ORGANIZATIONAL VITALITY: LEVERAGING SOFTWARE AS A RESOURCE IN THE HOSPITALITY OF FIRMS IN RIVERS STATE

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ABSTRACT

This study examined the relationship between software as a resource and the organizational vitality of quick service restaurants (QSRs) in Rivers State, Nigeria. Organizational vitality was measured using workplace direction and workplace stability. A descriptive survey design was adopted, and the study population comprised fourteen identified QSRs in the state, each represented by three managerial staff, giving a total of forty-two respondents. A census approach was employed, and data were gathered through a structured questionnaire validated by experts and tested for reliability, with Cronbach's alpha values exceeding the acceptable 0.70 threshold. Data analysis was conducted using the Statistical Package for the Social Sciences (SPSS) version 23.0, applying descriptive statistics, Pearson product moment correlation, and multiple regression analysis. Findings revealed a strong positive and significant relationship between software as a resource and workplace direction, as well as a moderate positive and significant relationship with workplace stability. Regression results showed that software as a resource was a significant predictor of workplace direction but had a weaker predictive effect on workplace stability when other resources were considered. The study concludes that software applications enhance strategic alignment and operational planning in QSRs while complementing other resources in sustaining workplace stability. It is recommended that QSR operators prioritize the deployment and continuous upgrading of relevant software tools to optimize strategic orientation and support consistent operational performance.

Keywords: Software as a Resource, Organizational Vitality, Quick Service Restaurants, Workplace Direction, Workplace Stability

INTRODUCTION

The competitive landscape of the quick service restaurant (QSR) industry necessitates that operators maintain a constant alignment between strategic objectives and operational realities in order to ensure sustainability and growth. In today's business environment, software resources are integral to enhancing the efficiency and adaptability of organizational processes (Lee, Leong, Hew & Ooi, 2022). These applications range from point-of-sale (POS) systems and customer relationship management (CRM) platforms to inventory control and performance monitoring tools, all of which provide an essential foundation for operational effectiveness and strategic clarity. Within QSRs in Rivers State, the ability to deploy and optimize software resources is crucial, given the dynamic nature of the market and the speed at which services must be delivered (Kianto, Andreeva & Pavlov, 2022).

Organizational vitality refers to an organization's capacity to sustain strategic focus and operational stability over time (Ryan & Deci, 2001). Workplace direction reflects the clarity of organizational goals, the alignment of these goals with employee activities, and the extent to which such objectives are pursued effectively (Boon, Eckardt, Lepak & Boselie, 2018). Workplace stability, conversely, relates to the consistency, predictability, and resilience of organizational operations (Ployhart, Nyberg, Reilly & Maltarich, 2014). Software resources contribute to both dimensions by enabling accurate data capture, streamlining communication, and facilitating real-time coordination (Nonaka & Takeuchi, 2016). As the service industry continues to embrace digital transformation, the integration of software resources has emerged as a decisive factor in driving sustained performance and competitiveness (Baum, 2015).

Despite the centrality of software in modern service delivery, a considerable number of QSRs in Nigeria operate with outdated platforms, limited interoperability between systems, or underutilized functionalities (Ugwu & Igbende, 2017). This often results in inefficiencies, strategic misalignment, and reduced responsiveness to market demands. In the context of Rivers State, where customer expectations are high and the competitive environment is intense, overcoming these limitations is critical for enhancing workplace direction and workplace stability. This study therefore seeks to examine the relationship between software as a resource and the organizational vitality of QSRs in Rivers State, providing empirical evidence on the role of technological tools in shaping both strategic orientation and operational resilience.

