

Human Resource Flexibility and Entrepreneurial Success of Fast Food Firms in Rivers State, Nigeria

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Abstract: *This study examined the relationship between Human Resource Flexibility and Entrepreneurial Success of Fast Food Firms in Rivers State, Nigeria. The cross-sectional survey design was utilized and a total population of 320 employees from twenty (32) food and beverage firms in Rivers State were covered. A sample size of 175 managers and supervisors were drawn as the sample size of the study. Data were collected using copies of well-structured questionnaire and the simple random sampling technique was utilized in the study. The data was analyzed using the Spearman's Rank Order Correlation and Partial Correlation. The result of the analysis revealed that the dimensions of Human Resource Flexibility (skill flexibility and behavioral flexibility) have a significant positive relationship with profitability and organizational survival. It was concluded that with improved human resource flexibility in terms skill flexibility and behavioral flexibility there will be an improvement of entrepreneurial success of fast food firms in Rivers state. The study recommend amongst others that management investment in human resource should focus on having sufficient variety in their skills and behaviors so that they have an increased chance of adapting to unforeseen change thus maintaining entrepreneurial success.*

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1.0 Introduction

The success of organization in this dynamic and unstable business domain, is a key factor which help to determine the fortune of the organization. Every entrepreneur is extremely engaged with their business with the aim of attaining success. Work satisfaction emerge as a result of the comparison between individual aspirations, goals and wishes and their actual attainment. Research on what success means to entrepreneurs' remains scarce (Wach, Stephan & Gorgievski, 2016). At the firm level, researchers have predominately conceptualised entrepreneurial success as firm growth using criteria such as growth in sales, profit, or employees. To operationalise success, entrepreneurs are asked about their absolute performance in terms of sales, employees or profit, or their relative performance in comparison to other firms in their industry (Delmar, 2006). Lumpkin, et al., (2013) posit that the subjective measure of entrepreneurial success defines entrepreneurial success as an entrepreneur's satisfaction with the firm's performance. The measurement of success is based predominantly on organisational performance indicators such as company survival, sales, profit, employee growth, market share or return on investment, (Chandler & Hanks, 1998). Considering the multifaceted and fickle nature of today's business, modern workplace demands more energy, talent and multi skills with specialised aptitudes in order to succeed and survive in the face of multiple challenges created by global business. The view of flexibility has given

opportunity for employees to ponder, feel and respond in achieving organisational objectives. Sanchez, (1995) defines flexibility as the ability of speedy response of an organisation towards the strategic market demand. Much attention has been given to the concept of human resource flexibility by researchers in the field of human resource management. Organizations with human resource flexibility systems have more tendencies to adapt to different challenging requirement of the external market need. This is pivotal to the recent market environment which are faced with fast economic growth and shifting strategic demands. Three sub dimensions identified for human resource flexibility are employee skill flexibility, behaviour flexibility, and human resource practice flexibility (Bhattacharya et al., 2005). Developing human resource practice flexibility create an environment where the employees are well proficient to take actions more willingly in changing environments, which is associated with competitive advantage and entrepreneurial success (Alizadeh, et al., 2012). Several researches have been conducted to examine factors that lead to entrepreneurial success, however a dearth still exist in literature on how organizational flexibility relate with entrepreneurial success, hence this study.

Statement of the Problem

Failures in organization is traceable to the poor ability for change and continued relevance during periods of change or tumult – due mostly to the failure of the organizations workforce to effectively modify to new role demands or responsibilities, emergent from the context of the organization (Boxall, 2013). Such inadequacies when it comes to role adjustments and flexibility are such that delimit the organizations capacities, exposing its weaknesses and leading to loss of resources and capital. It also weakens the organizations competitiveness such that, given the rigidity of its workers, it is unable to cope or survive during turbulent situations or dynamic environment (Eilstrom & Kock, 2008). Such a problem poses a major risk within the context of today’s business environment, given the growing dynamism and change that mark and characterise the business world or environment. Flexibility in human resource systems and processes have been advocated to help the organization adapt to a complex and dynamic environment. Human resource flexibility is conceived as a capability through which the organization can more easily adapt to environmental contingency changes where both intangible assets, such as knowledge and other tangible ones, play a role in the determination of organizational success (Ubeda-Garcia, et al., 2017). Despite various attempt by scholars to resolve the challenges with entrepreneurial success, failure still persist. This study therefore seek to examine how organizational flexibility in terms of skill flexibility and behavioral flexibility relates with entrepreneurial success of fast food firms in Rivers State.

