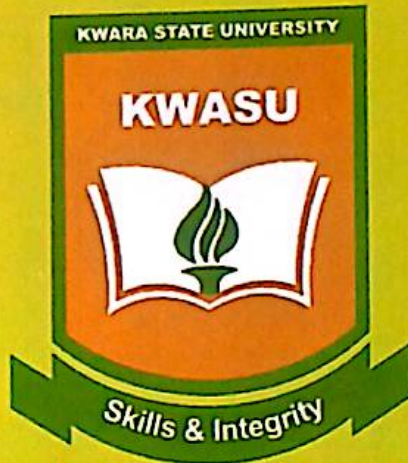




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FROM THE EDITOR'S DESK

The International Journal of Entrepreneurship, Innovation and Management (IJEIM) is a publication of the Department of Business and Entrepreneurship, Faculty of Management and Social Sciences, Kwara State University, Malete, Kwara State, Nigeria. This is a relatively new publication in its third volume. It is an avenue for academics and policy makers who desire to report the results of their completed or work-in-progress research, analytical reviews of the literature and thought-provoking discourse in contemporary business, entrepreneurship, innovation, management, socio-economic and development issues. It is an avenue facilitating the platform for the exchange of new paradigms, revisits of previous theories, dissection of past policies and/or ex-ante analysis of business and entrepreneurship problems. Contributions are also welcome from various other allied disciplines. IJEIM is a peer-reviewed journal published twice per year. It is our great pleasure to present this edition, Volume III, Number I of the Journal of Entrepreneurship, Innovation and Management (IJEIM) to the Kwara State University community in particular and the global academic community in general. Lastly, we wish to welcome your scholarly articles and review papers in the forthcoming editions.

Prof K. S. Adeyemi

Editor-in-Chief

International Journal of Entrepreneurship, Innovation and Management (IJEIM)

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International Journal of Entrepreneurship Innovation and Management (IJEIM) is a scholarly publication of the Department of Business and Entrepreneurship, Kwara State University Malete, Nigeria. IJEIM is a scientific platform with theory and research orientation, interdisciplinary approach, originality and international focus in academic discourse and knowledge advancement.

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Thank You.

CONTENTS

Entrepreneurial Self-Efficacy and Entrepreneurial Success of Some Selected Small and Medium Scale Enterprises in Lagos State OBISANYA, Adedoyin Adebajo, DUROJAYE, Modupe. O., NANNA, Adefunke T.....	1
Workload and Employee Engagement Among Staff of Federal Polytechnic Kaura-Namoda, Zamfara State: The Role of Organizational Trust Ojeleye, Yinka Calvin, Prof. Abu-Abdissamad, Abdullahi Musa, Dr. Salisu, Umar, Prof. Usman Abubakar.....	16
Flower Garden Planting Plan Design as Green Infrastructure for KWASU Environmental Sustainability and Science Entrepreneurship Alabi, J.O., Joseph, O.J., Sulaiman, S.Y., Ajao, K.R.....	37
A Survey on Supply Chain and Customer Satisfaction of Selected Pharmaceutical Companies in Kwara State Nurudeen Bello Ahmed PhD.....	51
The Impact of Digital Marketing on Consumer Satisfaction Issa ABDULRAHEEM Ph.D, Zekeri ABU Ph.D, Jamiu Olayinka SULAIMANM.	70
Work Engagement and Employee Involvement in Organizations (A Study of Selected Fast Food Outlets in Ilorin, Kwara State) Prof. Umar GUNU, Oluwayomi Omotayo OLOTA, Oladipupo Peter AGUNBIADE.....	86
Economic Factors and Performance of Selected Quoted Consumer Goods Manufacturing Companies in Nigeria: The Moderating Roles of Firm Agility OKUSANYA Adedoyin O., PhD, OGUNYEMI, Kolapo M, ADENIJI, Adewale O.	104
Workplace Incivility, Job Stress and Counterproductive Work Behaviour Among Employees of Federal College of Education (Technical) Gusau Zamfara State: The Mediating Effect of Emotional Exhaustion Bakare, Mutiu, Salisu Umar Ph.D., Bugaje Idris Ph.D., Prof. Hamza Abubakar	118
Effect of Covid-19 Pandemic on Performance of Small Businesses in Kwara State, Nigeria Hamzat Ibrahim.....	137

