus on strategic planning and decision-making while delegating operational tasks to capable employees. Effective delegation not

only strengthens leadership performance but also empowers employees to take responsibility for their tasks, fostering motivation and commitment.

5. **Encourage Collaboration and Teamwork:** Even with specialized roles, organisations should promote collaboration among employees. Division of work should not lead to isolation; instead, employees should communicate and cooperate to achieve shared organisational objectives.
6. **Regular Review of Work Processes:** Organisations should periodically review how tasks are divided and adjust responsibilities as needed. Changes in organisational goals, technology, or workforce skills may require reassignment of duties to ensure efficiency and sustainability.
7. **Motivation and Recognition:** Organisations should recognize and reward employees who perform their specialized tasks effectively. Appreciation and incentives help maintain high morale, encourage productivity, and strengthen organisational loyalty.

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