Statement of the Problem

The quick service restaurant sector operates in an environment where speed, accuracy, and consistency in service delivery are vital to sustaining customer loyalty and competitive advantage. Software resources have become essential for achieving these outcomes, as they facilitate efficient order processing, inventory control, performance monitoring, and strategic decision-making (Lee, et al., 2022). However, despite the recognized importance of software applications, many QSRs in Rivers State operate with outdated systems, inadequate integration between software platforms, or a lack of proper utilization of existing functionalities (Ugwu & Igbende, 2017). These shortcomings hinder their ability to maintain strategic clarity and operational steadiness, which are fundamental aspects of organizational vitality (Ryan & Deci, 2001).Furthermore, while software applications can enhance workplace direction through improved information flow and data-driven decision-making, their impact on workplace stability is less clearly understood, especially in settings where human and technological resources must work in synergy (Boon, et al., 2018). There is therefore a need for empirical investigation to determine the extent to which software as a resource influences workplace direction and workplace stability in the QSR industry in Rivers State. This study addresses this gap by providing evidence-based insights that will inform managerial decisions on resource allocation and technology integration for sustained organizational vitality.

Objectives of the Study

The study was designed to achieve the following objectives:

1. To examine the relationship between software as a resource and workplace direction of QSRs in Rivers State.
2. To investigate the relationship between software as a resource and workplace stability of QSRs in Rivers State.

Research Questions

The following research questions guided the study:

1. What is the relationship between software as a resource and workplace direction of QSRs in Rivers State?
2. What is the relationship between software as a resource and workplace stability of QSRs in Rivers State?

Research Hypotheses

The following null hypotheses were formulated for the study:

H_{01}: There is no significant relationship between software as a resource and workplace direction of QSRs in Rivers State.

H_{02}: There is no significant relationship between software as a resource and workplace stability of QSRs in Rivers State.

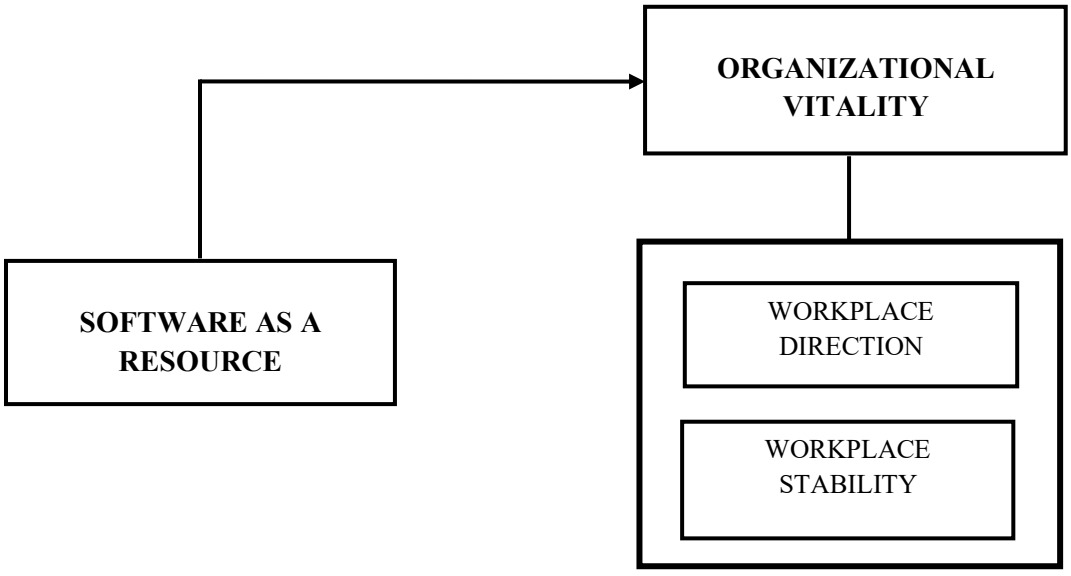

Figure 1: Conceptual framework Software as a resource and Organizational Vitality of QSRs in Rivers State, Nigeria

LITERATURE REVIEW

Theoretical Framework

This study is anchored on the **Resource-Based Theory (RBT)**, which posits that an organization's competitive advantage stems from its possession and strategic deployment of valuable, rare, inimitable, and non-substitutable resources (Barney, 1991). RBT recognises that resources encompass both tangible and intangible assets, including technological tools, knowledge systems, and operational capabilities that enable organizations to deliver superior performance. In the context of service industries, software resources fit into the category of strategic assets that can significantly influence operational effectiveness and strategic direction when appropriately integrated into organizational processes (Kianto, et al. 2022).

