

WORK ENVIRONMENT CULTURE AND ORGANIZATIONAL PRODUCTIVITY OF FAST-FOOD FIRMS IN PORT HARCOURT, RIVERS STATE, NIGERIA.

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Abstract

This study investigates the relationship between Work environment culture (specifically Collaborative Culture and Customer-Centric Culture) and organizational productivity (encompassing both Operational Productivity and Financial Productivity) in fast-food firms in Port Harcourt, Rivers State. This study adopted a survey research design. Correlational research design was adopted as the study seek to determine the relationship between both variables. The population of this study consisted of 57 food and beverage firms in Port Harcourt as retrieved from Nigerian business directory. 20% of the population was understudy which gave us a sample size of 11 food and beverage firms. 2 respondents were selected from each firm using propulsive sampling technique multiplied by 11 firms under study give us a total of 22 respondents. The study employed a quantitative research design using Pearson correlation analysis to explore the associations between the variables. The findings indicate a strong positive relationship between collaborative culture and both operational and financial productivity, with significance at the 0.01 level. A moderate positive relationship was also observed between customer-centric culture and both operational and financial productivity, with significance at the 0.05 level. These results suggest that fostering collaborative and customer-centric Work environment cultures is essential for enhancing the overall productivity and financial performance of fast-food firms. The study provides valuable insights into the importance of Work environment culture in improving operational efficiency and financial outcomes in the fast-food industry. The study concludes that Collaborative Culture and Customer-Centric Culture play a significant role in enhancing both Operational and Financial Productivity in fast-food firms in Port Harcourt, Rivers State. The positive and statistically significant relationships found between collaborative culture and operational productivity, as well as between customer-centric culture and financial productivity, highlight the critical role of Work environment culture in driving organizational success. Fast-food firms that emphasize teamwork, open communication, and customer satisfaction tend to exhibit improved internal processes and better financial outcomes. The study recommended among others that Fast-food firms in Port Harcourt should invest in creating a more collaborative work environment by encouraging teamwork, open communication, and mutual support among employees.

Introduction

In Port Harcourt, Rivers State, the fast-food industry has grown significantly in recent years, driven by increased urbanization, changes in consumer behavior, and the demand for convenient, affordable meals. As the industry becomes more competitive, the need for fast-food firms to enhance their operational efficiency and financial performance has never been more urgent. One of the key factors contributing to the success of these organizations is the development of a robust Work environment culture that fosters collaboration among employees and places customers at the center of all business activities. Work environment culture has become a critical factor in determining an organization's ability to thrive in a competitive environment (Denison, 2015). Specifically, collaborative culture and customer-centric culture have emerged as essential elements that contribute to the success of fast-food firms by enhancing operational productivity and financial productivity. These cultural dimensions play a pivotal role in influencing employee behavior, improving service delivery, and ultimately driving the overall growth and profitability of the firm.

A collaborative Work environment culture refers to an organizational environment where employees work together to achieve common goals, share knowledge, and solve problems collectively. This type of culture encourages open communication, teamwork, and mutual respect, which leads to higher efficiency and performance (Gittell, 2016). In the fast-food industry, where speed and efficiency are paramount, a collaborative culture can significantly improve operational productivity. When employees collaborate effectively, it reduces delays in service delivery, minimizes errors in order processing, and increases overall customer satisfaction. Additionally, a collaborative culture enhances employee morale and retention, as workers feel valued and supported by their colleagues. Research by Madhavaram and Laverie (2018) suggests that fostering a collaborative work environment in fast-food firms not only leads to smoother operations but also enhances customer experiences. Employees who work well together are more likely to deliver high-quality service, meet customer expectations, and respond quickly to issues, which directly affects the firm's operational productivity.

A customer-centric culture focuses on understanding and meeting the needs of customers, prioritizing their satisfaction above all else. This type of culture is particularly important in the fast-food industry, where customer satisfaction and loyalty are crucial for long-term success (Zeithaml et al., 2016). By emphasizing the importance of customer relationships, fast-food firms can create an environment where employees are motivated to exceed customer expectations, leading to better customer retention, positive word-of-mouth, and increased sales. A customer-centric culture also positively impacts financial productivity. As customers become more loyal to a brand, firms can reduce the costs associated with customer acquisition, which often involves extensive marketing and promotions. Additionally, a satisfied customer base is more likely to return, increasing sales and contributing to improved profitability. Research by Kumar and Shah (2015) highlights the positive correlation between customer-centric cultures and the financial performance of organizations in the service industry, including fast-food firms.

Operational productivity in fast-food firms is measured by how efficiently they utilize their resources to produce and deliver services. It involves optimizing employee performance, reducing wastage, maintaining consistent food quality, and ensuring timely delivery of orders (Baines & Lightfoot, 2018). A collaborative culture plays a significant role in improving operational productivity by fostering teamwork and streamlining processes, while a customer-centric culture drives employees to prioritize service excellence. Both cultural aspects contribute to reducing operational inefficiencies, improving throughput, and enhancing customer experiences. Financial productivity refers to the ability of a firm to maximize its financial output relative to the resources invested. For fast-food firms, this is often measured by profitability, revenue growth, and return on investment (ROI). A customer-centric culture can directly impact financial productivity by increasing customer retention and enhancing brand loyalty, which results in repeat business and higher revenue (Choi & Choi, 2017). Furthermore, a collaborative culture can reduce costs associated with inefficiencies and improve resource utilization, which can lead to higher profitability in the long run.

Port Harcourt, a major urban center in Nigeria, has witnessed significant growth in the fast-food sector in recent years. The increasing population, coupled with busy lifestyles and changing dietary preferences, has led to a higher demand for quick-service restaurants. However, despite the growing number of fast-food establishments, many firms in the region still struggle to maintain competitive advantage due to challenges such as high employee turnover, customer dissatisfaction, and operational inefficiencies (Ayodele, 2017).

