Relationship between Management Reliability as a Trust Issue and Cognitive Work Passion of Workers in Port-Harcourt Fast Food Restaurants

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Abstract: *This work examined the relationship between management reliability and the cognitive work passion of workers in fast food restaurants in Port Harcourt. The objectives of the study were to examine how dimensions of management reliability, such as consistency in keeping to promises and consideration of people's opinions, relate to cognitive work passion in terms of belongingness and pride. The study adopted the survey research design. The target population for this study comprised 80 employees from 4 fast-food restaurants in Port Harcourt, which was purposefully adopted as the sample size. Data were collected through a primary (questionnaire). A structured questionnaire designed in four four-point Likert rating scale format was adopted for the collection of data. Out of 80 questionnaires administered, the researcher was able to retrieve 72 copies. Spearman Ranking (r) was used for the test of hypotheses via SPSS Version 25.0. The findings revealed that there is a significant relationship between management reliability (consistency in keeping to promises and consideration of people's opinion) and cognitive work passion (belongingness and pride) of workers in fast food restaurants in Port Harcourt. The study concluded that management reliability as a trust issue enhances the cognitive work passion of workers. The study recommended, among others, that the management of fast food restaurants in Port Harcourt should never make a promise it cannot fulfill so as to increase the reliability and trust employees have for her, thus enhancing workers' belongingness. Management of fast food restaurants in Port Harcourt should consider employees' opinions when making decisions that are directly connected to their work so as to improve their pride in working for the organisation.*

Keywords: Management Reliability, Consistency, Promises, Consideration, Opinion, Cognitive work passion, Belongingness, and Pride.

Background to the Study

Fast food restaurants are among the intensively growing firms in the hospitality industry in Port Harcourt. This is not far-fetched from the large population the metropolitan city encompasses, as the influx of humans increases on a daily basis. However, this has made in recent times prompt prominent fast food restaurants such as Chicken Republic, Kilimanjaro, Sammies and Genesis extend their market base in the capital city of Port Harcourt. The sporadic expansion has given many applicants job opportunities as they work for the organisations to attain its predetermined goals and objectives. However, the cognitive work passion of workers in this organisation needs to be harnessed for a better and robust operations and performance. Cognitive work passion denotes worker's meaningful connection and internal drive for their job (Johri et al., 2016). The cognitive aspect of the formation of work passion among workers involves the growth of mental schema or thought patterns that contain the features, images and ideas associated with the work experience being appraised (Wofford in Stoia, 2016). Workers who are cognitively passionate about their job tend to have a sense of belonging for the organisation, also as they pride working for the organisation.

It is important to note that workers who are cognitively passionate for their work put their brainy and brawny efforts to their work in the organisation. They easily remember, reason, hold attentions, think towards the positivity of their working in the organisation. They bring in their cognitive abilities to play, appropriating their tasks and responsibilities for the good of the organisation. However, workers cognitive work passion is been determined by the practices adopted by management of organisations. Among others is the reliability-trust issue of management (otherwise known as management reliability).

Believing that the management of an organisation will do what it says it will do; that it acts consistently and dependably is an important when it comes to the issue of trust in the organisation (Paine, 2003). Managers who do what they say they will do tend to

promote cognitive work passion. The importance of reliability cuts across all operations of the organisations' management as it helps to build consistent actions, values, methods, measures, principles, expectations, and outcomes for organisation's growth and development (Gulati, 2019). Thus, management reliability through keeping to promises and consideration of people's opinion could promote cognitive work passion among employees.

Finally, from existing literature it is interested to note that the relationship between management reliability and cognitive work passion of workers has not been validated. It is on this premise, the researcher to examine the relationship between management reliability and cognitive work passion of workers in fast food restaurants in Port Harcourt.

Problem of Study

Many restaurant owners and managers neglect to treat their employees well (Lee, 2023). This seems to permeate low cognitive work passion among workers of fast food restaurants. Such is seen where workers lack the necessary belongingness and pride for their work. This lack of cognitive work passion can have negative consequences for both the individual worker and the organization as a whole as it leads to high turnover rate and organisational ineffectiveness. However, loss of cognitive work passion among workers could be traceable to management trust practices such as the unreliable manner in which they manage the business and their workers.

