

# EMPLOYEE WORK ATTITUDES AND ORGANIZATIONAL SURVIVAL IN SELECTED FAST FOOD COMPANIES IN PORT HARCOURT, NIGERIA.

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## Abstract

Determining the degree of correlation regarding employee work attitude and organizational survival was the focus of this research. In implementing the research a sample of 99 managers from 12 fast food firms in Port Harcourt were surveyed using questionnaire. A non-parametric statistical tool-spearman Rank correlation co-efficient with the aid of SPSS was used to find the correlation between the independent and dependent variable. The findings showed that job involvement and job satisfaction have influence on organizational innovation and Adaptability in fast food companies. From the findings, we conclude that employee work attitude has significant influence on organizational survival. The study therefore recommend that organizations should constantly hold “Culture Chat” meeting to access the progress and allow employees the chance to offer feedback and ideas on how to build a more open, fun and innovative culture.

**Keywords:** Employee work attitude, organizational survival, job involvement, job satisfaction, innovation, Adaptability.

## I. INTRODUCTION

The inclination of an organization towards its human resources is a key task in survival, strategic success and efficient performance (Iveta, 2011), as the human resources simply known as the employees are fundamental. According to Umoh et al. (2014), in order for organizations to survive, they must rely on strong leadership, awareness, understanding their operating environment and an ability to manage weak and vulnerable segments of their environment. Organizational survival has been one of the most extensively researched issues since the early development of organizational theory (Rojas 2000, as cited in Henri, 2013). Despite some consensus, there is still significant lack of agreement on the definition and operationalization of this concept.

Schumpeter argued that innovation plays a key role for the survival of firms, innovation strikes not as the margins of the profits and the outputs of the existing forms but at their foundations and their very lives Schumpeter (1942). According to Christensen (1997) established organizations need innovation to survive and maintain their competitive position in the face of new and emerging or disruptive technologies. In order for organization to survive or gain competitive advantage, they should leverage in employee as a competitive

weapon. Organizations focus has been on how to improve in employee's productivity to achieve higher value for them. This improvement can be achieved through employee work attitude programme which will improve organization's survival and sustainability. Employees should acquire knowledge and skills in order to operate in an unstable and competitive environment. Attitude is a hypothetical construct representing an individual's degree of like or dislike for an item. It is generally positive or negative views of a person, place, thing, or event (Bagherian et al., 2009), (Visagie, 2010).

Clearly the importance of the fast food sector cannot be understated, being a specialized sub-sector of the hospitality industry. Their predominant value and importance is therefore of significant interest to many involved in the tourism, hospitality industry and to their ever dynamic customers, not least fast food operators or potential operators and their financiers, Like many areas of the economy, its long-term potential, stands out in a global context because of Nigeria's sizeable population. The point of departure of this study is predicated on the fact that fast food companies, which carry out its major activities through its employees, are full susceptible and prone to consequences likely to arise based on the attitude of its employees.

However, little attention has been given to survival ability as many have come up only to fold up in a short while and the handful of studies that evaluated employee work attitude as against organizational survival rarely focused in the fast food businesses as it occupies a silent spot in the economy. Given this knowledge gap it therefore becomes paramount to access the influence and relationship of employee work attitude to the organizational survival of these fast food firms.

## II. LITERATURE REVIEW

### **The Concept of Employee Work Attitude**

According to Robbins (2003) defined attitudes as evaluative statements which can be either favourable or unfavourable concerning objects, people, or events. Therefore they reflect how one feels about something. The favourable statements may provide positive effects regarding the concerned object, person or event whereas unfavourable statement may provide negative effects. An attitude can also be a positive or negative feeling or mental state of readiness, learned and organized through experience that exerts specific influence on a person's response to people, objects and situations. To managers, the definition of attitude has certain implications, first, attitudes are learned. Second, attitudes define one's predispositions toward given aspects of the world. Third, attitudes provide emotional basis of one's interpersonal relations and identification with others. And fourth, attitudes are organized and are closed to the core of personality. Some attitudes are persistent and enduring; yet, like each of the psychological variables, attitudes are subject to change (Fishbein and Ajzen, 1975). In line with Newstorm and Davis (1993) attitudes are reasonably good predictors of behaviours. They provide clues to an employee's behavioural intentions or inclinations to act in a certain way. Positive job attitudes help to predict constructive behaviours, negative job attitude help to predict undesirable behaviours. Attitude plays an important role in employee behaviour and it cannot be observed directly because they are mental positions and managers must try to determine them through research measures