1.2 Objectives of the Study

The specific objectives are to examine the relationship between;

- i. Skill flexibility and profitability of fast food firms in Rivers State
- ii. Skill flexibility and organizational survival of fast food Firms in Rivers State
- iii. Behavior flexibility and profitability of fast food firms in Rivers State
- iv. Behavior flexibility and organizational survival of fast food firms in Rivers State

1.3 Research Questions

The following research questions served as a guide in this study;

- i. What is the relationship between Skill flexibility and profitability of fast food firms in Rivers State?
- ii. What is the relationship between Skill flexibility and organizational survival of fast food Firms in Rivers State?
- iii. What is the relationship between Behavior flexibility and profitability of fast food firms in Rivers State?
- iv. What is the relationship between Behavior flexibility and organizational survival of fast food firms in Rivers State?

1.4 Research hypotheses

The null hypotheses were formulated as a tentative answer to the research questions;

H₀₁: There is no relationship between Skill flexibility and profitability of fast food firms in Rivers State

H₀₂: There is no relationship between Skill flexibility and organizational survival of fast food Firms in Rivers State

H₀₃: There is no relationship between Behavior flexibility and profitability of fast food firms in Rivers State

H₀₄: There is no relationship between Behavior flexibility and organizational survival of fast food firms in Rivers State

Review of Related Literature

Conceptual Framework

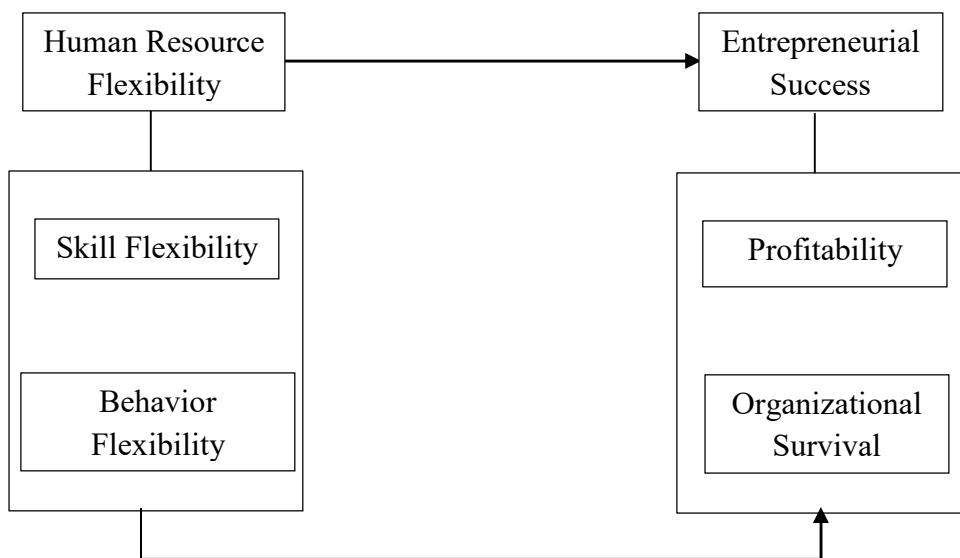


Figure 1: A conceptual Framework showing the link between human resource flexibility and entrepreneurial success.

Source: The dimensions were adapted from Kumari and Pradham (2014) and measures from Dej (2010).

Human Resource Flexibility

Human resource flexibility (HR flexibility) focuses on the multifaceted nature of the workforce as demonstrated by the shifting nature of their personality domains, such as their knowledge, behavior, and education. It refers to the capability to create (recreate), organise (reconfigure), and implement human resource management systems that will handle human resources with skills that improve the firm's overall ability to compete on the basis of market responsiveness and creativity. Organizations that have a flexible human resource system are more easily equipped to adjust to new environmental possibilities (Snell et al., 1996). Because they are more engaged with the organisation, employees who benefit from flexible scheduling systems contribute to the organization's effectiveness (Beltran-Martin et al., 2008).

Researchers have promoted flexibility in human resource systems and processes as part of the strategic approach to human resource management to aid the company in adapting to a challenging and changing environment (Ketkar & Sett, 2009; Way et al., 2012; Camps et al., 2015). From this perspective, human resource flexibility is seen as a capability through which the organisation can more easily adapt to environmental situational changes (Tracey, 2012; Camps et al., 2015 Sekhar, Patwardhan & Vyas, 2016), whereby the intangible assets, like knowledge, and other tangible ones play a contribution to the selection of strategic advantage (Hitt et al. 2001; Sirmon, Hitt & Ireland, 2007; Aryee et al., 2016). Employee flexibility, according to Wright and Snell (quoted in Stokes et al., 2015), can be described as the degree to which a company's human resources have technical skills and behavioural repertoires that give the business the opportunity to establish strategic alternatives in its competitive context.

