

WORKLIFE BALANCE AS A PRECUSOR TO MANAGERS' COMMITMENT IN HOSPITALITY FIRMS IN PORT HARCOURT

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ABSTRACT

This work examined the relationship between work-life balance and office managers' commitment in Hospitality firms in Port Harcourt. The random sampling technique was used to obtain a sample size of 224 respondents. Structured questionnaire was used to obtain primary data after due validation, and ascertaining the reliability of the instrument at 0.761 using Crombach alpha level. The researchers were able to retrieve 208 copies of the distributed questionnaire. SPSS Version 20.0 was used to run the analysis. Mean and standard deviation and tables were used for the univariate analysis while Spearman Rank Order was used for the Bivariate analysis. The findings 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: Work life balance, Managers, commitment, affective commitment normative commitment, continuance commitment.

INTRODUCTION

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).

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.

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.

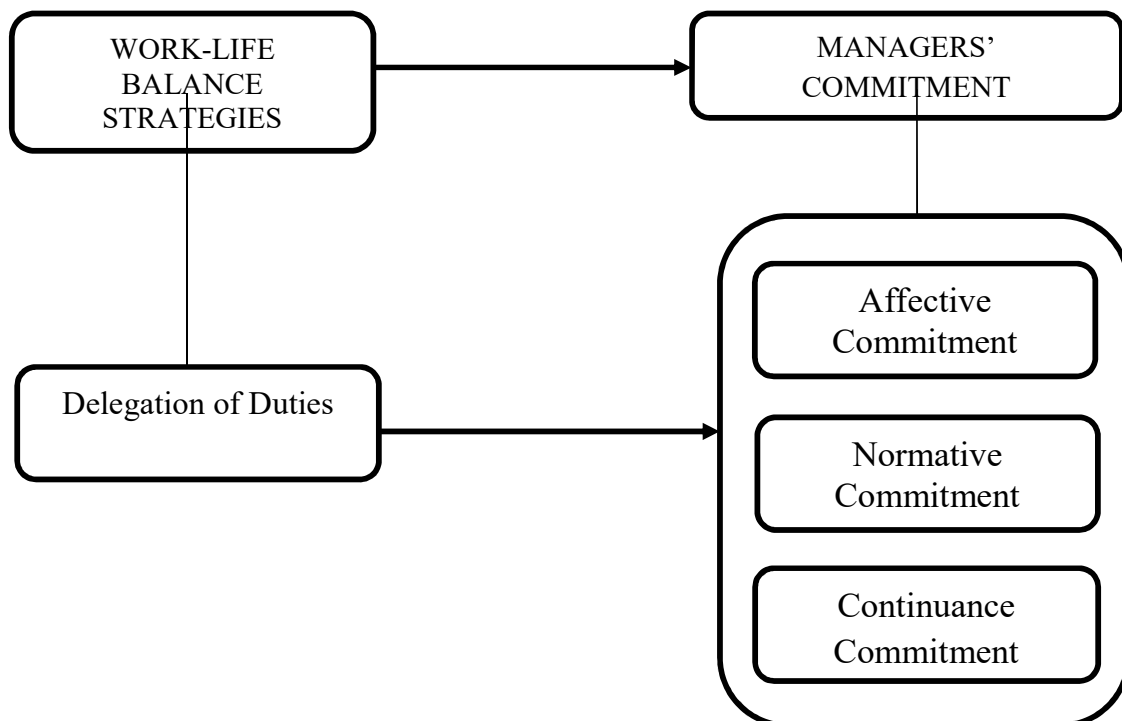
It has been observed that some of the sectional managers (office managers) are more interested in pursuing their personal interest in the organization and breaking the rules and regulations of the hotel and unit they oversee (Gajendran, Harrison, & Delaney-Klinger, 2015; Mark, 2017). Some of the sectional 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.

Ho₁: There is no significant relationship between delegation of duties and managers' affective commitment in Hospitality firms in Port Harcourt.

Ho₂: There is no significant relationship between delegation of duties and managers' normative commitment in Hospitality firms in Port Harcourt.