Workforce Diversity and Employee Performance in Selected Pharmaceutical Firms in Kwara State Mohammed Teslim ZAKARIYYA, Ismaila Bolarinwa KADIRI, Issa ABDULRAHEEM, Oladoke Sunday OLADEJI.....	147
From Informal to Formal – Adoption of Microfinancing Facility for Small-Scale Enterprises: Evidence from Kwara State ADEBAYO, P.O, OTOKITI, B.O, OSANYINLUSI, G.E SUBAIRU, H.T, SALAMI, E.O.....	161
Relevance of Strategic Planning on Organizational Efficiency in Manufacturing Companies YUSUF, Ismaila PhD	178
Service Quality and Customers' Loyalty in a Selected Retail Business in Lagos State, Nigeria: Quantitative Analysis Zekeri Abu, Adebayo Adeyemi Abdulwasiu, Sulu Babaita Isiaka.....	191
Effects of Job Enrichment Techniques on Perceived Employee Performance: An Empirical Evidence Aminu Nassir Brimah, Ph.D.	205

Work Engagement and Employee Involvement in Organizations **(A Study of Selected Fast Food Outlets in Ilorin, Kwara State)**

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Abstract

The study examined the correlation between work engagement and employee involvement in organizations using selected fast-food outlets in Ilorin metropolis as a case study. Specifically, the study identified the factors that lead to work engagement; it evaluated the strategies for employee involvement and the benefits of work engagement and employee involvement in enhancing organization productivity and determination of correlation between work engagement and employee involvement in organizations. Quantitative data were collected through the use of structured questionnaires that were distributed to fifty staff of the selected fast food outlets. Data were analyzed by descriptive statistics and two statistical analyses namely: multiple correlation and simple regression Analysis. The study revealed that there was significant relationship between work engagement and employee involvement. The study recommends that organizations should encourage Employee Involvement because it has strong correlation with work engagement in organizations. It is however very important for fast food outlets to adopt and implement the strategies of employee involvement to keep engaged workforce because employee involvement enables an organization to acquire competitive advantage that yields increased productivity.

Key Words: work engagement, employee involvement, Job Characteristics, Rewards and recognition, Motivation

Introduction

Unstable workforce and unpaid wages were the human resources problems confronting organizations but now, business environment is global and highly competitive and motivated and stable workers are not enough resources to attain organizational objectives and goals. Satisfied (motivated) workers may just meet the

work demands, but this will not lead to higher performance (Abraham 2012). To compete effectively, organizations must go a step further than just motivation and attracting qualified employees, organizations must do everything possible to satisfy their workers to put in their full potentials and capabilities. Organizations' inability to utilize their workers' potentials may lead to disengaged workers. In recent times, organizations would like their workers to be highly involved in their day to day activities and also want workers to take responsibility for their decisions in the organization, work towards high productivity and performance, put forth energy and employers want their workers to be engaged with their work roles (Bakker and Leiter 2010).

In all organizations, to accomplish any objectives attention must be paid to work engagement in workers in the organization. For example, the rate of economic growth and development of a country can be evaluated using the strength of the working population. Also, today's business environment is rapidly changed with increasing turbulence and uncertainty. Such external circumstances do not allow reliable prediction of the future and creating long-term plans. As the rate of change increases, so does the need for fast and immediate response, which implies higher organizational flexibility. Such conditions increase the importance of the involvement of talented employees and their input into the management process. Employee Involvement is simply the employee's voice in decision making in the organization. Organizations looking forward to productivity cannot afford to keep their employees under the model of "Command and Control". Employees must be involved if they are to understand the need for creativity and if they are to be committed to changing their behavior at work, in new and improved ways (Singh, 2009; Kingir and Mesci, 2010). It is said that one of the factors that differentiates one organization from another is its employee's level of productivity.

To have engaged workers, it is ideal for organizations to keep their employees involved since such organizations will get returns on commitment, productivity and their employees' loyalty. Furthermore, it is believed that work engagement and employee involvement are side by side constructs which cannot be separated while trying to improve organizations' performance. An 'engaged' employee will understand and agree with the aims and objectives of the organisation. Engaged' employee will come to work feeling motivated and energized but unfortunately that is about it. It is believed the next step, and the one that every business should strive towards, is 'involvement'. An involved employee will take an active role in the organisation's business. Involved employees will implement new initiatives, take ownership of them and actively participate in driving change.