The relevance of RBT to this study lies in its emphasis on the strategic management of resources to achieve sustained organizational vitality. Software applications, when tailored to organizational needs, can provide QSRs with unique capabilities that enhance efficiency, support data-driven decision-making, and facilitate the coordination of activities across different operational units (Nonaka & Takeuchi, 2016). Such capabilities are difficult for competitors to replicate when the software is customized, integrated with other systems, and supported by skilled personnel.By applying the Resource-Based Theory, this study underscores the idea that software is not merely a support tool but a strategic resource that contributes to both workplace direction and workplace stability. Its impact, however, is contingent on the extent to which it is effectively utilized, integrated with other organizational resources, and aligned with the broader strategic objectives of the organization.

Software as a Resource

Software as a resource refers to the collection of computer programs, applications, and platforms that enable the processing, storage, analysis, and communication of information in an organization (Lee, et al., 2022). Within the quick service restaurant sector, software resources include point-of-sale (POS) systems, customer relationship management (CRM) applications, inventory management software, and data analytics tools. These systems are essential in ensuring the smooth execution of operational tasks, reducing human error, and providing accurate data for decision-making (Kianto, et al., 2022). By integrating software into daily operations, organizations are better able to monitor performance, respond to market trends, and maintain a competitive advantage. When customized and regularly updated, software resources can become a unique organizational capability that is difficult for competitors to replicate (Nonaka & Takeuchi, 2016). Furthermore, software facilitates real-time data sharing and collaboration among different departments, thus improving coordination and responsiveness. The analytical capabilities embedded in modern software allow for predictive insights that enhance strategic planning and operational efficiency. In QSRs, where speed and accuracy are paramount, software automates routine processes, freeing human resources to focus on customer engagement and innovation. Additionally, the scalability of software platforms enables rapid adaptation to expanding business demands or shifts in consumer behavior. Effective deployment of software also supports compliance with regulatory requirements and quality standards, mitigating risks associated with

operational lapses. Moreover, software resources contribute to building organizational memory by capturing tacit and explicit knowledge, which supports continuous learning and improvement. The synergistic relationship between software and other organizational resources underscores its strategic role in driving sustainable competitive advantage. Thus, investment in robust software infrastructure is not merely an operational necessity but a strategic imperative for QSRs aiming to thrive in dynamic markets.

Organizational Vitality

Organizational vitality refers to the organization's ability to maintain its strategic clarity, operational stability, and adaptability in a dynamic environment (Ryan & Deci, 2001). It is a measure of the organization's capacity to remain focused on its objectives while sustaining resilience in the face of internal and external challenges. This construct encompasses both the strategic and operational dimensions of organizational functioning, which together enable sustained performance over time. In service-based industries such as quick service restaurants (QSRs), organizational vitality is critical because customer satisfaction and loyalty depend on the consistency of service delivery and the organization's ability to anticipate and adapt to changes in consumer preferences. Maintaining strategic clarity allows organizations to align their resources and processes towards clear goals, which is essential for navigating competitive pressures and market fluctuations. Operational stability ensures that day-to-day activities are executed efficiently and reliably, minimizing disruptions that could undermine customer experience. Moreover, adaptability reflects the organization's capacity to respond flexibly to emerging trends, technological innovations, and evolving customer expectations, which are particularly volatile in the fast-paced QSR sector. Without organizational vitality, QSRs risk losing their competitive edge, experiencing operational breakdowns, and ultimately, eroding their customer base. The integration of strategic clarity, operational stability, and adaptability fosters a resilient organizational culture that supports continuous improvement and learning. This resilience is vital for managing complexities and uncertainties inherent in dynamic environments. Furthermore, organizations exhibiting high vitality are better positioned to mobilize human and technological resources effectively, thereby enhancing overall performance outcomes. As such, organizational vitality serves as both a predictor and outcome of effective management practices within service industries. The theoretical framing by Ryan and Deci (2001) underscores the motivational underpinnings that sustain organizational vitality, emphasizing the role of intrinsic and extrinsic factors in fostering sustained engagement and productivity. Consequently, understanding and enhancing organizational vitality is indispensable for QSRs striving to maintain relevance and operational excellence in an ever-changing marketplace.

