Enhancing Organizational Effectiveness Through Employee Work Attitude: Dissection of Nigeria's Hospitality Industry

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ARTICLE INFORMATION

ABSTRACT

This study aims to examine the predictability of employee work attitude on the effectiveness of hospitality firms operating in Nigeria's work setting. Middle-line managers, supervisors, and low-level employees constitute the sample frame. To avoid bias in selection, simple random was used. Copies of the primary instrument were used to collect data. Frequency distribution was used to analyze respondents' data while the research propositions were analyzed with linear regression with the aid of IBM SPSS statistical software version 25. The finding of the study showed that employee work attitude has a positive significant effect on organizational effectiveness. The study concluded that employee work attitude measured in terms of job satisfaction and job involvement enhances and improves the organizational effectiveness of hospitality firms in Nigeria through prompt service delivery and customer satisfaction. The implication of the study is that; supervisors, operations managers, and HR managers should pay positive attention to the attitude of their employees to discourage employee turnover that could lead to customer withdrawal.

Keywords: Customer Satisfaction; Employee Work Attitude; Job Involvement; Job Satisfaction; Organizational Effectiveness

INTRODUCTION

Organizational effectiveness (OE) has dominated the circle of discussion amongst business practitioners and scholars (Arulsenthilkumar& Punitha, 2024; Hngoi et al., 2023). A survey has shown that enterprises that are effective in delivering quality service, enjoy customer patronage compared to their counterparts (Matagi et al., 2022; Griffin & Moorhead, 2014). It was postulated that effectiveness is a keyword for every organization that wants to succeed and become the leader of the industry they belong to (Kinicki & Fugate, 2016). Firm effectiveness is a qualitative feature that indicates the extent to which businesses make progress in their operations through their employees (Mittal et al., 2023; Tan & Olaore, 2022). Organizational effectiveness cannot be achieved if the employees are not emotionally stable to carry out what is expected of them in the workplace (Robbins & Judge, 2018; Langton et al., 2016). It has been revealed that when managers and supervisors fail to define goals for their employees, the result will be ineffectiveness, low productivity, low sales volume, a decrease in market share, and a decrease in profit (Colquitt et al., 2017). Camilleri & Filieri (2023) and Mohyi (2021) contended that organizational effectiveness is an indicator of business success, growth, performance, and sustainability. Dhoopar et al. (2023) assert that service firms can enhance their performance by providing effective service delivery to guests, as well as the establishment of good customer relationships. Research has shown that for the hospitality industry to be effective in its day-to-day operation, management must provide adequate resources for each section of the organization (Robbins & Judge, 2018).

In line with the above contention, Manoharan and Singal (2019) argue that the main role of business effectiveness is to provide quick and prompt service delivery to potential customers. Jung et al. (2023b) stated that when a hospitality enterprise is effective, new customers would be attracted and the image of the business would be enhanced. Surveys have shown that effectiveness in the service sector cannot be attained without the provision of adequate resources (Elphick, 2024). This is because both the employee and operations manager need resources to perform their job. It is also noted that effectiveness is dependent on setting a clear mission that would accommodate change (Kleefstra et al., 2020). On the one hand, Barinua and Onyekachukwu (2022) stressed that OE can be sustainable if the managers can build a strong strategy and develop a flexible structure and dynamic culture. Priskila (2024) suggested that business effectiveness should focus on improving customer loyalty, adding value to products, and quality service delivery. Younadam (2023) added that managers can also enhance OE by setting up goals that are realistic, measurable, specific, and achievable quite apart from the time frame. Kwahar (2021) submitted that for OE to be sustainable, hospitality business practitioners need to delegate some of their tasks to their subordinates, build strong relationships with other coworkers, and provide constructive feedback.