Statement of the Research Problem

According to The Punch of Thursday, 12 November, 2009 Fast Food Industry otherwise called Quick Service Restaurants (QSR) is one line of business that keeps growing and remains sustainable amidst the current global economic meltdown. the Nigerian fast-food industry is healthy and currently worth about N190 billion with the potential to grow bigger (Vanguard, 2009). Nigerian food service industry is highly competitive.

Every player in this industry always faces challenges in enhancing the standards and innovation of their food offerings to attract more customers. There is high competition between the formal and informal fast-food operators, that is the Chicken Republic (formal) and local restaurant (informal) as examples. The competition between the so-called formals like the KFC, Royals, Captain Cook, Chicken Republic is very high. One of the causes of this distinction is their uniqueness in taste, customer satisfaction and marketing strategies which depends on the people working in the firms. It is not enough to have land, capital, and entrepreneur without labor. *Service-oriented employees are important to virtually all jobs in food service organizations because they promote the organization's public image and the quality of life in the workplace*" (Dienhart and Downey, 1991).

In this industry, employees are challenged by low self-esteem and respect from customers and employees just use this industry's jobs as transit jobs waiting for greener pastures where they get dignity and only few workers try to build their career in this industry which in turn brings low commitment expected from employees by employers. Most organizations tend to depend on motivation and casual leave such day-offs and shifts as means to retain and keep them loyal employees not bearing in mind that once an individual's present need is satisfied, he/she began to yearn for more than employers can offer. From the foregoing, motivation is not an answer to this great challenge facing fast food industry. According to Public World Publications 2013, there is much less, however, on how staff involvement leads to better employee engagement and organizational performance.

Research Questions

The following research questions were used to guide the study:

- i. What are the underlying factors of work engagement?
- ii. What are the factors that lead to employee involvement?
- iii. What is the relationship between work engagement and employee involvement?

Objectives of the Study

The objectives of the study were, to:

- i. Identify the factors that lead to work engagement.
- ii. Determine the factors that lead to employee involvement.
- iii. Evaluate the relationship between work engagement and employee involvement.

Hypothesis of the study

The research hypotheses were:

- Ho₁. There is no significant relationship among factors of *job characteristics, rewards and recognition, perceived organizational and supervisor support, distributive and procedural justice that lead to Work Engagement.*
- Ho₂. Strategies of Employee Involvement are not practiced in Nigeria Fast Food

Organizations.

Ho₁: There is no significant relationship between Work Engagement and Employee Involvement.

Literature Review

Conceptual Clarification of Work Engagement

Work engagement otherwise known as employee engagement has been defined by different scholars. William (1990) defined engagement as, "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance." The Gallup Organization defines engaged employees as those who, "work with a passion and feel a profound connection to their company" and "drive innovation and move the organization forward" (GMJ, 2006). Shaw (2005), also defined employee engagement as, "translating employee potential into employee performance and business success" and thus "changing the way employees perform by utilizing the tools in the armory of internal communication professionals."

Antecedents of Work Engagement

The research on the factors that predict employee engagement shows a number of potential antecedents from Kahn's (1990) and Maslach et al.'s (2001) model.

Job characteristics

Psychological meaningfulness involves a sense of return on investments of the self-in-role performances (Kahn, 1992). According to Kahn (1990, 1992), psychological meaningfulness can be achieved from task characteristics that provide challenging work, variety, allow the use of different skills, personal discretion, and the opportunity to make important contributions. May et al. (2004) found that job enrichment was positively related to meaningfulness and meaningfulness mediated the relationship between job enrichment and engagement.

Rewards and recognition

Kahn (1990) reported that people vary in their engagement as a function of their perceptions of the benefits they receive from a role. Furthermore, a sense of return on investments can come from external rewards and recognition in addition to meaningful work. Therefore, one might expect that employees' will be more likely to engage themselves at work to the extent that they perceive a greater amount of rewards and recognition for their role performances.

Perceived organizational and supervisor support

An important aspect of safety stems from the amount of care and support employees' perceive to be provided by their organization as well as their direct supervisor. In fact, Kahn (1990) found that supportive and trusting interpersonal relationships as well as supportive management promoted psychological safety. Organizational members felt safe in work environments that were characterized by openness and supportiveness.