(Huang, 2004). Attitudes towards work are the feeling we have toward aspects of the work environment (Carpenter, Talya and Erdogon, 2009). According to him, there are some element which influencing the attitude towards works, namely personality, person-

environment fit, job characteristics, psychological contract, organizational justice, work relationship, and stress.

In this study, two dimensions of employee work attitudes were reviewed.

### **Job Involvement**

This is the willingness of a person to work hard and apply effort beyond normal job expectations (Wood, 1996). Job involvement is the degree to which employees immerse themselves in their jobs, invest time and energy in them, view work as a central part of their overall lives (Newstrom and Denis, 1997). The term of job involvement can also be described as “the degree to which one is cognitively preoccupied with, engaged in, and concerned with one’s present job” (Paullay, Alliger, and Stone-Romero, 1994, p.225). These kinds of employees can be recognized by the level they feel that the job is an important aspect of their self-definition. This statement and the construct is a popular term and widely used in the literature of employee performance (Robinson, Perryman and Hayday, 2004). Job involvement is grouped into four diverse categories. These categories:

1. Work as a central life interest,
2. Active participation in the job,
3. Performance as central to self-esteem, and
4. Performance compatible with self-concept

It work as a central life interest, job involvement is thought of as the degree to which a person regards the work situation as important and as central to his/her identity because of the opportunity to make job decisions, to make an important contribution to company goals, and self-determination. Active participation in the job is thought to ease the achievement of such needs as prestige, self-respect, autonomy, and self-regard. In performance as central to self-esteem, job involvement implies that performance on the job is central to his/her sense of worth. (Ramsey et al., 1995; Biau and Boal, 1987; Balay, 2000).

Job involvement can also be defined as a function of individual difference and the work situation. This demographic and work experience variable is expected to relate to job involvement. Positive relationships are expected with age, tenure, years in occupation, education, having children, and gender. There is no evidence for a strong relationship between job involvement and performance (Cohen, 1999).

### **Job Satisfaction**

Job satisfaction is the amount of pleasure or contentment associated with a job. Workers will have high job satisfaction when they have positive attitudes toward such job factors such as the work itself, recognition and opportunity for advancement. According to Smith, Kendall and Hulin (1969), job satisfaction is the extent to which a person is gratified or fulfilled by his or her work. Extensive research on job satisfaction shows that personal factors such as an individual’s needs and aspirations determine this attitude, along with group and Organizational factors such as relationships with coworkers, supervisors, working conditions, work policies and compensations job satisfaction is referred to as individual’s general attitude toward the job; a person who is dissatisfied with his or her job holds negative attitudes about the job (Robins, 2003). According to Locke (1976) job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences. Implicit in Locke’s definition is the importance of both affect, or feeling, and cognition or thinking. When we think, we have feelings about we think. Conversely, when we have feelings, we

think about what we feel. Cognition and affect are thus inextricably linked, in our psychology and even in our biology (Saari and Judge, 2004).

Hoppock defined job satisfaction as any combination of physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction. Vroom in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 1964). Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile when a worker employed in a business organization, brings with it the needs, desires and experiences, which determinates expectations that he has dismissed. Job satisfaction represented the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behaviour in the workplace (Davis et al, 1985).

Job satisfaction can be defined also as the extent to which is worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004). The term job satisfaction refers to the attitude and feelings people have about their work. Positive and favourable attitudes towards the job indicate job satisfaction. Negative and unfavourable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006). Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole, people can have attitudes about various aspects of their jobs such as the kind of work they do, their co-workers, supervisors or subordinate and their pay (George and Jones, 2008).