Drawing from the above contentions, Jaurigue et al. (2023) affirmed that the effectiveness of any enterprise rests on the work attitude of the employees who drive the objectives of every department. A positive work attitude promotes organizational effectiveness, resilience, sustainability, and customer retention (Jang et al., 2023; Musa, 2023). On the other hand, a negative work attitude decreases business profitability as well as customer loyalty (Bhambhani, 2023; Cabrera & Estacio, 2022). Okello et al. (2022) stressed that employee attitude toward customers may affect their purchasing decisions in either way. Another significance of a positive work attitude is that it enhances team camaraderie, creativity, and productivity (Abdou et al., 2022). Guan and Jeong-gil (2020) argued that positive work attitudes of employees can also boost customer experience, and create better working environments and work-life balance. Arshad et al. (2021) contended that a positive attitude enhances problem-solving skills, reduces job

stress, and stimulates decision-making. Arshad et al. (2021) accentuate that negative attitude is destructive because it can breed conflicts, decrease efficiency, and hamper communication. Scholars have admitted that work attitude is made up of commitment to work, motivation, job satisfaction, and involvement (Arshad et al., 2021; Xiong & King, 2019; Chang & Busser, 2017). It therefore implies that the level at which an employee is satisfied would determine the type of attitude to be displayed at the workplace (Heimerl et al., 2020). It also means that commitment to work would also be affected especially when the work atmosphere is not conducive for the employee.

Research has revealed that customer experience is driven by the work attitude of employees (Ghoreishi et al., 2022). Jemesunde (2022) supported that research and stated that the first impression that customers have with an organization would determine their repurchase intention. It was this argument that attracted Musa (2023) to attest that organizational effectiveness is associated with the work attitude of the employees. OE enables organizations to prepare for distortion that was not planned for which is propelled by external forces. That is the reason the work attitude of employees should be enhanced by putting every necessary leadership influence in place just in case there is succession planning.

Nevertheless, trends of studies such as Bhambhani (2023), Jang et al. (2023), Jaurigue et al. (2023), Musa (2023), Cabrera & Estacio (2022), Ghoreishi et al. (2022), and Jemesunde (2022) had examined work attitude with different criterion variables in different parts of the world, industries, and organizations. From the above trend of studies, it is very clear that none of these authors investigated the effect of employee work attitude on organizational effectiveness in selected hospitality firms in the southeastern part of Nigeria. Since the trends of investigations above did not examine work attitude with firm effectiveness in south-eastern Nigeria, especially in the hospitality sector, it, implies that the current research is new and novel. With the vacuum generated by the prior studies above, the researchers became motivated to carry out the study.

However, organizational effectiveness has been a major issue facing hotels in the southeastern region of Nigeria. This is because most hotels in the region are managed by those who do not have accurate managerial skills. The basic problem that this study tends to address is how Nigerian hospitality firms can be effective in terms of providing efficient and effective service delivery to prospective customers. One critical nature of the problem is the untimely delivery of services to customers by the service attendants. This is caused by ineffectiveness on the side of many hospitality firms. Edeh and Dialoke (2016) pointed out that the essence of business existence is to satisfy customers while making a profit and occupying market space, but the reverse is the case amongst hospitality businesses in Nigeria. This study however tends to address these problems by examining how employee work attitude measured with job satisfaction and job involvement will enhance the effectiveness of hospitality firms in Nigeria.

LITERATURE REVIEW

Employee Work Attitude
Social exchange theory and Herzberg's theory of motivation best explain the effect of employee work attitude on the effectiveness of the hospitality industry. In essence, attitude at work is exhibited because of the reward that would be received after exerting skills, knowledge, and experiences (Phuong & Vinh, 2020; Eketu & Edeh, 2015). The exchange of skills and knowledge acquired over the years are determinants of the type of attitude employees would display at work (Edeh et al., 2022). It was confirmed that one of the reasons why people work is to receive wages or salary otherwise there would