The problem of management unreliability denotes the issue of managers failing to consistently fulfill their responsibilities and meet expectations in an organization. Among others inconsistency in keeping to promises and total disregards of individual opinion in the workplace permeate a hostile work environment for cognitive work passion to flourish among workers. This problem demoralizes workers and renders them cognitively imbalance even as they tend to show little or no levels of belongingness and pride for their work. In the light of the above, the researcher was geared to examine the relationship between management reliability and cognitive work passion of workers in fast food restaurants in Port Harcourt.
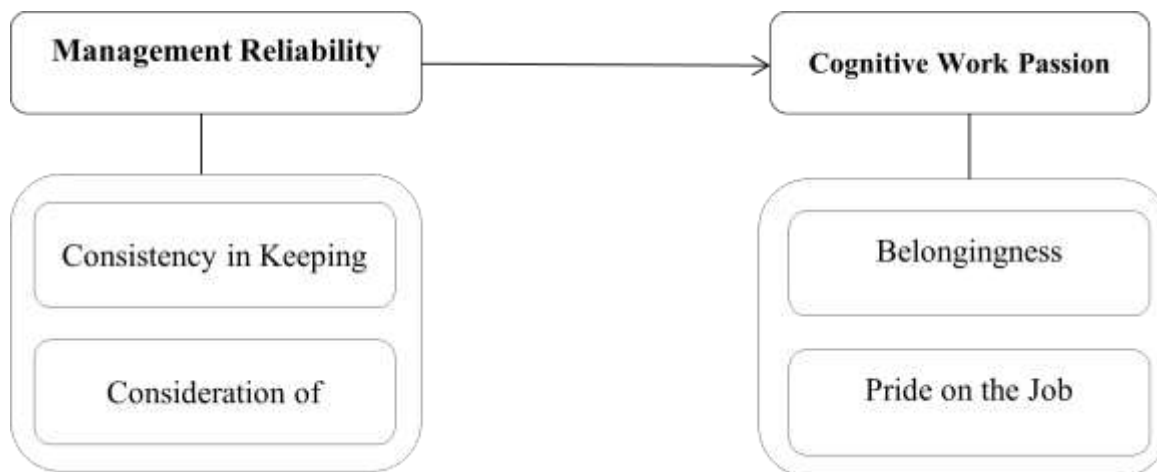
Conceptual Framework

Fig. 1.1: Conceptual Framework Showing Relationship between Management Reliability and Cognitive Work Passion of Workers. **Source**: Jacob (2021).

Aim and Objectives

The aim of the study was to examine the relationship between management reliability and cognitive work passion of workers in fast food restaurants in Port Harcourt. However, specific objectives were to:

1. Ascertain the relationship between consistency in keeping to promises and belongingness of workers in fast food restaurants in Port Harcourt.
2. Ascertain the relationship between consistency in keeping to promises and pride of workers in fast food restaurants in Port Harcourt.
3. Ascertain the relationship between consideration of people's opinion and belongingness of workers in fast food restaurants in Port Harcourt.

4. Ascertain the relationship between consideration of people's opinion and pride of workers in fast food restaurants in Port Harcourt.

Research Questions

1. What is the relationship between consistency in keeping to promises and belongingness of workers in fast food restaurants in Port Harcourt?
2. What is the relationship between consistency in keeping to promises and pride of workers in fast food restaurants in Port Harcourt?
3. What is the relationship between consideration of people's opinion and belongingness of workers in fast food restaurants in Port Harcourt?
4. What is the relationship between consideration of people's opinion and pride of workers in fast food restaurants in Port Harcourt?

Hypotheses

In the course of carrying out this study, four (4) null hypotheses were tested which were stated thus:

Ho_1:   There is no significant relationship between consistency in keeping to promises and belongingness of workers in fast food restaurants in Port Harcourt.

Ho_2:   There is no significant relationship between consistency in keeping to promises and pride of workers in fast food restaurants in Port Harcourt.

Ho_3:   There is no significant relationship between consideration of people's opinion and belongingness of workers in fast food restaurants in Port Harcourt.