The focus of human resource flexibility is on employees' diverse skill sets, which are demonstrated by the shifting nature of their personality domain. It refers to the capacity to design, coordinate, and build up systems for managing human resources throughout an organisational structure in order to compete on the basis of adaptability to the environment and creativity. Flexibility in human resources is said to aid a company in adapting to shifting environmental circumstances (Nieves & Quintana, 2016). According to Beltran-Martin et al. (2008), employees who benefit from a flexible work arrangement have better engagement with the firm, which eventually improves performance.

The flexibility of human resources helps the performance management process value employees' actual performance while also showing them how to enhance their talents, skills, and knowledge in the future. They will be motivated by this to behave well at work and in organisations. Employees will respond to their respective portfolios fiercely and effectively as a result, which will ultimately result in effective organisational performance (Galinsky, Sakai, & Wigton, 2011). Employees in companies with high human resource flexibility systems are happier in their jobs than those in companies with low flexibility plans. It has a favourable effect on worker performance (Ketkar & Sett, 2009).

Employees with a wide range of knowledge contribute to the the company's competitive advantage since this knowledge base produces greater skills to create more effective means to meet the various task needs (Boxall, 2013). Numerous studies contend that increased flexibility boosts workers' levels of motivation and pleasure, which in turn boosts output (Camps et al., 2015). Additionally, adaptable workers keep profitable connections with clients that help to satisfy their demands and raise customer satisfaction levels (Youndt & Snell, 2004; Fu et al., 2015).

Because it indicates that employees can react more effectively to previously-appearing stimuli, human resource flexibility may become important in the adoption of innovative solutions inside the company. To this, it must be added that when workers regularly grow their knowledge base, their performance variability at work diminishes, and as a result, their productivity rises (Nieves and Quintana, 2016). Similar to this, flexibility helps people of an organisation to improvise and develop fresh ideas, to examine themselves and their activities, to give meaning to them and develop new knowledge from them. For instance, it enables team members to consider methods to cut costs and create fresh service delivery ideas (Youndt & Snell, 2004; Nieves & Quintana, 2016).

Skill Flexibility

The ability to swiftly and efficiently adapt to new abilities provided by an organisation is known as skill flexibility (Boxall, 1999). There are two methods to categorise skill flexibility. First, an organisation may employ individuals who possess a variety of broad-based talents and are capable of using those skills in a variety of demanding situations. Broad-based abilities are crucial because they create valuable productivity for the organization's current needs and are capable of improving the organization's output in response to potential future demands. Although employee skill sets may not currently be utilised as a business innovation potential, they may in the future have an impact on the organization's strategic decisions (Lengnick-Hall and Lengnick-Hall, 1988).

Second, a company may employ a broad range of "expert" workers who provide flexibility by permitting the company to alter skill profiles to suit strategic needs of the market. With this skill adaptability, organisations may rearrange their staff (for example, by assigning teams) when the requirements change in order to get the desired aptitude skills that may satisfy the changing requirements (Neuman and Wright, 1999). Employees with adaptable skills will be able to handle various job needs with ease. They are better able to successfully meet consumer and market demands and have a higher propensity to efficiently handle work-related stress. As a result, they perform better, which improves the efficiency of the organisation. This implies that more skill flexibility may be related to greater organisational effectiveness.

One of the most important precursors of flexibility in behaviours is flexibility in skills (Nieves & Quintana, 2016). According to Wright and Snell (1998), Beltrán-Martn (2008), and Kumari and Pradhan (2014), skill flexibility refers to the variety of possible applications for an employee's knowledge and skills. Employees that possess a broad range of talents that enable them to carry out a variety of activities are adaptable. Thus, a flexible employee is one who demonstrates the ability to work on numerous tasks and under varied situations, and whose mobilisation to new roles or jobs may be accomplished at a low cost and in a short amount of time (Nieves & Quintana, 2016; De Lastra et al., 2014; Camps et al., 2015).

On the other hand, skill flexibility also has something to do with an individual's capacity to acquire a wide range of abilities in the future (Wright and Snell, 1998; Maurer et al., 2003; Martin et al., 2013). Flexible workers are trained and retrained as needed; they anticipate future skill requirements, demonstrate enthusiasm for learning novel task-solving techniques, and see every

internal organisational event as an opportunity to pick up new knowledge that will be useful in the future. The option of skill flexibility is one that the organisation offers so that employees can make use of their skills. It has two characteristics: (a) resource flexibility, which refers to the variety of possible uses to which employee skills may be put, and (b) the ease with which people with various skill sets may be quickly reorganized. When it comes to employee competences, resource flexibility refers to the extent to which people have - or can quickly learn - the skills necessary to carry out alternative work-related activities (such as tasks, roles, positions, etc.) and make use of other technologies.