be no need for work (Edeh & Onuba, 2019). Also, it was revealed that most employees perceive work as fun and do not attach pay to it rather they want to fulfill it by being praised (Schneider & Treisch, 2019). Kong et al. (2018) strongly admitted that since the goal of an enterprise is to provide a service that would generate income, the employee also expects that the effort used to render that service should be remunerated by the owners of the business. Based on this assertion, Ohunakin et al. (2020) avow that social exchange theory has become a moderator of employee and work thereby ensuring that wages are attached to skills and knowledge. Social exchange theory states that employees work because of rewards that are attached to the job (Roy, 2023). Therefore, organizational effectiveness can only be attained when the expectations of the employees are met by management. In addition, Herzberg stated that employees are either motivated or demotivated by two strands of factors depending on the cultural settings of the workplace. In the context of this study, job satisfaction and satisfaction are the factors that determine the attitude that an employee may likely portray while working in the organization. Zhang et al. 2024) opined that while the monetary reward is perceived as the best motivating factor for employee effectiveness, job involvement also motivates the behavior of the employee in either way. Thus, the use of the two-factor theory depends on the cultural work settings (Park et al., 2019).

Nonetheless, employee work attitudes refer to collections of their feelings, beliefs, and thoughts about how to behave that they currently hold about their jobs and their organizations (Abun et al., 2021). Employee work attitude is a state of readiness acquired through experience that exerts influence on employee's response to individuals, objects, as well as situations (Langton et al., 2016). Some of the implications of this meaning are that attitudes shape individual predispositions; they provide the emotional basis of an individual's interpersonal relations and are close to the core of personality (Ogilo et al., 2020). Dimensions of employee work attitude include job involvement, job satisfaction, and organizational commitment (Robbins & Judge, 2018; Habeeb & Rashmi, 2017; Ibe & Olori, 2016; Malini & Atchyuthan, 2016). Work attitude elements are cognitive, affective, and behavioral (Robbins & Judge, 2018). Cognitive aspect of work attitude represents the way individuals view the environment (McShane & Von Glinow, 2018). The affective work attitude is the emotional way of expressing one's view about something while the behavioral attitude is the intention to act or behave in a certain way toward another person.

Other indicators of work attitude are employee engagement, perceived organizational support, and psychological empowerment (McShane & Von Glinow, 2018). This study therefore adapted job involvement and job satisfaction as dimensions of employee work attitude while service delivery and customer satisfaction serve as the measures of organizational effectiveness. Job involvement is the degree to which an employee identifies with his/her job as well as the significance he/she attaches to the job (Tejaswini & Kavitha, 2020). Job involvement is perceived as the extent an employee plans to exceed job expectations (Griffin & Moorhead, 2014). In addition, Musa (2023) maintains that job involvement is concerned with how an employee's needs can be satisfied by the job he/she is doing. Job involvement is how employees are preoccupied, immersed, or absorbed with their jobs (Jang et al., 2023). Job satisfaction refers to an individual's evaluation of his/her job and work issues (McShane & Von Glinow, 2018). It also shows the extent to which individuals find happiness or fulfillment in their job (Griffin & Moorehead, 2014). Research has shown that employees' related work factors such as physiological needs and other aspirations determine how they behave with groups, coworkers, supervisors, established work rules, and remuneration (Cabrera & Estacio, 2022). For instance, a satisfied employee will avoid absenteeism, contribute positively to organizational progress, and remain steadfast with the organization irrespective of

circumstances (Bhambhani, 2023). On the other hand, an employee who is dissatisfied with his/her job will display counterproductive work behaviors such as reporting to work late and influencing other employees not to participate in the prosperity of the organization (Griffin & Moorehead, 2018). On another hand, Okello et al. (2022) affirmed that job satisfaction is an inseparable part of one's life fulfillment. Research has shown that job satisfaction has four basic models which are discrepancies or met expectations, need fulfillment, equity, value attainment, and dispositional model (Kinicki & Fugate, 2016). Discrepancies refer to the reward an employee is expecting to receive from the job being performed (McShane & Von Glinow, 2018). This means that an employee can be satisfied as a result of the expectation which is similar to the expectancy theory. It can be drawn from the above that satisfaction that is based on expectation may not be used to ascertain the performance of an employee because when the reward is removed, such an employee may likely abandon the job. Another model is the need fulfillment which is the outcome of satisfaction derived from job content (Kinicki & Fugate, 2016). In this case, an employee is said to be satisfied if the content of a job is favorable to that employee (McShane & Von Glinow, 2018). Thirdly, value attainment is the satisfaction an employee derives from the work environment which means that an organization needs to create a conducive work atmosphere that would be favorable to employees. The fourth model of job satisfaction is equity or fairness. Equity in this context means that employees can only be satisfied with their jobs when they perceive they are being treated fairly at work. The dispositional model argues that job satisfaction is a function of personal traits and is not job-related (Robbins & Judge, 2018).

