

# EMPLOYEES' ENGAGEMENT AND FAST FOOD RETAIL OUTLETS PERFORMANCE IN AKURE, NIGERIA.

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## ABSTRACT

*Every businesses strive to increase their performance, in doing so managers have been battling with many challenges to succeed and putting their businesses ahead of their competitors. This study therefore seeks to examine employee engagement and fast food retail outlets performance in Akure, Nigeria. The specific objective seeks to examine if employee's commitment has impact on productivity and to determine if discretionary work effort influences quality product and services in fast food retail outlets in Akure, Nigeria. The study used survey research design in order to achieve the stated objectives. The study employed hypothetical sample for a true representation of the whole population, the population of the study was one thousand two hundred and seventy five (1,275) respondents. A total of one hundred and sixty three questionnaires was administered out of which one hundred and fifty eight were properly filled and returned which was used as the sample of this study. Primary data was obtained from respondents through structured questionnaire. The formulated hypotheses were tested using regression analysis with the aid of Statistical Package for Social Science (SPSS...Version 20). The findings of the study revealed that employee commitment has impact significantly on productivity of fast food outlets in Akure, Nigeria. The study also revealed that discretionary work effort has significant effect on quality product and services in fast food retail outlets, which indicate that hard work and extra time effort improve organizational performance in the fast food retail outlets in Akure, Nigeria. However, it was concluded that employees were emotionally and intellectually committed to the organization as the entire knowledge acquired was utilized by the employee to create value which lead to an improvement in the performance of the organization. Therefore, it was recommends among others that, organizations should not only understand what motivate employees but also use those factors to motivate employees to invest work effort beyond what is required in order to improve on productivity.*

*Keywords: Employees Engagement; commitment; quality products; productivity, fast food, performance.*

## 1.0 INTRODUCTION

Employee engagement is one of the major success indicators that help in the improvement of the performance of the organization mostly in a dynamic environment. In recent competitive business environment mostly in the world of business, efficiency and productivity of the organization lie within the commitment and discretionary effort of the employee. Therefore, employee engagement is very crucial in achieving competitiveness in the global and domestic market. Employers all over world, now realize that by focusing more on employee engagement can lead to more efficient and productive workforce in the world of business (10).

In a dynamic business scenario, organizations can become world class through people as creators of assets. The importance of employee engagement as a way of improving organizational

performance in terms of productivity and quality of product can never be over emphasized because, engaged employee puts his best effort into his work above and beyond what is considered adequate. Engaged employee also has desire and commitment to always doing the best job. They carry out their task with a high sense of enthusiasm. They often come up with fresh ideas, infuse their teams with engagement instinct and are less likely to seek opportunities to work elsewhere. They believe in the purpose of their organization and demonstrate that belief through their actions and attitudes.

Engagement is about passion and commitment-the willingness to invest oneself and expand one's discretionary effort to help the employer to achieve its goals and objectives, which is beyond simple satisfaction with the employment arrangement. Engagement is affected by

many factors which involve both emotional and rational factors relating to work and the overall work experience. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee. Thus, (23) viewed employees' engagement as willingness and ability to help their company succeed, largely by providing discretionary effort on a sustainable basis.

It is very important to measure the success of this initiative like employees' engagement with performance because most investment are justified on the basis of financial and accounting measure while few investment are justified on the basis of operating performance. Organizational performance is dynamic in the sense that organizations are always striving for consistency of performance improvement. Organizational performance is a set of financial and nonfinancial indicators which

offer information on the degree of achievement of objectives and results (19).

In an attempt to improve performance and outshine competitors, fast food retail outlets put in place measures that can help in producing quality food and services that meets or exceeds the expectation of customers which may not be possible without employees' engagement. Thus, this makes employees' engagement critical to the fast food retail outlets.

Poor performance of some organization is attributed to inability of the management to understand what it entails to motivate employees and how to use those factors to influence the discretionary work effort of the employee. Thus, it is not surprising that various food outlets of all sizes and types have not invested substantially in policies and practices that can foster employees' engagement. Also, training and personal attributes as well as reward and compensation are some of the vital

ingredients that are lacking in most organizations, mostly in the fast food retail outlets in Akure, Nigeria. It is been observed that some organizations are not productive as a result of lack of investment on human capital to improve the emotional and intellectual capacity of the employees who are emotionally and intellectually committed to the organization, while keeping such employees is not given priority attention by various food outlets, thereby reducing organizational performance in term of quality products and services.