Ho₃: There is no significant relationship between delegation of duties and managers' continuance commitment in Hospitality firms in Port Harcourt.

CONCEPTUAL FRAMEWORK



Delegation of Duties and 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. Managers commitment is the relationship between outputs of goods and services of managers and input of resources employed in the production process (Anyadike, 2013). Managers commitment and effectiveness is as the result of effective utilization of organizational resources. 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:

METHODOLOGY

The cross sectional exploratory survey research design was adopted for this study. The population of the study was three hundred and fifty three (153) registered Hospitality firms in Port Harcourt consisting of 224 office manager. The sample size of this study was two hundred and twenty four (224) office manager (head of units/departments) from 28 registered Hospitality firms out the (153) registered Hospitality firms in Port Harcourt. The above sample size was obtained using random sampling technique.

Correlations between delegation of duties and Office Managers’ Commitment

| | | Delegation of Duties | Affective Commitment | Normative Commitment | Continuance Commitment |
|-------------------------|-------------------------|----------------------|----------------------|----------------------|------------------------|
| Spearman's rho | Delegation of Duties | 1.000 | 0.569** | 0.554** | 0.599** |
| | Correlation Coefficient | | | | |
| | Sig. (2-tailed) | . | .000 | .000 | .000 |
| | N | 208 | 208 | 208 | 208 |
| | Affective Commitment | 0.569** | 1.000 | 0.785** | 0.786** |
| | Correlation Coefficient | | | | |
| | Sig. (2-tailed) | .000 | . | .000 | .000 |
| | N | 208 | 208 | 208 | 208 |
| | Normative Commitment | 0.554** | .0785** | 1.000 | 0.646** |
| | Correlation Coefficient | | | | |
| | Sig. (2-tailed) | .000 | .000 | . | .000 |
| | N | 208 | 208 | 208 | 208 |
| Continuance Commitment | 0.599** | 0.786** | 0.646** | 1.000 | |
| Correlation Coefficient | | | | | |
| Sig. (2-tailed) | .000 | .000 | .000 | . | |
| N | 208 | 208 | 208 | 208 | |

****.** Correlation is Significant at the 0.01 level (2-tailed).

Source: SPSS Output

Column two of table 4.17 above shows r value of 0.569 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating delegation of duties and affective commitment. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho₁) which states that there is no significant relationship between delegation of duties and office managers’ affective commitment in Hospitality firms in Port Harcourt is rejected and the alternate hypothesis (Ha₁) is accepted. This implies that there is a relatively strong positive correlation between delegation of duties and office managers’ affective commitment in Hospitality firms in Port Harcourt.

Column three of table above shows r value of 0.554 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating delegation of duties and normative commitment. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho₂) which states that there is no significant relationship between delegation of duties and office managers’ normative commitment in Hospitality firms in Port Harcourt is rejected and the alternate hypothesis (Ha₂) is accepted. This implies that there is a relatively strong positive correlation between delegation of duties and normative commitment in Hospitality firms in Port Harcourt.

Column four of table above shows r value of 0.599 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating delegation of duties and continuance commitment. Since the significance value is less than the alpha level of 0.05, the null hypothesis (H_0) which states that there is no significant relationship between delegation of duties and office managers' continuance commitment in Hospitality firms in Port Harcourt is rejected and the alternate hypothesis (H_a) is accepted. This implies that there is a significant relatively positive correlation between delegation of duties and office managers' continuance commitment in Hospitality firms in Port Harcourt. These results showed that office managers who practice delegation of duties will be seen as committed to his or her job.

CONCLUSIONS

Based on the analyses and discussion of findings, the study concluded that work-life balance strategies influence 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 Managers. Managers who does not apply a work life balance strategy will find it difficult to perform their statutory duties effectively.

1. Management should endeavour to put in place day to day, timely and weekly work shifting to enable Managers perform effectively.
2. Management should put up template that will enable Managers delegate duties to their subordinate when any arises.
3. 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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