In Port Harcourt, the need for fast-food firms to develop effective Work environment cultures that emphasize collaboration and customer-centricity is urgent. Firms that foster these cultural aspects are likely to experience improved operational and financial outcomes. Despite this, research on the impact of Work environment culture on organizational productivity, specifically in the fast-food industry in Rivers State, remains scarce. Although the relationship between Work environment culture and organizational productivity has been widely discussed in the literature, there is a notable gap in understanding how specific cultural dimensions namely, collaborative culture and customer-

centric culture affect the operational productivity and financial productivity of fast-food firms, particularly in the context of developing economies like Nigeria. Much of the existing literature focuses on large corporations or other industries, and limited empirical studies have explored how these cultural aspects specifically impact fast-food firms in the Nigerian context (Denison, 2015; Kumar & Shah, 2015).

Furthermore, while the general importance of Work environment culture in enhancing organizational performance is well-established, few studies have provided evidence of its specific impact on both operational and financial productivity within fast-food firms in Port Harcourt, Rivers State. This study seeks to fill this theoretical gap by exploring the effect of Work environment culture on the productivity of fast-food firms in the region, offering a localized perspective on the dynamics between culture and productivity in the fast-food sector.

Statement of the problem

The fast-food industry in Port Harcourt, Rivers State, Nigeria, is experiencing rapid growth due to urbanization, changing consumer preferences, and an increasing demand for convenient dining options. Despite this growth, many fast-food firms in the region face significant challenges in achieving sustainable competitive advantage, maintaining high levels of operational efficiency, and ensuring financial profitability. These challenges often result in operational inefficiencies, low employee morale, customer dissatisfaction, and fluctuating financial performance. One of the critical factors contributing to these challenges is the absence of a cohesive and effective Work environment culture. Research has shown that Work environment culture specifically, collaborative culture and customer-centric culture can significantly influence organizational outcomes, including operational productivity and financial productivity (Gittell, 2016; Kumar & Shah, 2015). However, while the importance of these cultural dimensions is recognized in various industries, there is limited research on how they specifically impact the fast-food sector, particularly in the context of developing economies such as Nigeria.

Fast-food firms in Port Harcourt, despite operating in a competitive and fast-paced environment, often struggle to foster a collaborative culture that promotes teamwork, communication, and efficient operations. Similarly, the emphasis on building a customer-centric culture, where customer satisfaction is prioritized, remains insufficiently integrated into daily operations. These deficiencies in Work environment culture could hinder the firms' ability to optimize their operations and improve their financial performance. The lack of empirical studies focusing on the direct relationship between Work environment culture (specifically collaborative and customer-centric cultures) and organizational productivity in the fast-food industry in Port Harcourt presents a critical gap in the existing literature. Consequently, this study seeks to investigate how collaborative culture and customer-centric culture influence both operational productivity and financial productivity in fast-food firms in Port Harcourt. By addressing this gap, the study aims to provide valuable insights for fast-food firms seeking to enhance their organizational culture and improve productivity, which are essential for long-term success in the highly competitive fast-food industry. Thus, the problem to be addressed is: How does Work environment culture, specifically collaborative and customer-centric cultures, affect the operational and financial productivity of fast-food firms in Port Harcourt, Rivers State? This study aims to provide a deeper understanding of the relationship between Work environment culture and organizational productivity within the context of the fast-food sector, offering actionable recommendations for improving both cultural dimensions to boost firm performance in Port Harcourt.

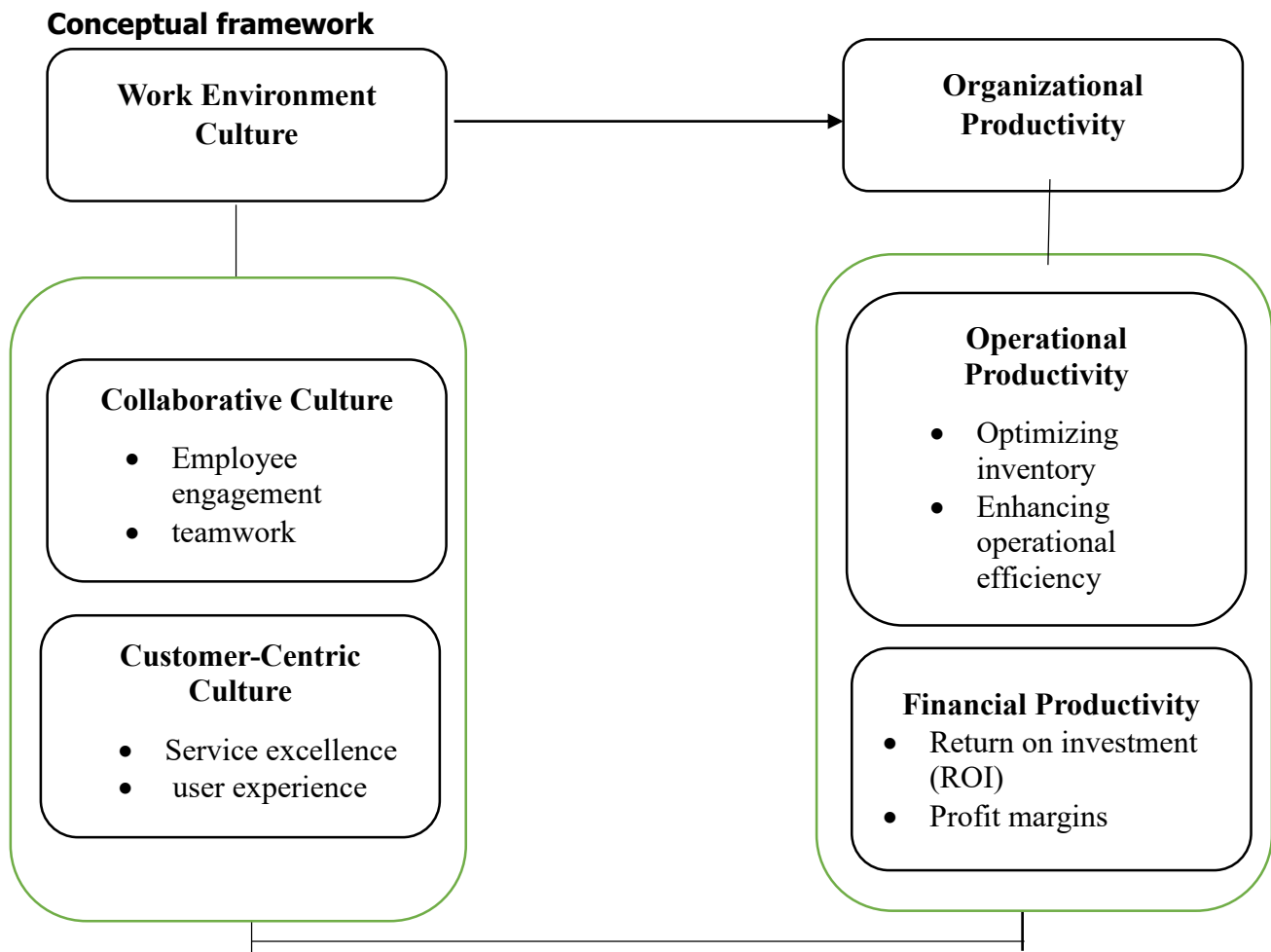


Figure 1: conceptual framework showing Work environment culture and Organizational Productivity of Fast-Food Firms in Port Harcourt, Rivers state, Nigeria.