None of the previous studies dealt with the impact of employees' engagement on the performance of fast food outlets despite the fact that fast food industry is considered highly labour intensive and the leading overall employment of labour in Nigeria. Therefore, how employees' engagement affect productivity and quality product and services in fast food outlet is yet to be known. Thus, this is considered the gap in

the literature that warrant a study to be carried out on the subject matter. Therefore, the study intend to provide an insight into the impact of employee engagement on the performance of fast food retail outlet in Akure, Nigeria.

To address the problem identified in this study, the following research questions have been generated in order to guide the study;

- i. To what extent does employees' commitment influence productivity in the fast food retail outlets in Akure, Nigeria?
- ii. What is the impact of employees' discretionary effort on quality product and services in the fast food retail outlets in Akure, Nigeria ?

The main objective of this study is to examine the impact of employee engagement on the performance of fast food retail outlets in Akure. The Specific objectives of this paper was set in line with the research questions of the study.

- i. To examine the impact of employees' commitment on productivity in the fast food retail outlets in Akure, Nigeria; and
- ii. To determine the effect of discretionary work effort on quality product and services in fast food retail outlets in Akure, Nigeria.

In other to achieve the stated research questions and objectives of this paper, the following research hypotheses were stated;

**H<sub>01</sub>:** Employees' commitment does not have significant impact on productivity of fast food retail outlets in Akure, Nigeria.

**H<sub>02</sub>:** Discretionary work effort does not significantly affect quality product and services in fast food retail outlets in Akure, Nigeria.

The scope of this study covered Akure, Ondo State of Nigeria, the choice of this area was due to the fact that it is a commercial centre, and a centre point in the western areas of Nigeria where most travelers and people in the area stay to eat and also for the fact that fast food retail

outlets was recorded to be higher in this area than any other states in Nigeria. The time scope for this study is from 2018 to 2020, the reason was due to the fact that the study started in 2018 and completed in 2020.

## 2.0 LITERATURE REVIEW

### Conceptual Clarification

#### Concept of employee engagement

There is no one universally applied definition to cover the topic of employee engagement. Each author defines it base on their own understanding. However, (17) was credited with conceptualizing the personal engagement which he views as harnessing of organizational members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during the role performances. Cognitive aspect of employee engagement has to do with employee beliefs about organizational factor such as how it is led, by who, and the working conditions

which exist within the organization. The emotional element deals with each of the three aforementioned factors and if they possess positive or negative attitude towards the organization and its leader(s). The physical aspect relates to the physical energy employed by individuals in order to carry out their organizational role(s).

(30) opines that employee engagement has been defined within the confines of emotional and intellectual commitment to the organization or the quantity of discretionary effort. This implies that employees are having positive state of mind towards the organization and also ready to make use of their skills and experiences to the advantage of the organization. (23) also defines engagement as willingness or enthusiasm that the employee holds to spend optional effort towards the job. In a study about antecedent and consequences of employee engagement, it is the positive feeling that employees have towards their

jobs and also the motivation and effort they put into it (29).

(6) believed that employee engagement is a psychological state where employees feel a vested interest in the organization's success and perform to a high standard that may exceed the stated requirements of the job. The interest of the employee in the success of the organization is therefore manifested in their behavior towards work. An engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefits of the organization (28). It is a positive attitude held by the employees towards the organization and its values. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee( 26).

(5) argued that employee engagement is concerned with the individual contribution under healthy working conditions, promote

individual development, encourage mutual confidence and understanding between the employer and the employee and between the employees themselves. In which case, employee often make reasonable contribution in a conducive working environment and when given opportunity for development. (33) opines that employee engagement is the art and science of engaging people in authentic and recognized connections to strategy, roles, performance, organization, community, relationship, customers, development, energy and transform the work. (8) has explained that the engagement is all about having a psychological commitment toward the assigned task, which is clearly reflected in his/her dedication towards the work.

From the above definitions, it is understood that employees' engagement is more than just employment arrangement or just giving the employee task to perform and he does it (general view of engagement) because

employee may be actively disengaged and still remain in the employment arrangement as long as the employee does just what is expected of him and nothing more. The researcher therefore define employee engagement as a situation where employee is passionate about the organization, working harder than expected and spending extra time to exceed the target as a result of individual attribute and organizational context.

### **Drivers of Employee Engagement**

(26) stated that a manager must do four things to create a highly engaged workforce.

