ETHICAL ORIENTATION AND ORGANIZATIONAL SURVIVAL OF FAST FOOD FIRMS IN RIVERS STATE

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ABSTRACT

Organizations on a daily basis are collapsing. The rate at which they spring up today and disappear tomorrow is alarming. Due to these problems this research work was instigated. Using the cross sectional survey design the study empirically investigates the relationship ethical orientation has on organizational survival of selected Fast Food restaurants in Port Harcourt, Rivers state. The target population is made up of selected fast food firms in Port Harcourt, which are registered with the Rivers State Ministry of Commerce and Tourism. The population of this study comprises of 76 managers and 109 supervisors, a total of 185 respondents were administered questionnaire which is the research instrument. Spearman rank order correlation coefficient and partial correlation coefficient were used to test the bivariate and multivariate hypotheses respectively. Based on the responses gathered from the questionnaire it is evident that there is not just a relationship but a significant relationship between the variables and therefore all the hypothetical statements were rejected based on the fact that the studies P-value is less than the 0.05 level of confidence. Our findings show that there is a significant relationship between ethical orientation (relativism and Idealism) and organizational survival (customer Loyalty, employee satisfaction and business expansion in the nine fast food firms with more than one branch in Port Harcourt. Based on the aforementioned findings, it was therefore recommended that management should adopt exemplary behavior and ethical orientations which can be imbibed by their subordinates given the implications of their actions on their subordinates and other stakeholders of the organization.

Keywords: Ethical Orientation, Organizational Survival, Relativism, Idealism, Customer Loyalty, Employee Satisfaction, Business Expansion.

1.0 INTRODUCTION

The word 'ethics' comes from the Greek word 'ethos' which means character. Ethics can be difficult to define but it principally is concerned with human character and conduct. Ethics are a set of moral standards that are relied upon to reach conclusions and make decisions. In a business environment, ethics are a key factor for responsible decision making. Maintaining a high ethical standpoint when operating your business can provide benefits to both the internal and external stakeholders of your business. Ethics apply to organisations as well as individuals or groups of people. Most organisations are driven by the profit motive and as a result of that all their actions will be geared towards doing whatever is necessary for-profit maximization, whether ethical or unethical. On the other hand, some other organisations will recognise the needs and benefits of acting ethically (Guffey& McCartney, 2000).

The term "survival" has many connotations, both subjective and objective (Robbins & DeCenzo, 2005; Jones & Bartlet, 2008). The most objective way to measure survival in organizations is to observe their continuing existence. Survival which is the ability of any organization to struggle or work hard to keep living or existing amidst fierce competition is a critical issue for any business organization in the present global environment and beyond because the business environment especially the external environment is characterized with complexities, uncertainties and unanticipated events that threaten the existence of organizations. These uncertainties if not properly managed begin with organizations experiencing decrease in sales, market share, and profitability (Amburgh, et al., 2010).

The continuous occurrence of these negative trends can interrupt/affect an organization's ability to continue conducting its operations to meet stakeholders' expectations; a situation that often results in the organization's loss of goodwill, reputation, and customers. The consequences of poorly managing these unanticipated events will challenge an organization's very existence and survival thus leading to its eventual collapse (Fleming, 2012).As a result of the unpredictability of the business environment, the success and survival of any business is dependent on its ability to ensure the continuity of operations necessary to meet the expectations of its stakeholders.

Organizational survival and growth are implicit organizational goals requiring the investment of energy and resources (Jones & Bartlet, 2008). Any organization that doesn't have survival as a primary objective or goal should have a re-think (Gross, 1968). The goal of organizational survival underpins all other goals. Paying attention to this goal contributes to the satisfaction and execution of other organizational goals. Gross argued that the concept of survival is an unwritten law of every organization. This suggests that every organization should see survival as an absolute prerequisite for its serving any interest whatsoever (Gross, 1968). Successful organizations are those that are capable of achieving their goals and objectives over time; not to mention being respected and admired by employees, stockholders, and the community. Along with vision and purpose, the external environment, particularly its predictability and compatibility, also plays a crucial factor in the success of any organization.

Organizational Survival in the words of Bartusevicience and Sakalyte (2013), survival oriented companies are concerned with output, sales quality, creation of value added, innovation, cost reduction. He further said that it measures the degree to which a business achieves its goals or the way outputs interact with the economic and social environment. Zheng (2010) quoted by the aforementioned authors opined that, survival determines the policy objectives of the organization or the degree to which an organization realizes its own goals. This implies that for an organization to survive, management must be innovative and capable of producing the desired goods and services to customers at a reduced cost. Customers should derive satisfaction and value in using the organization's products and services. According to Heilman and Kennedy (2011), organizational survival helps to assess the progress towards mission fulfillment and goals accomplishment. According to the submission of Khan, Khan and Ali (2012), organizational survival is critical to the success of any economy and that it is based on the integration of the goals of the organization and the employees.