Organizational Effectiveness
Organizational effectiveness is concerned with how effective an enterprise is in achieving the goals and results intended (Dagogo & Ogechi, 2020). Ayinaddis et al. (2023) argued that organizational effectiveness is an enterprise's capacity to deliver expected goals. The effectiveness of any organization depends on how fast it can deliver services to its customers when they need them. It is also associated with how firms attain their goals without wasting resources (Sonmez & Adiguzel, 2020). This implies that when organizational stakeholders planned on how goals will be achieved by making resources available, cost minimization is also considered. Thus, it can be deduced that enterprise effectiveness is concerned with how an organization achieves its objective at the right time bearing in mind resource minimization.

However, research has shown that organization can attain their effectiveness through effective service delivery, and customer satisfaction (Yang et al.,2024; Ayinaddis et al., 2023; Musa, 2023; Edeh et al., 2021a). It was this affirmation that service delivery and customer satisfaction were adapted as the indicators of organizational effectiveness in the hospitality industry. Service delivery is concerned with the act of providing services to customers (Ayinaddis et al., 2023). Thus, for the hospitality industry to be effective, service delivery to customers must be prompt and tangible. Service delivery is an indicator of organizational effectiveness and performance (Yang et al.,2024). When customers demand services in the hospitality industry, it is the responsibility of the service providers to make their requests promptly if not they will not be satisfied, and this will affect the profits of the organization (Edeh et al., 2021b). Customer satisfaction is the perception of a customer concerning the product or service provided by the organization in an effective manner (Hngoi et al., 2023). A customer is said to be satisfied when they feel that their purchasing experience about a product is satisfactory (Yang et al., 2024). For Dhoopar et al. (2023), customer satisfaction is the customer's feeling of pleasure derived by the customer that the product or service produces the perceived performance in line with his/her expectation. Customer satisfaction is an indicator of organizational performance and profitability (Arulsenthilkumar & Punitha, 2024). Customer satisfaction

is the extent to which prospective customers agree that the products and services received correlate with the value of their money (Musa, 2023, Edeh et al., 2021a).

Conversely, surveys have shown that work attitude is sometimes linked to negative work behavior from the employees who demonstrate it (Edeh et al., 2021b; Heimerl et al., 2020). To discourage this menace in the work setting, Ogilo et al. (2020) advocate for adequate sensitization of employees regarding the goals and culture of the organization they are working with. Kong et al. (2018) congruently agreed with the above argument that attitude can be changed from one form or another to fit into the geographical space where it is needed. Bureros (2022) further added that work attitude is quite different from family attitude because the two do not correlate. While the former is confined to familiarity, the other is guided by the principle of loyalty and respect engineered with managerial influence. It is against this action that work attitude has become necessary for executives to keep searching for effective ways of keeping them. Both positive and negative behaviors at workplaces have differences in the effectiveness and efficiency of an enterprise (Edeh et al., 2021a). In another view, Yang et al. (2024) contended that managers who prefer using job enlargement to influence work attitudes lack managerial acumen. Ayinaddis et al. (2023) assert that broadening jobs has no relationship with either customer satisfaction or repurchase intention instead it demotivates employees. Another piece of evidence regarding employee participation and satisfaction with corporate effectiveness is the increase in the number of customers that visit the service centers (Sonmez & Adiguzel, 2020). Musa (2023) concurred with the above findings and affirmed that the utilization of job involvement to boost firm effectiveness has yielded positive results such as high sales, customer loyalty, retention, and goodwill. Thus, to enhance the effectiveness of the hospitality businesses, the work attitude of employees should be taken into cognizance. One of the reasons job satisfaction may likely predict service delivery is that when employees are satisfied with their jobs and the condition of work, they tend to pay attention to customers. On the contrary, once employees are not satisfied with job content they will not be friendly with customers.

