



Entrepreneurial Orientation and Employees' Commitment Of Fast Food Restaurants in Port Harcourt, Rivers State

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Abstract: *This study glanced at the nexus between fast food restaurants' entrepreneurial orientation and their staff members' commitment in Port Harcourt, Rivers State. Because the researcher had no control over the variables, a cross-sectional survey a form of quasi-experimental design was utilized. One thousand nine hundred and eighty eight (1988) employees of nine (9) fast food outlets in Port Harcourt were included in the study. Using the Taro Yamane formula for calculating sample size, 333 employees were chosen as the overall sample size from the population. The study used a straightforward random sampling method. The required data from respondents was collected using a questionnaire instrument. To test the hypotheses, the Spearman Rank Order Correlation was employed. The results revealed a positive and significant relationship between all three aspects of entrepreneurial orientation innovativeness, proactiveness, and risk-taking and all three measures of employee commitment affective commitment, continuance commitment, and normative commitment. Accordingly, the study came to the conclusion that an organization's ability to foster an entrepreneurial mindset among its staff members will contribute to raising employee engagement levels and lowering turnover intentions. Therefore, it was advised, among other things, that EO knowledge should be established in fast food companies at the outset so that workers can use EO as a benchmark for job performance. Therefore, it is advisable to make it a policy for the management and HR managers to link the employees' level of performance with their EO for their career orientations.*

Keywords: *Entrepreneurial Orientation, Innovativeness, Proactiveness, Risk-taking, Employees' Commitment, Affective Commitment, Continuance Commitment, Normative Commitment*

Introduction

All businesses must adopt more imaginative and inventive strategies to satisfy the demands of their internal operations and performance in today's competitive marketplace. Compared to 30 to 40 years ago, managing and directing a company is not the same anymore. To remain relevant in the business environment, the manager must be brave, proactive, and effective while implementing new strategies, processes, technologies, systems, and goods or services. This necessitates organizational innovation, which "involves the conception, creation, and adoption of novel concepts or behaviors" (Damanpour, 1991).

Abdull Rahman (2012), Igbaria and Siegel (1992), Igbaria, Kassicieh, and Silver (1999), Kharbanda, and Stallworthy (1990), Williamson *et al*, (2013), and others all point to the importance of studies on behaviors,

attitudes, and traits in explaining employees' complex behavioral intentions and career orientations. Employee perceptions of their occupational routes as significant career experiences were examined, as well as how basic entrepreneurial orientation (EO) components affected their aspirations for their careers, productivity at work, and job satisfaction. According to available data, EO is essential to the entrepreneurial process, successful entrepreneurial organizations, and decisions to stay on for the duration of a career (Menzel, Aaltio, & Ulijn, 2007; Tremblay, Wils, & Proulx, 2002; Yang, Ma, & Hu, 2011).

One of the most popular notions for evaluating corporate entrepreneurship is entrepreneurial Orientation (EO) (Miller, 1983). An organization is deemed entrepreneurial if it is creative, forward-thinking, and risk-taking. Rendering the citation of Wiklund and Shepherd (2005), entrepreneurial orientation (EO) is the existence of organizational-level entrepreneurship. According to Covin and Slevin (1989; Wiklund, 1998, 1999; Rauch, Wiklund, Lumpkin & Frese, 2009; Grimmer, Miles & Grimmer, 2013; Su & Sohn (2015), EO is primarily defined as a firm's strategic posture, which is connected to a firm-level strategy-making process that fosters innovation, market leadership, or the capacity for quick reaction. According to Covin and Slevin (1988; Covin and Miles (1999), EO is crucial for influencing individuals' motivation to innovate and for exposing their skills or behaviors that can preserve a competitive advantage. Employees may believe that the work environment has a high level of EO (i.e., the combination of innovativeness, risk taking, and proactiveness) when organizations are risk taking, innovative, and proactive with regard to their overall business operations, product offerings, and interactions with competitors. Employee perception of a work environment that encourages creativity, initiative, and risk-taking can influence individual achievements and accomplishment (Amo & Kolvereid 2005; Amo 2006).