Source: adapted from Ayodele (2017); Choi, & Choi, (2017).

Aim & objectives

The aim of this study was to determine the relationship between Work environment culture and Organizational Productivity of Fast-Food Firms in Port Harcourt, Rivers state, Nigeria. Specifically, the study seeks to:

- 1) Determine the relationship between Collaborative Culture and Operational Productivity of Fast-Food Firms in Port Harcourt, Rivers state.
- 2) Investigate the relationship between Collaborative Culture and Financial Productivity of Fast-Food Firms in Port Harcourt, Rivers state
- 3) Examine the relationship between Customer-Centric Culture and Operational Productivity of Fast-Food Firms in Port Harcourt, Rivers state.
- 4) Determine the relationship between Customer-Centric Culture and Financial Productivity of Fast-Food Firms in Port Harcourt, Rivers state

Research questions

The following research questions were raised to guide the study:

- 1) What is the relationship between Collaborative Culture and Operational Productivity of Fast-Food Firms in Port Harcourt, Rivers state?
- 2) Is there a relationship between Collaborative Culture and Financial Productivity of Fast-Food Firms in Port Harcourt, Rivers state?

- 3) What is the relationship between Customer-Centric Culture and Operational Productivity of Fast-Food Firms in Port Harcourt, Rivers state?
- 4) Is there a relationship between Customer-Centric Culture and Financial Productivity of Fast-Food Firms in Port Harcourt, Rivers state?

Research Hypotheses

The following null hypotheses were formulated and tested at a significant level of 0.01.

H01: There is no significant relationship between Collaborative Culture and Operational Productivity of Fast-Food Firms in Port Harcourt, Rivers state.

H02: There is no significant relationship between Collaborative Culture and Financial Productivity of Fast-Food Firms in Port Harcourt, Rivers state.

H03: There is no significant relationship between Customer-Centric Culture and Operational Productivity of Fast-Food Firms in Port Harcourt, Rivers state.

H04: There is no significant relationship between Customer-Centric Culture and Financial Productivity of Fast-Food Firms in Port Harcourt, Rivers state.

Significance of the study

This study is of significant value to various stakeholders within the fast-food industry, as well as to the broader academic and business communities. By examining the impact of Work environment culture specifically collaborative culture and customer-centric culture on operational productivity and financial productivity of fast-food firms in Port Harcourt, Rivers State, this research will provide essential insights that can guide the management and operation of fast-food firms in the region. The following categories of persons will benefit from the findings of this study:

- 1. Fast-Food Firms and Their Management:** The primary beneficiaries of this study are the fast-food firms operating in Port Harcourt and their management teams. The research will offer valuable insights into how different aspects of Work environment culture can influence operational and financial outcomes. Fast-food businesses can use the findings to develop and implement more effective cultural practices, such as improving collaboration among staff and placing greater emphasis on customer satisfaction. By doing so, they can improve operational efficiency, reduce costs, enhance service quality, and boost profitability. These improvements are crucial in a competitive market like Port Harcourt, where customer loyalty and operational effectiveness are key to long-term success.
- 2. Employees of Fast-Food Firms:** Employees within the fast-food sector will benefit from the study's findings in several ways. By fostering a collaborative and customer-centric work environment, organizations can improve employee satisfaction, job motivation, and retention. A positive Work environment culture often results in enhanced teamwork, clearer communication, and greater job satisfaction, which can reduce turnover rates and increase employee engagement. Furthermore, employees who feel empowered in a customer-focused culture are more likely to provide superior service, which in turn improves their own job performance and satisfaction.
- 3. Customers of Fast-Food Firms:** Customers are crucial stakeholders in the success of any fast-food business, and they stand to benefit from improved customer-centric cultures in the industry.
- 4. Policymakers and Regulatory Bodies:** Policymakers and regulatory bodies in Port Harcourt and Rivers State, particularly those involved in the business regulation and food service sectors, will benefit from this study by gaining insights into the importance of Work environment culture in improving industry standards.
- 5. Researchers and Academics:** This study will contribute to the academic literature by bridging the gap in existing research on the relationship between Work environment culture and organizational productivity in the fast-food sector, particularly within the context of Port Harcourt, Rivers State.

- 6. Industry Consultants and Business Advisors:** Consultants and business advisors who work with fast-food firms will benefit from this study by gaining a deeper understanding of the factors that contribute to the success or failure of fast-food businesses. By applying the study's findings, these professionals can guide fast-food firms in Port Harcourt toward more effective cultural strategies, improving both operational and financial outcomes.

In summary, the significance of this study lies in its potential to provide actionable insights into how Work environment culture impacts the operational and financial productivity of fast-food firms in Port Harcourt, Rivers State. Fast-food firms, their employees, customers, policymakers, academic researchers, consultants, and investors will all benefit from the findings, as it will help guide strategic decisions aimed at improving business performance, customer satisfaction, and overall industry standards in the region.

Review of Related Literature

Theoretical Review

A theoretical review provides the conceptual foundation upon which a study is based. It helps identify, explain, and justify the theories that relate to the variables being investigated. For the current study, which explores the impact of Work environment culture (specifically collaborative culture and customer-centric culture) on organizational productivity (operational and financial productivity) of fast-food firms in Port Harcourt, Rivers State, several organizational and behavioral theories are relevant. This section discusses key theories that underpin the study:

1. Denison's Organizational Culture Model (Denison, 1990)

Denison's model posits that organizational culture has a significant impact on organizational effectiveness. The model identifies four key cultural traits: involvement, consistency, adaptability, and mission. These traits help organizations align their internal processes and external demands to achieve high performance.