Workplace Direction

Workplace direction relates to the extent to which an organization's strategic goals are clearly defined, effectively communicated, and consistently pursued across all operational levels (Boon, et al., 2018). In the context of quick service restaurants (QSRs), software systems support workplace direction by enabling managers to set performance targets, monitor progress in real time, and adjust strategies based on accurate data. The integration of software into strategic planning ensures that decisions are data-driven and that the workforce operates with a clear

understanding of organizational priorities. Furthermore, software platforms facilitate the alignment of individual and team objectives with broader corporate goals, promoting coherence and synergy throughout the organization. This alignment enhances accountability, as employees at all levels receive timely feedback and performance metrics relevant to their roles. The use of dashboards and reporting tools embedded in software enables continuous tracking of key performance indicators (KPIs), allowing for proactive management interventions when deviations occur. Additionally, software supports communication channels that disseminate strategic updates efficiently, reducing ambiguity and fostering a culture of transparency. In dynamic market environments characteristic of QSRs, such technological support enhances agility by allowing rapid recalibration of goals in response to emerging trends or operational challenges. The structured workflows and automated alerts embedded in software also reinforce consistency in executing strategic initiatives, minimizing the risk of misalignment. Through these mechanisms, workplace direction is strengthened, resulting in improved organizational focus, enhanced employee engagement, and better overall performance outcomes. Consequently, leveraging software as a resource to bolster workplace direction is essential for sustaining competitive advantage and achieving long-term organizational vitality.

Workplace Stability

Workplace stability refers to the consistency and predictability of an organization's operations, which allows it to maintain steady performance over time (Ployhart, et al., 2014). In quick service restaurants (QSRs), software contributes to workplace stability by standardizing processes, automating routine tasks, and providing a framework for monitoring compliance with operational standards. Reliable software systems reduce the risk of service disruptions and help ensure that customer experiences remain consistent, even in the face of staffing changes or other operational challenges. Moreover, software facilitates the documentation and enforcement of standard operating procedures, which are critical for maintaining quality control across multiple locations. The automation of inventory management, order processing, and scheduling minimizes human error and operational bottlenecks, thereby enhancing efficiency and reducing variability in service delivery. Additionally, integrated software platforms enable real-time tracking of operational metrics, allowing management to identify and address issues promptly before they escalate. This proactive approach to problem-solving supports organizational resilience and mitigates risks associated with unforeseen disruptions. Furthermore, software-supported training modules and knowledge management systems help preserve institutional knowledge, ensuring that critical skills and practices are retained despite workforce turnover. By fostering operational consistency and reducing dependence on individual personnel, software strengthens organizational capacity to deliver dependable service. Consequently, workplace stability achieved through effective software utilization is fundamental to sustaining customer satisfaction, brand reputation, and long-term success in the highly competitive QSR industry.

Empirical Review

Empirical studies investigating the role of software resources in food service and hospitality consistently demonstrate that well implemented software systems contribute to both strategic orientation and operational steadiness. Recent industry-focused research highlights the emergence

of comprehensive Restaurant Management Systems as central to modern QSR operations. Panneerselvam, Bastola, Gautam, Ranabat, Bhattrai and Pradhan (2022) described RMS as integrated software suites that extend beyond basic point-of-sale functionality to include sales tracking, staff scheduling, inventory control, customer relationship management, and analytic reporting. Empirical evidence from RMS implementations indicates that these systems enable managers to access real-time sales and operational indicators, thereby improving decision timeliness and strengthening workplace direction through data driven planning and target setting.