One cannot ignore the effect of EO on employees' job happiness, perceived performance, commitment, intention to leave their position, and citizenship behavior. Regardless of size (small, medium, and large) or type (merchandising, manufacturing, and service), the outputs of all these personnel have a substantial impact on how firms operate. According to Wales, Gupta, and Mousa (2013), entrepreneurial orientation (EO) refers to a tendency to engage in or support innovation, risk-taking, and proactiveness, which in turn fosters the right culture, climate, and structure for innovative behavior and innovation processes. However, innovation processes are characterized by varying degrees of complexity and uncertainty. Individuals played a crucial role in the innovation process under these circumstances, thus they need have some amount of internal strength to pact with the unpredictability, complexity, and opposition that come with innovation (Carmeli, Meitar, & Weisberg, 2006; Kalyor, 2011). According to Dess and Lumpkin (1996), the notion of entrepreneurial Orientation (EO) is based on five characteristics or measures: innovativeness, proactiveness, risk-taking, autonomy, and competitive aggression. According to Lumpkin and Dess (1996), a company's ability to support and participate in novel ideas, experimentation, and creative processes that could prime to the growth of new goods, services, or technological procedures is seen as level of innovation. It is the aspect that portrays managers as imaginative and inventive individuals that create new goods, production techniques, and other innovations that boost economic activity.

Being proactive entails that a manager exhibits flexible conduct and is responsive to his immediate and open environment rather of being inflexible and stagnant. In order to find and investigate new prospects for profit-making, he is constantly monitoring and analyzing his business environment (Mnemseh, 2010). According to Venkatranan (1989), being proactive means "seeking new opportunities that may or may not be related to the present line of operations, introducing new products and brands ahead of the

competition, and strategically eliminating operations that are in the nature of declining stages of the life cycle.

Risk taking should be calculated and professional. According to Miller and Friesen (1978), risk-taking refers to the extent to which managers are willing to make important and risky resource commitments, i.e. those with a chance of expensive failures. The achievement of organizational goals is influenced by the dimension that considers managers' tendency to accept risk. One attribute that is usually used to describe managers is the idea of taking risks. Risk-taking entails making a sizable financial investment in risky endeavors (Baird & Thomas, 1985).

The study on the effect of EO at the firm level on organizational behavior outcomes at the employee level will help close the employee vs. company gap, as advocated for in OB research (Cappelli & Sherer, 1991; Molloy, Ployhart and Wright, 2011). This study will examine the three sub-dimensions of entrepreneurial orientation (innovativeness, proactiveness, and risk-taking), corporate culture, and employee commitment. We'll begin by examining the fundamental characteristics of the entrepreneurial oriented construct. The relationship between several EO sub-dimensions and employee commitment will be examined next. In our final section, we'll examine how corporate culture affects the connection between employee commitment and EO. This multilevel investigation of EO also closes this gap in the OB literature by utilizing the concept of crossover that has been established in psychology (Bakker, Westman, & Emmerik, 2009; Westman, 2001). For the goal of this study, we collected and analyzed data from workers at fast food outlets in Port Harcourt, Rivers State, to examine the relationship between EO and the employees' commitment to the service industry.

Statement of the Problem

As a manager of a fast food business, you must always come up with new ways to pact with the complexity of the business environment because this complexity breeds competition (Umoh 2012). In the fast food industry, competition is a significant challenge. Businesses are failing more quickly, and the fast food industry is not exempt. Today's fast food startups face severe competition from their rivals, unstable complexity, and the challenge of survival within a short period of time, forcing them to close their doors or dissolve. Due to the quiet position it holds in the economy, the fast food sector may not be as noticeable as other economic sectors, but as a specialized subsector of the hotel property market, its significance cannot be overstated (Omotosho, 2013). They should not be disregarded because of their significance to individuals working in the tourism and hospitality sectors as well as to their constantly changing clientele.

The global society is increasingly acknowledging the value of entrepreneurship in promoting the formation and management of business in both developed and developing countries. In order for an economy to survive, entrepreneurial activity is essential. In Nigeria, entrepreneurship was seen as a major force behind industrialization, modernization, urbanization, and the creation of worthwhile jobs for the unemployed prior to the 1980s. According to Adeyemi and Aremu (2011), this view of entrepreneurship has reached a high degree in national homilies and policymaking. Since then, entrepreneurship has come to be recognized as a key factor in aiding the development of the nation's industrial sector and as the architect of job prospects in both rural and urban areas, particularly for young students and new graduates. Entrepreneurial operating operations have also made it easier for citizens to escape poverty (Aigboje, 2014).

The importance of entrepreneurial activities to businesses is rising, but in today's complicated global market, they are even more essential to gaining a sustained competitive edge (Wiklund & Shepherd 2000). Due to the abundance of human economic activities they supply, their activities are primarily evident in both rural and urban areas (Aigboje, 2014). Small and medium-sized businesses (SMEs) are under increasing pressure from competitors from around the world as a result of globalization, and the less viable ones have been forced to close their doors before five years since their founding. When combined with the shifting sophistication of customers around the world, it is clear that SMEs struggle more and more to maintain and improve business performance over time. This has restricted the expansion of such SMEs, including the fast food restaurant industry, unless they can actively and strategically manage these pressures. To ensure that their businesses survive into the future, SMEs are urged to adopt an entrepreneurial attitude that helps them identify the challenges and possibilities in their environment (Krueger, 2000). It is even more obvious that businesses suffer particularly high levels of market volatility and complicated business uncertainty during times of economic and environmental upheaval, forcing businesses to respond to such change (Grewal, 2001; Lin, 2001). A firm level response is therefore needed (Chattopadhyah, 2001).