Ho_4:   There is no significant relationship between consideration of people's opinion and pride of workers in fast food restaurants in Port Harcourt.

Concept of Management Reliability

The concept of management reliability stems from the dimensions of organization trust in the work of Paine (2003), who defined it as the belief that an organisation will do what it says it will do; that it acts consistently and dependably. This is in line with the position of Dennis (2018) who refers to reliability as when management is true to their word and fulfills their commitments. The above is determined by whether or not co-worker, team, supplier, or management acts consistently and dependably. Thus, we can count on them to do what they say (Lau & Lau, 2016). Managers who are reliable do what they say they will do to achieve a state of being that is complete and whole. Their management practice is built on consistency of actions, values, methods, measures, principles, expectations and outcomes (Gulati, 2019). Importantly, reliability is reported to positively reinforce employee levels of trust in managers. Whitener et al. (1998) found that a demonstration of concern for the welfare of others has an impact upon employee trust in managers and supervisors. Distrust toward management can evolve when managers' behaviour and/or attitudes do not meet expectations. Thus, situations in which trust relations between key stakeholders are low or fragile are characterized by high levels of monitoring and regulation, loss of confidence in a person's abilities or intentions, and lack of cooperation and communication between key stakeholders (Wells & Kipnis, 2001).

From the foregoing, reliability is essential to the management of trust in organisations as it consists of the extent to which management may be counted on to do what is expected of them. Deducing from the above, it implies that when management keep to their words, employees give their trust to them, and are geared to promote the attainment of the organisation's predetermined goals and objectives. It is important to note that when management is reliable, employees count on them. And to be reliable, management must be dependable to build trust from followers (Anna, 2020). In the organisation, investors, shareholders, managers, consumers, neighbours and friends all look for reliable people. This is because people place great importance on people and businesses who are able to deliver consistently good results time after time and who can be depended upon to deliver on commitments and promises.

Fundamentally, these reliable individuals make life easier, more enjoyable and more rewarding (Anderson, 2016). Therefore, as management of organisations, recognising this importance and value is critical to organisational success. A business that delivers reliable results is really a collection of reliable managers (management). So with this in mind, business reliability starts with management and in their ability to engender it in the employees they work with. Understanding how employees perceive and regard management reliability can greatly impact their work passion, careers, opportunities and abilities to successfully deliver. Among others, a big reason so many businesses are perceived as unreliable is a mixture of over ambition, under commitment and a lack of real clarity about what they are communicating. As such, there is need to give greater consideration to exactly what management are

committed to and subsequently communicating to its subordinates such as information, promises or aspirations. Failing to give enough thought to the difference between each can have an enormous impact on how reliable management is considered to be (Anderson, 2016). In the light of the above management reliability should be a cornerstone of an organisation's reputation. Thus, this study dimensionalized management reliability into consistency in keeping to promises and consideration of people's opinion.

Keeping to Promise: Promise is a declaration that one will do or refrain from doing something specified. It is a legally binding declaration that gives the person to whom it is made a right to expect or to claim the performance or forbearance of a specified act. The above tells us of the implication of managers promising employees in workplaces. It also connotes that a promise fulfilled is an employee's motivation to do more for the fruition of the organisation. According to O'Neill (2018), promises are personal. They build trust. When a person makes a promise they usually feel a social commitment to stay true to their promises, especially if they are being held accountable. However, when management makes a promise to their employees either explicit or implicit in the employment contract, directly or indirectly in the course of operations in the organisation, keeping to it increases trust among employees. These promises could be financially or non-financially inclined. Among others, promises made by management of organisations include but not limited to extra bonus, transportation allowance, housing allowance, premeditated date of payment of salary in the month, promotion in every 2 years, professional training assistance, leave programmemes, etc. When promises as such fall short of fulfillment, employees probably feel disappointed in management especially when cogent reasons are not promptly communicated, and this can make employees to see management face potential consequences by not keeping to their promises, permeating a distrust built on their unreliable manner.