### **The Concept of Organizational Survival**

The concept of organizational life cycle is modelled from the pattern seen in living organisms (Bernstein, 1955). In opposite direction, organization is 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. 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, p. 84). 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 and 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

as driven by changes made to the existing market structure through the introduction of new goods and services. Similarly, the entrepreneurial orientation literature describes innovativeness as efforts focused on the discovery of new opportunities and solutions (Dess and Lumpkin 2005). This innovation is described in terms of individuals' creative ability who strongly believe in what they do and promote it through organization stages to arouse support for the business concept among key stakeholders, creates internal acceptance of the new idea, and represents the venture to resource allocators to ensure sufficient resources are released for development (Howell and Boies, 2004; Markham, 1998). The process the individual takes to achieve the project could be aligned to an inner drive to meet the individual's creative instincts. The benefit of innovation to both cooperation and economy as a whole is overwhelming. From a firm perspective: innovation leads to new products, processes and services, which allow a firm to reduce its production costs, new markets or develop new ways of doing things. Innovation companies augment the general competence base on their field, and trigger learning processes, which may benefit, or spill over into, other areas or sectors.

### **Adaptability**

Adaptability has been defined as the “capacity of actors in a system to influence resilience” (Walker, Holling, Carpenter and 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. Therefore, a major contribution of this dissertation is to rigorously develop the adaptability construct. According to strategic choice theorists, adaptability is the ability to adjust to changes in the external environment in order to maintain organizational viability (Child, 1972; Miles, Snow, Meyer and Coleman, 1978). Child (1972) sees an adaptive organization as one whose roles are open to continual redefinition and culture coordination is achieved by frequent meetings and considerable lateral communication. Miles, Snow, Meyer and Coleman (1978) describe an adaptive cycle where managers solve three fundamental organizational problems: entrepreneurial, engineering and administrative.

Another view of adaptability was expressed by Orton and Weick (1990). These authors describe three types of adaptability which help an organization to assimilate and accommodate change. These include experimentation (actions that untangle causality), collective judgement (agreement on preferences), and preservation of dissent (the retention of multiple understandings and minority influence).

## **III. RESEARCH METHODOLOGY**

The cross-sectional survey of the quasi-experimental design was adopted for the study. The study focused on the (50) registered fast food companies in Port Harcourt obtained from Port Harcourt chamber of commerce, industry, mines and agriculture (PHCCIMA) and the unit of analysis was at organizational level focusing on the managers of (12) accessible fast food firms. The population of the study consisted of 99 managers. 99 copies of questionnaire were distributed and when retrieved, only 91 were appropriately filled and was used for the analysis. The simple random sampling technique was used in selecting the respondents. The Spearman's Rank Order Coefficient statistical tool was used to test the hypotheses formulated with the aid of statistical package for social science (SPSS).

#### IV. RESULTS AND DISCUSSION

##### Hypothesis One

**H<sub>01</sub>:** There is no significant relationship between job satisfaction and organization innovation

**Table 1: Test of relationship between job satisfaction and organization innovation**

Correlations			Job Satisfaction	Organizational Innovation
Rho	Job Satisfaction	Correlation Coefficient	1.000	.869**
		Sig. (2-tailed)	.	.000
		N	91	91
	Organizational Innovation	Correlation Coefficient	.869**	1.000
		Sig. (2-tailed)	.000	.
		N	91	91

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

The result of the analysis in the table above shows a significant correlation ( $r=0.869^{**}$ ,  $n = 91$ ,  $p < 0.05$ ). Hence, there is a strong relationship between job satisfaction and organizational innovation in fast food firms Port Harcourt. Based on this, the null hypothesis was rejected.

##### Hypothesis Two

**H<sub>02</sub>:** There is no significant relationship between job satisfaction and Adaptability

**Table2: Test of relationship between job satisfaction and Adaptability**

Correlations			Job Satisfaction	Adaptability
Rho	Job Satisfaction	Correlation Coefficient	1.000	.985**
		Sig. (2-tailed)	.	.000
		N	91	91
	Adaptability	Correlation Coefficient	.985**	1.000
		Sig. (2-tailed)	.000	.
		N	91	91

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

The result of the analysis on the table above shows a significant correlation ( $r = .985^{**}$ ,  $n = 91$ ,  $p < 0.05$ ). Hence, there is a strong relationship between job satisfaction and Adaptability in fast food firms in Port Harcourt. Based in this, the null hypothesis was rejected.