Micro, small, and medium-sized enterprises (MSMEs) have significantly aided in the growth and development of the Nigerian economy, as shown by the fact that they now employ approximately 84.02% of the workforce, account for 96% of all businesses in the nation, and contribute 48.47% of the GDP (Nigerian National Bureau of Statistics, 2018). Such a shift must occur.

However, despite the government's efforts to support entrepreneurship by removing legal obstacles such as increasing capital availability, enhancing liquidation provisions, and integrating stock markets, many entrepreneurial business operations have failed (Aigboje, 2016). These poor performances are attributed to a number of factors, including a lack of entrepreneurial orientation, a lack of capital, a lack of focus, high employee turnover, a lack of commitment, a lack of market research and planning, a lack of experience, a lack of infrastructure, difficulties obtaining credit from financial institutions, and a number of government agencies (Mahmood & Hanafe, 2013). These problems have had a detrimental effect on the company's growth and profit level (Mahmood & Hanafe, 2013).

In industrialized nations, the largest and fastest-growing sector of the economy is services. In the USA, for instance, the service sector employs more than 76% of the labor force and accounts for 57% of GDP each year. Thus, numerous previous studies have tried to identify the factors that influence the performance of service business by focusing on the quality of service as a factor that satisfies customers' needs and improve organizational performance (Asubonteng, McCleary & Swan, 1996; Lee & Ulgado, 1997; Lee, Lee & Yoo, 2000; Ying and Cheng, 2006; Fodness & Murray, 2007; Uelschy, Laroche, Eggert & Bibdi, 2007; Chen & Arttejo, 2008; Choi & Mattila, 2008). Despite the fact that entrepreneurial orientation (EO) has long been advocated as a critical component of high-performing firms (Covin & Slevin, 1991; Lee & Peterson, 2000), it is very challenging to locate a study that examined the effect of EO on employees' commitment to the service industry. The relationship between EO and the performance of the service industry is poorly documented empirically. The goal of this study is to ascertain how employees' commitment to the service industry and EO are related.

Objectives of the Study

The aim of this study is to investigate the association between fast food restaurants in Port Harcourt's entrepreneurial approach and employee commitment. The following are the study's particular goals:

- i. To examine the relationship between innovativeness and affective commitment.

- ii. To examine the relationship between proactiveness and continuance commitment.
- iii. To establish the relationship between risk-taking and normative commitment.

Research Questions

This study will be primarily steered along the direction of the following research questions:

- i. What is the nexus between innovativeness and affective commitment?
- ii. What is the relationship between proactiveness and continuance commitment?
- iii. What is the correlation between risk-taking and normative commitment?

Research Hypotheses

- Ho1:** There is no significant relationship between innovativeness and affective commitment.
- Ho2:** There is no significant relationship between proactiveness and continuance commitment.
- Ho3:** There is no significant relationship between risk-taking and normative commitment.

Review of Related Literature

Theoretical Framework

Resource Base View Theory (RBV) will be used to anchor the study.

The Resource Base View Theory (RBV/RBT)

In studies of organizational performance, the resource-based view (RBV/RBT) theory has been frequently applied (Innocent, 2015). The RBV discusses the distinctive resources and capabilities of the organization that set it apart from other organizations in the same sector. The RBV also aims to provide an answer to the topic of how enterprises might improve their organizational performance and get a competitive edge over other businesses in their sector.

According to the RBV, an organization's successes, including the behavioral results of its personnel, are genuinely founded on its internal characteristics. The skills (internal knowledge and competencies) and organizational assets (physical and intangible) are both referred to as the organization's internal attributes (Chuang & Lin, 2017; Teece *et al.*, 1997). Similar to how the RBV believed, an organization contains several organizational resources, including assets, capabilities, process, managerial skills, technological, and knowledge resources (Barney, 1991). These assets and skills improved organizational efficiency and served as a foundation for competitive advantage (Barney, 1991).

