

## DELEGATION OF DUTY AND EMPLOYEE COMMITMENT IN HOTELS IN PORT HARCOURT

**Dr. Samuel Amehule**  
**Department of Management, Faculty of Management Sciences,**  
**Ignatius Ajuru University of Education, Port Harcourt, Nigeria.**

### ABSTRACT

*This work examined the relationship between delegation of duty and employee commitment in Hotels, 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 employee commitment. The study concluded that there is a relationship between delegation of duty and employee commitment in hotel in Port Harcourt. The study recommended amongst other things that Management should lay down a duty roster to enable employee to increase their level of commitment.*

***Keywords: Delegation of duty, Employee commitment, affective commitment normative commitment, continuance commitment.***

### INTRODUCTION

The level of commitment among employees across hotels in Port Harcourt seems to be dwindling in recent times. The interest of many sectional managers (office managers) seems to be dropping. This can be seen in the increasing level of absenteeism, resignation, disobedience to rules and regulations among administrative heads in the hospitality industry in Port Harcourt (Godwin, 2019). If this trend continues, the competitiveness of these firms will be at stake.

The menace of work-life imbalance is noticeable in the hospitality industry. Middle level managers such as heads of department and units in the hotels take painful effort to deliver managerial functions. The relationship between work-life balance strategies and commitment of employees in hotels in Port Harcourt seem to have received inadequate research attention. 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); work-life balance and organisational commitment in tertiary institutions in Lagos State (Olawale, Fapohunda, & Jayeoba, 2017); employee commitment and its impact on organizational performance in Eravurpatru Divisional Secretariat, Sri Lanka (Andrew, 2017); work place social infrastructure and employee commitment (Zep-Obipi & Agada, 2018); influence of work life balance on employee commitment in National Hospital Insurance Fund in Kenya (Nguru & David (2018); influence of work-life balance on employees' commitment among Bankers in Accra, Ghana (Darko-Asumadu, Ampema, Solomonb, & Osei-Tutu, 2018). 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 employees commitment has not received adequate research attention. There was need therefore to close this knowledge gap through this research effort.

### Hypotheses

1. To examine the relationship between delegation of duties and office managers' affective commitment in Hotels in Port Harcourt.
2. To examine the relationship between delegation of duties and office managers' normative commitment in Hotels in Port Harcourt.
3. To examine the relationship between delegation of duties and office managers' continuance commitment in Hotels in Port Harcourt.

### Delegation of Duties

Many office managers find themselves getting bogged down in routine operational tasks, which leave them no time for the vital managerial functions like long term planning and business development. Delegation involves giving someone else the responsibility to perform a task that is actually part of your own job (Psychometric Success Ltd, 2017). Delegation is not as straightforward as it might first appear. It always carries with it an element of risk, since you are assigning to someone else work for which you retain the ultimate responsibility.

Delegation is an administrative process of getting things done by others by giving them responsibility. All important decisions are taken at top level by Board of Directors. Nwabali (2018). The execution is entrusted to Chief Executive. The Chief Executive assigns the work to departmental managers who in turn delegate the authority to their subordinates. Every superior delegates the authority to subordinates for getting a particular work done. The process goes to the level where actual work is executed. The person who is made responsible for a particular work is given the requisite authority for getting it done.

There is a limit up to which a person can supervise the subordinates. When the number of subordinates increases beyond it then he will have to delegate his powers to others who perform supervision for him. A manager is not judged by the work he actually performs on his own but the work he gets done through others. He assigns duties and authority to his subordinates and ensures the achievement of desired organizational goals.

Now in almost every job description there is one or two tasks/duties that employees do not enjoy doing at all. Sometimes, such tasks tend to be more tedious, more energy-sapping and yet not very meaningful. Paul (2014) suggested that employees should identify such areas and find someone who probably will enjoy such work or someone who can help them for the cost of a few recharge cards and delegate quickly. It is pertinent not to announce to the boss the fact that you delegate some minor tasks. Meadows (2017) pointed out that delegation is not just for professional tasks. If a married person can delegate personal and family responsibilities, he/she will find more time for leisure activities and new pursuits. By learning how to delegate domestic responsibilities, employees can save their energy and time for office work and other activities.