Consideration of People's Opinion: No employee is a blackout of ideas. Every individual employee has uniqueness and such uniqueness can contribute a lot to the success of an organisation. Therefore, considering the opinion of other people such as employees is essential to build a strong reliability-based trust in organisations. Some managers seek to 'win' an argument when they encounter employees who have opinions that differ from theirs. However, it is not a productive approach to take when management encounters employees who disagrees with her because management does not need to be aggressive and hostile when she can decide to engage in dialogue instead (Matthew, 2019). As such, consideration of people's opinion is essential if management must be reliable to the extent of building trust in the organisation. Apparently, understanding employees' opinion and perspective on matters that pertain to them are important as management of organisations. Organisations do not grow and evolve by arguing with its employees, they grow and evolve by gaining new insights, opinions and perspectives, which even an ordinary employee can render. Employees have their own unique set of life experiences that prompt them to think and perceive things in a certain way, therefore it is demanding of management to argue or dialogue with love (Matthew, 2019; Price, 2021; Starnes et al., 2010). While management is listening to the other person (employee) explain their side of things, she should remember that just because she understands where the employees are coming from and why they think what they do, as it does not mean that management has to agree with them nor does it mean management is conceding defeat to them. It just means that management is willing to listen to their side of things because the other party may have something for management to learn. Similarly, disagreements are a great opportunity to collaborate and evolve management, and there are plenty of productive ways to make conflict work for management and the general good of the organisation. This informs managers to find areas where they agree in order to build some common ground, and then gain a further understanding of the areas where they and the other party (employees) disagree. Encouraging a conversation because of the fact that management initially disagree does not mean that it has to react to it with hostility and aggression, as such could permeate unreliability as a trust issue in the organisation.

Concept of Cognitive Work Passion of Workers

The concept of cognitive work passion of workers refers to the worker's meaningful connection and internal drive for his job (Johri et al., 2016). Here, the employee's identity is intertwined with their work and is being propelled internally to positively work for the organisation. Here, employees identify with their work. Employees pass a cognitive judgment about how they are closely intertwined with their work. The process of internalization of the passionate activity in one's life and these activities are seen meaningful and belong to self-identity (Vallerand et al., 2003). Importantly, cognition and affect go hand in hand, happening almost simultaneously, over and over, as employees make sense of a situation. The conclusions reached about what is happening, what it means to them, how it will affect them, how they feel about that, what they intend to do, and finally what they actually do, are all filtered through the lens of who they are (Zigarmi & Conley, 2019). However, due to the argument among some scholars that affective work passion and cognitive work passion are intertwined, Zigarmi et al. in Zigarmi and Conley (2019) called for work cognition to be measured separately from work affect and for work cognition to consider both the job and organisational aspects of the employee work experience. This is what this study intends to achieve.

From the foregoing employee work passion is thought to emphasize the appraisal process of an individual's perception on the events and experiences impacting his wellbeing. The cognitive aspect of the formation of employee work passion involves the growth of mental schema or thought patterns that contain the features, images, feelings, and ideas associated with the work experience being

appraised (Wofford in Stoia, 2016). Cognitive psychologists have substantiated that individuals are constantly making appraisals of their work-life experience that leads to a sense of negative or positive well-being. The derived sense of negative or positive internal drive for their job leads to intentions to act to remedy or support that drive. This internal drive could be activities in one's life. When these activities align one's work, strong inclination for the work is strengthened. These activities encourage or inhibit certain intentions indicative of employees who are passionate about their work. An employee cognitive passion for work can position him to achieve his career and goals quicker and not having it would make his career journey less fulfilling.

Similarly, work cognition encompasses the accumulation of mental descriptions and valuations formed through interaction with the work experience being appraised (Zigarmi et al. 2011). They are conclusions, or schemata or hierarchical mental structures formed to represent the perceived work experience of employees. Among others, the cognitive work passion values of work experience results from belongingness, self-driven manner and pride employees have for their work. Employees who are cognitively passionate for their work put their brainy and brawny efforts to their work in the organisation. They easily remember, reason, hold attentions, think towards the positivity of their working in the organisation. They bring in their cognitive abilities to play, appropriating their tasks and responsibilities for the good of the organisation. They are passionate to completing their tasks and responsibility quickly and efficiently as they identify with their work.