According to Hsu and Pereira (2008), RBV aids the organization in discovering its special internal resources that not only improve organizational performance but also give the firm a competitive advantage. Additionally, the body of literature acknowledges the value of RBV in any industry and demonstrates the

beneficial relationship between organizational internal resources and workers' commitment to and performance of the business (Innocent, 2015; Al-Swidi, 2012). The following has been described as the organizational unique internal resources and strategic attributes of an organization that helps in achieving superior organizational performance, positive and beneficial employees' behavioral outcomes, and competitive advantage over rivals (Ahmed & Othman, 2017; Innocent, 2015; Pinho *et al.*, 2014; Uzkurt *et al.*, 2013; Weinzimmer *et al.*, 2012; Al-Swidi, 2012).

The organizational factors that are entrepreneurial orientation are therefore seen as organizational unique resources and highly valued factors that help in achieving the organizational stated goals, including superior performance by the employees and market leadership, in stripe with the detail that employee productivity is significant to organization's objective achievement.

Conceptual Framework

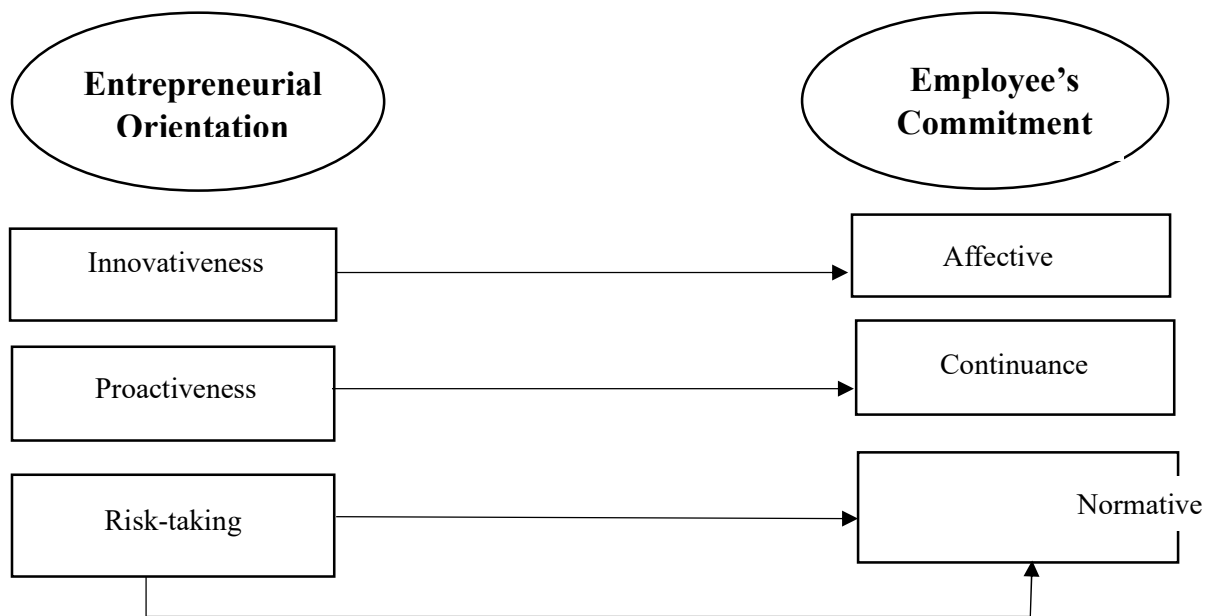


Figure 1.1 Source: Researcher's Idea

Empirical Review

We first examine each of EO's distinct characteristics to better understand how it interacts with other factors to affect employees' commitment. For instance, we discussed how Li, Huang, and Tsai (2009) discovered that EO has a favorable impact on knowledge production processes, which in turn favorably influence business performance, in the first category of articles. We believe that the distinct EO aspects of innovation, initiative, and risk-taking may each have a unique role to play in these connections. To understand how EO affects employees' commitment, we believe it is crucial to research the consequences of the many EO dimensions.

Kor (2016) oversaw an inquiry that has some implications for professionals working in Turkish banks, encouraging innovative work practices through self-initiative and an entrepreneurial perspective. The

interfering role of self-leadership in relation to entrepreneurial introduction and creative work conduct was examined. To analyze data from a study of 404 personnel managing an account region, basic circumstances were displayed. The findings of an experimental review conducted in retail banks showed that members' perceptions of greater levels of autonomy have a beneficial impact on their behavior when engaging in creative activities. An organization that fosters self-leadership has a good probability of encouraging an entrepreneurial mindset among its staff members (Kor, 2016).