Morris *et. al.*, (2002) opine that for a business to survive and thrive it is therefore important for employees and all the stakeholders to employ some strategic human development concepts in order to achieve these organizational goals, bearing in mind that ethics plays a vital role. Simply put, employees and all the stakeholders in the business at every level should be committed to the ethical standards of the business. As a business manager, it is important that one clearly defines and communicates to the employees what factors and ethical standards are expected of them; and for them to adhere to and what the consequences are for failing to meet those expectations (Morris et. al., 2002; Guffey & McCartney, 2000). The reasons behind maintaining high ethical standards or being ethically orientated include: improved employee and organisational morale, increased ability to attract new customers, improved customer loyalty, reduced risk of negative exposure and public backlash caused by poor ethics, attraction of new stakeholders and making a positive impact on the community. In other words, as a business manager it is imperative that you ethically orient your employees and every other person who has a stake in the business be it Fast food firms or businesses, the manufacturing or production sector, the banking sector etc. so that the chances of survival for the organisation will be high (Guffey & McCartney, 2000).

There exists a multitude of studies which have assessed the organizational survival within a variety of context and using various predictor variables. For example, Bass and Avolio (1994) examined the effect of transformative leadership on the effectiveness and survival of the organization, Jarvis (2012) in her own study investigated the relationship between leadership and organizational success. Her study stressed on the importance of leadership styles and continuity in enhancing the organizations chances of survival. In another study, Sparrow (1992) studied the effect of human resource planning in the enhancement of organizational survival; highlighting on the need for trained successors and personnel for organizational continuity. However, there is a dearth of research which examines the relationship between ethical orientation and organizational survival. Given the evidence of this knowledge gap, this study therefore departs from previous studies as it investigates the

relationship between ethical orientation and organizational survival of fast food businesses located in Port Harcourt, Nigeria.

Statement of the Problem

The business environment is ever changing with so much complexities and as a Fast Food business manager who wants to survive you must come up with varieties to absorb these complexities, these complexities lead to competition (Umoh 2012). Competition is a serious challenge in the Fast Food industry. Companies are failing faster, and the Fast food sector is not excluded. Fast food businesses spring up today and in less than a short time the issue of survival comes in, they either close down or fold up due to the volatile complexities and fierce competition they face from their competitors. The fast Food sector may not be as conspicuous as other sectors of the economy due to the tranquil spot it occupies in the economy but its significance cannot be over emphasized being a specialized subsector of the hospitality property market (Omotosho, 2013). Their importance is therefore of significant interest to those in the tourist and hospitality industry and to their ever-dynamic customers and should therefore not be overlooked.

In recent times, most organizations are faced with numerous challenges such as unethical and illegal behaviour in a number of business transactions because they fail to acknowledge the place of ethics in their business transactions. The growth of unethical behavior of business transactions in organizations and its negative impact on the organization, economy and the society at large has become a global concern over the past decade. Again, many business managers operate their activities today, without keen interest of bothering whether their actions are right or wrong and the extent of employees understanding of the term ethics (Oladunni 2002; Guffey & McCartney, 2000; Mindy, 1998).

Most Fast Food businesses witness decrease in sales, profitability, market share and struggle for survival due to unethical practices managers, employees and other stakeholders engage in towards customers (Mindy, 1998; Amburgh, et al., 2010). Not only are the organisations guilty of unethical practices due to lack of ethical mind set or orientation, managers are also faced with the challenge of evaluating ethical behaviours and how they impact on the survival of the organization. Most business managers and employees these days care less about whether their actions are wrong or right so long as they are making profit or money not taking into consideration factors such as good image/reputation and survival.

Oladunni (2002) opined that in the early times in Nigeria most organisations were concerned with keeping their reputation and doing the right thing relatively but these days they are far from knowing what ethics is, even those who have some level of ethical orientation are far from practising it all in the name of trying to make money and cut cost in this time of recession. It is important to note that when organisations are ethical in their business dealings there will be customer patronage and loyalty, but when they are not, the manifestations of their not being ethical can cause lack in patronage which leads to decrease in sales, profitability and market share which in turn can lead the business to closure.