Delegation is a process that involves assigning important tasks to subordinates, giving subordinates responsibility for decisions formally made by the manager, and increasing the amount of work-related discretion allowed to subordinates, including the authority to make decisions without seeking prior approval from the manager (Yukl and Fu, 1999). Using delegation as a method of training and development is only one way to push employees to the next level. Superior managers can use the skills assessment to develop a training plan for their improvement. Leanna in Joiner, Bakalis, and Jerome (2010) emphasizes that delegation involves decision making by an individual subordinate rather than by a group of subordinates or by a supervisor subordinate. They also held that delegation emphasises subordinates autonomy in making decisions. Delegation of duties is a major executive development strategy because it exposes employees to authorities and responsibilities that are capable of increasing their operational skills. One of the best ways to develop rising employees is to delegate tasks that will improve them (Sam, 2018). This helps them to learn new skills and overcoming a challenging task.

In the view of Al-Jammal, Akif, and Mohammad (2015), delegation refers to the practice of transmitting the power from high authority to low authority. Either the party or the authorized

person to exercise powers delegated to the other throughout the duration of the authorization gives the center position of the higher authority to the lowest power regardless of the incumbent or the supreme authority or minimum. Apart from increasing the level of productivity and speeding up tasks effectively coupled with alleviating functional burdens and giving a chance for managers to have full-time for realization of more important work, delegation of duties/authority helps employees to developing alternative and administrative leadership, making employees feel self-confidence and motivation for excellence in performance. Delegation of authority is a must in succeeding the operations of the management to guarantee the outcomes. So, in this case high management authorizes some of its responsibility to executives in the fields of human resources. Furthermore, necessity of authority delegation has appeared due to the reasons of development in technology, its reflection to managerial developing, and business diversity of an organization. Also, it is hard to implement all tasks and whole business by employees without taking support and encouragement from high management. In this case, authority delegation is considered a response for requirements of democratic system allowing to managers in all levels to participate in decision-making to perform managerial business and division of work (Al-Jammal, Akif, & Mohammad, 2015). It also means that the manager (functioning under delegated authority) determines tasks that have to be implemented by one of his employees and given necessary authority to do this work. In this case, employer is still responsible on decision-taking, issuing rules, instructions and regulations.

Dessler (2006) has defined it as "an authority transportation from high management to executives" while Ali and Mosawi (2001) describes it as a distribution right of dispose and make decisions in a specified range and to the extent necessary to accomplish certain tasks. Entrusted manager has some powers to his assistants and give them the necessary authority to perform these tasks. This process prepares future leaders to motivate the employees authorized on objective reasoning, comparing and showing results and outcomes. It allows for selecting future managers by conducting appropriate level test for a job vacancy. Sam (2018) maintains that one of the goals of a manager is to develop rising stars. By delegating tasks on them, they develop new skills and expand their capabilities. For delegation of authority to meet executive development needs, superior managers must avoid delegating menial task; efforts must be made to making more challenging so as to prepare them for higher tasks. The goal is not to offload work, but to develop subordinate managers.

Akrini (2010) identified three basic elements of delegation of authority.

Assignment of duties to subordinates, Granting of authority to enable the subordinates to perform the duties assigned, and Creation of obligation on the part of subordinate to perform duties in an orderly manner.

Michele (2013) identified delegation of authority as a functional manpower development strategy and he identified six steps for making delegation very effective in achieving organizational goals and building employee leadership capacity:

**1. Preparation:** Employees cannot deliver quality results nor can they learn anything from performing delegated tasks if the task delegated to them is not fully thought out, or if expectations keep changing. The senior officer delegating, must take time to map out exactly what is to be accomplished and how.

**2. Assigning Rightly:** There is need to convey that information to the employees rightly. It is pertinent to include clear information on timing, budget, and context, and set expectations for communication and updates, including frequency, content, and format.

**3. Confirm understanding:** One of the most common mistakes made in delegating is assuming that employees understand what a superior wants, rather than making sure that they do. Confirming understanding only takes about 60 seconds, but is the most important determinant of success or failure. The best way to confirm understanding is to ask employees to paraphrase the

request or assignment in their own words or ask questions to make sure employees understand all aspects of what is required.

**4. Confirm commitment:** This is another part of the delegation process that most managers skip. They often just assume that employees have accepted the tasks they have been given. The most important part of a relay race is the handing of the baton to the next runner. Top managers who ask younger or junior colleagues to represent in meetings or other corporate functions need to confirm the level of readiness on the part of the delegate to perform assigned duties within specifications. It is also necessary to confirm if employees are committed to the expected results, and to the process that has been set out (including the schedule, budget, and tools), and that their overall goals for the task are aligned with yours. They should be aware of any consequences (for the company and for themselves) that may result if they fail to deliver on the desired outcomes.