Hon (2012) credited the idea of intrinsic motivation with encouraging employees' creativity and innovative conduct. A sense of belonging affects employee creativity and innovation, the researcher found in a study done in the hotel sector. Intrinsic motivation was found to be adversely correlated with elements including interpersonal conflict, a demanding or forceful management style, and external standards (Hon, 2012). Training and development in entrepreneurial aspects that actually result in increased entrepreneurial orientation in large established firms can have an impact on entrepreneurial orientation, as it involves organizational learning shaped by factors like creativity, individual commitment, and teamwork (Rundquist, Floren, & Fischer, 2013; Kor, 2016). Technology innovation is favorably correlated with contingent reward when used in tandem with an exploratory learning focus. As a result, individuals are drawn to lucrative careers, put forth greater effort in pursuit of tasks that increase their compensation, and exhibit agitation when their salary is reduced (Hashimoto & Nassif, 2014).

In order to reflect the multiple aspect of organizational commitment, Meyer and Allen (1991) employed emotional, continuity, and normative commitment; affective commitment is seen as a more accurate indicator of organizational commitment. Meyer and Allen (1997) supported the significance of affective commitment by stating that employees who demonstrated strong affective commitment would be driven to higher levels of performance and make more significant contributions than employees who did not.

In nine studies including 2,734 participants, Dunham, Grube, and Castaneda (1994) explored the impact of participative management and supervisory feedback on employee levels of affective, continuous, and normative commitment. Researchers found that when managers provided feedback on performance and gave employees a voice in decision-making, employee levels of affective commitment were greater than both continuation and normative. Employees expressed a desire to remain with the business more than a need or obligation to do so.

Cohen (1996) looked at the connections between affective, continuous, and normative commitment and the following types of commitment: work involvement, job involvement, and career commitment in a study involving 238 nurses. The research found that all other categories of commitment had a stronger correlation with affective commitment. In other words, workers who stayed with the company out of choice were more likely to show higher levels of dedication to their careers, jobs, and work.

Methodology

The study used a quasi-experimental design known as a cross sectional survey. All of the 1,099,088 (1988) employees of the nine (9) fast food establishments in Port Harcourt, Rivers State, made up the study's population. 333 employees were chosen at random from the population as the sample size for this study using the Taro Yamane sample size calculation procedure. To do this, 333 employees from the nine fast food businesses in the research area were chosen using a simple random selection procedure. "Evaluation of Entrepreneurial Orientation and Employees' Commitment of Fast Food Restaurants" (EEOECFFR) is the name of a self-made questionnaire. The study used a quasi-experimental design known as a cross sectional survey. All of the 1,099,088 (1988) employees of the nine (9) fast food establishments in Port Harcourt, Rivers State, made up the study's population. 333 employees were chosen at random from the population as the sample size for this study using the Taro Yamane sample size calculation procedure. To do this, 333

employees from the nine fast food businesses in the research area were chosen using a simple random selection procedure. Evaluation of Entrepreneurial Orientation and Employees Commitment of Fast Food Restaurants (EEOECFFR) is the name of a self-made questionnaire.

Results

The results were presented in route with research questions and null hypotheses that guided the study as showed in the table below;

Research Question One: What is the relationship between innovativeness and affective commitment of fast food restaurants in Port Harcourt, River State?

Table 1: Mean ratings, standard deviation of respondents on the extent to which innovativeness affect affective commitment of employees of fast food restaurants in Port Harcourt, Rivers State.

S/N	Extent to which innovativeness affect affective commitment of employees of fast food restaurants	Mean (\bar{X})	S.D	Remarks
1	My firm has a strong emphasis on R&D, technological leadership and innovation	3.96	1.03	High
2	My firm has many new lines of products/services/processes in the past five years (or since its establishment).	3.97	0.99	High
3	My firm engages innovative behaviours and activities	3.97	0.99	High
4	I would be very happy to spend the rest of my career in this organization	4.01	1.01	High
5	I really feel as if this organization's problems are my own	3.96	1.03	High
6	I do not feel a strong sense of "belonging" to my organization	2.04	1.03	Low
7	I do not feel "emotionally" attached to this organization	2.04	1.03	Low
8	I do not feel like "part of the family" at my organization	2.04	1.03	Low
9	This organization has a great deal of personal meaning for me	3.97	0.99	High
Average Mean (\bar{X})		3.33	1.01	High

Source: Survey Data 2023

Legend:	Scale
\bar{X} : Mean	1.00 – 3.00: Low Extent
S.D: Standard Deviation	3.01 – 5.00 High Extent

Table 1 shows the mean scores, standard deviation, and correlation for the replies about the relationship between innovativeness and the fast food workers in Port Harcourt, River State. The results show that the respondents largely agreed that their company places a strong emphasis on R&D, technological leadership, and innovation, has introduced a number of new lines of products, services, and processes over the past five years (or since its founding), engages in innovative behaviors and activities, and that they would be extremely happy to work for this company for the remainder of their careers. They also strongly agreed that the organization has a great culture and that its problems are truly their own as shown on items 1, 2,

3, 4, 5, and 9 having mean values of 3.96, 3.97, 3.97, 4.01, 3.96 and 3.97 respectively. However, only a small percentage of respondents disagreed that they do not have a strong sense of "belonging" to my organization, do not feel "emotionally" attached to this organization, and do not feel like "part of the family" there, as evidenced by items 6, 7, and 8 with mean values of 2.04, 2.04, and 2.04 respectively.