Given the complexities, unpredictability and intense competition in the business environment and the alarming rate of business failures, it is essential for managers to brace themselves up and prevent these failures and it is also essential to look at ethical orientation as it relates to organizational survival in the fast food sector. This study is essential because if an organisation fails to be ethically oriented, customers won't be loyal and when there is no Customer loyalty, patronage will drop and this in turn can lead to decrease in sales or folding up instead of incurring overhead cost. It is also essential because employees are fundamental to any organisation. Furthermore, the failure of organizations to imbibe ethical practices and orientations could lead to a friction of moral obligations between the organization and its workers as some workers may not be comfortable with working in workplaces they deem as lacking in ethics. This may also significantly impact on the operations and continuity of the organization. This is as Drucker (2008) asserts that as workers leave the workplace, they are also taking the wealth of experience with them thus there is not only a decline in the number of workers but also a shortage of experienced workers and lack of documented practices. Given the identified problem of business survival and the possible role ethical orientation arguably plays in ensuring continuity, it therefore becomes expedient to investigate the relationship between ethical orientation and the organizational survival of fast food businesses in Port Harcourt

Objectives of the study

The specific objectives are;

i. To empirically examine the relationship between Relativism and Customer Loyalty of fast food businesses in Port Harcourt.
ii. To investigate the relationship between Relativism and Employee Satisfaction of fast food businesses in Port Harcourt.
iii. To empirically examine the relationship between Relativism and Business expansion (Growth) of fast food businesses in Port Harcourt.
iv. To determine the relationship between Idealism and customer loyalty in fast food businesses in Port Harcourt.
v. To empirically ascertain the relationship between Idealism and Employee Satisfaction of fast food businesses in Port Harcourt.
vi. To empirically ascertain the relationship between Idealism and business expansion (Growth) of fast food businesses in Port Harcourt.

1.5   Research Questions

Based on the purpose of the study, the following key questions were addressed.

i. What is the relationship between Relativism affect Customer Loyalty of fast food businesses in Port Harcourt?
ii. What is the relationship between Relativism and Employee Satisfaction of fast food businesses in Port Harcourt?

iii. What is the relationship between Relativism and Business expansion (Growth) of fast food businesses in Port Harcourt?

iv. What relationship does Idealism have on Customer Loyalty of fast food businesses in Port Harcourt?

v. What is the relationship between Idealism and Employee satisfaction of fast food businesses in Port Harcourt?

vi. What is the relationship between Idealism and business expansion (growth) of fast food businesses in Port Harcourt?

1.6 Research Hypotheses

To proffer useful answers to the research questions and realise the study's objectives, the following hypotheses stated in null form were tested in this research:

$H0:_1$ - There is no significant relationship between Relativism and Customer Loyalty of fast food businesses in Port Harcourt.

$H0:_2$ - There is no significant relationship between Relativism and Employee satisfaction in fast food businesses in Port Harcourt.

$H0:_3$ - There is no significant relationship between Relativism and Business expansion (Growth) in fast food businesses in Port Harcourt.

$H0:_4$ - There is no significant relationship between Idealism and Customer Loyalty in fast food businesses in Port Harcourt.

$H0:_5$ - There is no significant relationship between Idealism and Employee satisfaction in fast food businesses in Port Harcourt.

$H0:_6$ - There is no significant relationship between Idealism and Business expansion (Growth) in fast food businesses in Port Harcourt.

2.0 LITERATURE REVIEW

Theoretical Framework

The Virtue Ethics Theory

Virtue ethics is described by Slote (1997) as all ethics which are not based on moral laws, rules and or principles. The focus is on the virtuous individual and on the inner traits, dispositions and motives that qualify him or her as being considered virtuous. Aristotle was one of the first philosophers emphasizing the importance of practical reasoning. For the scholars in the Middle Ages it created a theoretical framework on which to build their Christian perspective on human conduct. A recent interpretation of virtue ethics, as applied to business and finance, is provided by Solomon (1996). He describes the Aristotelian approach to virtue ethics by using six dimensions. First there is the community and the idea that the self-interest of members of a community is for the most part identical to the larger interest of

the group. Secondly, there is excellence. It is not enough to do "no wrong" (as in Kantianism); something additional called excellence is needed. Thirdly, he mentions role identity. All ethics is contextual, and one of the problems with all of those grand theories is that they try to transcend contexts and end up with vacuity. The fourth element is integrity. It is judged as the linchpin of all virtues. Good Judgment, the fifth element, gives careful consideration to the particular circumstances of the persons involved. Finally, Solomon (1996) conveys the concept of holism. He criticizes the tunnel vision of ordinary business life, which is buttressed by the overly narrow business curriculum and the daily rhetoric of the corporate community. According to Solomon, a broader concept of economic acting is needed and virtues are a shorthand way of summarizing the ideals that define a "good character."