It therefore appears that in the workplace employees who are cognitively passionate about their work help organisation achieve their goals while passing a good judgment about how they are closely intertwined with their work and the organisation at large. Cognitively work passionate employees stay focused and motivated to continue a single task until they complete it. They resist moving on to other projects because of sense of belongingness, self-driven and pride they have for the work. They do not look at the work instructions again to remind them of carrying out tasks due to the fact that they see their lives and these activities as meaningful thus are fused to it having almost routine processes as a strong working memory in them. Their passion for work enables them use logic and reasoning skills as they identify the needs of their recipients and go through a process of brainstorming to meet find solutions to such with a pride and self-driven manner. In this work, belongingness, pride and self-driven were used as indicators of cognitive work passion. However, cognitive work passion of workers was measured in belongingness and pride.

Belongingness: Belongingness means when workers tend to have an 'inherent' desire to make input and be an important part of operation and decision making processes greater than themselves. This is perceived among them as a result of the passion they have for the job. They are posed to give in their all just to make sure the organisation succeeds in its business activities and aspirations. Belongingness is a strong and inevitable element that exists in human nature (Allen, 2020). It is also a key component of inclusion. When employees are cognitively passionate about their work, they tend to care for the organisation through volunteering themselves for other activities all, to enhance the organisation's effectiveness and efficiency. Nevertheless, the feeling that employees are recognised for their achievements and valued as individuals is vital in their place of work. A strong sense of belonging motivates employees to perform in their positions and connect with the firm as they contribute to ensuring the organization's goals are accomplished. According to Wiles (2020), for employees to feel a sense of belonging, they must believe the organisation cares about them and are trustworthy in the management of resources. This implies that no employee would want to belong to an organisation that is unreliable, dishonest, have questionable integrity and transparency issues. They feel that since the organisation has no good intentions for them as employees, no need to make input in their processes except those clearly stated in their job description. This makes them not to make any input even to the detriment of the organisation. Employees who are not cognitively passionate for their work isolate themselves in the operations of the organisation. They do not make adequate input to uplift the organisation. All they care is to do what they are asked to do lackadaisically, which in turn permeates low performance among them. According to Maxwell (2017), belongingness is what allows employees to feel that they can be their real selves without fear of negative treatment or punishment, and it has a significant influence on performance and retention. In addition to the above, employees who are cognitively passionate about their work wants to be recognized for accomplishments at work. They feel their cognitive input should be appreciated, and of course, such reinforces their positive actions to the organisation's good.

Pride: Pride as used in this study denotes the feeling of self-respect as a result of identification with work as internally propelled to positively work for the organisation among workers. Here, employees have this self-respect as a result of their achievements in the growth and development of the organisation. They are proud of their input in the organisation's operations and performance. They tend to be proud in the work that they do as they feel good about themselves, trust in their abilities and are confident in carrying out the tasks and responsibilities expected of them. This type of pride is strongly linked to job satisfaction and commitment. However, Insightlink (2015) stated in experience, employees who feel a strong sense of pride in their work are also more ambitious, focused and motivated; effective at tackling and overcoming work-oriented challenges; better able to set, achieve and maintain high standards and goals; more likely to develop positive interpersonal relationships and to work as "team players,"; and likely to communicate more effectively with their managers, peers and direct reports. These attributes, like any activity that increases job happiness and commitment, may translate into improved productivity, decreased turnover and sick time, and higher returns for organizations. That is, it is important to concentrate on developing "pride in work" among their employees. Pride in the work employees do among

others could stem from factors like knowing what is expected of them, feeling secure in their positions, good office space and facilitated equipment, agreeing that the organisation equitably administers policies and procedures, having adequate authority to do their work and believing that their pay is fair (Insightlink, 2015; Stoia, 2018). This implies that pride is pretty important for employees of organisations to perform and remain in performing for the attainment of organisation's actualisations.