According to the majority of respondents, innovativeness as a component of entrepreneurial orientation has a strong positive link with the emotional commitment of fast food restaurant employees in Port Harcourt, River State, as indicated by the grand mean value of 3.33. Therefore, the response to study question one is that innovativeness and affective commitment in fast food outlets in Port Harcourt, Rivers State, are positively correlated.

Research Question Two: What is the relationship between Proactiveness and continuance commitment of fast food restaurants in Port Harcourt, River State?

Table 2: Mean ratings, standard deviation of respondents on the extent to which proactiveness enhances continuance commitment of employees of fast food restaurants in Port Harcourt, Rivers State.

S/N	Extent to which proactiveness enhances continuance commitment of employees of fast food restaurants	Mean (\bar{X})	S.D	Remarks
1	My firm typically initiates actions to which competitors have to respond to	4.01	1.01	High
2	My firm is often the first to introduce new products/services/processes	3.97	0.99	High
3	My firm typically adopts a very competitive strategy	4.01	1.01	High
4	Right now, staying with my organization is a matter of necessity as much as desire	3.85	0.96	High
5	It would be very hard for me to leave my organization right now, even if I wanted to	3.85	0.96	High
6	Too much of my life would be disrupted if I decided I wanted to leave my organization now	3.52	1.19	High
7	I feel that I have too few options to consider leaving this organization	3.52	1.19	High
8	If I had not already put so much of myself into this organization, I might consider working elsewhere	3.52	1.19	High
9	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives	3.85	0.96	High
Average Mean (\bar{X})		3.79	1.05	High

Source: Survey Data 2023

Legend:	Scale
\bar{x} : Mean	1.00 – 3.00: Low Extent
S.D: Standard Deviation	3.01 – 5.00 High Extent

The responses' mean scores and standard deviation are displayed in table 2 for the association between employees' commitment to continuing their work and proactiveness in Port Harcourt, River State. According to the statistics, the respondents strongly agreed with all of the inquiries made about the connection between proactiveness and continuance commitment. They generally agreed that their firm adopts a very competitive strategy, frequently introduces new products, services, or processes first, and that staying with my organization at the moment is more of a necessity than a desire. They also concurred that it would be very difficult for me to leave my organization at the moment, even if I wanted to, and that one of the few drawbacks of leaving the organization would be that it would be harder for me to find work elsewhere. As seen on items 1, 2, 3, 4, 5, 6, 7, 8 and 9 having mean values that varies between 3.52 to 4.01.

The majority of respondents believed that proactiveness, a component of entrepreneurial orientation, has a strong positive link with employees' commitment to staying with fast food chains in Port Harcourt, River State, based on the grand mean value of 3.79. As a result, the response to research question two is that proactiveness and the continued commitment of fast food outlets in Port Harcourt, Rivers State, are positively correlated.

Research Question Three: What is the relationship between Risk-taking and normative commitment of fast food restaurants in Port Harcourt, River State?

Table 3: Mean ratings, standard deviation of respondents on the extent to which proactiveness enhances continuance commitment of employees of fast food restaurants in Port Harcourt, Rivers State.

S/N	Extent to which risk-taking promotes normative commitment of employees of fast food restaurants	Mean (\bar{X})	S.D	Remarks
1	My firm has a strong proclivity for high-return high-risk projects	3.85	0.96	High
2	My firm adopts a bold, aggressive posture in order to maximize the probability of exploiting potential opportunities	3.97	0.99	High
3	My firm encourages risk-taking behaviours	3.85	0.96	High
4	I do not feel any obligation to remain with my current employer	3.85	0.96	High
5	Even if it were to my advantage, I do not feel it would be right to leave my organization now	3.97	0.99	High
6	I would feel guilty if I left my organization now	3.97	0.99	High
7	This organization deserves my loyalty	3.97	0.99	High
8	I would not leave my organization right now because I have a sense of obligation to the people in it	3.96	1.03	High
9	I owe a great deal to my organization	3.96	1.03	High
	Average Mean (\bar{X})	3.93	0.99	High

Source: Survey Data 2023

Legend:	Scale
\bar{X} : Mean	1.00 – 3.00: Low Extent
S.D: Standard Deviation	3.01 – 5.00 High Extent