- Involvement and consistency align closely with a collaborative culture, where teamwork, empowerment, and employee participation lead to greater operational efficiency.
- Adaptability and mission align with a customer-centric culture, where the organization is responsive to customer needs and maintains a clear strategic direction.

This model is particularly relevant for fast-food firms where internal coordination (collaboration) and customer satisfaction (external focus) are essential to productivity and long-term sustainability.

Service-Profit Chain Model (Heskett et al., 1994)

The Service-Profit Chain Model emphasizes the link between internal service quality, employee satisfaction, customer satisfaction, and profitability. The theory suggests that when employees are satisfied and engaged (often due to a supportive and collaborative culture), they are more likely to deliver high-quality service, which leads to increased customer satisfaction and loyalty, ultimately improving financial performance.

This model supports the idea that:

- A collaborative Work environment culture enhances employee engagement and service delivery.
- A customer-centric culture directly boosts customer satisfaction, retention, and financial performance.

For fast-food firms, this theory explains how culture drives both operational productivity and financial productivity through improved service delivery.

Goal-Setting Theory (Locke & Latham, 1990)

This theory emphasizes that clear, specific, and challenging goals lead to higher performance. In the context of organizational productivity, when firms set clear productivity targets and align them with a supportive and collaborative culture, employees are more likely to be motivated and focused.

- A collaborative culture helps align team efforts toward achieving organizational goals.

- In a customer-centric culture, goals are often tied to customer satisfaction metrics (e.g., Net Promoter Score, service time), motivating employees to deliver excellent customer service.

This theory is relevant for understanding how Work environment culture supports goal achievement, which directly enhances productivity in fast-paced environments like fast-food operations.

While these theories collectively emphasize the importance of organizational culture in driving productivity and performance, most existing applications focus on large corporations or Western contexts. There is a limited application of these theories to small and medium enterprises (SMEs), particularly in the Nigerian fast-food sector. Moreover, few empirical studies have integrated collaborative culture and customer-centric culture in one model to assess their distinct and combined effects on operational and financial productivity. This study fills the theoretical gap by applying well-established organizational theories to a localized context fast-food firms in Port Harcourt, Rivers State to examine how culture influences productivity outcomes in a service-based, consumer-driven industry.

The theories discussed Denison's Culture Model, the Service-Profit Chain and Goal-Setting Theory, offer a robust framework for understanding the relationship between Work environment culture and organizational productivity. They help explain how internal collaboration and external customer focus contribute to the operational and financial performance of fast-food firms. This theoretical review provides the foundation for the empirical investigation of cultural influences on productivity in a localized business context.

Conceptual Review

Work environment culture

Work environment culture refers to the shared values, beliefs, attitudes, and behaviors that shape how people interact within an organization. It is the underlying social and psychological environment that influences how employees engage with one another, how they approach their work, and how they perceive their roles within the company. A strong, positive Work environment culture can foster employee motivation, job satisfaction, and productivity, while a negative culture can lead to disengagement, high turnover, and poor performance (Denison, 2015).

Dimensions of Work environment culture

Collaborative Culture

A collaborative culture is one where employees work together cohesively to achieve common goals, share knowledge, and support each other in their tasks. This type of culture promotes teamwork, mutual respect, and open communication, which are essential for efficiency and success in a fast-paced industry like fast food. In fast-food firms, the need for speed and accuracy in delivering services makes collaboration a critical factor for success. A team that works well together can reduce errors, streamline processes, and provide a more seamless service experience for customers. Key characteristics of a collaborative culture in a fast-food environment include: Open communication: Employees at all levels are encouraged to share ideas, concerns, and feedback, leading to better decision-making and problem-solving. Teamwork: Staff members collaborate on tasks and support each other in achieving the restaurant's goals, leading to smoother operations and faster service. Mutual respect: A culture that emphasizes respect and appreciation for everyone's contributions helps build a positive work environment and promotes loyalty. Conflict resolution: Collaborative cultures focus on resolving conflicts constructively, leading to better interpersonal relationships and reducing the impact of workplace stress.

Customer-Centric Culture

A customer-centric culture places a strong emphasis on understanding and meeting the needs of customers. In the fast-food industry, where customer satisfaction is crucial, a customer-centric culture ensures that all employees from kitchen staff to front-line service workers are focused on

delivering the best possible experience for the customer. This includes not only delivering high-quality food but also providing friendly, efficient, and personalized service.

Key characteristics of a customer-centric culture in a fast-food environment include: Customer first mentality: Employees are trained and encouraged to prioritize customer satisfaction at all times, creating a positive customer experience and fostering loyalty. Personalized service: Employees are empowered to engage with customers in ways that make them feel valued and appreciated, whether by remembering their preferences or offering recommendations. Responsive to feedback: A customer-centric organization values and responds to customer feedback, constantly seeking ways to improve service quality.

Organizational Productivity

Organizational productivity refers to the efficiency and effectiveness with which an organization utilizes its resources—such as human capital, finances, time, and technology to achieve its goals and generate output. It encompasses both the quantity and quality of output relative to input and is a critical determinant of organizational success, sustainability, and competitiveness (Amah & Ahiauzu, 2019).

In the context of fast-food firms, especially those operating in competitive markets such as Port Harcourt, Rivers State, organizational productivity is vital for maintaining profitability, ensuring customer satisfaction, and achieving growth. Given the industry's fast-paced nature and customer-centric operations, productivity must be monitored across various functions from food preparation and service delivery to financial management and customer engagement. Organizational productivity is often examined through two major lenses: Operational Productivity and Financial Productivity.

Measures of Organizational Productivity

Operational Productivity

Operational productivity refers to the efficiency with which internal processes are carried out to deliver products and services. It measures how well a firm converts its inputs (e.g., labor, ingredients, equipment) into outputs (e.g., meals served, orders processed). In fast-food firms, operational productivity is highly influenced by the coordination among staff, the effectiveness of management systems, and the speed and quality of customer service.