They are: Align efforts with strategy; empower, promote and encourage teamwork and collaboration; help people grow and develop; provide support and recognition where appropriate. (23) identifies the top ten work place attributes which will result in employee engagement. The top three among the ten drivers listed by Perrin are: Senior management's interest in employees' well-

being, Challenging work and Decision making authority

(32) explains the fact that employee engagement is the outcome of personal attributes such as knowledge, skills, abilities, temperament, attitudes and personality, organizational context which includes leadership, physical setting and social setting and HR practices that directly affect the person, process and context components of job performance.

### **Concept of Employee Commitment**

(2) define employee commitment as the degree to which the employees feel devoted to their organizations. Meanwhile, commitment of the employee is value by the organizations because it is typically assume to reduce withdrawal behavior, such as lateness, absenteeism and turnover. Commitment to an organization represents, loyalty to the organization, identification with an organization (for instance, pride in an organization and internalization of the

goals of the organization), and a desire for involvement in an organization (for instances the willingness to make a personal effort for the sake of an organization (27).

Emotional commitment is also known as affective commitment. (19) define affective commitment as the degree to which an individual is psychologically attached to organization through feelings such as loyalty, affection, warmth, belongingness, fondness, pleasure, and so on.

### **Concept of Discretionary Work Effort**

Work effort is a critical outcome of work motivation. The level of work motivation is reflected in the extent to which employee allocate his time and energy to the performance of the task. Thus, it is evidence that a higher than normal level of work motivation can be expected to manifest itself as discretionary work effort. Therefore, discretionary work effort is that part of work effort that exceed what is minimally required or expected. It is discretionary as it



is entirely under the control of individual (18).

(18) opines that discretionary work effort is an appropriate indicator of higher than normal motivation. Thus, within the work settings, a higher than normal level of work motivation as observed through discretionary work effort should be reflected in what a person does (direction), how hard a person work (intensity), and how long a person work (persistence). Therefore, discretionary work effort involve allocating more than the normal amount of time and energy to one's job and directing one's effort towards activities that are beyond what is normally required to carry out one's job.

### **Concept of Organizational Performance**

The concept of organizational performance is very common in the academic literature. Therefore, this makes its definition to be very difficult because it means different things to different scholars. For this reason,

there is no universally accepted definition of this concept. (21) refers to the performance of a company as compare to its goals and objectives. (18) is of the opinion that employee performance is a function of leadership. This refers to the behavior and attitude of leaders towards the welfare of the employee in the organization.

Performance is a set of financial and nonfinancial indicators which offer information on the degree of achievement of objectives and results (19). Performance is dynamic, requiring judgment and interpretation. Performance may be illustrated by using a causal model that describes how current actions may affect future results. Performance may be understood differently depending on the person involved in the assessment of the organizational performance.

The success of any business depends on its organization performance which means its ability to effectively implement its strategies

to achieve the objectives of the organization. Several variables constitute organizational performance, such as market share, customer loyalty, growth rate, return on asset, return on capital, productivity etc. Thus, employee performance of any organization can be improved by manipulating these factors on which it depends, such as training and development, reward and compensation, motivation, etc.

## **Determinants of Organizational Performance Productivity**

Productivity is a measure of the efficiency of production and can simply be defined as total output per one unit of a total input. According to (7) productivity means “how much and how good we produce from the resources used,” whereas The European Association of National Productivity Centre (16) defines productivity as “how efficiently and effectively products and services are being produced.” Efficiency in this context

can be seen as “doing things right” or utilizing resources to accomplish desired results. Effectiveness, on the other hand, is often described as “doing the right thing”; it refers to the extent to which customer requirements are met. Thus, effectiveness highlights the importance of reaching a desired objective, whereas efficiency focuses on the process or means involved.

Organizational performance is therefore the result of consistence effort of the organization to minimize input and maximize output in every engagement or operation.

## **Quality Product and Services**

In the business world of today, there is no generally acceptable definition of quality. However, irrespective of the context in which it is used, it is meant to distinguish one organization, institution, event, product, service, process, person, result, action, communication etc. from the other. However, in this context, it is meant to

distinguish product and services of one organization from another. Thus, (11) refers to it as relative quality where product or services are ranked on a relative basis in the degree of excellence.

A company that satisfies most of its customers need most of the time is called a quality company.

Product quality continually return to the idea of how “processes” is being handled by the employee. This is because of the emphasis on designing quality into a product rather than adding it on. The organization should make sure that the design of the product should take into account, customer requirements as well as giving it to an engaged employee to handle. Thus, it should look into quality issues from the beginning and the key performance characteristics are selected and tracked (13).