**5. Avoid reverse delegating:** Many managers are extremely overworked. Sometimes, this is because their employees are better at delegating than they are: Managers often end up completing tasks they had delegated to others, because those tasks somehow end up back on their plate. If an employee reaches an impasse, it should be treated as a learning opportunity. Coach the employee through it, making sure he or she has the resources and knowledge needed to complete the task. That way, the employee will be better equipped to carry out similar tasks in the future.

**6. Ensure Accountability:** Two-way communication is a key part of delegating. Finding out at the completion date that a deliverable has not been completed or has been done unsatisfactorily is the nightmare scenario of delegating. That is why employees need to be made accountable for the task. Accountability is key to the process of delegation: It implies employees are regularly communicating with their boss who delegated the job about the status of the deliverable and the timing of delivery so that there are no surprises at the eleventh hour.

Delegation of authority is one vital organizational process. It is inevitable along with the expansion and growth of a business enterprise. It is pertinent to state here that delegation involves assigning of certain responsibilities along with the necessary authority by a superior to his subordinate managers but it does not surrender of authority by the higher level manager (Akrani, 2010). It only means transfer of certain responsibilities to subordinates and giving them the necessary authority, which is necessary to discharge the responsibility properly. Through delegation, subordinate becomes responsible for certain functions transferred to him. Delegation is a tool, which a superior manager uses for sharing his work with the subordinates and thereby improving their skills and personal efficiency at work. Delegation is not a process of abdication. The person who delegates does not divorce himself from the responsibility and authority with which he is entrusted. He remains accountable for the overall performance and also for the performance of his subordinates. Delegation is needed when the volume of work to be done is in excess of an individual's physical and mental capacity. Nwabali (2018) noted three forms of delegation which are:

**General or Specific Delegation:** When authority is given to perform general managerial functions like planning, organizing, directing etc., the subordinate managers perform these functions and enjoy the authority required to carry out these responsibilities. The chief executive exercises overall control and guides the subordinates from time to time.

The specific delegation may relate to a particular function or an assigned task. The authority delegated to the production manager for carrying out this function will be a specific delegation. Various departmental managers get specific authority to undertake their departmental duties.

**Formal or Informal Delegation:** Formal delegation of authority is the part of organizational structure. Whenever a task is assigned to a person then the required authority is also given to him. This type of delegation is part of the normal functioning of the organization. Every person is automatically given authority as per his duties. When production manager gets powers to increase production then it is a formal delegation of authority. Informal delegation does not arise due to

position but according to circumstances. A person may undertake a particular task not because he has been assigned it but it is necessary to do his normal work.

Lateral Delegation: When a person is delegated an authority to accomplish a task, he may need the assistance of a number of persons. It may take time to formally get assistance from these persons. He may indirectly contact the persons to get their help for taking up the work by cutting short time of formal delegation. When the authority is delegated informally it is called lateral delegation.

### **Employee Commitment**

In conceptualizing employees commitment, the term commitment is eminent, therefore, Batemen and Strasser (1984) in Saba (2011) defined that "commitment of employee is multi-dimensional in nature which involves high degree of employee's dedication with the organization, their readiness to put forth high level of effort, similarity of objectives and values and a strong wish or desire to be a part of the organization". Commitment is a constructive assessment of the organization and its objectives (Sheldon, 1971). According to Buchanan (1974) in Agada (2019) commitment is defined as a psychological relationship between the workers and organizations. Loyalty of employees based on these: a) faith in the objectives of company b) readiness to put forth high level of effort in the company c) strong wish to be a part of the organization (Porter et al., 1974 in Nwabali, 2018).

Commitment comes into being when a person, by making a side bet, links extraneous interests with a consistent line of activity. Grusky (2013) relates commitment with "The nature of the relationship of the member to the system as a whole". Kanter (2004) defines commitment as "The willingness of social actors to give their energy and loyalty to social systems, the attachment of personality systems to social relations, which are seen as self expressive".

According to Hall et al. (2011) "The process by which the goals of the organization and those of the individual become increasingly integrated or congruent" is commitment. Commitment is that a situation in which an individual become bound by his action and through these action to beliefs that sustain the activities of his own involvement. Commitment is such a way that the strength of an individual's identification with and involvement in a particular organization. Scholl (2012) described commitment as a stabilizing force that acts to maintain behavioural direction when expectancy/equity conditions are not met and do not function." Allen and Mayer (1990) in Agada (2019) claim that commitment is a psychological state that binds the individual to the organization". According to the Meyer and Allen (1997) cited in Agada (2019) commitment "is a psychological state that characterizes the employees relationship with the organization and has implication for the decision to continue membership in the organization."