Behavioural Flexibility

The notion of "behavioural flexibility" by Wright and Snell (quoted in Tracey, 2012) attributes the concept of "behaviour" at work to the routine scripts or processes that employees adhere to when carrying out their duties. According to these authors, when employees use the same set of activities to manage novel situations as they do for routine ones, their behaviours become rigid or inflexible. Employees whose behaviours are adaptable can adapt to changing situations and use varied routines. Employees who exhibit flexible behaviour, to put it another way, adjust their answers to previously unanticipated events based on improvisation rather than by adhering to established action patterns (Bhattacharya et al., 2005; Dyer and Ericksen, 2005; Kumari & Pradhan, 2014). Flexible behaviour among employees is an important asset for the company for a number of reasons. First off, businesses can save money by reducing expenditures associated with individuals who are unable to adapt to change in their job (Nieves & Quintana, 2016). Second, behavioural flexibility facilitates the implementation of change processes within the organisation by giving the latter the opportunity to respond appropriately to a variety of situations (Bhattacharya et al., 2005; Beltrán-Martín and Roca-Puig, 2013).

Adjusting to changing conditions is referred to as behavioural flexibility. This goes against what employees in organisations often do or act like. Resource flexibility in workforce behaviours measures the extent to which the company's current employees have and are willing (motivated) to apply behaviour scripts that can be adapted to other uses (Wright and Snell, 1998). It shows that employees have a flexible mindset as opposed to routine behaviours and how much of a variety of behavioural traits they possess that can be tailored to meet the demands of any given situation. It can be distinguished from skill flexibility in that employees may have a variety of talents but lack the behavioural drive to change, or they may be highly motivated but lacking the information and skills essential to make or alter decisions (MacDuffie, 1995).

Employee behaviour flexibility is important because it helps employees deal with a range of circumstances and makes it easier to execute change. Employees with improved learning capacities demonstrate that an organisation doesn't need to hire new employees with fresh skills to deal with environmental changes. According to several studies, behavioural flexibility enhances organisational success. Organizations with a flexible culture are able to adjust to a changing environment, which improves the effectiveness of the organisation (Kotter and Heskett, 1992). Organizations with a strong capacity for learning can improve performance by changing their behaviour to reflect new information and insights (Garvin, 1993; Hunt and Morgan, 1996). This is due to the fact that individuals who exhibit behavioural flexibility are more likeable at work and have positive interactions with coworkers, supervisors, and subordinates. In the vast majority of circumstances and contexts, they are more inclined to act in a good manner. This will enable both the organisation and the employees to operate efficiently in a variety of situations.

Entrepreneurial Success

By launching new businesses and taking all the associated risks, entrepreneurship is thought to be a catalytic force for increasing the economy. However, by utilising the available resources and producing values, entrepreneurship can define a variety of activities (Ariffin et al., 2020; Noor, et al., 2021).

The definition of "success" is the efficient application of knowledge. It has several facets and can be interpreted in a variety of ways, including monetary enrichment, profitability, a growth in employees, and survival (Covin and Miller, 2014; Murthy, 2010; Rathod, 2012). The performance of a company as a whole can be used to measure success because it is linked to aptitude, motivation, and opportunity (Covin and Wales, 2018). Prior studies have shown that the entrepreneurial management team, age and entrepreneurial traits, degree of education, experience, and business abilities all have a significant impact in achieving success (Aidis et al., 2012; Nil et al., 2011; Trang, 2016).

Economic success and the entrepreneur's satisfaction have been identified as two separate components of the entrepreneurial Success construct (Hisrich, 2000). Instead of revealing distinctively different profiles for entrepreneurial happiness, articulating two discrete realms of success reveals distinctively different profiles for economic success. Individual attitudinal orientations and economic success show non-monotonic patterns in their connections with one another (Hisrich, 2000). The work of Luk (1996), who stated that the highest levels of economic success did not correspond to the highest levels of entrepreneurial behaviour, further supports this claim. Additionally, Luk (1996) found that individual attitudes had twice as much of an impact on the venture's financial success as did the firm's features. Successful businesspeople claimed that having strong interpersonal skills was a significant personal asset that aided in company expansion. In contrast, the traits of the company had twice as much of an impact on the entrepreneur's pleasure as did the person's attitudes (Hisrich, 2000). Entrepreneurial success, according to Baron and Markman (2003), may be influenced by a number of personal traits, including self-efficacy and general propensity for entrepreneurship.