Complementing this, Mwanyolo (2021) found that the adoption of online ordering and RMS capabilities significantly reduced order processing time and error rates in restaurants, which in turn sustained service consistency and reduced variability in customer experience. Baker (2023) also reported that QR-code enabled digital menus and self-checkout functionalities contribute to faster order cycles and lower service bottlenecks, outcomes that directly support workplace stability by standardizing customer interaction pathways and minimizing human entry errors. Romano (2023) further observed that RMS analytics, such as top-selling item reports and seat turnover metrics, enable managers to forecast demand and optimize inventory, which enhances both the predictability of operations and the organization's capacity to respond strategically to market shifts.

Evidence from technology adoption studies suggests that software's influence on workplace direction is often mediated by the degree of system integration and managerial use. Gazdecki (2023) noted that QSRs that integrate POS, CRM, and inventory modules are better able to align daily operations with strategic promotions and pricing strategies, thereby translating technological capability into coherent organizational direction. Conversely, where systems are fragmented or underutilized, potential strategic benefits remain unrealized and workplace direction suffers.

Contextual studies within Nigeria and similar markets indicate that barriers to effective software use remain salient. For instance, Ugwu and Igbende (2017) documented that limited system adoption, inadequate staff training, and poor maintenance constrain the strategic and operational benefits of technology in service firms. Mwanyolo (2021) emphasized that without continuous upgrading and employee capacity building, RMS installations tend to function below potential, delivering only marginal improvements in stability. These findings imply that for software to drive workplace direction and stability, QSRs must couple system acquisition with investment in staff training and sustainable IT support.

Also, Chinyere and Ikoromasoma (2021) investigated the relationship between data management systems and organizational efficiency of deposit money banks in Port Harcourt, Rivers State, Nigeria. The study adopted a descriptive survey research design, employing questionnaires to collect data from a population comprising twenty-one deposit money banks operating in Port Harcourt, as listed by the Central Bank of Nigeria (2020). Five copies of the questionnaire were administered to top management staff from each bank, yielding a total of 105 respondents. Data analysis was conducted using Pearson's Product Moment Correlation with the aid of SPSS version 23.0. Results revealed a statistically significant positive relationship between data management systems and organizational efficiency in these banks. The study concluded that effective data management systems are essential in enhancing operational efficiency within banking institutions.

The findings of this study underscore the importance of robust information systems in promoting organizational efficiency, suggesting that similarly, software as a resource could play a pivotal role in enhancing organizational vitality—particularly in ensuring operational stability and efficiency—within quick service restaurants (QSRs) in Rivers State.

Nwinyokpugi and Alikornwo (2022) empirically examined the relationship between enterprise content management (ECM) and administrative efficiency in manufacturing firms in Rivers State. The study measured ECM across four dimensions: digitalization, content analytics, intelligent information management, and internal document management, while administrative efficiency was assessed through cost reduction and real-time service delivery. The population consisted of seventy-eight managers from twenty-six manufacturing firms, all censused. Data were gathered using structured closed-ended questionnaires and analyzed using Pearson's Product Moment Correlation, partial correlation, and multiple regression with SPSS version 23.0. The study revealed statistically significant positive relationships between the dimensions of ECM and the indicators of administrative efficiency. The authors concluded that ECM positively influences administrative efficiency in manufacturing firms. This evidence highlights the critical role of integrated information management systems in improving organizational processes, implying that in the context of QSRs, effective software resources encompassing comprehensive content and process management could significantly enhance both strategic direction and operational performance, thereby contributing to organizational vitality.

