

WORKLIFE BALANCE AND OFFICE MANAGERS' COMMITMENT IN ORGANISATION

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ABSTRACT

This work examined the relationship between work-life balance and office managers' commitment in Hotels, Port Harcourt. The study revealed that there is a significant positive relationship between delegation of duty and office managers' commitment. The study concluded that delegation of duty influence office managers' performance in hotel in Port Harcourt. The study recommended amongst other things that Management should put up template that will enable Office Managers delegate duties to their subordinate when any arises.

Keywords: Delegation of duty, office managers, commitment,

INTRODUCTION

Office managers' commitment refers to the bond heads of department or unit in a hospitality firm have with an organization due to an affinity with or affection for the goals and values of the organization (Zeb-Obipi & Agada, 2018). Office managers who are affectively committed, identify strongly with the goals and values of the hotel they work for. Such bond makes them to direct their subordinates towards the goals and values of the organization. They consciously avoid any act that will jeopardize the image of the unit and the organization. However, there is a growing concern about how committed some administrative heads are in hotels in Port Harcourt. A survey carried out by Godwin (2019) revealed that some of the sectional managers are not committed to their supervisory functions and this accounts for unit underperformance in terms of service delivery.

In recent years, the term "work-life balance" has replaced what used to be known as work-family balance. This semantic shift arises from a recognition that childcare is by no means the only important non-work responsibility and the issue can be applied to any non-paid activities or commitments and to a diverse range of employees such as women, man, parents and non-parents, singles and couples. Other life activities that need to be balanced with employment may include study, travel, sport, voluntary work, personal development, leisure or eldercare.

In order to make the administrative supervisory functions easier, sectional managers delegate duties sometimes. Sometimes, managers of sections like Food and Beverages, are allowed to delegate their supervisory duties to subordinate managers like bar managers/supervisors and restaurant managers/supervisors when they are not on seat. Such practice enables office managers (sectional managers) across the organization to attend to other administrative responsibilities and engagements like meeting attendance, reporting, coordination, organizing, etc. However, delegation of duties does not relieve office managers of their administrative accountability. They are still held responsible for any event, progress or setback that occurs in the exercise of delegated authorities. This is why they only delegate work to subordinate managers they trust. When properly managed, delegation of duties increases the chances of office managers in the hospitality firms in Port

Harcourt balancing official responsibilities and personal functions like health, career advancement, education, social and political affiliations (Mark, 2017).

It has been observed that some of the sectional managers (office managers) are more interested in pursuing their personal interest in the organization and breaking the rules and regulations of the hotel and unit they oversee (Gajendran, Harrison, & Delaney-Klinger, 2015; Mark, 2017). Some of the sectional managers (office managers) in these hotels are so complacent with their administrative supervisory function. This implies that they are not normatively committed (they not committed to the adherence of the rules and regulations of the organization). Some of them even have the habit of covering their erring friends or favourites at work. They even circumvent rules and cover up subordinates' malpractices such as late coming, absenteeism, etc. under their watch.

Previous studies have examined effect of employee commitment on organizational performance in Coca Cola Nigeria Limited, Maiduguri (Irefin & Mohammed, 2014); Gulbahar, work-life balance and organizational commitment in Sangi Foundation, Pakistan (Ali, Kundi, & Qamar, 2014); work-life balance and employee performance in Commercial Banks in Lagos State (Obiageli, Chinedu, Uzochukwu, & Chukwuemeke, 2015). None of these studies examined how work-life balance strategies such as flexible work schedule, delegation, and workplace recreational facilities interact with office managers' commitment in hotels in Port Harcourt, Rivers State. This suggests the relationship between work-life balance strategies and office managers' commitment has not received adequate research attention. There was need therefore to close this knowledge gap through this research effort.