The entrepreneur's personality attributes, social networks, and prior experience are frequently linked to entrepreneurial success. A prerequisite for the recognition, development, and evaluation phases of the opportunity identification triad is entrepreneurial sensitivity (Ardichvili et al., 2003). Growth has been identified by entrepreneurship academics as the key determinant of venture success (Covin & Slevin, 1997; and Low & MacMillan, 1988). In this study, our performance metric was venture growth. Sales growth, earnings growth, employment levels, and satisfaction are the main metrics used to gauge success (Hisrich, 2000).

The most crucial environmental factors for improving performance seem to be the dynamics of demand, often known as market attractiveness, environmental generosity, or dynamics. Small businesses have a wealth of options to capitalise on dynamic circumstances (Chandler & Hanks, 1993; Covin & Slevin, 1991 and Zahra, 1993). Market expansion is specifically mentioned as being crucial to the performance of small businesses (Chandler & Hanks, 1994; Lumpkin & Dess, 1996; and Sandberg & Hofer, 1987). According to Lumpkin and Dess (1996), environmental orientation and market expansion have independent, positive effects on performance, with rising businesses potentially outperforming other industries regardless of their environmental orientation. As a result, environmental dynamism is a crucial control element that is probably going to have a beneficial impact on performance.

Profitability

Profit maximisation is a crucial objective if a company wants to continue operating and survive competition from other companies in the same sector. It is a necessary condition for the achievement of other financial objectives of a business entity and a precondition for the long-term survival and success of a company (Gitman and Zutter, 2012). A company's profitability is an essential part of its financial reporting and a fundamental metric of its performance. It shows the business' ability and potential to turn a profit at a certain pace of sales, level of assets, and capital stock over a specific time frame (Margaretha and Supartika, 2016). Profitable companies create value, provide jobs, have a propensity for greater innovation, are more socially responsible, and support the economy at large by paying taxes. High corporate performance rates unquestionably contribute significantly to the generation of income and the expansion of an economy as a whole (Olutunla and Obamuyi, 2008; Lazar, 2016). Academics have therefore made significant efforts to discover the factors that affect profitability at the firm and industry levels using cutting-edge theoretical models (Al-Jafari and Al-Samman, 2015; Pratheepan, 2014).

Profitability is the ability of a business to make a profit. A business' revenue is what is left over after paying all costs that are directly related to earning the income, such as those related to producing a product, and other costs involved with carrying out the business' activities (Grimsley, 2015).

Profitability, as defined by Saptarshi and Tasnima (2018), is the capacity of an organisation to generate revenue from all of its business endeavours. Profitability shows how effectively a company's management is using its resources to take advantage of marketing or promotional opportunities. According to Paul and Agbo (2014), a company's profitability is determined by its capacity to generate returns on assets with a positive net present value. Profitability is defined similarly by Pouraghaljan and Milad (2012) as the ability to generate money that is larger than the expense of such generation. Essentially, the expression refers to profit and how it connects to other elements that directly affect profit in terms of relative and quantitative terms. Different metrics, including Return on Asset (ROA), Return on Equity (ROE), Bank Efficacy, and Profit to Total Expenses (PER), show profitability measurements, which involve evaluating managerial effectiveness. Improved bank performance is indicated by higher profitability ratios (Mangla & Rehman, 2010; Ajlouni & Omari, 2013). This study employed the Return on Asset (ROA) metric to assess profitability.

Organizational Survival

Many businesses today strive to become employers of choice, which refers to establishments that outperform their rivals by drawing in, developing, and retaining individuals with the talent needed by business (Joo & McLean, 2006). According to conventional wisdom, a good company will generate better-quality goods and services, encourage more innovation, be able to recruit more talented workers, encounter less resistance to change, and incur lower turnover costs, all of which will contribute to its bottom line (Levering, 1998). Employees who are highly empowered and self-reliant are necessary for a company to succeed and to maintain a competitive advantage in the product and labour markets. Employees are the main contributor to an organization's ability to survive and are crucial to its effectiveness.

In this context, the ability of the organisation to remain in existence is referred to as organisational survival (Sheppard, 1993). When referring to an organization's propensity for ongoing adaptation to changes in the internal and external environment, seen and unforeseen, it is used to signify

sustained learning and adaptive traits. By using this term, the company is implying that it will continue to make an attempt to satisfy the needs of the market, its employees, shareholders, investors, host communities, the government, and other interested parties. Sheppard (1993) believes that an organization's profitability margin, market share size, organisational size, age, and overall financial conditions all translate into survival and, as he observes, all have a relationship to one another to improve functionality.