Theoretical Framework

This study is theoretical founded on charismatic leadership theory developed by the German Sociologist Max Weber in 1968. It involves a type of organisation or a type of leadership in which authority derives from the charisma of the leader (Joosse, 2014). Instead of any type of external power or authority, the charismatic leader attracts followers via his or her personality and appeal. (Conger & Kanungo, 1998). According to the notion, all that is required to develop followers is charm and elegance; self-belief is a key necessity of leaders; and people follow those they truly respect.The implications of this theory to the study are premised on the fact that charismatic leadership engenders a sense of reliability-trust in the organisation by other workers. With charismatic leadership, employees of an organisation often come to identify the organisation with the management (managers or leaders). This creates a relationship between the employees and management that seems more personal as trust on employment condition is built, where reliability thrive to enhance the cognitive work passion of workers in the organization. Management of organisations are expected to manifest higher level of morale and motivation in the workplace. Such morale among others could be seen in the terms of their reliability (keeping to promises and consideration of people's opinion). When management is reliability in the workplace the belongingness and pride of workers tend to increase as they help the organization achieve its goals and objectives.

Procedure

The study adopted the survey research design. The population of the study was drawn from four (4) fast-food restaurants namely; Genesis, Kilimanjaro, Sammies and Chicken Republic. The sampling for this study was done using purposive sampling so as to reach out to those organizations where data can be easily assessed. Twenty (20) as a sample was selected from each fast food restaurant in Port Harcourt. This made it a total of 80 as the sample size. Data were collected through primary (questionnaire) and secondary (textbooks, journal articles and internet). A structured questionnaire titled "Management Reliability and Cognitive Work Passion of Workers Index (MRCWPWI)". The questionnaire was designed in four point likert rating scale format with the following response options: Strongly Agreed (SA) 4, Agreed (A) 3, Disagreed (D) 2, and Strongly Disagreed (DS) 1. The instrument was validated by two organizational behaviour experts and one human resource management expert. The reliability coefficient of the instrument (0.79) was elicited using Crombach Alpha. Spearman Ranking (r) was used for the test of hypotheses. Out of 80 questionnaires administered, the researcher was able to retrieve 72 (90%) copies. A bivariate analysis (test of hypotheses) was done using SPSS Version 23 at 0.05 level of significance.

Results

Ho$_1$:   There is no significant relationship between consistency in keeping to promises and belongingness of workers in fast food restaurants in Port Harcourt.

Table 1 Consistency in Keeping to Promises and Belongingness of Workers

		Consistency in Keeping to Promise	Belongingness
Consistency in Keeping to Promise	Correlation Coefficient	1.000	.704**
	Sig. (2-tailed)	.	.000
	N	72	72
Belongingness	Correlation Coefficient	**.704****	1.000
	Sig. (2-tailed)	.000	.
	N	72	72

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Survey Data, 2023.

Table 1 above shows r value of 0.704 at a significance level of 0.00 which is less than the chosen alpha level of 0.05. Since the significance value 0.000 is less than the alpha level of 0.05, the null hypothesis (Ho$_1$) which states that there is no significant relationship between consistency in keeping to promises and belongingness of workers in fast food restaurants in Port Harcourt was rejected and the alternate hypothesis (Ha$_1$) is accepted. This implies that there is a significant relationship between consistency in keeping to promises and belongingness of workers in fast food restaurants in Port Harcourt.

Ho$_2$:   There is no significant relationship between consistency in keeping to promises and pride of workers in fast food restaurants in Port Harcourt

Table 2 Consistency in Keeping to Promises and Pride of Workers

		Consistency in Keeping to Promise	Pride
Consistency in Keeping to Promise	Correlation Coefficient	1.000	.653**
	Sig. (2-tailed)	.	.000
	N	72	72
Pride	Correlation Coefficient	.653**	1.000
	Sig. (2-tailed)	.000	.
	N	72	72

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Survey Data, 2023.

Table 2 above shows r value of 0.653 at a significance level of 0.00 which is less than the chosen alpha level of 0.05. Since the significance value 0.000 is less than the alpha level of 0.05, the null hypothesis (Ho$_2$) which states that there is no significant relationship between consistency in keeping to promises and pride of workers in fast food restaurants in Port Harcourt was rejected and the alternate hypothesis (Ha$_2$) is accepted. This implies that there is a significant relationship between consistency in keeping to promises and pride of workers in fast food restaurants in Port Harcourt.