Nevertheless, previous studies on employee work attitudes showed a positive significant effect on other workplace performance indicators as presented in this section. Ibe and Olori (2016) findings indicated that job involvement and satisfaction promote innovation, capacity as well as high sales. Habeeb and Rashmi's (2017) results showed that the attitudes of employees have a significant correlation with work performance. Other findings demonstrated that work attitude has a significant effect on the intention to stay, engagement, employee commitment, effectiveness, customer satisfaction, and quality service delivery (Jaurigue et al., 2023; Ghoreishi et al., 2022; Ogilo et al., 2020). Malini and Atchyuthan (2016) results revealed that employee work-related attitudes have a significant association with employee job performance. All the studies above were not carried out in the Nigerian hospitality industry. Thus, this study is very significant to employee work attitude body of knowledge, and organizational effectiveness.

Hypotheses Development
Job Satisfaction and Service Delivery
Service delivery in the service sector is usually driven by employees who are satisfied with their jobs (Gottwald & Lejsková, 2023). Thus, it is the responsibility of managers and stakeholders in the hospitality industry to ensure that jobs are designed in line with the culture of the work environment (Stamolampros & Dousios, 2023). Bureros (2022) opined that the act of rendering quality service to customers is correlated with the nature of job design. Kong et al. (2018) stated that being satisfied with a job is dependent on the description and specifications of the job. Khurana and Sharma (2021) differ from Kong et al. (2018), who contend that job satisfaction is much more than describing and

specifying rather jobs should be enriched and motivating. Susanto et al. (2022) advised that job enrichment may not necessarily motivate employees because of the cultural tendencies that influence every individual. In the same view, Heimerl et al. (2020) argued that while performing one's job, specification is essential for employees to provide services to customers. Anaman and Dacosta (2018) had different views regarding job satisfaction. They admitted that if employees do not have autonomy in their jobs, they may find it difficult to concentrate on the same job. However, Yoon and Foroudi (2020) stated that job satisfaction is the outcome of job description, job specification, job enrichment, and autonomy. Sharma and Raj (2023) affirmed that service delivery can only be successful and efficient when employees are satisfied with the job they have chosen to do. It is on this note that this study formulated the first proposition as follows:

H1: Job satisfaction is related to service delivery in the hospitality sector.

Job Involvement and Customer Satisfaction
The satisfaction of customers during purchases and service requests depends on the involvement of employees in their work (Wang, 2024). Appiah (2019) suggested that since employees are the people who are closer to customers, management should engage them during strategic decision-making as they could provide vital information regarding customer satisfaction. Employees who are not empowered to make a decision that concerns their jobs don't usually feel they are part of the organization whereas those that are involved in the affairs of the organization perceive themselves as members of the organization. It is this argument that attracted participative management in the modern workplace. Therefore, for customers to be satisfied with the services provided by the hospitality businesses, employees also need to view themselves as the major stakeholders that assist in meeting customers' needs. Bureros (2022) argued that for customers to be satisfied with services, employees should be encouraged to make positive contributions that are targeted at customer loyalty. Studies have demonstrated that customer satisfaction can only be sustained when employees perceive a sense of belonging in the workplace (Gyebi & Bonsu, 2023; An & Han, 2020). Susanto et al. (2022) stressed that owners of service businesses should not neglect any employees because some of them are very close to the customers. It was this contention that attracted Selvanayagam and Thiagarajan (2019) to state that getting employees involved in the organization decisions is the best way to achieve sustainability. Job involvement when implemented, motivates, empowers, and breeds innovative opportunities for the employees (Jung et al., 2023a). Contending further, Gyebi and Bonsu (2023) argue that one of the major reasons for job involvement is to promote a conducive working environment that recognizes the employees as potential drivers of customer satisfaction. Zhang and Eringa (2022) added that the attitude of employees could be shaped positively once they are engaged to proffer solutions to challenging phenomena facing the organization. Thus, Camilleri et al. (2023) advised managers of hospitality businesses to provide avenues or opportunities for employees to exercise their talents by allowing them to make suggestions that can change negative situations into testimonies. With this affirmation, the second proposition is formulated as follows.