Successful organisations are those that are able to accomplish their goals and objectives and maintain them over an extended period of time (Nwosu 2014). All objectives are supported by the goal of organisational survival (Adewale 2011). Because survival is an unwritten rule in every organisation, according to Gross (1968), focusing on this goal helps with the fulfilment and execution of other organisational goals. Every organisation, he contends, must view survival as a crucial requirement for serving any interest at all, and those that do not see survival as their primary objective or goal ought to give it some serious thought. Observing an organization's continued existence is the most objective and unbiased way to gauge its survival (Sheppard 2016). How successfully a company learns to adapt to its surroundings and fully utilise its resources, both human and material, will determine whether it survives in a dynamic and competitive business climate (Akani, 2015).

According to Ogunro (2014), referenced in Gabriel (2015), there are a number of elements that contribute to an organization's survival and success. The first is technology, which relates to the organization's R&D efforts, technical incentives, and the pace of technological change. Second, ecological factors that affect contextual and environmental elements like weather and climate issues that have an impact on enterprises in the agricultural and industrial sectors. Thirdly, there are legal factors, such as laws against discrimination, consumer protection, antitrust, employment, and safety and health regulations, and, finally, there are economic factors, such as interest rates, inflation rates, and currency rates. Ogunro (2014), mentioned in Gabriel (2015), elaborates in great detail on the organization's ability to endure as a result of its success in overcoming cited environmental constraints and seizing chances. The company has thus far shown that it is a viable entity, has a sufficient number of clients, and satisfactorily satisfies them with its goods and services. The ability of an organisation to survive over the long term, rather than just its financial performance, should be considered a success. The decision to invest in the organization's growth must therefore be taken into account when deciding on higher pay or higher dividends because the corporation's existence should come first (Michael, 2011).

Empirical Review

Pradhan, et al., (2017) examines the influence of human resource (HR) flexibility on organisational effectiveness. It also examines the mediating role of organisational citizenship behaviour between HR flexibility and organisational effectiveness. Using structural equation modelling on survey data collected from 350 executive respondents randomly selected from various manufacturing industries of public sector organisations in India, the study has revealed significant influence of HR flexibility on organisational effectiveness. The findings also reported that organisational citizenship behaviour has significant mediating effect on the relationship between HR flexibility and organisational effectiveness. The findings have very important implications for organisations to nurture good citizenship behaviour among its executives to achieve optimum organisational effectiveness.

3.0 Methodology

This study used a cross-sectional survey and the target population was 320 managers and supervisors drawn from (36) Fast Food Firms in Rivers state. The sample size was determined using the Krejcie and Morgan (1970) formula for sample size determination. As a result, 175 questionnaires were distributed to managers and supervisors at the eight firms chosen. In this study, a simple random sampling technique was used. This method was chosen because it provides a true representation of the entire population and reduces the possibility of researcher bias in the sample case selection. Human resource flexibility (independent variable) was measured using market skill flexibility and behavioral flexibility. 5 items were used in measuring skill flexibility (e.g. there is an element of skill flexibility in my organization) and 5 items were used in measuring behavioral flexibility (e. g. my organization ensure that employees are flexible in their behaviour). Entrepreneurial success (dependent variable) was measured using profitability and organizational survival. Profitability was measured using 5 items (e.g. my organization has witnessed increased profitability over the years) and 5 items was used in measuring organizational survival (e.g. my organization has thrived successfully over the years). Items were rated on a 4-point Likert scale, with 1 indicating strong disagreement, 2 indicating disagreement, 3 indicating agreement, and 4 indicating strong agreement. Statistical Package for Social Sciences (SPSS) version 21 aided the analyses of the bivariate hypotheses using the Spearman Rank Order Correlation Coefficient statistical tool.

4.0 Result

A total of 175 questionnaires were distributed to respondent, however, only 167 (95%) copies were returned and used for the study. The hypotheses test was undertaken at a 95% confidence interval implying a 0.05 level of significance. The decision rule is set at a critical region of $p > 0.05$ for acceptance of the null hypothesis and $p < 0.05$ for rejection of the null hypothesis.