Ho$_3$:   There is no significant relationship between consideration of people's opinion and belongingness of workers in fast food restaurants in Port Harcourt

Table 3 Consideration of People's Opinion And Belongingness of Workers

		Consideration of People's Opinion	Belongingness
Consideration of People's Opinion	Correlation Coefficient	1.000	.880**
	Sig. (2-tailed)	.	.000
	N	72	72
Belongingness	Correlation Coefficient	.880**	1.000
	Sig. (2-tailed)	.000	.
	N	72	72

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Survey Data, 2023.

Table 3 above shows r value of 0.880 at a significance level of 0.00 which is less than the chosen alpha level of 0.05. Since the significance value 0.000 is less than the alpha level of 0.05, the null hypothesis (Ho$_3$) which states that there is no significant relationship between consideration of people's opinion and belongingness of workers in fast food restaurants in Port Harcourt was rejected and the alternate hypothesis (Ha$_3$) is accepted. This implies that there is a significant relationship between consideration of people's opinion and belongingness of workers in fast food restaurants in Port Harcourt.

Ho$_4$:   There is no significant relationship between consideration of people's opinion and pride of workers in fast food restaurants in Port Harcourt

Table 4 Consideration of People's Opinion and Pride of Workers

		Consideration of People's Opinion	Pride
Consideration of People's Opinion	Correlation Coefficient	1.000	.677**
	Sig. (2-tailed)	.	.000
	N	72	72
Pride	Correlation Coefficient	**.677****	1.000
	Sig. (2-tailed)	.000	.
	N	72	72

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Survey Data, 2023.

Table 4 above shows r value of 0.677 at a significance level of 0.00 which is less than the chosen alpha level of 0.05. Since the significance value 0.000 is less than the alpha level of 0.05, the null hypothesis (Ho$_4$) which states that there is no significant relationship between consideration of people's opinion and pride of workers in fast food restaurants in Port Harcourt was rejected and the alternate hypothesis (Ha$_4$) is accepted. This implies that there is a significant relationship between consideration of people's opinion and pride of workers in fast food restaurants in Port Harcourt.

Discussion of Findings

The test of analyses revealed that there is a significant relationship between management reliability (consistency in keeping to promise and consideration of people's opinion) and cognitive work passion (belongingness and pride) of workers in fast food restaurants in Port Harcourt. These imply that being reliable in business is one of the core demands of management. The trueness of management as regards their word and commitments encourages cognitive work passion of workers (Dennis, 2018). When management of fast food restaurants do what it says it will do and as well act consistently and dependably, workers tend to cognitively passionate for their job. Importantly, concern for the opinions and welfare of employees and as well as prompt response to same makes employees have trust in managers and supervisors, and by so doing they tend to meaningfully connect to their work as they hold pride to it as a result of management positive concern for them in issues related to their employment contract (Johri et al., 2016; Anna, 2020).

However, when employees perceive management to be unreliable in their functions, they tend to develop distrust which permeate mental apathy for the job and work isolation. Management prompt maintenance of credibility with her workforce makes workers to buy in the mission and vision of the firm. As such, when employees perceive that managers and supervisors are reliable and can be trusted to do the right thing for them at all times, they take the organisation as their own personal issues and portray positive mental and internal drive for their job which leads to intentions to act to remedy or support the vision, mission, goals and objectives of the organisation. They also stay positive on the work of the organisation through their sense of belongingness and pride for the work.

Conclusions

Based on the analyses of data and discussion of findings, the study concluded that management reliability enhances cognitive work passion of workers in fast food restaurants in Port Harcourt.

Recommendations

Based on the results and conclusions, the following recommendations were made:

1.   Management of fast food restaurants in Port Harcourt should never make a promise it cannot fulfill so as to increase their reliability trust employees have for her, thus enhancing workers' belongingness.
2.   Management of fast food restaurants in Port Harcourt should promptly communicate to workers where they seem not to meet up with their promises, stating authentic and justified reasons as it will promote workers' pride on their job.
3.   Management of fast food restaurants in Port Harcourt should reward employees who provides viable opinion to enhance their performance as this will enhance their belongingness in the organization.
4.   Management of fast food restaurants in Port Harcourt should consider employees' opinions when making decisions that are directly connected to their work, so as to improve their pride working for the organisation.

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