In the Virtue framework, it is possible to identify the character traits (positive or negative) that might stimulate individuals in a given situation. It is concerned with the kind of person one ought to be and what how actions indicate character. This framework is useful in describing the relationship between ethical orientation and organizational survival as it asks what sort of practices and orientations one should uphold in the course of their exchanges and business interactions with significant others. As a way of making sense to the world, it allows for a wide range of behaviors to be called ethical, as there might be many different types of good character and many paths to developing it. Consequently, it considers all parts of human experience and their role in ethical deliberation, as it believes that all of one's thoughts, emotions and experiences can influence the development of one's character.
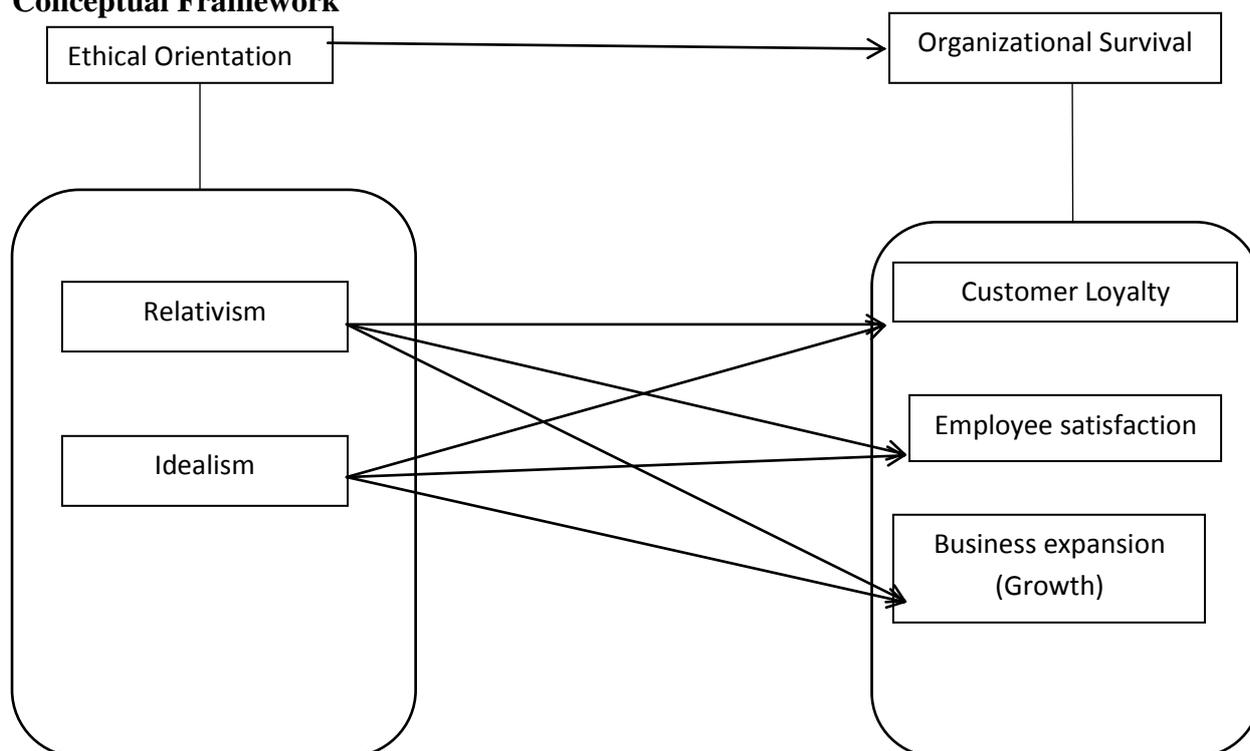
Conceptual Framework

Figure 2.1: Operational framework on ethical orientation and organizational survival.
Source: Dimensions of ethical orientation were adapted from the work of Forsyth (1980), and measures of organizational survival were adapted from the work of Yee *et al* (2012).

The Concept of Ethical Orientation

There are many subjective definitions of ethical orientation. The Cambridge Advanced Learner's Dictionary (2008) defined 'ethical' as "relating to beliefs about what is morally right and wrong"; whereas orientation is "the particular preferences, tendencies, beliefs or opinion that a person has". Therefore, by taking into account of both definitions, ethical orientation could be proposed as an individual's moral philosophy which describes the beliefs of the individual in valuing the concepts like good and bad, right and wrong, justice, virtue, etc. Sullivan (2007) defined ethical orientation as an individual's internal tendency towards one ethical perspective (such as teleology and deontology) or another.