From the above definition it is clear that commitment is different from motivation or general attitudes it can lead individuals to behave in a way, from the prospective of neutral observer, might seem in contrast to their own self-interest. However, the researchers are considering the definition given by Allen and Meyer for the study.

The concept of employee commitment derives from an article entitled "The organization Man" written by Whyte in 1956 (Dixit and Bhati, 2012). It refers to the willingness of social actors to give their energy and loyalty to social systems, the attachment of personality systems to social relations, which are seen as self-expressive (Dixit and Bhati, 2012). Brown (2008) defines commitment as (1) something of the notion of membership; (2) it reflects the current position of the individual; (3) it has a special predictive potential, providing predictions concerning certain aspects of performance, motivation to work, spontaneous contribution, and other related outcomes; and (4) it suggests the differential relevance of motivational factors (Ledum, 2016).

In his own view, Salancik (2009) described commitment as that state of being in which an individual becomes bound by his action and through these actions to beliefs that sustain the activities of his own involvement. Mowday (1979) in Dixt and Bhati (2012) defined commitment as "the relative strength of an individual's identification with and involvement in a particular

organization". Committed employees actually show high level of consistency in their participation and dedication to organizational activities. They do not give flimsy excuses why a

task or goal cannot be accomplished. Employees who are usually absent from meetings, and ongoing projects cannot be said to be committed.

Okpu and Jaja (2014) outlined the following definitions of office manager commitment given by various authors:

Porter et al. (2013) defines employee commitment as: "an attachment to the organization, characterized by an intention to remain in it; identification with the values and goals of the organization; and a willingness to exert extra effort on its behalf". Becker (2011) posits that: "commitment comes into being when a person, by making a side bet, links extraneous interests with a consistent line of activities." Mowday, et al. (2014) define commitment as: "the relative strength of an individual's identification with and involvement in a particular organization characterized by strong acceptance or a belief in an organization's goals and values; willingness to exert effort on behalf of the organization; and a strong desire to maintain membership of the organization."

### **Social Exchange Theory**

Social exchange theory was propounded by George Casper Homans in the year 1958 (Olannye, 2014). Social exchange theory postulates that "give and take" forms the basis of almost all relationships though their proportions might vary as per the intensity of the relationships.

Pfeffer (1982 cited in Ahiazu and Asuquo 2016) posits that social exchange theory is a behavioural compliance on the part of the individual in exchange for something which is perceived to be contingent on the individual's behaviour. Thus, the social exchange theory is about giving something of more value to others than what has been given to you and also receiving something of higher value than you have given out (Ahiazu and Asuquo 2016). The main assumptions of the theory are as follows:

- i. In a relationship, every individual has expectations from his/her partners. A relationship without expectations is meaningless;
- ii. Good relationships are mutually beneficial and not supposed to be one sided. An individual invests his time and energy in relationship only when he gets something out of corresponding or higher value from it (Olannye, 2014).

According to social exchange theory, feelings and emotions ought to be reciprocated for a successful and long lasting relationship. Good relationships should be mutually beneficial and not supposed to be one sided. An individual invests his time and energy in relationship only when he gets something out of it (Olannye, 2014). There are relationships where an individual receives less than he gives. This leads to situations where individual starts comparing his relationship with others. In all forms of human contractual relationship as in the case of employer-employee relationship, there is always a cost-benefit analysis.

Similarly, Ahiazu and Asuquo (2016) argued that employees in organization engage in self-interest relationship with the employer or owners of the organization and they endeavour to maximize the benefits of such relationship. To achieve this, both employer and employee would engage in a cost benefit audit in order to determine the viability of the employment relationship.

The justification for the adoption of social exchange theory as the theoretical foundation of this work titled: 'work life balance and office managers' commitment', is predicated on the relevance of this theory to the independent and dependent variable. The theory explains that both the employer and the employee have their own unique expectations in their contractual relationship and that the extent to which these expectations are met will influence or determine the quality of relationship. Employers expect office managers to show unwavering commitment towards the achievement of goals and targets by making meaningful inputs. On the other end, the office managers expects his employer to provide an enabling work life balance policy that will guarantee

meeting his social aspirations at home. This theory posits that the extent to which an employer is able to provide a work life policy frame work will influence his degree of willingness, enthusiasm, and dedication towards continuing to work enthusiastically for the organization. Generally, office managers expect management to provide social frame work policy that will promotes programmes as (delegation of duties, and sports activities). The availability of these social policies and programmes will determines whether the office manager will show affective commitment, normative commitment, and continuance commitment or otherwise in an organization.