Distributive and procedural justice

The safety dimension identified by Kahn (1990) involves social situations that are predictable and consistent. For organizations, it is especially important to be predictable and consistent in terms of the distribution of rewards as well as the procedures used to allocate them. While distributive justice pertains to one's perception of the fairness of decision outcomes, procedural justice refers to the perceived fairness of the means and processes used to determine the amount and distribution of resources (Colquitt, 2001; Rhoades et al., 2001)

Employee Involvement

According to the Chartered Institute of Personnel and Development (CIPD, 2001):

Employee involvement is 'a range of processes designed to engage the support, understanding and optimum contribution of all employees in an organization and their commitment to its objectives'. **Employee involvement can be defined as the direct participation of staff to help an organization fulfill its mission and meet its objectives by applying their own ideas, expertise, and efforts towards solving problems and making decisions**, (Robert Bullock, Scontrino-Powell, 2014).

Forms of Employee Involvement

According to Lawler (1996) Employee involvement programs can take a variety of forms such as: **Job Participation Form:** This consists of permanent programs in which employees take a formal, direct role in decisions relating to job issues. **Consultative Participation Form:** This includes long term interventions like quality circles and employee suggestion schemes, in which employees' opinions are sought as managers engage in decision-making. **Representative Participation Form:** in which employees elect councils or board members to represent their interests to management or downward communication, through newsletters and team briefings. **Financial participation Form:** This can be through gain-sharing, profit-sharing and employee-ownership schemes.

Four Key Strategies of Employee Involvement

Lawler. 1993: Lawler, Jay and Edward, 1993; Ledford 1993 provide a good starting point by identifying four key strategies, whose nature and location in the organization are central issues for governance in all organizations and which largely determine the nature and degree of participation available to employees. These are **Information sharing:** This explains business performance, plans, goals, and strategies, about new technologies and competitors' performance. Without business information, individuals are restricted in their ability to make meaningful contributions, participate in planning and setting direction, understand the effectiveness of their performance and that of the organization. Information sharing includes both information disclosure and open communication processes.

Knowledge development and training: This helps to provide skills in group decision-making and problem solving, leadership, quality and statistical analysis, an

understanding of the business and job skills and cross-training. This knowledge and training enable employees to understand and contribute to organizational performance.

Rewards and recognition systems: They are evaluated based on the performance of the organization and that are designed to encourage employees to obtain information, add skills, take more decision-making responsibility, enhance teamwork, and perform in ways that help the business, through the use of individual incentives, work group or team incentives, profit sharing, employee stock ownership plans, stock options plans and non-monetary recognition and awards for performance.

Power sharing: This is used particularly in decision-making, either through parallel structure practices such as quality circles, committees, survey feedback, or suggestion systems, or work design power sharing practices such as job enrichment and redesign, self-managing work teams, mini-business units, and participation on decision-making boards and committees that enable employees to use and apply the information and knowledge effectively; key strategies include locating decisions at the lowest possible level in the organization.

Relationship between Employee Involvement and Work Engagement

Many studies identified factors of employee engagement and developed models that have implications for managers. The studies determined the drivers that will increase employee engagement level. Penna (2007) opines that meaning at work has the potential to be a valuable way of bringing employers and employees closer together to the benefit of both where employees experience a sense of community, the space to be themselves and the opportunity to contribute where they find meaning. Lastly, when all the lower-level aspirations have been satisfied the employee looks to an alignment of value-meaning, which is displayed by a true sense of connection, a common purpose, and a shared sense of meaning at work.

Perrin (2003) identifies the top ten workplace 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*. CIPD (2006) indicates that communication is the top priority of employees' engagement. The report singles out having the opportunity to feed their views and opinions upwards as the most important driver of people's engagement. The study also identified the importance of being kept informed about what is going on in the organization. Gallup has found that the manager is the key to an engaged work force. Clifton (2008) indicates that employees who have close friendships at work are more engaged workers.

Theoretical Framework

Saks's multidimensional approach

Saks (2006) theory was built on the belief that engagement is developed through a

social exchange theory (SET). Saks (2006) defined employee engagement as *“a distinct and unique construct consisting of cognitive, emotional, and behavioral components that are associated with individual role performance”*. This definition introduced the suggestion that employee engagement was developed from cognitive (Kahn, 1990; Maslach et al., 2001), emotional (Harter et al., 2002; Kahn, 1990), and behavioral components (Harter et al., 2002; Maslach et al., 2001). According to Saks (2006), the two main roles that most organizational members perform are their own work role and their role as a member of an organization. From this, it can be identified that Saks was the researcher that present separate states of engagement: job engagement (psychological presence in one's job) and organizational engagement (psychological presence in one's organization) (Saks, 2006).