Ethical orientation is notably seen as the set of enduring beliefsof a person which guide him/her in discriminating right from wrong, good from bad and moral from immoral, thereby helping him in choosing a proper mode of conduct. Or an individual's personal tendencies and ideologies on principles or concepts of what is right or wrong, morally good or correct (Rokeach, 1968). Ethical orientation can also be seen as a set of societal norms (Robertson & Anderson 1993) which includes honesty, fair play and full disclosure. Ethical orientation is a good start to initiate and maintain good rapport with customers (Liu et al 2008; Narayandas & Rangan 2004; Lemon et al 2002). When customers begin to perceive that an organisation is

ethical the organisation stands a better chance for customers to return and patronize the fast food or organisation.

Differences in ethical orientation can result in disagreements about what is ethical *per se*, about the situations to which a person should be sensitive and about the ethical judgments made. Historically, there have been two major problems confronting researchers in conducting empirical research to identify personal ethical orientations. The two major problems are regarding the identifying of a theoretical framework based on accepted ethical philosophies and the operationalizing of the respective theoretical framework. By considering those two problems, Forsyth (1980) has developed an instrument known as "Ethics Position Questionnaire" to determine the personal ethical orientations of individuals. Subsequent to its development, the ethics position questionnaire has been used and validated in ethics research among numerous professional disciplines such as in education (e.g. Deering 1998), business and management (e.g. Henle, Giacalone & Jurkiwicz 2005; Bass, Barnett & Brown 1999) and market research (e.g. Singh, Vitell, Al-Khatib and Clark III 2007; Vitell, Lumpkin & Rawwas 1991).

Socrates was the first to establish a rationale for ethical and proper behaviour and he knew theory of ethics based on the knowledge while Francis (2000) states the purpose of every business is to make money, if it does not, it has failed its primary aim. If the organisation does it in an unethical manner it will cause a rift in the social system, which permits and fosters its commercial activity. This is the sole aim of teaching and studying ethics to continuously make the point that the main purpose of business is to make money which is the bottom line and to make this money virtuously and in all gentlemanliness.

The fast Food business sector may not be as pronounced as other sectors of the economy but it is a business like any other type of business that operates as a going concern and must make profit for its owners and for expansion. From the above it becomes pertinent to note that any unethical business dealing in a Fast food business or any other business sector for that matter can be harmful to the survival of the Fast food business, its customer, its employees and to the general public which is unacceptable.

The Concept of Organizational Survival
The concept of organizational life cycle is modeled from the pattern seen in living organisms (Bernstein, 1955). In opposite direction, organizations can be assessed in phases of growth and development rather than in chronological years. The phases are linked up in subtle and unpronounced manner, but it is essential noting that not every organization displays the features of each phase as it progresses. Organizational survival as a set goal embraces all other goals. Survival contributes vastly to the implementation of other set organizational goals (Gross 1968). He argued that the idea behind the survival of an organization is not written though but an indispensable part of most organizations. It therefore means that every corporate establishment ought to view survival as a substantive element for whatsoever interest it wishes to serve. He further went on to say that any business that neglects the subject matter survival as its main aim or one of its sole objectives has something coming its

way and should have a rethink. Ilona and Skalyte (2013) in their work say that organizational survival ascertains the extent to which organizations are able to achieve their goals and also determine the social interaction between output and the socio-economic environment.

Lee (2006) argued that the continuity of any establishment in our ever-changing business environment relies on how fast the organization adjusts and adapts to the happenings around it and how efficiently its scarce resources are being utilized. Ilona and Skalyte (2013) also argue that survival is a determinant of the policy focus of an organization vis-a-vis its quest to attain goals. This implies that an organization can be successful and survive only if the management is innovative and capable of producing the desired goods and services required by customers at a reduced cost. Customers should derive these satisfaction and value when they use the organizations products and services.

When customers have faith in an organizations product, the organization gains the loyalty of the customers. Organizational survival aids the assessment of organizations towards fulfilling its mission and goals accomplishment. Ilona further stated that to enhance corporate survival managers must try to improve on their interaction with employees, redress leadership focus and create an agreeing or favorable work environment. Bass and Avolio (1994) in their work on 'the impact of organizational justice and organizational survival' suggested that a surviving organization depends on workers activities, determined by the level of satisfaction people derive in the job and their desire to see that the organization survives. According to them, perception of fairness and unfairness results in behaviors that have negative effect on the survival of the organization. They concluded that to ensure organizational survival, fair treatment of employees and fair procedure is of fundamental importance.

Organizational survival is vital to the success of any economy and that it is premised in bringing together the corporate goals and the goals of the employees as one common goal to be pursued by the organization. Muhammed, Naseer, Sheraz (2012) concluded that the survival of any organization is a function of the extent to which such entity has been able to meet its laid down goals and how efficiently it operated during the process, which according to theory rely on variables like performance, managerial expertise, inducement, and organizational environment/culture. Khanka (2008) asserts that the concept of organizational survival engrosses organizational productivity, flexibility and the absence of organizational conflicts. In Bass and Avolio (1994) research, survival oriented organizations are prepared to seeing increase in their sales, market share, growth in output level, reduction in cost and creation of more value by being innovative.