Key indicators of operational productivity in fast-food firms include: Speed of service: How quickly orders are processed and delivered, Accuracy of orders: Ensuring that customer orders are fulfilled correctly and Employee performance: Staff efficiency, task completion rates, and teamwork. Process efficiency: Streamlining kitchen operations, supply chain management, and waste reduction. Improving operational productivity often depends on fostering a collaborative Work environment culture, where employees work together, communicate effectively, and support each other in meeting service demands. A culture that promotes collaboration helps reduce errors, shorten service times, and enhance overall service quality (Gittell, 2016).

Improved Efficiency: When employees work collaboratively, they can accomplish tasks more efficiently, which is crucial in the fast-paced environment of the fast-food industry. Reduced errors, faster order processing, and smoother teamwork all contribute to higher productivity. Reduced

Financial Productivity

Increased Customer Satisfaction: A customer-centric culture directly contributes to a better customer experience, which can lead to higher customer loyalty, repeat business, and increased sales. Improved Profit Margins: By reducing inefficiencies and ensuring that employees work together effectively, fast-food firms can reduce operational costs, improving their overall profitability. Brand Loyalty and Advocacy: Happy customers are likely to return and recommend the restaurant to others, which helps to drive revenue growth without the need for significant additional marketing investment.

In the fast-food industry, where competition is fierce, and customer expectations are high, Work environment culture plays a pivotal role in determining organizational success. The combination of a collaborative culture and a customer-centric culture has the potential to significantly improve both operational productivity and financial productivity, enabling fast-food firms to enhance service delivery, reduce costs, and increase customer loyalty. As such, fast-food firms in Port Harcourt, Rivers State, stand to benefit from cultivating a strong, positive Work environment culture that emphasizes teamwork and customer satisfaction. By investing in the development of these cultural dimensions, fast-food firms can not only improve their internal operations but also create a more sustainable and competitive business model that drives long-term profitability and success.

Financial productivity refers to an organization's ability to convert resources into financial outcomes such as revenue, profit, and return on investment (ROI). (Zeithaml et al., 2016). Satisfied customers are more likely to return and spend more, improving both sales volume and profitability. In Port Harcourt, where the fast-food industry is growing rapidly due to urbanization and lifestyle changes, enhancing organizational productivity is crucial for long-term survival. Firms that can maintain high operational and financial productivity are better positioned to adapt to market changes, retain customers, and achieve strategic growth. Productivity in fast-food firms is influenced by multiple internal and external factors: Internal factors: Work environment culture, employee motivation, leadership style, process efficiency, and training. External factors: Customer expectations, market competition, regulatory environment, and economic conditions. A study by Amah and Ahiauzu (2019) highlights that productivity improvements in service-oriented firms like fast-food chains are strongly linked to organizational culture and employee engagement. This reinforces the need for fast-food businesses to build strong cultural foundations that align with their performance goals.

Empirical Review

Okafor,(2019) undertook a study on Impact of Work environment culture on Employee Performance in Fast-Food Restaurants in Port Harcourt. This study employed a quantitative research design using surveys distributed to employees across various fast-food firms in Port Harcourt. A total of 200 questionnaires were administered, and data were analyzed using statistical tools such as SPSS to determine correlations between Work environment culture dimensions and employee performance metrics. The findings indicated a significant positive correlation between supportive Work environment culture and employee productivity. Specifically, aspects such as recognition, teamwork, and communication were highlighted as critical components that enhanced overall performance. The study concluded that fostering a positive Work environment culture is essential for improving employee productivity in the fast-food sector. Organizations that prioritize cultural elements such as inclusivity and recognition tend to experience higher levels of employee engagement. It was recommended that management implement regular training programs focused on team-building and communication skills to enhance Work environment culture further.

Nwankwo (2020) carried out a study on Workplace Environment and Its Influence on Productivity in Fast-Food Outlets: A Case Study of Port Harcourt. This qualitative study utilized interviews with managers and employees from five different fast-food outlets. Thematic analysis was applied to identify recurring themes related to workplace environment factors affecting productivity. Key findings revealed that a clean and organized work environment significantly influenced staff morale and efficiency. Employees reported feeling more motivated when their physical workspace was well-maintained. The research concluded that the physical aspects of the workplace are integral to enhancing productivity among fast-food employees. A conducive work environment directly correlates with improved job satisfaction. It was suggested that management invest in regular maintenance of facilities and create an aesthetically pleasing work environment to boost employee morale.

Ezeh, (2021) carried out a study on the Role of Leadership Style on Work environment culture and Employee Productivity in Fast-Food Chains. This mixed-methods study combined quantitative surveys with qualitative interviews. Data were collected from over 300 employees across multiple

fast-food chains in Port Harcourt. Statistical analysis was performed alongside thematic coding for qualitative data. The results indicated that transformational leadership styles positively impacted Work environment culture by promoting innovation and collaboration among employees. This leadership approach was linked to higher levels of productivity compared to transactional styles. The study concluded that effective leadership is crucial for cultivating a positive Work environment culture which subsequently enhances organizational productivity within the fast-food industry. Recommendations included training for managers on transformational leadership techniques to foster an engaging work atmosphere conducive to high performance.

Uchechukwu,(2021) undertook a study on Employee Engagement as a Mediator Between Work environment culture and Productivity in Fast-Food Firms. This research utilized a cross-sectional survey design involving 250 employees from various fast-food establishments. Structural equation modeling (SEM) was used to analyze the relationships between variables. Findings showed that employee engagement significantly mediates the relationship between Work environment culture dimensions (such as trust and respect) and overall productivity levels. Engaged employees exhibited higher output rates than their less engaged counterparts. The conclusion drawn from this study emphasized the importance of fostering an engaging Work environment culture as it directly influences productivity outcomes within fast-food firms. It was recommended that organizations develop strategies aimed at increasing employee engagement through recognition programs and participative decision-making processes.