Table 3's data displays the mean scores and standard deviation of respondents on the correlation between employees of fast food restaurants in Port Harcourt, River State, taking risks and being normatively committed. According to the statistics, the respondents strongly agreed with all of the inquiries made about the connection between taking calculated risks and adhering to social norms. With a mean value of 3.85 for items 1, 3, and 4, they strongly agreed that their company has a tendency toward high-return, high-risk initiatives and that they do not feel any duty to stay with their current employer. With a mean value of 3.97 for items 2, 5, 6, and 7, they also strongly agreed that their company adopts an aggressive, risk-taking stance in order to maximize the likelihood of seizing potential opportunities, even if it were to their advantage. They also felt that their organization deserved their loyalty and that it would not be right to leave it at this time. They largely agreed, as evidenced by items 8 and 9 having mean values of 3.96 each, that they wouldn't leave my organization right now out of a sense of duty to the people who work there and because they owe a lot to their organization.

According to the grand mean value of 3.93, the majority of respondents felt that risk-taking, a characteristic of entrepreneurial orientation, has a strong positive association with the normative commitment of fast food restaurant employees in Port Harcourt, River State. In light of this, the third study question's conclusion is that fast food outlets in Port Harcourt, Rivers State, have a positive association between risk-taking and normative commitment.

Test of Hypotheses

Ho1: There is no significant relationship between innovativeness and affective commitment.

Table 4: Innovativeness and Affective Commitment

Correlation			Innovativeness	Affective Commitment
Spearman's rho	Innovativeness	Correlation Coefficient	1.000	.963**
		Sig. (2-tailed)	.	.000
		N	287	287
	Affective Commitment	Correlation Coefficient	.963**	1.000
		Sig. (2-tailed)	.000	.
		N	287	287

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

Source: Author's Field Survey, 2023 – SPSS version 24 output extracts

The study in Table 4 shows a significant relationship between innovativeness and affective commitment at the level of $p < 0.05$ ($0.000 < 0.05$), $\rho = 0.963$. This demonstrates that Innovativeness and Affective Commitment have a substantial link. We again state that there is a strong association between innovativeness and affective commitment, rejecting the null hypothesis in the process.

Ho2: There is no significant relationship between Proactiveness and Continuance Commitment.

Table 5: Proactiveness and Continuance Commitment

Correlation			Proactiveness	Continuance Commitment
Spearman's rho	Proactiveness	Correlation Coefficient	1.000	.604**
		Sig. (2-tailed)	.	.000
		N	287	287
	Continuance Commitment	Correlation Coefficient	.604**	1.000
		Sig. (2-tailed)	.000	.
		N	287	287

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

Source: Author's Field Survey, 2020 – SPSS version 24 output extracts

A significant level of $p < 0.05$ ($0.000 < 0.05$) and $\rho = 0.604$ between proactiveness and continuity commitment are shown by the analysis in Table 5's findings. This indicates that Proactiveness and Continuance Commitment have a significant link. As a result, the null hypothesis is disproved, and we reiterate that proactiveness and commitment to continuity are significantly correlated.

Ho3: There is no significant relationship between Risk-taking and Normative Commitment.

Table 6: Risk-Taking and Normative Commitment

Correlation			Risk-Taking	Normative Commitment
Spearman's rho	Risk-Taking	Correlation Coefficient	1.000	.896**
		Sig. (2-tailed)	.	.000
		N	287	287
	Normative Commitment	Correlation Coefficient	.896**	1.000
		Sig. (2-tailed)	.000	.
		N	287	287

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

Source: Author's Field Survey, 2020 – SPSS version 24 output extracts

The study in Table 6 shows a significant relationship between risk-taking and normative commitment at the level of $p < 0.05$ ($0.000 < 0.05$), $\rho = 0.896$. This indicates that risk-taking and normative commitment

have a substantial link. As a result, the null hypothesis is disproved, and we once again affirm that risk-taking and normative commitment are significantly correlated.

Discussion of Findings

In Port Harcourt, Rivers State, a fast food restaurant's employees' commitment to the business (affective commitment, continuation commitment, and normative commitment) and entrepreneurial orientation (innovativeness, proactiveness, and risk-taking) were experimentally compared. The analysis produced the results mentioned previously, which are explored more below.