### Hypothesis Three

**H<sub>03</sub>:** There is no significant relationship between job involvement and organizational innovation

**Table 3: Test of relationship between job involvement and organizational innovation**

		<b>Correlations</b>		<b>Job Involvement</b>	<b>Organizational Innovation</b>
Rho	Job Involvement	Correlation Coefficient		1.000	.846**
		Sig. (2-tailed)		.	.000
		N		91	91
	Organizational Innovation	Correlation Coefficient		.846**	1.000
		Sig. (2-tailed)		.000	.
		N		91	91

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

The result of the analysis on the table above shows a significant correlation ( $r = .486^{**}$ ,  $n = 91$ ,  $p < 0.05$ ). Hence, there is a strong relationship between job satisfaction and Adaptability in fast food firms in Port Harcourt. Based on this, the null hypothesis was rejected.

### Hypothesis Four

**H<sub>04</sub>:** These is no significant relationship between job involvement and Adaptability

**Table 4: Test of relationship between job involvement and Adaptability**

		<b>Correlations</b>		<b>Job Involvement</b>	<b>Adaptability</b>
Rho	Job Involvement	Correlation Coefficient		1.000	.962**
		Sig. (2-tailed)		.	.000
		N		91	91
	Adaptability	Correlation Coefficient		.962**	1.000
		Sig. (2-tailed)		.000	.
		N		91	91

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

The result of the analysis on the table above shows a significant correlation ( $r = .962^{**}$ ,  $n = 91$ ,  $p < 0.05$ ). Hence, there is a strong relationship between job satisfaction and Adaptability in fast food firms in Port Harcourt. Based on this, the null hypothesis was rejected.

Hypothesis one result shows that there is a significant relationship between job satisfaction and organizational innovation in fast food firms in Port Harcourt. The findings corresponds with findings of Hazoor and Masood(2013).Their findings revealed that there was a significant relationship between firms innovativeness and employee job satisfaction.

Hypothesis two result shows that there is a significant relationship between job satisfaction and adaptability in fast food firms in Port Harcourt. The findings is in line with Soud and Arthur(2010).In their findings, they said that effective organizational sharing practices leverage employees' learning commitments, employee adaptability, and improve employees job satisfaction.

Hypothesis three result shows that there is a significant relationship between job involvement and organizational innovation in fast food firms in port Harcourt. The findings of the study is in conformity with Ologhor and Oke(2104).Their findings shows that greater involvement of employees in organizations activity, generally means continued improvement in organizational performance and survival.

Hypothesis four result shows that there is a significant relationship between job involvement and adaptability in fast food firms in Port Harcourt. The findings corresponds with Muhammad,et al(2013).Their findings revealed that organizations must involve their employees in decision making process at all levels by delegating them powers and authority, adapt team-based structures and develop capabilities of their employees to perform well and to compete with prevailing trends in the market.

## **V. CONCLUSION**

Based on the discussion of findings, the study concluded that there is a significant association between employee work attitudes and organizational survival in fast food firms in Port Harcourt.

The study found that job satisfaction improves employees' innovative ideas; job satisfaction motivates employees to adapt to their jobs, and job involvement improves employees' organizational performance and innovation; job involvement helps employees adapt more to their jobs.

## **VI. RECOMMENDATION**

From the conclusion above, the following recommendations were made.

1. Fast food managers should hold regular "Culture Chat" meeting to access the progress and allow employees the chance to offer feedback and ideas on how to build a more open, fun and innovative culture.
2. Managers should create a culture committee or fun-at-work squad to initiate some simple ideas that will build momentum in the work place.
3. Fast food managers should encourage job involvement in the organization so that employees can improve in their skills.
4. Managers should hire for attitude, sense of humour and people who align with their values.



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