In general Saks (2006) research suggested that engagement can be experienced emotionally and cognitively whilst being demonstrated behaviorally. Like Schaufeli, Salanova et al. (2002), Saks supported the view of engagement as an absorption of resources the employee has into the work they performed. This view of Schaufeli, Salanova et al. (2002) model, agree that for engagement or absorption to occur, employees need the physical, emotional and psychological resources to successfully perform their work; – without this, employees eventually disengage.

Empirical Review

Lawler (1993) did a study of Fortune 100 firms on which business strategy offers the highest returns: process re-engineering, total quality management or employee involvement and the winner was employee involvement. Each of these three strategies produces an effect but the study indicated that employee involvement is a stronger driver of financial performance than total quality management or re-engineering. Diefendorff, Brown, Kamin, and Lord, (2002) have found out that the theoretical notion that being immersed in one's work increases motivational processes which in turn influence job performance and other relevant outcomes like turnover and absenteeism.

Adekola (2012) suggested that engagement at work is associated with positive work and individual well-being outcomes and that stable individual difference factors are a major contributor to levels of employee engagement and he extended the understanding of engagement in ways that have practical implications such as those suggested by Schaufeli and Salanova (2007) who suggested that selection, goal setting and the articulation of a challenging “contract” between the individual and the organization are ways to heighten engagement.

Fasanmi, Mazadu and Ogundele (2021) investigated the influence of job involvement on job performance among bank marketers in Ijebu-ode Local Government area. The research makes use of primary data. The results indicated that there was a significant difference of job involvement on job performance among bank marketers. Katere, Dorgbetor, Sutinga and Bediako (2022) study investigated the employee engagement and performance of lecturers at private universities in Ghana. It

used descriptive and correlation research designs. Stratified random sampling was used to select five private universities in Ghana, yielding a sample size of 94 using Taro Yamane formulas. the findings show that, except for organizational culture and leadership, there is a positive relationship between the independent variables of effective communication, the work environment, compensation and benefits, training and development, and lecturers' performance.

Methodology

Causal research design was adopted by the study. Since the main objective of the study was to determine the effect of one variable on the other. The target population for this study consists of one hundred (100) respondents from ten (10) fast food outlets in Ilorin Kwara state which are:

1. Captain Cook, Unity Ilorin.
2. Chicken & Chillies, Opposite Kwara Hotels, Ilorin
3. KFC, Shoprite Fate, Ilorin
4. Mixed Grills Tanke, Ilorin
5. Downtown Kitchen, Muritala, Ilorin
6. Mr. Bees, Post Office, Ilorin
7. Tantalizers, Opposite Kwara Stadium, Ilorin
8. Royals, Taiwo Road, Ilorin
9. Divine Tasty Cake Industry, Muritala, Ilorin
10. Chicken Republic Tanke Junction, Ilorin.

Purposive sampling technique was used to select 5 (50%) of ten (10) fast food outlets in Ilorin Kwara State. Purposive sampling technique was used to select ten (10) workers in five (5) organizations. Ten (10) workers were purposively selected from the five selected organization making the total number of respondents to be fifty (50). Forty eight (48) respondents were used for this study because some of the selected fast food outlet has closed down operation. Questionnaire was used to obtain primary data from respondents in the sampled organization. Multiple correlations and regression Analysis were used to analysed the data collected from respondents.

Discussion of Findings

Test of Hypothesis I

Objective I: Identify the factors that lead to work engagement.

H_{01} : There is no significant relationship among factors (Job Characteristics, Rewards and Recognition, perceived organizational and supervisor support, Distributive and procedural justice) that lead to work Engagement.

In order to test this hypothesis, the variables under factors that lead to work engagement such as Job Characteristics, Rewards and Recognition, Perceived organizational and supervisor support, Distributive and procedural justice were correlated against each other in order to identify if there is any significant

relationship among the variables.

From Table 1 below, twelve questions from the four variables were employed to capture the factors that lead to work engagement and the questions are correlated against each other, in order to examine the relationship among these variables. Workers' Vigor is found to be statistically insignificant with Leadership by example. But the relationship between Workers' Vigor is significant with Company Goals and Decisions, Distributive and Procedural Justice and Rewards and Recognition. This further shows that Job Characteristics (Vigor, Job itself, Enthusiasm, and Absorption) depends on the other three factors that lead to work engagement.