Adiele and Alikornwo (2024) investigated the impact of enterprise information systems (EIS) on administrative efficiency in local construction firms in Rivers State. The study focused on cloud-based EIS, while cost minimization and real-time optimization served as measures of administrative efficiency. The population included twenty-four local construction firms, with data collected from three managerial staff members per firm, totaling seventy-two respondents. Using a structured questionnaire and Pearson's Product Moment Correlation analyzed through SPSS version 23.0, the study found statistically significant positive relationships between EIS dimensions and administrative efficiency metrics. The authors recommended that managers apply objectivity in hybrid EIS processes, as their proper management could either enhance or impair administrative efficiency. The findings of this study resonate strongly with the present investigation by illustrating the potency of sophisticated information systems in elevating organizational efficiency. Consequently, these insights reinforce the hypothesis that software as a resource constitutes a foundational element in fostering organizational vitality within QSRs, particularly by strengthening workplace direction and operational stability through informed decision-making and process optimization.

Adiele and Obara (2022) examined the relationship between data preservation and organizational agility in deposit money banks within Rivers State, Nigeria, employing a cross-sectional survey design. Their findings revealed a statistically significant positive relationship between data preservation practices and the agility of these financial institutions. The study underscored that effective data preservation enhances the ability of organizations to respond swiftly and adapt to environmental changes, thereby improving overall organizational agility. The recommendations of this study emphasize the critical importance of robust information resource management, which directly supports the present study's focus on strengthening the information resource dynamics of

quick service restaurants in Rivers State. Specifically, it implies that effective data preservation—facilitated through software and related information systems—can be instrumental in enhancing organizational vitality by promoting responsiveness and operational flexibility in the QSR sector.

Bestman (2022) investigated the relationship between information security practices and organizational efficiency in telecommunication companies in Rivers State, Nigeria, using a cross-sectional survey design. Primary data were collected through structured questionnaires from the entire population of four telecommunication companies in the state, employing a census approach due to the small population size. The findings revealed a positive and statistically significant relationship between encryption practices and organizational efficiency within these companies. The study concluded that robust information security measures, particularly encryption, have a significant positive effect on organizational efficiency. This evidence underscores the critical role of securing information resources in enhancing organizational performance, implying that for quick service restaurants (QSRs) in Rivers State, the adoption of effective software security features can similarly strengthen organizational vitality by protecting critical data assets and ensuring uninterrupted operational stability.

Taken together, the empirical literature affirms that software as a resource can be a potent driver of organizational vitality in QSRs. When software is appropriately selected, integrated, and supported by trained personnel, it strengthens workplace direction by enabling data driven strategic planning and execution, and it enhances workplace stability by standardizing processes, reducing error rates, and improving the predictability of operational outputs. The balance of evidence therefore supports empirical testing of two propositions in the Rivers State QSR context: first, that software positively relates to workplace direction, and second, that software positively relates to workplace stability, with magnitudes likely conditioned by integration and human resource practices.

METHODOLOGY

The study adopted a descriptive survey design, focusing on the fourteen quick service restaurants operating in Rivers State, Nigeria. Three managerial staff from each restaurant participated, resulting in a total of forty-two respondents. A structured questionnaire was used to collect data on software as a resource, workplace direction, and workplace stability, all measured using a five-point Likert scale. The instrument was validated by subject experts and piloted in a similar setting, with Cronbach's alpha values above 0.70 for all scales, indicating acceptable reliability. The census approach eliminated sampling error, and data were analyzed using the Statistical Package for the Social Sciences (SPSS) version 23.0. Analytical techniques included descriptive statistics, Pearson's product-moment correlation for bivariate analysis, and multiple regression to determine the predictive contribution of software as a resource, controlling for people and devices, at a significance level of 0.05.