## **Theoretical Review**

### **Social Exchange Theory**

Apart from motivational theory and job demand- resources theory, (28) has proposed social exchange theory about employee engagement. This theory provide a hypothetical basis to discuss why employees become more or less engaged towards their works. The proposal of social exchange theory is that obligations are made through a series of interactions between parties who are in a state of reciprocal interdependence.

It is give and take relationship and perceived fairness between the two parties which dictates how successful the relationship is.

As discussed by (1), the basic rule of social Employee Engagement: A wisdom behind exchange theory is that the relationship grows over time into trusting, loyal and mutual understanding as long as the parties stand by certain rules of exchange. Therefore one effective technique for an employee to pay their organization is through their level of engagement towards their work.

(26) argued that the level of engagement of the employees is largely dependent upon the facilities and resources which they receive from their organization. By making full involvement towards their works and dedicating higher amount of cognitive and emotional and physical resources is an important way for every employee to respond to the organizational action (1). When the employees receives resources from their employer, they feel they "owe" the organization by becoming more engaged and bring themselves more into their works effectively to repay their organization. When an organization fails to provide these kinds of resources, employees are more likely to withdraw and disengage themselves from their work. Therefore all of the resources; cognitive, emotional and physical which an employee brings to their works are provisional on the resources which they receive from their organization (17). Thus employee engagement consists of

psychological and emotional connection between employees and organization that leads to positive or negative performance at work (1).

Hence, the social exchange theory reviewed above was adopted because it explains how to achieve a company's strategic goals by creating the conditions for human resources to thrive and, for each staff member, manager and executive to be fully switched on in their jobs so as to deliver their best efforts in the best interest of the business. This is in line with the objective of this study which is to examine the impact that employee engagement will have on organizational performance.

### **Empirical Review**

(28) studied effective employee engagement in the workplace. He targeted four communication businesses in U.S. The purpose of the study was to explore strategies that some communication business leaders use to engage their employees. Semi

structured interviews were conducted, and the participating company's archived documents were gathered. Patterns were identified through a rigorous process of data familiarization, data coding, and theme development and revision. He found out that rewards and recognition, empowering employees, and building a bond between leaders and employees. The researcher is of the opinion that the scope they study is too wide. The reason being that the strategy that work for one region might not work for another region

(24) investigated the relevance of engaged employees for the growth and development of organisation and its success. The Study was carried out in Manufacturing Company in India. The study attempted to study the different dimensions of employee engagement with the help of review of literature. Factors contributing towards productivity and its overall impact on the organisation was measured through the data

collected by way of questionnaire. The analysis shows that employee engagement and its impact on organizational success is depends on 6 Cs parameters which are i) Clarity ii) Confidence iii) Convey iv) Connect v) Credibility and vi) Career. Here we are measured on parameter wise. The researcher criticize that the parameters used to measure engagement are not enough to influence the commitment of the employee to organizational performance.

A study done by (3) looked at various antecedents of engagement and the impact of engagement on employee performance and found a statistical significance in using employee engagement to predict employee performance. The study found that employee performance was influenced by employee engagement by 59.7 percent. The researcher's criticism is that the study fails to tell us the proxies used to measure performance.

(25) researched on Employee Engagement: The Key to Improving Performance in Indian. They analyzed the various correlations of engagement had on job performance and found that work engagement may lead to increased performance, but it does so in various ways. The researchers suggested that the relationship between engagement and performance is “probably not straightforward and simple”. The researcher is of the opinion that the study was carried out in Indian which is quite different from Nigeria in terms of economy, environment and lots more. (13) studied the relationships of workaholics’, burnout, and engagement on various different variables they identified to research. The researchers, seeking the relationships of the three constructs, found that engagement and burnout to be opposites of each other, with burnout associated to a myriad of perceived health issues. The study explored survey method using structured

questionnaire to obtain primary data from the respondents of the investigated firms. The study showed that engaged employees, had reduced rates of distress, anxiety, and psychosomatic health complaints and in general were healthier. The study lacks intervention mechanism for employee engagement.

### 3.0 METHODOLOGY

The study adopted survey research design in order to examine the impact of employee focus or engagement on the performance of fast food retail outlets in Akure. There are many fast food retail outlets located in both Akure South and North, among which Chicken Republic, Mr. Biggs, Tantalizer, Captain Cook, Finger licking, Spices, Sweet Sensation and ostrich were selected because these are some of the registered fast food retail outlets with formalized business names and organized structures, whose operations were usually large scaled and

certified by appropriate regulating authorities. A probability sampling method (simple random sampling) was used. The study covers a population of two hundred and seventy five (1, 275), it involve both management and staff of the selected outlets. The sample of one hundred and sixty three (163) was drawn from the population using Yamane statistical formula for determination of sample size. A total of 163 questionnaires were administered out of which one hundred and fifty eight (158) were filed and returned appropriately which represent 97% of the questionnaire administered.