Methodology

This study adopted a survey research design as it seeks to determine the relationship between Work environment culture and Organizational Productivity of Fast-Food Firms in Port Harcourt, Rivers state, Nigeria. Correlational research design was adopted as the study seek to determine the relationship between both variables. The population of this study consisted of 57 food and beverage firms in Port Harcourt as retrieved from Nigerian business directory. 20% of the population was understudy which gave us a sample size of 11 food and beverage firms. 2 respondents were selected from each firm using propulsive sampling technique multiplied by 11 firms under study give us a total of 22 respondents. The operational manager and accountant were selected as they have adequate knowledge about the manifestation of the study variables. Structured question title "Work environment culture and Organizational Productivity questionnaire" was used for data collection. Descriptive statistics and Pearson production moment correlation was used for data analysis.

Findings

Table 1: Descriptive Statistics on Work environment culture and organisational productivity

	N	Min	Max	Sum	Mean	Std. Dev
Team members willingly support one another to achieve shared goals.	17	2	5	60	3.53	1.179
Employees here communicate openly and respectfully with each other.	17	1	5	53	3.12	1.166
The organization consistently seeks feedback from customers to improve services.	17	1	5	56	3.29	1.448
Customer satisfaction is considered a top priority by management.	17	1	5	47	2.76	1.300
Tasks and processes in my department are completed efficiently	17	1	5	54	3.18	1.425

Resources (e.g., time, materials, personnel) are used efficiently in this organization.	17	1	5	53	3.12	1.453
The organization meets its financial performance targets (e.g., revenue, profit).	17	1	5	53	3.12	1.111
Financial decisions are made based on data and strategic planning.	17	1	5	54	3.18	1.380
Valid N (listwise)	17					

Source: survey data 2025 via SPSS output version 25

The descriptive statistics derived from the 2025 survey involving 17 respondents provide insights into the perceptions of Work environment culture and organizational productivity in the studied organization. Overall, responses indicated moderate to relatively positive perceptions across the measured items, although some areas revealed room for improvement.

Among the Work environment culture variables, the statement "Team members willingly support one another to achieve shared goals" recorded the highest mean score of 3.53 (Std. Dev = 1.179), suggesting that collaborative support among team members is relatively strong. In contrast, the lowest mean of 2.76 was associated with the item "Customer satisfaction is considered a top priority by management" (Std. Dev = 1.300), indicating a comparatively weaker emphasis on customer-centric culture from the management's perspective. Communication within the organization was rated moderately, with a mean of 3.12 for "Employees here communicate openly and respectfully with each other", reflecting a neutral to slightly positive perception of interpersonal dynamics.

Regarding organizational productivity, operational indicators such as task completion and resource utilization received moderate ratings. "Tasks and processes in my department are completed efficiently" had a mean of 3.18 (Std. Dev = 1.425), and "Resources (e.g., time, materials, personnel) are used efficiently" also had a mean of 3.12, suggesting average efficiency in daily operations. Financial productivity indicators were also rated moderately. The items "The organization meets its financial performance targets" and "Financial decisions are made based on data and strategic planning" both received mean scores slightly above 3 (3.12 and 3.18, respectively), implying that while financial goals are being met to some extent, there is potential for strategic financial improvements. In conclusion, while the organization shows signs of a functional Work environment culture and average productivity levels, the relatively lower rating for customer-centric management focus highlights an area requiring managerial attention. Strengthening both internal collaboration and customer-oriented strategies could enhance overall organizational effectiveness.

H01: There is no significant relationship between Collaborative Culture and Operational Productivity of Fast-Food Firms in Port Harcourt, Rivers state.

Table 2: Correlations on Collaborative Culture and Operational Productivity

		Collaborative Culture	Operational Productivity
Collaborative Culture	Pearson Correlation	1	.906**
	Sig. (2-tailed)		.000
Operational Productivity	N	17	17
	Pearson Correlation	.906**	1
	Sig. (2-tailed)	.000	

N

17

17

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

The result of the Pearson correlation analysis in Table 2 tests Hypothesis One (H_{01}), which states: "There is no significant relationship between Collaborative Culture and Operational Productivity of Fast-Food Firms in Port Harcourt, Rivers State. From the table: The Pearson correlation coefficient (r) between Collaborative Culture and Operational Productivity is 0.906, indicating a very strong positive relationship between the two variables. The significance value (Sig. 2-tailed) is 0.000, which is less than the 0.01 threshold. This means the result is statistically significant at the 1% level. The sample size (N) used for the analysis is 17.

The statistical analysis reveals a strong and significant positive correlation between collaborative culture and operational productivity ($r = 0.906$, $p < 0.01$). This means that as collaboration among team members increases, operational productivity within fast-food firms also tends to improve significantly. Given the significance level, the null hypothesis (H_{01}) is rejected. Therefore, we conclude that there is a significant relationship between collaborative culture and operational productivity in fast-food firms in Port Harcourt. This result underscores the importance of promoting teamwork, communication, and shared goals within the workplace to drive operational efficiency and performance.

H02: There is no significant relationship between Collaborative Culture and Financial Productivity of Fast-Food Firms in Port Harcourt, Rivers state.

Table 3: Correlations on Collaborative Culture and Financial Productivity

		Collaborative Culture	Financial Productivity
Collaborative Culture	Pearson Correlation	1	.667**
	Sig. (2-tailed)		.003
	N	17	17
Financial Productivity	Pearson Correlation	.667**	1
	Sig. (2-tailed)	.003	
	N	17	17

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

The result of the Pearson correlation analysis in Table 3 tests Hypothesis Two (H_{02}), which states: "There is no significant relationship between Collaborative Culture and Financial Productivity of Fast-Food Firms in Port Harcourt, Rivers State." From the table: The Pearson correlation coefficient (r) between Collaborative Culture and Financial Productivity is 0.667, indicating a moderately strong positive relationship. The p -value (Sig. 2-tailed) is 0.003, which is less than 0.01, indicating that the relationship is statistically significant at the 1% level. The number of respondents (N) in the analysis is 17.

The findings show a moderately strong and statistically significant positive correlation between collaborative culture and financial productivity ($r = 0.667$, $p < 0.01$). This suggests that fast-food firms in Port Harcourt that foster teamwork, cooperation, and inclusive decision-making are more likely to achieve better financial outcomes, such as increased revenues, better cost management, and improved profitability. Since the p -value is below the 0.01 significance threshold, we reject the null hypothesis (H_{02}) and accept the alternative. Thus, there is a significant relationship between collaborative culture and financial productivity. This result implies that enhancing internal

collaboration among employees and departments not only improves operational efficiency but also contributes meaningfully to the financial success of fast-food businesses.