Delegation of Duties and Office Managers' Commitment

Delegation is the transfer of power by one body or person to another to act for him. It empowers that other person to perform a task on behalf of the donor of the power (Nwagbara 2015). Thus, it is one of the modern trends that managers employed (Al-jammal et al, 2015) to lighten the organizational burden of tasks and functions. Hashim, Ahmed and Jaradat (2013) posited that delegation of authority makes an employee to feel valuable as part of the organization and want to be effective in carrying out the authority confer on him. Thus, employees will try to justify the authority delegated to them by showing positive attitude in performing the tasks and functions via effective utilization of the available resources in the organization. Kombo et al, (2014) opined that delegation of authority improves performance in an organization. Hence, office managers performance in this study is seen as the commitment of office managers in hospitality industry in performing the tasks and functions expected from them. Commitment can be said to be the driving force behind organizations growth and profitability. Office managers commitment is the relationship between outputs of goods and services of managers and input of resources employed in the production process (Anyadike, 2013). Office managers commitment and effectiveness is as the result of effective utilization of organizational resources. Office managers' commitment is seen as the degree of affection and bond towards the organization.

Empirically, in some related studies of Kiiza and Picho (2014) investigated an empirical study on delegation and staff commitment in the School of Finance and Banking in Kigali, Rwanda: An Empirical Study. A cross-sectional survey design was employed with sample size of 97. Stratified sampling and random sampling were used as sampling techniques. Descriptive analysis and Pearson Product Moment Correlation Coefficient were the two

adopted method of data analysis to analysis the data obtained from the respondents. The results indicated that staff commitment is positively correlated with delegation of authority.

Al-Jamma et al (2015) examined the impact of the delegation of authority on employees' performance at great Irbid municipality. They measured employee performance via efficiency, effectiveness and empowerment. And the data obtained were analysed via mean, standard deviation and T-test statistic. Their findings indicated that efficiency, effectiveness as well as empowerment of employees are statistically significant to delegation of authority in Irbid municipality Effects of delegation on employee performance in savings and credit cooperative societies in Kisii County, Kenya were investigated by Kombo, et al, (2014). T-test statistics, mean and percentage were employed to analysis their data. And the result revealed that effective delegation of authority in organization improves employee performance and organizational performance at large.

The study of Shekari, Naieh, and Nouri (2011) investigated relationship between delegation authority process and rate of effectiveness: case study municipality regions of Mashhad. Delegation of authority was measured by preparation, appreciation stage and effectiveness. Correlation analysis was employed as method of data analysis. Findings of their study showed that there is a significant relationship between delegation authority process, and rate of effectiveness. And appreciation and preparation stage have greater effect on rate of effectiveness. Summarily, one would see that delegation of authority in those studies reviewed have positive relationship with the employees' performance. To this extent, the researchers agreed with the assertion that delegation of duties significantly influenced commitment of an office manager. Nevertheless, this research hypothesizes that:

Empirical Review

Al-Jamma et al (2015) examined the impact of the delegation of authority on employees' performance at great Irbid municipality. They measured employee performance via efficiency, effectiveness and empowerment. And the data obtained were analysed via mean, standard deviation and T-test statistic. Their findings indicated that efficiency, effectiveness as well as empowerment of employees are statistically significant to delegation of authority in Irbid municipality Effects of delegation on employee performance in savings and credit cooperative societies in Kisii County, Kenya were investigated by Kombo, et al, (2014). T-test statistics, mean and percentage were employed to analysis their data. And the result revealed that effective delegation of authority in organization improves employee performance and organizational performance at large.

Shekari, Naieh, and Nouri (2011) in their study findings showed that there is a significant relationship between delegation authority process, and rate of effectiveness. Therefore, with delegation of duties office managers are poised to be more committed in terms of their affective commitment, normative commitment and continuance commitment. It is required of office manager to practice the strategy of delegation of duties to enable them employ more concentration towards delegate and urgent matter that required their attention (Kiiza and Picho 2014). Where delegation of duties is not practiced by it expected that office managers will fail to fulfill their assigned task. Thus, effective practice of delegation of duties by office manager brings about their improved performance.

CONCLUSIONS

Based on the analyses and discussion of findings, the study concluded that work-life balance strategies influence Office Managers' performance in hotel in Port Harcourt. Consistence practice of work-life balance strategies such as flexible work schedule, delegation of duties, and workplace recreational facilities brings about corresponding improvements in the performance of Office Managers. Office Managers who does not apply a work life balance strategy will find it difficult to perform their statutory duties effectively.

1. Management should endovour to put in place day to day, timely and weekly work shifting to enable Office Managers perform effectively.
2. Management should put up template that will enable Office Managers delegate duties to their subordinate when any arises.
3. Office Managers should endeavour to imbibe the culture of delegating duties to their colleagues and subordinate to enable have a balance work life style.

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