Relationship between Innovativeness and Affective Commitment

Using the Spearman Rank Order Correlation Coefficient to examine the association between innovativeness and affective commitment, the p-value of 0.000 was less than 0.05 ($p = 0.000 < 0.05$), showing that the relationship between innovativeness and affective commitment is significant. The null hypothesis was disproved as a result, and the alternative hypothesis was approved. The correlation coefficient's (r) value is 0.963. This demonstrates that innovativeness and affective commitment have a significant link. This implies that when an organization embraces and supports unique concepts or novelty, it will aid in enhancing the employees' emotional ties to the business. The term "innovativeness" describes a company's predisposition to pursue and encourage unique concepts, expectations, and creative processes that could lead to the development of new goods, services, or technological procedures. This result supports Hamidah and Prabuwo's (2019) finding that innovation strengthens affective commitment.

Relationship between Proactiveness and Continuance Commitment

According to the analysis's findings, the correlation coefficient ($r = 0.604$) is comparatively high, positive, and strong. This indicates that fast food outlets in Port Harcourt, Rivers State, have a comparatively strong and favorable association between proactiveness and continuing commitment. Proactiveness and continuing commitment were compared using the Spearman Rank Order Correlation Coefficient. The findings demonstrated a strong association between innovativeness and continuation commitment, as indicated by the p-value of 0.000 being less than 0.05 ($p = 0.000 < 0.05$). As a result, the alternative hypothesis was accepted and the null hypothesis was rejected. The correlation coefficient (r) yields a result of 0.604. This demonstrates that proactiveness and continuous commitment have a substantial link. This suggests that when a company takes action before its rivals, it will help to increase the employees' ongoing commitment. Being proactive involves looking for new opportunities that may or may not be related to the current line of business, launching new goods and brands before the competition, and deliberately closing down businesses that are approaching the end of their life cycle. This conclusion that being proactive increases employees' commitment is in line with those of (Hamidah & Prabuwo, 2019; Aigboje, 2018; Abdull Rahman, 2012).

Relationship between Risk-Taking and Normative Commitment

According to the analysis's findings, the correlation coefficient ($r = 0.896$) is extremely high, positive, and strong. This indicates that fast food outlets in Port Harcourt, Rivers State, have a strong and favorable link between taking risks and normative commitment. Normative commitment and risk-taking were compared using the Spearman Rank Order Correlation Coefficient. With a p-value of 0.000 being less than 0.05 ($p = 0.000 < 0.05$), the findings indicated that there is a significant association between the two. The null hypothesis was disproved as a result, and the alternative hypothesis was approved. 0.896 is the correlation coefficient (r) value. This shows a strong relationship between taking calculated risks and committing to

social norms. According to this, a company's readiness to contribute substantial sums of risky resources will improve the normative commitment of its employees. Risk-taking employees frequently believe that they must remain with the organization. This conclusion supports those of (Hamidah & Prabuwo, 2019; Abdull Rahman, 2012) that taking risks strengthens an employee's dedication to their job.

Conclusion

Business groups that are entrepreneurial tend to be creative and risk-tolerant, according to Slater and Narver (1995). Such conduct encourages research and innovation, which strengthens the workers' dedication. An organization must be run according to values that are consistent with learning commitment, openness to change, and shared vision in order to benefit from entrepreneurial activity. The global society is increasingly acknowledging the role that entrepreneurship plays in promoting the development and management of industry in both emerging and industrialized countries. Despite the sector's significance to the Nigerian economy, SMEs, which include fast food restaurants, continue to suffer pressure from domestic and international rivals, driving the less viable ones to close their doors before five years after starting. It is obvious that fast food restaurants confront increasing difficulty in maintaining and improving business performance over time unless they can actively and strategically handle these challenges, which has slowed the expansion of such fast food restaurants. In Port Harcourt, Rivers State, this study looked into the relationship between fast food outlets' entrepreneurial orientation and employee engagement. Other academics' work has validated the direct relationship as aligning to measuring one another, as seen against each of the aforementioned measurement variables. Employee dedication and entrepreneurial orientation have a strong correlation, it has been shown. The degree to which an organization may embrace an entrepreneurial approach will help strengthen employee commitment and, in turn, encourage employee cooperation, which will lead to increased performance in the organization.

Recommendations

We offer policy and further research recommendations based on the study's findings.

- i. The management of fast food companies should make sure that their personnel are given a significant amount of entrepreneurial orientation when carrying out their duties, as this will help increase their loyalty to the organization.
- ii. In order for employees to use EO as a benchmark for job performance, EO must be included into tasks and jobs in fast food companies from the outset. As a result, it is necessary for management and HR managers to establish a policy tying employee performance to their career inclinations.
- iii. Fast food company management and staff should support creative work practices as they have been shown to significantly increase employees' normative and affective commitment.
- iv. Fast food companies must effectively use entrepreneurial orientation if they hope to reduce the industry-wide rate of staff turnover and improve employee performance.
- v. More investigation is required to ascertain how employee contentment affects the relationship between employee commitment and entrepreneurial propensity.

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