H03: There is no significant relationship between Customer-Centric Culture and Operational Productivity of Fast-Food Firms in Port Harcourt, Rivers state.

Table 4: Correlations on Customer-Centric Culture and Operational Productivity

		Customer-Centric Culture	Operational Productivity
Customer-Centric Culture	Pearson Correlation	1	.538*
	Sig. (2-tailed)		.026
	N	17	17
Operational Productivity	Pearson Correlation	.538*	1
	Sig. (2-tailed)	.026	
	N	17	17

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

The Pearson correlation analysis in Table 4 was conducted to test Hypothesis Three (H₀₃), which states. "There is no significant relationship between Customer-Centric Culture and Operational Productivity of Fast-Food Firms in Port Harcourt, Rivers State. From the results: The Pearson correlation coefficient (r) between Customer-Centric Culture and Operational Productivity is 0.538, indicating a moderate positive relationship. The significance value (p-value) is 0.026, which is less than 0.05, showing that the relationship is statistically significant at the 5% level. The number of valid responses analyzed is 17. The analysis reveals a moderate and statistically significant positive relationship between customer-centric culture and operational productivity (r = 0.538, p = 0.026). This implies that when fast-food firms in Port Harcourt focus on customer satisfaction, responsiveness, and service excellence, their internal operations tend to perform better in terms of efficiency, service delivery, and goal achievement. Since the p-value is below the 0.05 significance threshold, we reject the null hypothesis (H₀₃). Therefore, we conclude that there is a significant relationship between customer-centric culture and operational productivity. This finding highlights the operational value of putting customers at the center of organizational decisions and processes. Fast-food firms that prioritize customer experience can expect improved workflow efficiency, better employee responsiveness, and more streamlined service execution.

H04: There is no significant relationship between Customer-Centric Culture and Financial Productivity of Fast-Food Firms in Port Harcourt, Rivers state.

Table 5: Correlations on Customer-Centric Culture and Financial Productivity

		Customer-Centric Culture	Financial Productivity
Customer-Centric Culture	Pearson Correlation	1	.549*
	Sig. (2-tailed)		.022
	N	17	17

Financial Productivity	Pearson Correlation	.549*	1
	Sig. (2-tailed)	.022	
	N	17	17

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

The Pearson correlation analysis in Table 5 tests Hypothesis Four (H_{04}), which states: "There is no significant relationship between Customer-Centric Culture and Financial Productivity of Fast-Food Firms in Port Harcourt, Rivers State. From the results: The Pearson correlation coefficient (r) between Customer-Centric Culture and Financial Productivity is 0.549, indicating a moderate positive relationship. The significance value (p -value) is 0.022, which is less than 0.05, indicating that the relationship is statistically significant at the 5% level. The number of valid responses (N) analyzed is 17. The analysis shows a moderate and statistically significant positive correlation between customer-centric culture and financial productivity ($r = 0.549$, $p = 0.022$). This suggests that fast-food firms that prioritize customer satisfaction, experience, and responsiveness are likely to see improvements in their financial performance, including higher revenue and profitability. Given that the p -value is below the 0.05 significance threshold, we reject the null hypothesis (H_{04}). Therefore, we conclude that there is a significant relationship between customer-centric culture and financial productivity. This finding underscores the importance of fostering a customer-focused culture, as it not only improves service delivery but also has a positive impact on financial outcomes, helping to drive long-term profitability in fast-food businesses.

Summary of findings

The following findings were drawn from the study:

- 1) There is a significant relationship between Collaborative Culture and Operational Productivity of Fast-Food Firms in Port Harcourt, Rivers state.
- 2) There is a significant relationship between Collaborative Culture and Financial Productivity of Fast-Food Firms in Port Harcourt, Rivers state.
- 3) There is a significant relationship between Customer-Centric Culture and Operational Productivity of Fast-Food Firms in Port Harcourt, Rivers state.
- 4) There is a significant relationship between Customer-Centric Culture and Financial Productivity of Fast-Food Firms in Port Harcourt, Rivers state.

CONCLUSION

The study concludes that Collaborative Culture and Customer-Centric Culture play a significant role in enhancing both Operational and Financial Productivity in fast-food firms in Port Harcourt, Rivers State. The positive and statistically significant relationships found between collaborative culture and operational productivity, as well as between customer-centric culture and financial productivity, highlight the critical role of Work environment culture in driving organizational success. Fast-food firms that emphasize teamwork, open communication, and customer satisfaction tend to exhibit improved internal processes and better financial outcomes. Therefore, the integration of these cultural dimensions into the organizational framework is essential for the sustained growth and success of fast-food businesses.

RECOMMENDATIONS

1. Fast-food firms in Port Harcourt should invest in creating a more collaborative work environment by encouraging teamwork, open communication, and mutual support among employees. This could involve regular team-building activities, collaborative projects, and creating platforms for employees to share ideas and feedback.
2. Organizations should prioritize customer satisfaction by focusing on understanding and meeting customer needs. This could involve conducting regular customer feedback surveys,

training staff in customer service skills, and ensuring that customer satisfaction is consistently monitored and improved.

3. Managers should be trained in leadership styles that promote collaboration and customer focus. Training programs should emphasize the importance of empowering employees, fostering an inclusive environment, and using customer feedback to guide business decisions.
4. Fast-food firms should establish mechanisms to regularly assess and monitor the impact of their Work environment culture on productivity. This can include periodic surveys, performance evaluations, and tracking financial performance to ensure that the organizational culture aligns with business goals.

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APPENDIX A

Strongly Agree (5), Agree (4), moderately agreed (3), Disagree (2) and Strongly Disagree (1)

S/N	Work environment culture	1	2	3	4	5
1.	Team members willingly support one another to achieve shared goals.					
2.	Employees here communicate openly and respectfully with each other.					
3.	The organization consistently seeks feedback from customers to improve services.					
4.	Customer satisfaction is considered a top priority by management.					
Organizational Productivity						
1.	Tasks and processes in my department are completed efficiently					
2.	Resources (e.g., time, materials, personnel) are used efficiently in this organization.					
3.	The organization meets its financial performance targets (e.g., revenue, profit).					
4.	Financial decisions are made based on data and strategic planning.					