H2: Job involvement is related to customer satisfaction in the hospitality sector.

Theoretical Underpinning
Self-Perception Theory by Bem (1967) and Cognitive Dissonance Theory by Festinger (1957) were used as the baseline theories that explain this study. Self-perception represents an individual's view of himself or herself within the confinement of a particular environment (Liang & Ng, 2023). The awareness of certain work attitudes propels some employees to pay attention to those attitudes through observation (Joubert & Hitge,

2023). In the context of work, an employee can perceive his or herself as being disliked by management or the manager and such perception could lead to negative work attitude. To avert this behavior, managers have been advised to understand the behavioral factors that promote counterproductive work behavior from their employees (Tretter & Löffler-Stastka, 2024). Employees who display negative work attitudes have been observing that they are getting used to it and conclude that their behavior was triggered by those accumulated attitudes over time (Joubert & Hitge, 2023). To correct the negative work attitude, Festinger (1957) introduced cognitive dissonance. Cognitive dissonance theory states that an individual with a negative work attitude can revert to a positive attitude once he or she discovers that the former behavior is not beneficial (Tretter & Löffler-Stastka, 2024). Colthirst-Reid (2022) pointed out that it is better to discourage work attitude behavior that is not favorable to the goal of any organization. Joubert and Hitge (2023) suggested that the leadership of any enterprise should assist employees with negative work attitudes by encouraging them to change their behavior as it would enhance their personality.

RESEARCH METHOD

A cross-sectional survey which supports the use of questionnaires for data collection from the participants during the same period was utilized (Sekaran & Bougie, 2016). The universe for this study is fifty (50) lodging hotels that are registered with the Enugu State Ministry of Culture and Tourism while the accessible population is twenty (20) hotels. Two hundred middle-line managers, supervisors, and low-level employees constitute the sample frame from which the sample size was drawn. A random sampling method was used to select the twenty hotels. The sample size of 132 was determined from the universe with Krejcie and Morgan (1970) table. The ethical principle of anonymity and confidentiality was employed (Ghauri et al., 2020). The researcher used a validated questionnaire to collect data from the participants (middle-line managers, supervisors, and low-level employees) from the selected hospitality firms in Enugu State, Nigeria. 132 copies of the questionnaire were administered but 113 copies were correctly filled and found useful for data analysis. Lyne (1989) validated that and reliable Employee Work Attitude Instrument (EWAI) containing job satisfaction and job involvement was utilized. On the other hand, Stewart (1978) validated the Organizational Effectiveness Questionnaire (OEQ) containing customer satisfaction and service delivery was also adapted for this research. Frequency distribution (percentage)was used to analyze participants' demographics while the research hypotheses were analyzed with linear regression with IBM SPSS statistical software version 25.

RESULTS

Table 1. Respondents' Profiles

Response	Frequency	Percentage (%)
Gender		
Male	74	65.5
Female	39	34.5
Age		
46 & above	15	13.3
36-45	34	30.1
26-35	50	44.2
18-25	14	12.4
Educational Background		
Master degree	10	8.8
Diploma	66	58.4

Bachelor degree	37	32.7

The results of participants' demographics in Table 1 showed that 74 participants representing 65.5% are males while 39 participants representing 34.5% are females. 15 participants representing 13.3% are in the age bracket of 46 years and above; 34 participants' representing 30.1% are between the age bracket of 36-45 years; 50 participants' representing 44.2% fall between 26-35 years; 14 participants' representing 12.4% are between 18-25 years. 10 participants representing 8.8% hold a master's degree; 66 participants representing 58.4% graduated with a diploma; 37 participants' representing 32.7% hold a Bachelor's degree.