The analysis also showed that the relationship between Leadership by example is found to be statistically insignificant with some questions such as Vigor, Distributive and Procedural Justice; this may be as a result of the low supervisor and organizational support in the area of practical training skills. Company goal and decisions is significant with Job itself and Employees' opinions is significant with at my work, Distributive and Procedural Justice and Rewards and Recognition.

The analysis further shows that there is an insignificant relationship between Distributive and Procedural Justice with some questions from Job Characteristics and Perceived Supervisor and Organizational Support this may because the employee has not been able to reach the set standards for increment and promotions since most of the respondents are still junior staffs with a short stay of below 5 years of performance while there is a significant relationship between Distributive & Procedural Justice, Job itself, Training Programs and Rewards and Recognition. Since majority of the factors that lead to work engagement have positive relationship with one another, the null hypothesis is not accepted and we accept the alternative hypothesis which states that, there is relationship among the factors that lead to work engagement in organization.

This is supported by the findings of Kahn's (1990) and Maslach, Schaufeli, and Leiter (2001), model that Psychological meaningfulness in a job involves a sense of return on investments of the self-in-role performances (Kahn, 1992).

Table 1 Correlations matrix

Correlation is significant at the level 0.01 and 0.05 levels of significance.

		Vigor	Job Characteristics	Enthusiasm	Absorption	Company goals and decision	Leadership by example	Supervisor and Decision Making	Supervisor's Support	Organizational Support	Organizational Support for employees	Distributive Procedural Justice	Rewards and Recognitions
Vigor	Pearson Correlation	1	-.089	.254	.256	.390**	.130	.076	.312*	.418**	.452**	.251	.453**
	Sig. (2-tailed)		.546	.081	.080	.006	.378	.610	.031	.003	.001	.085	.001
	N	48	48	48	48	48	48	48	48	48	48	48	48
Job Characteristics	Pearson Correlation	-.089	1	-.200	-.020	-.069	.391**	-.164	.031	-.218	-.157	-.002	-.077
	Sig. (2-tailed)	.546		.173	.894	.641	.006	.267	.832	.136	.288	.990	.602
	N	48	48	48	48	48	48	48	48	48	48	48	48
Enthusiasm	Pearson Correlation	.254	-.200	1	.369*	.372**	.125	.291*	.358*	.422**	.109	.163	.212
	Sig. (2-tailed)	.081	.173		.010	.009	.398	.045	.012	.003	.462	.269	.149
	N	48	48	48	48	48	48	48	48	48	48	48	48
Absorption	Pearson Correlation	.256	-.020	.369*	1	.554**	.169	.081	.356*	.471**	.183	.139	.436**
	Sig. (2-tailed)	.080	.894	.010		.000	.252	.584	.013	.001	.214	.344	.002
	N	48	48	48	48	48	48	48	48	48	48	48	48
Company goal decisions	Pearson Correlation	.390*	-.069	.372*	.554*	1	.107	.353*	.627*	.594**	.192	.177	.283
	Sig. (2-tailed)	.006	.641	.009	.000		.471	.014	.000	.000	.191	.230	.051
	N	48	48	48	48	48	48	48	48	48	48	48	48
Leadership by example	Pearson Correlation	.130	.391*	.125	.169	.107	1	.118	.255	.201	-.047	-.139	.105
	Sig. (2-tailed)	.378	.006	.398	.252	.471		.424	.081	.171	.752	.346	.477
	N	48	48	48	48	48	48	48	48	48	48	48	48
Supervisor and Decision Making	Pearson Correlation	.076	-.164	.291*	.081	.353*	.118	1	.497*	.474**	.165	.258	.222
	Sig. (2-tailed)	.610	.267	.045	.584	.014	.424		.000	.001	.261	.076	.130
	N	48	48	48	48	48	48	48	48	48	48	48	48
Supervisor's Support	Pearson Correlation	.312*	.031	.358*	.356*	.627**	.255	.497**	1	.637**	.357*	.430**	.391**
	Sig. (2-tailed)	.031	.832	.012	.013	.000	.081	.000		.000	.013	.002	.006
	N	48	48	48	48	48	48	48	48	48	48	48	48
Organizational Support	Pearson Correlation	.418*	-.218	.422*	.471*	.594**	.201	.474**	.637*	1	.450**	.457**	.453**
	Sig. (2-tailed)	.003	.136	.003	.001	.000	.171	.001	.000		.001	.001	.001
	N	48	48	48	48	48	48	48	48	48	48	48	48
Organizational Support for employees	Pearson Correlation	.452*	-.157	.109	.183	.192	-.047	.165	.357*	.450**	1	.638**	.586**
	Sig. (2-tailed)	.001	.288	.462	.214	.191	.752	.261	.013	.001		.000	.000
	N	48	48	48	48	48	48	48	48	48	48	48	48
Distributive Procedural Justice	Pearson Correlation	.251	-.002	.163	.139	.177	-.139	.258	.430*	.457**	.638**	1	.446**
	Sig. (2-tailed)	.085	.990	.269	.344	.230	.346	.076	.002	.001	.000		.001
	N	48	48	48	48	48	48	48	48	48	48	48	48
Rewards and Recognitions	Pearson Correlation	.453*	-.077	.212	.436*	.283	.105	.222	.391*	.453**	.586**	.446**	1
	Sig. (2-tailed)	.001	.602	.149	.002	.051	.477	.130	.006	.001	.000	.001	
	N	48	48	48	48	48	48	48	48	48	48	48	48