Table 1: Skill Flexibility and Profitability

Correlations			Skill Flexibility	Profitability
Spearman's rho	Skill Flexibility	Correlation Coefficient	1.000	.761**
		Sig. (2-tailed)	.	.000
		N	167	167
	Profitability	Correlation Coefficient	.761**	1.000
		Sig. (2-tailed)	.000	.
		N	167	167
**. Correlation is significant at the 0.01 level (2-tailed).				

Source: SPSS Output, 2023

H01: There is no significant relationship between skill flexibility and Profitability of Fast Food firms in Rivers State.

The result of the analysis in Table 1 shows a significant level $p < 0.05$ ($0.000 < 0.05$), $\rho = 0.761$ between skill flexibility and profitability. This means that there is a significant relationship between skill flexibility and profitability. The null hypothesis is rejected, and we restate that *there is a significant relationship skill flexibility and profitability.*

Table 2: Skill Flexibility and Organizational Survival

Correlations				
			Skill Flexibility	Organizational Survival
Spearman's rho	Skill Flexibility	Correlation Coefficient	1.000	.710**
		Sig. (2-tailed)	.	.000
		N	167	167
	Organizational Survival	Correlation Coefficient	.710**	1.000
		Sig. (2-tailed)	.000	.
		N	167	167
**. Correlation is significant at the 0.01 level (2-tailed).				

Source: SPSS Output, 2023

H02: There is no significant relationship between skill flexibility and Organizational Survival of Fast Food firms in Rivers State.

The result of the analysis in Table 1 shows a significant level $p < 0.05$ ($0.000 < 0.05$), $\rho = 0.710$ between skill flexibility and Organizational Survival. This means that there is a significant relationship between skill flexibility and Organizational Survival. The null hypothesis is rejected, and we restate that *there is a significant relationship skill flexibility and Organizational Survival.*

Table 3: Behavioral Flexibility and Profitability

Correlations				
			Behavioral Flexibility	Profitability
Spearman's rho	Behavioral Flexibility	Correlation Coefficient	1.000	.722**
		Sig. (2-tailed)	.	.000
		N	167	167
	Profitability	Correlation Coefficient	.722**	1.000
		Sig. (2-tailed)	.000	.
		N	167	167
**. Correlation is significant at the 0.01 level (2-tailed).				

Source: SPSS Output, 2023

H03: There is no significant relationship between Behavioral flexibility and Profitability of Fast Food firms in Rivers State.

The result of the analysis in Table 1 shows a significant level $p < 0.05$ ($0.000 < 0.05$), $\rho = 0.722$ between behavioral flexibility and profitability. This means that there is a significant relationship between behavioral flexibility and profitability. The null hypothesis is rejected, and we restate that *there is a significant relationship behavioral flexibility and profitability.*

Table 4: Behavioral Flexibility and Organizational Survival

Correlations				
			behavioral Flexibility	Organizational Survival
Spearman's rho	Behavioral Flexibility	Correlation Coefficient	1.000	.698**
		Sig. (2-tailed)	.	.000
		N	167	167
	Organizational Survival	Correlation Coefficient	.698**	1.000
		Sig. (2-tailed)	.000	.
		N	167	167
**. Correlation is significant at the 0.01 level (2-tailed).				

Source: SPSS Output, 2023

H₀₄: There is no significant relationship between behavioral flexibility and Organizational Survival of Fast Food firms in Rivers State.

The result of the analysis in Table 1 shows a significant level $p < 0.05$ ($0.000 < 0.05$), $\rho = 0.698$ between Behavioral flexibility and Organizational Survival. This means that there is a significant relationship between Behavioral Flexibility and Organizational Survival. The null hypothesis is rejected, and we restate that *there is a significant relationship behavioral flexibility and Organizational Survival*.

5.0 Discussion of Findings

Skill Flexibility and Profitability

The bivariate hypotheses between Skill flexibility and profitability reveal a remarkable relationship between the two variables. The spearman correlation coefficient reveal that the p-value of 0.000 was less than 0.05 ($p = 0.000 < 0.05$) which implies that skill flexibility has a significant relationship with Profitability. Thus the null hypothesis was rejected and the alternate hypothesis was accepted. The result of the correlation coefficient (r) is 0.761. This thus reveals skill flexibility accounts for up to 76.1% level of profitability. Therefore increasing skill flexibility will increase Profitability. The first objective of the study which sought to examine if skill flexibility relates with profitability was achieved. This finding agrees with that of Nieves & Quintana, (2016) who posit that skill flexibility allows organization members to think about ways to reduce costs and develop new innovations in service delivery and ultimate profitability.