## 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 Hotels 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 Hotels out the (153) registered Hotels in Port Harcourt. The above sample size was obtained using random sampling technique. The data presentation and analysis of this work was done using Statistical Package for Social Sciences (SPSS) Version 20.0. Descriptive statistical tools such as arithmetic mean, and frequency tables were used to conduct the univariate analysis Spearman's Rank Order Correlation Coefficient. The Spearman's (rho) correlation was used to analyze the relationship between independent and dependent variables at  $P < 0.05$  (two-tailed test).

## RESULTS

### Delegation of Duties and Office Managers' Commitment

- Ho<sub>1</sub>: There is no significant relationship between delegation of duties and office managers' affective commitment in Hotels in Port Harcourt.
- Ho<sub>2</sub>: There is no significant relationship between delegation of duties and office managers' normative commitment in Hotels in Port Harcourt.
- Ho<sub>3</sub>: There is no significant relationship between delegation of duties and office managers' continuance commitment in Hotels in Port Harcourt.

**Table 1: Correlations between delegation of duties and Office Managers' Commitment**

			Delegation of Duties	Affective Commitmen t	Normative Commitmen t	Continuance Commitment
Spearman's rho	Delegation of Duties	Correlation	1.000	0.569**	0.554**	0.599**
		Coefficient Sig. (2-tailed)	.	.000	.000	.000
		N	208	208	208	208
	Affective Commitment	Correlation	<b>0.569**</b>	1.000	0.785**	0.786**
		Coefficient Sig. (2-tailed)	.000	.	.000	.000
		N	208	208	208	208
	Normative Commitment	Correlation	<b>0.554**</b>	.0.785**	1.000	0.646**
		Coefficient Sig. (2-tailed)	.000	.000	.	.000
		N	208	208	208	208
	Continuance Commitment	Correlation	<b>0.599**</b>	0.786**	0.646**	1.000
		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 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 ( $H_{01}$ ) which states that there is no significant relationship between delegation of duties and office managers' affective commitment in Hotels in Port Harcourt is rejected and the alternate hypothesis ( $H_{a1}$ ) is accepted. This implies that there is a relatively strong positive correlation between delegation of duties and office managers' affective commitment in Hotels in Port Harcourt.

Column three of table 1 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 ( $H_{02}$ ) which states that there is no significant relationship between delegation of duties and office managers' normative commitment in Hotels in Port Harcourt is rejected and the alternate hypothesis ( $H_{a2}$ ) is accepted. This implies that there is a relatively strong positive correlation between delegation of duties and normative commitment in Hotels in Port Harcourt.

Column four of table 1 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 ( $H_{03}$ ) which states that there is no significant relationship between delegation of duties and office managers' continuance commitment in Hotels in Port Harcourt is rejected and the alternate hypothesis ( $H_{a3}$ ) is accepted. This implies that there is a significant relatively positive correlation between delegation of duties and office managers' continuance commitment in Hotels in Port Harcourt. These results showed that office managers who practice delegation of duties will be seen as committed to his or her job.

### Discussion of Findings

The test of hypotheses one to three revealed that there is a relatively strong positive relationship between delegation of duties and office managers' performance in hotels operating in Port Harcourt. This finding showed that when there is the practice of delegation of duties it brings about corresponding performance of office managers in terms of affective commitment, normative commitment and continuance commitment. These findings are in line with the findings of Hashim, Ahmed and Jaradat (2013) that delegation of duties influences office managers' in hotel organization. For more and clear understanding show how delegation of duties complement office managers' performance, a study done by Kombo et al, (2014) revealed that delegation of authority improves office managers' performance in JAMI table water production in Rivers State. This implies that office managers who practice delegation of duty will enjoy work life balance to enable manage their personal objectives and the organization they work.

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 delegation of duty influence employees commitment in hotel in Port Harcourt. Employees who does not apply a delegation of duty will find it difficult to perform their statutory duties effectively.

## RECOMMENDATIONS

Based on the findings, the following recommendations were made:

1. Management should lay down a flexible work roster to enable employeeto increase their level of performance.
2. Employee should take advantage of flexible work schedule in their work place manage other aspect of their activities.
3. Management should endovour to put in place day to day, timely and weekly work shifting to enable employee perform effectively.
4. Management should put up template that will enable employee delegate duties to their subordinate when any arises.