Source: Authors' Field Survey, 2022

Test of Hypothesis II

1. Objective 2: Determine the factors that lead to employee involvement.

H₀₂: Factors (Strategies) that leads to Employee involvement are not practice in Nigeria Fast Food Organizations

Table 2 Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Do you have inputs in decision making in your organization	47	1	4	2.26	1.188
Your organization makes use of your suggestions in making final decisions	48	1	5	2.60	1.267
Your organization often calls for your involvement in decision making	48	1	5	2.52	1.255
Your involvement in decision making makes you have a sense of belonging	48	1	5	2.19	1.065
Do your organization accept your suggestions always	48	1	5	2.90	1.242
Involvement and empowerment of employees lead to a change in work attitudes	48	1	5	2.19	1.065
Does your organization empower you as an employee by providing the requisite training, tools and management support that enables effective functioning as a worker	48	1	5	2.00	1.031
My organization reflects a positive attitude to employees dissatisfaction	48	1	5	2.06	1.137
Valid N (list wise)	47				

Source: Authors' field survey 2022

Table 2 indicated the mean perception of respondents on the selected items in the questionnaire, the mean expected of the item is 3. The expected mean was obtained by summing the attached coding value of the 5-likert scale questionnaire and getting the average.

From table 2, all the eight factors tested under strategies of employee involvement in fast food outlets such as information sharing., knowledge development and training, rewards and recognition systems and power sharing have no mean that was greater than the expected mean and the only variable close to the expected mean of 3 was Do your organization accept your suggestions always (Information sharing).

Table 2 shows that information sharing is the most employed strategy used by fast food outlet where they seek employee suggestions about their outlet performance comparing with competitors. Information sharing includes information disclosure and open communication processes and shying away from employee inputs in Knowledge development and training, Rewards and Recognition systems and power sharing. The implication of this result is that most of the respondents agreed that Factors (Strategies) that leads to Employee involvement are not practiced in Nigeria Fast Food Organizations. According to Apostolou (2000), if the above terms are not followed by management, then the workers and unions can quite rightly suspect that the program or process is designed to weaken if not bust the union.

The Null Hypothesis which stated that: Factors (Strategies) that leads to Employee involvement are not practiced in Nigeria Fast Food Organizations was accepted and the alternative hypothesis which states that Factors (Strategies) that leads to Employee involvement are practiced in Nigeria Fast Food Organizations was not accepted.

Test of Hypothesis III

Objective 3: Evaluate the relationship between work engagement and employee involvement.

H_{03} : There is no significant relationship between Work Engagement and Employee Involvement

Table 3 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.568 ^a	.322	.292	.803

Predictors: (Constant), Work Engagement

Source: Authors' Field Survey, 2022

The model summary as indicated in table 3 shows that R square is 0.292: this implies that 29.2% of variation in the dependent variable (employee involvement) were explained by the independent variables (work engagement) while the remaining 70.8% is due to other variables that are not included in the model.