Skill Flexibility and Organizational Survival

The bivariate hypotheses between Skill flexibility and organizational survival reveal a remarkable relationship between the two variables. The spearman correlation coefficient reveal that the p-value of 0.000 was less than 0.05 ($p = 0.000 < 0.05$) which implies that skill flexibility has a significant relationship with organizational survival. Thus the null hypothesis was rejected and the alternate hypothesis was accepted. The result of the correlation coefficient (r) is 0.710. This thus reveals skill flexibility accounts for up to 71.0% level of organizational survival. Therefore increasing skill flexibility will increase organizational survival. The second objective of the study which sought to examine if skill flexibility relates with organizational survival was achieved. This finding agrees with that of Biriowu and Ogonna (2022) who state that organizational survival is dependent on its capability to muddle through the influence of internal and external environmental factors. Also Lee (2006), put that for any organization to survive in a competitive and vibrant business environment, depends on how effective the organization learn to adapt itself to the environment, as well as take advantage of its human and material resources.

Behavioral Flexibility and Profitability

The bivariate hypotheses between Behavioral flexibility and profitability reveal a remarkable relationship between the two variables. The spearman correlation coefficient reveal that the p-value of 0.000 was less than 0.05 ($p = 0.000 < 0.05$) which implies that Behavioral flexibility has a

significant relationship with Profitability. Thus the null hypothesis was rejected and the alternate hypothesis was accepted. The result of the correlation coefficient (r) is 0.722. This thus reveals Behavioral flexibility accounts for up to 72.2% level of profitability. Therefore increasing Behavioral flexibility will lead to increase of Profitability. The third objective of the study which sought to examine if Behavioral flexibility relates with profitability was achieved. This finding agrees with that of Sharma et al. (2010) who said that through adapting different connections, subordinates make some behavioural changes and they try to make their behaviour more flexible so that they can adjust to the situation very easily in order to secure the profitability of the organisation.

Behavior Flexibility and Organizational Survival

The bivariate hypotheses between Behavior flexibility and organizational survival reveal a remarkable relationship between the two variables. The spearman correlation coefficient reveal that the p-value of 0.000 was less than 0.05 ($p=0.000<0.05$) which implies that Behavior flexibility has a significant relationship with Organizational Survival. Thus the null hypothesis was rejected and the alternate hypothesis was accepted. The result of the correlation coefficient (r) is 0.698. This thus reveals Behavior Flexibility accounts for up to 69.8% level of Organizational Survival. Therefore increasing Behavior Flexibility will increase Organizational Survival. The fourth objective of the study which sought to examine if skill flexibility relates with organizational survival was achieved. This finding agrees with that of Pradhan and Kumari (2017) who put that flexibility inventory helps an organisation to meet successfully new demand of the market. In the same way, an improved facility in employee behavioural flexibility suggests that employees would be competent to respond more nimbly to change which will enhance organizational survival.

6.0 Conclusion and Recommendations

Organisations having better and improved employee skill, behaviour, and human resource practice varieties offer more multifaceted and diverse set of practices which will be helpful in responding dynamically to changing and challenging environments. The perception of human resource flexibility has generated a great deal of research interest in the field of human resource management as it enables an organisation to adapt to diverse and changing requirements from the external environment. Organizations that are superior at learning, defined as creating, acquiring and transferring knowledge, and modifying its behavior to reflect new knowledge and insights, can enhance success. Skill flexibility exhibits a larger role in reducing costs because greater skill variety and its application lower the requirement for actual buffers against uncertainty. Increased human resource flexibility also implies a speedier response time to changing environmental conditions. Having varied employee skills as part of the human resource capacity inventory, for example, suggests that the firm will be able to respond more rapidly than if the firm had to enter the open market and acquire skills to meet new demand conditions. Similarly, an increased facility in employee behavioral adaptability suggests that employees would be able to react more nimbly to change. In conclusion, enhancing organizational flexibility in terms of skill flexibility and behavioral flexibility will enhance the success of fast food firms. Drawing from the findings and conclusion, the following recommendations are proffered;

- i. Management investment in human resource should focus on having sufficient *variety* in their skills and behaviors so that they have an increased chance of adapting to unforeseen change thus maintaining entrepreneurial success.

- ii. Management of fast food firms should enhance their behavioral flexibility by intentionally recruiting individuals who exhibit higher levels of adaptability in order to enhance the continuity of the firm.
- iii. Fast food firm's management should train and develop their employees to make them more flexible in their abilities and approaches to exhibit behaviour for facilitating organisational activities thereby producing better results and profit for the organisation.
- iv. Management of fast food firms should emphasize and advance necessary policies for improved features and conditions which drive and advance outcomes of human resource flexibility.

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