## REFERENCES

- Ahiauzu, A. (2006). Advance Research methods for doctoral student. Unpublished Manuscript, Faculty of Management Sciences, Rivers State University, Port Harcourt.
- Akrini, T. (2010). Authority and responsibility in the management of social institutions. *A Paper Presented at the Third Conference of the Islamic Guidance for Social Service, Alexandria.*
- Ali, R., Kundi, A., & Qamar, T. (2014). All in a day's work: Boundaries and micro role transitions. *Academy of management review*, 25(3), 472-491.
- Ali, R. & Moussawi, S. (2001). *Functions contemporary management panoramic overview*. Amman: Warraq Foundation Publishing.
- Al-Jammal, H.R., Akif, L., & Mohammad, H.H. (2015). The impact of the delegation of authority on employees' performance at great Irbid municipality: A case study. *International Journal of Human Resource Studies*, 5 (3), 48-60. Doi:10.5296/ijhrs.v5i3.8 062.
- Andrew, V. (2017). Rhythms of life: antecedents and outcomes of work-family balance in employed parents. *Journal of Applied Psychology*, 90(1), 132-146.
- Brown, O. (2008). Influence of quality of work life on organizational commitment: a study on employees at a farm equipment manufacturing organization in Kerala. *Journal of Trends, Challenges & Innovations in Management*,1 (9),151.
- Darko-Asumadu, U., Ampema, T., Solomonb, D. & Osei-Tutu, I. (2018). ). Employees' use of work-family policies and the workplace social context. *Journal of Social Sciences Forces*, 80(3), 813-845.
- Dessler, E. (2006). Subjective well-being: The science of happiness and a proposal for a national index. *American Psychologist*, 55 (1), 34-43.

- Dixit, J. & Bhati, N. (2012). Situational antecedents and outcomes of organizational politics perceptions. *Journal of Managerial Psychology*, 18(2), 138–155.
- Grusky, I. (2013). Career mobility and organizational commitment. *Journal of Administrative Science*, 4(10), 488-503.
- Irefin, U., Mohammed, P. & Gulbahar, K.(2014). Work life Borders theory: A theory of work-life balance. *Human relations journal*, 53(6), 747-770.
- Leedum, L. (2016). Effect of organizational polities on employee commitment in selected firms in Port Harcourt. *Unpolished Project Submitted to the Department of Management, Ignatius Ajuru University Education, Port Harcourt.*
- Meadows, T. (2017).** Delegation strategies for better work-life balance. Retrieved on 7<sup>th</sup> September, 2019 from <http://www.military.com/veteran-jobs/career-advice/on-the-job/delegation-strategies-for-better-work-life-balance.html>
- Nguru, S. & David, D. (2018). ). The effects of work life programs on female leadership at the top. *Journal of human relations*, 40(2), 541-560.
- Nwabali, I.G. (2018). Work-life balance and employee intention to stay. Unpublished Ph.D Seminar, Department of Management, Rivers State University.
- Obiageli, I., Chinedu, A., Uzochukwu, E. & Chukwuemeke, P. (2015). Human resource management: Competitive edge by innovation management: A study of the Nigeria brewing industry. *Nigerian Journal if Marketing*, 5(1), 60-71.
- Okpu, C. & Jaja, T. (2014). The role of celebrations on organizational commitment. *Journal of Management Science*, 9(4), 55-69.
- Olannye, A.P. (2014). The effect of interpersonal relationship on marketing performance in the Nigerian hotel industry. *International Journal of Business and Social Science*, 5 (2), 207-216.
- Paul, A. (2014). How to delegate effectively for a healthy work-life balance. Retrieved on 7<sup>th</sup> August, 2019 from <https://blog.ngcareers.com/4173/how-to-delegate-effectively-for-a-healthy-work-life-balance/>
- Saba, K. (2011) *Social behaviour: Its elementary forms*. New York: Harcourt Brace Jovanovich.
- Salancik, G.R. (2012). *Commitment and the control of organisational behaviour and belief*. New Jersey: Pearson Educational Books.
- Sam, U. (2018). Measurement of highly qualified employees productivity. *Annals of Dunarea De Jos University of Galati*, 3 (6), 5-10.
- Scholl, R.W. (2012). Differentiating commitment from expectancy as a motivating force. *Academy of Management Review*, 6 (2), 589-599.
- Yukl, T. & Fu, O. (1999). Struggle to juggle gender and work life balance. *Interdisciplinary Journal of Contemporary Research in Business*, 3(4), 514-531.