The questionnaire was divided into two sections: section A on demographic factor while section B captures questions relating to the subject matter of the research. Using a Likert scale of 5 points, the degree of agreement of the respondents to each of the items in the questionnaire is measured in

terms of Strongly Agreed (SA), Agreed (A), Undecided (U), Disagreed (D), and Strongly Disagreed (SD) with the value of 5, 4, 3, 2, and 1 respectively.

The study used content and face validity to measure the research instrument. The reliability coefficient was obtained using the Cronbach's Alpha reliability test. This was preferred because it captures full scale reliability rather than split half reliability and yielded a value of 0.86. This implies that the instrument of data collection was reliable and dependable. The data obtained was analysed and interpreted. The study used simple percentage method to analyse and interpret the data on the descriptive questionnaire, while multiple regression statistical analysis was used to test the two null hypotheses postulated at 0.05 level of significance. These analyses were performed with the aid of statistical package for social science (SPSS... version 20).

#### 4.0 DATA PRESENTATION, ANALYSIS AND DISCUSSION OF RESULT

##### Test of Research Hypothesis 1

**H<sub>01</sub>:** Employees commitment does not have significant impact on productivity of fast food retail outlets in Akure, Nigeria.

Table 4.1 : Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.893 <sup>a</sup>	.798	.793	1.13439

a. predictor: (constant), Emotional commitment, Intellectual commitment

Source: SPSS Printout, (2020)

Table 4.1 shows that R-Square ( $R^2$ ) value is constant variables (Emotional commitment, 0.798. This implies that 79.8% of the intellectual commitment), while the variations in the dependent variable remaining 20.1% is due to other variables (productivity) were explained by the not included in the model.

Table 4. 2: ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1817.102	4	454.276	151.017	.000 <sup>b</sup>
	Residual	460.240	153	3.008		
	Total	2277.342	157			

a. Dependent variable: productivity

b. predictor: (constant), Emotional commitment, Intellectual commitment

Source: SPSS Printout, (2020)

The p value of  $0.000 < 0.05$  (sig) in the significant. The implication of this test was ANOVA table in 4.2 indicates that the that a single variables such as emotional variables under consideration are jointly commitment is an element of employees



commitment, may not be significant to influence productivity, but when combined with other such as intellectual commitment,

they can jointly influence the productivity of the firms.

**Table 4. 3: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(CONSTANT)	3.597	.990		9.787	.000
1 Emotional Commitment	.313	.134	.405	2.098	.003
Intellectual Commitment	.416	.150	.556	3.778	.000

a. Dependent variable: productivity

Source: SPSS Printout, (2020)

Table 4.3 estimated regression equation indicate that productivity will increase by 0.313 and 0.416 when there is an increase in emotional commitment, intellectual commitment by one unit, while other variable remain constant. However, the table shows model coefficient (that is, the intercept and the slope) shows that “emotional commitment” (B = 0.405 p-value = 0.003) is statistically significant at 5% level. This implies that intellectual commitment brought about 40.5% improvement on productivity. The result also shows that “intellectual commitment”

(B = 0.556, p-value = 0.000) is statistically significant at 5% level. This implies that intellectual commitment brought about 55.6% improvement on productivity in the fast food retail in Akure, Nigeria . This implies that employees have positive state of mind towards or emotionally committed to the organization therefore have significant improvement on organizational performance. Also, intellectual commitment as the entire accessible knowledge was utilized by the organization to create value which lead to an improvement in the performance of the

organization. This result is in line with the quality which improve organization study of (32) which affirm that emotional performance. and intellectual commitment increase job

**Test of Research Hypothesis 11**

**H<sub>02</sub>:** Discretionary work effort does not significantly affect quality goods and services in fast food retail outlets in Akure, Nigeria.

**Table 4.4 : Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.767 <sup>a</sup>	.589	.578	0.71392

a. predictor: (constant), Intensity discretion, Extra time discretion

Source: SPSS Printout, (2020)

The model summary as indicated in table 4 shows that R-Square (R<sup>2</sup>) value is 0.589. This implies that 58.9% of the variations in the dependent variable (quality product and services) were explained by the constant variables (intensity discretion, extra time discretion), while the remaining 41.1% is due to other variables not included in the model.