Schumpeter argued that innovation plays a key role for the survivals of firms, innovation "strikes not at the margins of the profits and the out of the existing firms but at their foundations and their very lives" (Schumpeter, 1942). Like previous research, we find that the firm survival is influenced by age and size, with size having decreasing returns on firm survival. In particular, we observe that it is direction of growth, more than the initial size of a firm that matter for survival. Organizational survival in this study was viewed in terms of innovation and Adaptability. Innovation McFadzean, O' Loughon and Shaw (2005, p. 356)

defined innovation as a process that provides added value and novelty to the business it supplies customers through the development of new procedures, solutions, product and service as well as new methods of commercialization. The concept of innovation was first introduced by Schumpeter (1949). Innovation was emphasized in entrepreneurial process by describing the growth of economics

Adaptability has been defined as the "capacity of actors in a system to influence resilience" (Walker, Holling, Carpenter & Kinzrg, 2004, p. 5). The values, elements factors or dimensions used to describe and measure adaptability differ from study to study, as do the survey methods, sample characteristics and statistical techniques employed. Adaptability is the ability to adjust to changes in the external environment in order to maintain organizational viability (Child, 1972; Miles, Snow, Meyer & Coleman, 1978). Child (1972) sees an adaptive organization as one whose roles are open to continual redefinition and colure coordination is achieved by frequent meetings and considerable lateral communication.

Vijay (2016) sees corporate survival from the point of view of strategy. From his article he said 80% of the companies that existed before 1980 are no longer around and another 17% probably won't be here anymore in five years. He wonders why businesses fail and how managers can prevent this. From his research he submits that creative destruction has always been a force to be reckoned with and for managers to increase their longevity or survival they should firstly incorporate both technology and physical products into their business models to gain competitive edge, secondly companies should make strenuous efforts for business models that include strong network effects and thirdly Firms should increase their focus on continual innovation and CEOs shouldn't tend to think too much about the short term. Otherwise you are not going to be there after the short term.

Relationship between Relativism and Organizational Survival

The constructs of relativism has a significant role to play in the development of ethical theory. For example, it has been suggested that an individual's ethical ideology can greatly assist in explaining differences in moral judgement. Ethical relativism is the position that there are no absolute morals and wrongs and rights are not absolute. Instead right and wrong are based on social norms. The over-riding objection to ethical relativism rests on the consequences of accepting relativism, which undermines the existence and strength of global moral standards and the inherent positioning of ethical absolutism. Absolutism does not deny the existence of multiple moral practices evident around the world, but proposes that variations in ethical actions could still be rooted in common universal moral standards based on our requirements as human beings and the necessities of long-term survival. At the core of ethical relativism is the question, "Do moral principles apply universally, or are all values and ethical judgements relative to their context, cultural contexts and particularly time? Intriguingly, age appears to be an unreliable indicator, with one study finding age a major determinant of relativism with older people revealing themselves as significantly more relativistic than younger people (Marques and Azevedo-Pereira, 2009). In contrast, Kim and

Choi (2003) found in their study that older respondents showed high idealism and low relativism and a higher agreement with professional ethics.

In business, ethical relativity often develops into conventional morality and unethical actions are often justified on the "commonly accepted practice" argument (Miesing & Preble, 1985). Some observers of international business have been critical of instances where ethical relativism has been used as a form of "moral sanctuary". For example, business people may have undertaken an act which ordinarily would be called wrong but have claimed that the act is right, or justified, because it falls under a special set of codes or moral standards advocated by the social group or institution in which they are operating. (Konrad, 1982).

Roberts (1986) has stated that, given the complexities of international business, there is some justification for business people claiming relief from moral criticism by shielding behind arguments of ethical relativity, especially given their need to accommodate differing cultural circumstances. Rather than emphasizing divergent perceptions across cultures, managers should also be aware of similarities in perceptions. If common areas of concern can be identified (i.e. business activities deemed unethical to all managers, regardless of cultural context) then perhaps there is the possibility of creating an awareness of a common ethical ground. Developing ethical parameters from the recognition of similar ethical beliefs creates the potential for replication through the international business community. If for example, conflict of interest, bribery or employee discrimination are perceived as common areas of ethical concern then, independent of occurrence and cultural divergence, efforts could be initiated to establish international standards of business behaviour.