APPENDIX C

SPSS OUTPUT

DESCRIPTIVES VARIABLES=VAR00001 VAR00002 VAR00003 VAR00004 VAR00006 VAR00007
VAR00008 VAR00009
/STATISTICS=MEAN SUM STDDEV MIN MAX.

Descriptives

	N	Descriptive Statistics				
		Minimum	Maximum	Sum	Mean	Std. Deviation
Team members willingly support one another to achieve shared goals.	17	2	5	60	3.53	1.179
Employees here communicate openly and respectfully with each other.	17	1	5	53	3.12	1.166
The organization consistently seeks feedback from customers to improve services.	17	1	5	56	3.29	1.448
Customer satisfaction is considered a top priority by management.	17	1	5	47	2.76	1.300
Tasks and processes in my department are completed efficiently	17	1	5	54	3.18	1.425
Resources (e.g., time, materials, personnel) are used efficiently in this organization.	17	1	5	53	3.12	1.453
The organization meets its financial performance targets (e.g., revenue, profit).	17	1	5	53	3.12	1.111
Financial decisions are made based on data and strategic planning.	17	1	5	54	3.18	1.380
Valid N (listwise)	17					

```
FREQUENCIES VARIABLES=VAR00001 VAR00002 VAR00003 VAR00004 VAR00006 VAR00007
VAR00008 VAR00009
/STATISTICS=STDDEV MINIMUM MAXIMUM MEAN MEDIAN SUM
/ORDER=ANALYSIS.
```

Frequencies

		Statistics							
		Team members willingly support one another to achieve shared goals.	Employees here communicate openly and respectfully with each other.	The organization consistently seeks feedback from customers to improve services.	Customer satisfaction is considered a top priority by management.	Tasks and processes in my department are completed efficiently	Resources (e.g., time, materials, personnel) are used efficiently in this organization.	The organization meets its financial performance targets (e.g., revenue, profit).	Financial decisions are made based on data and strategic planning.
N	Valid	17	17	17	17	17	17	17	17

Missing	0	0	0	0	0	0	0	0
Mean	3.53	3.12	3.29	2.76	3.18	3.12	3.12	3.18
Median	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Std. Deviation	1.179	1.166	1.448	1.300	1.425	1.453	1.111	1.380
Minimum	2	1	1	1	1	1	1	1
Maximum	5	5	5	5	5	5	5	5
Sum	60	53	56	47	54	53	53	54

Frequency Table

Team members willingly support one another to achieve shared goals.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	4	23.5	23.5	23.5
	3	5	29.4	29.4	52.9
	4	3	17.6	17.6	70.6
	5	5	29.4	29.4	100.0
	Total	17	100.0	100.0	

Employees here communicate openly and respectfully with each other.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	11.8	11.8	11.8
	2	3	17.6	17.6	29.4
	3	4	23.5	23.5	52.9
	4	7	41.2	41.2	94.1
	5	1	5.9	5.9	100.0
Total	17	100.0	100.0		

The organization consistently seeks feedback from customers to improve services.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	11.8	11.8	11.8
	2	4	23.5	23.5	35.3
	3	3	17.6	17.6	52.9
	4	3	17.6	17.6	70.6
	5	5	29.4	29.4	100.0
Total	17	100.0	100.0		

Customer satisfaction is considered a top priority by management.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	23.5	23.5	23.5
	2	3	17.6	17.6	41.2
	3	4	23.5	23.5	64.7
	4	5	29.4	29.4	94.1
	5	1	5.9	5.9	100.0
	Total	17	100.0	100.0	

Tasks and processes in my department are completed efficiently

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	11.8	11.8	11.8
	2	4	23.5	23.5	35.3
	3	5	29.4	29.4	64.7
	4	1	5.9	5.9	70.6
	5	5	29.4	29.4	100.0
	Total	17	100.0	100.0	

Resources (e.g., time, materials, personnel) are used efficiently in this organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	11.8	11.8	11.8
	2	5	29.4	29.4	41.2
	3	4	23.5	23.5	64.7
	4	1	5.9	5.9	70.6
	5	5	29.4	29.4	100.0
	Total	17	100.0	100.0	

The organization meets its financial performance targets (e.g., revenue, profit).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	11.8	11.8	11.8
	2	2	11.8	11.8	23.5
	3	6	35.3	35.3	58.8
	4	6	35.3	35.3	94.1
	5	1	5.9	5.9	100.0
	Total	17	100.0	100.0	

Financial decisions are made based on data and strategic planning.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	11.8	11.8	11.8
	2	4	23.5	23.5	35.3
	3	4	23.5	23.5	58.8
	4	3	17.6	17.6	76.5
	5	4	23.5	23.5	100.0
	Total	17	100.0	100.0	

CORRELATIONS

/VARIABLES=VAR00001 VAR00002
 /PRINT=TWOTAIL NOSIG
 /MISSING=PAIRWISE.

Correlations

Correlations

		Collaborative Culture	Operational Productivity
Collaborative Culture	Pearson Correlation	1	.906**
	Sig. (2-tailed)		.000
	N	17	17
Operational Productivity	Pearson Correlation	.906**	1
	Sig. (2-tailed)	.000	
	N	17	17

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

Correlations

Correlations

		Collaborative Culture	Financial Productivity
Collaborative Culture	Pearson Correlation	1	.667**
	Sig. (2-tailed)		.003
	N	17	17
Financial Productivity	Pearson Correlation	.667**	1
	Sig. (2-tailed)	.003	
	N	17	17

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

Correlations

Correlations

		Customer-Centric Culture	Operational Productivity
Customer-Centric Culture	Pearson Correlation	1	.538*
	Sig. (2-tailed)		.026
	N	17	17
Operational Productivity	Pearson Correlation	.538*	1

Sig. (2-tailed)	.026	
N	17	17

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

Correlations

		Correlations	
		Customer-Centric Culture	Financial Productivity
Customer-Centric Culture	Pearson Correlation	1	.549*
	Sig. (2-tailed)		.022
	N	17	17
Financial Productivity	Pearson Correlation	.549*	1
	Sig. (2-tailed)	.022	
	N	17	17

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