**Table 4. 5: ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	58.738	4	35.434	24.614	.000 <sup>b</sup>
Residual	295.142	193	1.540		
Total	353.880	197			

a. Dependent variable: Quality product and services

b. predator: (constant), Intensity discretion, Extra time discretion

Source: SPSS Printout, (2020)

The ANOVA table 4.5 which tested the goodness of the variables shows that p-value = 0.000 < 0.05 (sig). This indicates that the variables under consideration are jointly significant. The implication of this test was that a single variables, Intensity discretions

an element of discretionary work effort may not be significant to influence Quality product and services, but when combined with other such as extra time discretion, they can jointly influence the quality of food of the outlets.

**Table 4. 6: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.666	.279		9.215	.000
Hard work (intensity)	1.051	.175	.681	7.735	.000
Extra time (persistence)	.834	.170	.781	8.728	.001

a. Dependent variable: Quality product and services

Source: SPSS Printout, (2020)

As shown in table 4.6 a, productivity is equal to 2.666 when all other thing are held constant. Quality of product and serviceslevel will increase by 1.051 and 0.834 when there is an increase in intensity and persistence by one unit, while other variable remain constant. However, the table shows model coefficient (that is, the intercept and the slope) shows that

“intensity” (B = 0.681 p-value = 0.000) is statistically significant at 5% level. This implies that intensity discretionbring about 68.1% improvement on job quality. The result also shows that “extra time discretion” (B = 0.781, p-value = 0.001) is statistically significant at 5% level. This implies that extra time discretion bring

about 78.1% improvement on quality of product and services.

This indicates that a higher than normal level of motivation as reflected on how hard employees work (intensity) and how long the employees worked (persistence) has greatly affected the effectiveness and efficiency of selected fast food in terms of quality of product and services. A combination of intensity of work and extra time invested by the employee can positively influence organizational performance. (11), which support this study emphasized the significance of discretionary work effort on organizational performance.

### **Discussion of Findings**

From the results and analyses, it is shown that the performance in terms of productivity and quality product and services are positively related to employees' engagement with statistical significance measured by employees' commitment and discretionary

work effort. This implies that productivity and quality product and services increases with the corresponding increments in employees' commitment and discretionary work effort. Also, it was found that the two hypotheses tested have strong correlations, from the result values (0.798 and 0.589 respectively).

Findings from the tested hypothesis one shows that there is significant effect of employee commitment on productivity which inform the rejection of the null hypothesis that stated otherwise. The result is supported by (27) which affirm that there is a positive correlation between emotional and intellectual commitment and job quality which improve organization performance.

Findings from the tested hypothesis two indicate that discretionary work effort has a significant effect on quality product and services which necessitate the rejection of the null hypothesis that stated otherwise. This is consistence with (28), who observed

that improved discretionary work effort improved response to customer needs, increased accuracy of work and reduced rework.

## **5.0 CONCLUSION AND RECOMMENDATIONS**

### **Conclusion**

It was concluded that, the study becomes so important and unavoidable because many organizations are aiming to gain competitive advantage and this may not be achieved without productivity, quality product and services, among others. Organization experience performance improvement in terms of productivity for not doing the same thing the same way it was being done formally. Employees were intellectual commitment as the entire acquired knowledge was utilized by the employee to create value which lead to an improvement in the performance of the organization. It is also evidenced from the study that employee's positive state of mind towards the organization or emotional committed to

the organization therefore have significant improvement on organizational performance. Such performance improvement was as a result of a higher than normal level of motivation as reflected on how hard working employees were, and extra time effort of the employees. A combination of hard work and extra time effort of the employee have positively influence on organizational performance in the fast food retail outlets.

### **Recommendations**

It is therefore recommended that to ensure productivity, organization should not only invest on human capital to improve the emotional and intellectual capacity of the employees who are emotionally and intellectually committed to the organization, but keeping such employees should be a high organizational priority. The reason being that, employees who are emotionally committed to the organization have positive state of mind towards the organization and

its leadership while employees who are intellectually committed utilize the entire accessible knowledge to create value for the organization. It is also recommended that to ensure quality product and services that will attract the attention of the customer, managers of fast food outlets should not only understand what motivate employee, but also use these factors to motivate employee to invest work effort that is beyond what is normally required. This is because, when employees allocate more than normal time and energy to their job and directing their efforts towards the activities beyond what is normally require as part of their job, it bring about higher performance in terms of quality product.

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