Relationship between Idealism and Organizational Survival

Different people relate to ideas about how to run organizations in different ways. Not everyone readily relates strongly to the principles of corporate integrity, sustainability, the 'Triple Bottom Line', etc. These are essentially idealistic views and as such will mostly appeal to idealistic people. If you are an idealist, remember that not everyone is idealistic. For example, many entrepreneurial personalities are actually more likely to prefer and utilize logical and critical thinking, and relatively dispassionate decision-making, than idealistic principles. These qualities enable entrepreneurs to do what they do well, and most organizations need a good sprinkling of these types of people. These personalities need firm reasons as to why the triple bottom line and ethics and CSR are important to achieving solid performance outcomes.

Process-oriented people; routine-centered, reliable, dependable types, will also not automatically buy in to idealistic principles, because these people are strongly focused on facts and real data, rather than ideas and feelings. These people will often need systemic evidence and predictable processes to assimilate and support idealistic concepts and philosophies. So managers who have organizational survival at the back of their minds should know the ethical ideologies of their employees be it idealistic or relativist so as to know how to treat them because when employees are satisfied with the treatment they get from their managers they put in their best to the work and this guarantees organizational survival.

People won't simply buy in to the ethical spirit characteristic of the age or time just because they are told to. Therefore, when explaining the importance and aims of corporate ethics, consider the audience. People have different strengths and styles, and some need their own reasons for buying in to idealistic aims, outside of idealism itself. Idealists and humanitarians usually have difficulty accepting that processes and financials should be the primary drivers of organizations. By the same token, people who are driven and motivated by concrete thinking and performance outcomes will not naturally accept that organizations should place significant emphasis on idealistic humanitarian philosophies and aims.

Aside from explanation and understanding, we must also be careful to manage the mix of organizational obligations. Without efficiency, competitiveness and profit, there'll be no organization to look after the people and planet. It's a question of balance, and when there is no organization to look after the planet and people organizational survival is avertable

As ever we need different people's strengths to be able to achieve this. (And while this is an over-simplification), some people are better taking care of the profit, some the people, and some the planet - but everyone needs to be aware of all three, and the fact that the future great organizations will be the ones whose people can best manage the mix. And the survival of the organization is sure when there is a balance between idealistic managers and managers who have ethical relativistic ideologies. A strong positive relationship has, however, been found between religiosity and idealism, with idealism providing a good predictor of ethical intentions and behaviors (Oumlil & Balloun, 2009). Also examining idealism and relativism, Bierly et al (2009) found a positive relationship between creativity and relativism. It appears that creative people are less likely than non-creative people to follow universal rules in their moral decision making. Similarly, a positive relationship was also found between creativity and idealism indicating that highly creative people are more likely to be "situationists". An idealistic employer or employee will see these strategies as important to the survival of the firm

3.0 METHODOLOGY

This study adopted the cross sectional research design. This choice is informed by the fact that the researcher does not have perfect control over the variables of the study. The sample size of 185 employees was covered in this study. The systematic sampling technique was used in each of the selected firms. The data for this study which was collected from primary sources was generated through the use of validated copies of questionnaire from the work of Forsyth (1980), Rachel (2012), Yee *et al* (2012) and Juliana et al (2012). Employee responses were scaled on a five point Likert scale of (5) strongly agree (4) agree (3) Undecided (2) disagree (1) strongly disagree. The test retest reliability was carried out in order to ensure the consistency of the research instrument. Items that gave a crombach alpha value of .7 and above were considered reliable for this study. The Spearman Rank Order Correlation Coefficient was used in this study to ascertain the relationship between ethical orientation and organizational survival.

4.0 RESULT

Test of hypotheses

The hypotheses were analyzed at 95% level of confidence.

Table 1. Relativism and the measures of organizational survival.

			Relativism	Loyalty	Satisfaction	Growth
Spearman's rho	Relativism	Correlation Coefficient	1.000	.454**	.311**	.313**
		Sig. (2-tailed)	.	.000	.000	.000
		N	167	167	167	167
	Loyalty	Correlation Coefficient	.454**	1.000	.628**	.637**
		Sig. (2-tailed)	.000	.	.000	.000
		N	167	167	167	167
	Satisfaction	Correlation Coefficient	.311**	.628**	1.000	.662**
		Sig. (2-tailed)	.000	.000	.	.000
		N	167	167	167	167
	Growth	Correlation Coefficient	.313**	.637**	.662**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	167	167	167	167

**. Correlation is significant at the 0.05 level (2-tailed);

Source: SPSS Research Output, 2018

The result for the test on the hypotheses for the relationship between relativism and organizational survival is revealed in table 1. The evidence indicates that there is a substantial relationship between relativism and the measures of organizational survival. The evidence indicates that relativism at a rho = .454 and $P < 0.05$ significantly impacts customer loyalty; relativism at a rho = .311 and $P < 0.05$ significantly impacts employee satisfaction; and relativism at a rho = .313 and $P < 0.05$ significantly impacts organizational growth. The evidence supports significant associations between relativism and all three dimensions of organizational survival, consequently, all previous hypotheses are rejected.