Table: 4ANOVA ^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.801	2	6.900	10.703	.000 ^b
	Residual	29.012	45	.645		
	Total	42.813	47			

- a. **Dependent Variable: Employee Involvement.**
- b. **Predictors: (Constants), Work Engagement**

Source: Authors' Field Survey, 2022

Table 4 presents the ANOVA results is analyzed to identify if *any* of the variables are significant. From the ANOVA result in table 4, $p\text{-value} = 0.000 < 0.05$ (sig.) since $p\text{-value} < 0.05$, the null hypothesis is not accepted and the alternative is accepted. This implies that at least one of the predictors is useful for predicting work engagement in the fast food used as sampled

Table 5 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.913	.293		3.114	.003
Work Engagement	.482	.161	.463	2.993	.004

Dependent Variable: Employee Involvement

Source: Authors' Field Survey, 2022

According to the result in the table 5, Work engagement P-value is 0.004 which is less than 0.05 (i.e. $P < 0.05$.) this means that these variables are statistically significant at 5% significance level. This means an increase in work engagement can lead to increase in employee involvement in the organizations.

The Null Hypothesis (H_0) is not accepted on the basis that the p-value is less than 0.05. Hence the alternative hypothesis is accepted, that there is relationship between work engagement and employee involvement, this is supported by the finding of Robinson, Perryman & Hayday (2004), according to them, looking at the survey from Institute of Employment Studies, there is connection and relationship between work engagement and employee involvement.

Summary and conclusion

The finding shows that there is a significant relationship among the factors that lead to work engagement in the selected fast foods. As seen from the analysis Job *itself*, Supportive work environment, Work commitment, Rewards and Recognition, Feedback and Work-life balance depends on each other for the retention and engagement of worker physically, emotionally, and mentally as this will improve the productivity and give fast food outlet that embrace work engagement a competitive edge over rivals.

From the empirical research, it was seen that top management efforts is significantly important for the implementation since most of the factors that leads to work engagement such as provision of training programs and good working atmosphere; timely and fair rewards and recognitions; good leadership and consistent feedback to hear employee opinions is more than the aspects of the employee with the vigor, enthusiasm, knowledge and experience, skills, time. Basically, it is expected of management of fast-food outlets to use employee involvement to get the workers assets' because work engagement cannot be left alone to operate on its own to bring profitability and perpetuity of the business concern. Since employee involvement is a stronger correlate of work engagement than motivation, organizational commitment job satisfaction. For employee involvement to work, it must be guided by rules, (Apostolou, 2002).

The findings of the research also reveal there is low impact of employee involvement on work engagement since management of these selected fast food outlets only make use of information sharing which is used as spying into competitors as some of the managers of these fast food outlets refuse our research in the outlet thinking it was a spying activities from competitors (environmental scanning) neglecting others factors/strategies of employee involvement such as power sharing, rewards & recognitions and Knowledge development and training.

It is observed that fast food outlets management believes that since the majority of their workers are limited in ideas and experience about job development due to the qualifications of these workers which are mainly OND and SSCE and seems to have little work experience or not at all about work unlike large and multinational organizations where most of the workers are holders of First Degree and Second Degree and Professionals also, have proven experience due to their high level career development. Employee involvement in fast food decision making will sooner bring these outlets into large business like the internationals like McDonald, Subway, Pizza Hut, Starbucks, and Burger King in America that started many years ago because they practiced employee involvement fully and the workers stood by them.

It is of great importance for management to encourage and implement strategies of employee involvement such as Information sharing, Knowledge development and training, Rewards and recognition systems and Power sharing in order to enhance higher level of work engagement in their workers for the attainment of organizational objectives and yield productivity.

The study sought to establish that employee involvement is a strong contributor to work engagement because financial factors such as motivation and others are not enough because employee involvement gives workers a sense of belonging.

Recommendations

Based on the findings from this study, the following are hereby recommended to organizations:

1. Managers should have a knowledge and implement the strategies of work engagement and employee involvement and see the long-term benefits in these two concepts than assuming workers will be more powerful than them.
2. Managers should provide the necessary organizational and supervisor support as this gives their workers an atmosphere to feel involved and they will feel like they have nowhere to go than the present organization. By so doing their intention to quit is reduced to minimal.
3. In order to make work engagement effective, it is important that both employees' view about the work they perform to measure their vigor, dedication and absorption because they are not programmed robots that can take anything so as to waste resources on dead woods. Their willingness and psychological well-being should be considered.

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