Table 2. Formulated Hypotheses Results

Variable	R	R2	ADR2	Fstat.	Tstat.	Std. Error	Sig.
JS →SD	0.664	0.441	0.436	87.463	9.352	0.057	0.000
JI→CS	0.723	0.523	0.519	121.796	11.036	0.056	0.000

R^2 of the models in Table 2 indicates that 44% and 52%of the sum variation of job satisfaction (JS) and job involvement (JI) is well explained by service delivery and customer satisfaction (CS) in the hospitality industry. In a specific manner, hypothesis one results indicated that job satisfaction (JS) predicted service delivery (SD) (0.664, p<0.005), while job involvement correlated with customer satisfaction (0.723, p<0.005) respectively. It was indicated in the table that the sampling error was not committed since the differences between R^2 and adjusted R^2 are less than 5% (Weinberg & Abramowitz, 2002). Therefore, the alternate research propositions were upheld because FStat [9.352; 121.796] values are larger than the tabulated [3.895].

DISCUSSION

From the results presented above, it was found that employee work attitude enhances organizational effectiveness in the hospitality industry. Specifically, job satisfaction enhances service delivery in the hospitality sector, and job involvement also improves customer satisfaction. What this result revealed is that when employees are satisfied with their jobs, the service delivery would be enhanced. On the one hand, the more employees engage in day-to-day activities, the more customers are satisfied with the services thereby promoting their loyalty.

Job involvement goes beyond simply performing assigned tasks. It reflects an employee's deep commitment and active participation in their work. Highly involved employees in the hospitality industry are invested in the success of the organization and the satisfaction of its customers. They are more likely to anticipate customer needs, proactively offer assistance, and demonstrate a genuine interest in providing a memorable experience. This translates into higher customer satisfaction, fostering loyalty and encouraging repeat business.

The above findings correlated with some previous empirical studies on the work attitude of employees (Jaurigue et al., 2023; Jang et al., 2023; Cabrera & Estacio, 2022; Ogilo et al., 2020). Jaurigue et al.'s (2023) result shows that work attitude has a significant positive relationship with the performance of workers in the Philippines. Ogilo et al.'s (2020) results corroborated with the findings of this research. Their findings indicated that job attitude is a strong predictor of performance in the workplace. Jang et al.'s (2023) findings demonstrated that job attitude correlated positively with employee intention to

stay in the organization. Other prior results also show that work attitude positively predicted employee performance and engagement (Cabrera & Estacio, 2022).

CONCLUSION

Results of this study have demonstrated that employee work attitude is a prerequisite for building strong organizational effectiveness. Specifically, the study found that job satisfaction has a positive significant effect on service delivery, and job involvement has a positive significant effect on customer satisfaction. In conclusion, the study concludes that employee work attitude measured in terms of job satisfaction and job involvement enhances the effectiveness of hospitality firms in Nigeria through prompt service delivery and customer satisfaction. Thus, the study implies that managers and supervisors that are in charge hotel business should pay positive attention to the satisfaction and involvement of their employees to improve service delivery and customer satisfaction in their respective organizations. Moreover, for this objective to be achieved managers and owners of hospitality businesses should create a good working atmosphere that would improve job satisfaction and job involvement. Hospitality firms need to motivate their subordinates to effectively participate in the day-to-day operations that would strengthen service delivery. When this is done, the subordinates would be fully involved or engaged with their job, and it would stimulate discretionary behavior.

It should be noted that the findings of this research cannot be generalized to other industries because the investigation was conducted only in the hospitality sector. It should also be pointed out that customer satisfaction does not have only one measure, rather managers are expected to utilize any other indices that are effective in their geographical location. Thus, other scholars should investigate the same phenomenon in other industries before generalization can be established. The limitations of this study range from the use of only one primary instrument which is a questionnaire, statistical tool, and geographical scope.

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The authors declared no potential conflicts of interest.

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