Table 2. Idealism and the measures of organizational survival

			Idealism	Loyalty	Satisfaction	Growth
Spearman's rho	Idealism	Correlation Coefficient	1.000	.517[**]	.511[**]	.684[**]
		Sig. (2-tailed)	.	.000	.000	.000
		N	167	167	167	167
	Loyalty	Correlation Coefficient	.517[**]	1.000	.628[**]	.637[**]
		Sig. (2-tailed)	.000	.	.000	.000
		N	167	167	167	167
	Satisfaction	Correlation Coefficient	.511[**]	.628[**]	1.000	.662[**]
		Sig. (2-tailed)	.000	.000	.	.000
		N	167	167	167	167
	Growth	Correlation Coefficient	.684[**]	.637[**]	.662[**]	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	167	167	167	167

**. Correlation is significant at the 0.05 level (2-tailed); Source: SPSS Research Output, 2017

The result for the test on the hypotheses for the relationship between idealism and organizational survival is revealed in table 4.6. The evidence indicates that there is a substantial relationship between idealism and the measures of organizational survival. The evidence indicates that idealism at a rho = .517 and P < 0.05 significantly impacts customer loyalty; idealism at a rho = .511 and P < 0.05 significantly impacts employee satisfaction; and idealism at a rho = .684 and P < 0.05 significantly impacts organizational growth. The evidence supports significant associations between idealism and all three dimensions of organizational survival, consequently, all previous hypotheses are rejected.

5.0 Discussion of Findings

The result of the findings on the relationship between ethical orientation and organizational survival is discussed as follows;

Relativism and organizational survival: Relativism is evidenced as having a significant relationship with the measures of organizational survival (customer loyalty, employee satisfaction and organizational growth). The hypotheses for these relationships were tested using the Spearman's rank order correlation coefficient at a 95% confidence interval. The results of the tests conform to the assertions of majority of scholars on relativism and its possible effect on the well-being of workers and the organization as a whole (Liu *et al,* 2008; Narayandas & Rangan 2004; Henle*, et al* 2005). The evidence suggests that through the practice and engagement in relativism as a form of ethical orientation, workers have a higher chance of contributing substantially towards the survival of the organization based on their enhanced capacity for retaining their customers, contentment on their jobs and also contributions towards the overall growth of the organization (Bass *et al,* 1999). The results for the analysis are also in line with the findings of Deering (1998) who also utilized

quantitative methods in their assessment of the effect of relativism on the effectiveness of teachers' interpersonal interactions and social exchanges within the school. Their findings provide an overview of the impact of relativism on teachers' social well-being which as evidenced in their study, contributed further to improved work relationships and students' academic performance.

Idealism and organizational survival: Idealism is revealed to have a substantial relationship with the measures of organizational survival (customer loyalty, employee satisfaction and organizational growth). The hypotheses for these relationships were tested using the Spearman's rank order correlation coefficient at a 95% confidence interval. The results showed that manifestations of idealism and its practice within the fast-foods were closely and significantly associated with survival outcomes such as customer loyalty, employee satisfaction and organizational growth. The results validate the evidence from the studies of Henle*, et al* (2005) and Bass *et al,* (1999) who using similar methods came to conclusions that the practice of idealism provided the worker with a standard and set of principles which enhanced his relationships and work outcomes within the organization. This is also similar to Lemon *et al.* (2002) observation that the adoption of idealism as a form of ethical orientation enabled the worker to be more flexible and tolerable within the organization, thereby improving interactions and exchanges with clients and co-workers.

6.0 CONCLUSION AND RECOMMENDATIONS

Idealism influences the extent to which the organization survives by impacting significantly on customer loyalty, employee satisfaction and organizational growth. This study in line with its findings recommends that;

i.   Leadership should be consistent in its actions and approach towards issues and the affairs of the organization such that it is easier for members understand and relate to leaders orientations towards issues and their expectations.

ii.   Decision making should be transparent and reflect in substantiality the leader's ethical orientations and stance on matters as this would create a more vivid position on leader's opinions and feelings about issues within the organization.

iii.   Management should adopt exemplary behaviour and ethical orientations which can be imbibed by their subordinates given the implications of their actions on their subordinates and other stakeholders of the organization.

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