ANALYSIS AND RESULTS

Descriptive Statistics for Software as a Resource

Table 1 — Selected descriptive statistics for software as a resource (N = 41)

Item (paraphrased)	Mean	Std. Dev.
Software enhances workplace direction	4.37	0.717
Software usefulness enhances workplace stability	4.52	0.648
Software contributes greatly to building workplace direction	4.55	0.688
Organizational climate supports software use	4.52	0.729

Source: Field survey (2025).

Bivariate Relationships (Pearson Correlation)

Table 2 — Correlations between Software and Organizational Vitality

Variables	Pearson r	Sig. (2-tailed)	N
Software — Workplace Direction	0.712**	0.000	41
Software — Workplace Stability	0.820**	0.000	41

** = significant at the 0.01 level (2-tailed). Source: Field data, 2025.

Table 2 reveals that both relationships are strong and positive, indicating that higher use of software is associated with better workplace direction and greater workplace stability.

Multiple Regression Analysis

Table 3 — Regression: Predictors → Workplace Direction

Predictor	B (unstd.)	Std. Error	Beta (std.)	t	P
(Constant)	7.979	1.811	—	4.406	.000
People	-0.261	0.209	-0.296	-1.244	.218
Devices	0.810	0.237	0.813	3.421	.001
Software	0.566	0.141	0.525	4.004	.000

Model fit: $R = 0.558$, $R^2 = 0.311$, Adj. $R^2 = 0.292$, $F(4,70) = 15.834$, $p < .001$.

Table 3 shows that Software is a significant positive predictor of workplace direction when controlling for other resources

Table 4 — Regression: Predictors → Workplace Stability

Predictor	B (unstd.)	Std. Error	Beta (std.)	t	P
(Constant)	3.312	0.941	—	3.521	.001
People	0.577	0.109	0.664	5.308	.000

Devices	0.249	0.123	0.253	2.024	.047
Software	0.215	0.140	0.214	1.539	.130

Model fit: $R = 0.900$, $R^2 = 0.809$, Adj. $R^2 = 0.804$, $F(4,70) = 148.607$, $p < .001$.

From table 4 above, it shows Software's direct effect on workplace stability becomes non-significant when people and devices are included, indicating shared influence.

DISCUSSION OF FINDINGS

The correlation and regression results collectively show that software as a resource is critical in shaping the organizational vitality of quick service restaurants. The strong correlation between software and workplace direction ($r = 0.712$, $p < 0.001$) affirms earlier scholarly positions (Lee, et al., 2022; Panneerselvam et al., 2022) that integrated software systems enhance strategic clarity through real-time data analysis and goal tracking. The regression results further confirm software as a significant independent predictor of workplace direction ($\beta = 0.525$, $p < 0.001$), supporting the Resource-Based Theory's premise that intangible resources, when well-managed, yield sustained competitive advantage (Barney, 1991).

For workplace stability, the strong bivariate relationship ($r = 0.820$, $p < 0.001$) suggests that software standardizes processes and reduces operational variability, consistent with Romano (2023) and Baker (2023). However, the absence of significance in the regression model ($p = 0.130$) indicates that human and physical resources mediate software's stability effect. This is consistent with Ugwu and Igbende (2017), who argued that technological potential is realized only when supported by trained personnel and appropriate infrastructure.

Consequently, the findings indicate that software contributes most strongly to strategic alignment (workplace direction) and indirectly to operational steadiness (workplace stability) when integrated with other resources.

CONCLUSION

Software as a resource has a decisive role in enhancing workplace direction in quick service restaurants in Rivers State, even when other resources are considered. Its impact on workplace stability is substantial at the bivariate level but becomes indirect when accounting for human and physical resources. Strategic integration of software with people and devices is therefore essential for sustaining organizational vitality.

RECOMMENDATIONS

1. Management of QSRs should deploy and integrate comprehensive software systems tailored to operational and strategic needs to strengthen workplace direction.
2. Management of QSRs shouldsupport software adoption with staff training and device maintenance to ensure synergy between human, physical, and technological resources for workplace stability.

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