



BUSINESS RE-DESIGN AND ORGANIZATIONAL SURVIVAL OF FOODS AND BEVERAGES MANUFACTURING COMPANIES IN RIVERS STATE, NIGERIA

Onyeaka, Ogechi, *PhD* and Okpimah, Special Aaron Emoefe, *PhD*

Department of Management, Rivers State University, Port Harcourt, Nigeria
Department of Business Studies, Edwin Clark University, Kiagbodo, Delta State,
Nigeria.

Email: okpimahsac@gmail.com

ABSTRACT

This study examines the relationship between business re-design and organizational survival of foods and beverages manufacturing firms in Rivers State, Nigeria. The study employed cross-sectional survey research design with a population of all the foods and beverages manufacturing firms operational within Rivers State, Nigeria. Data was generated using the structured questionnaire instrument. The sample element was 120 managers and supervisors within the foods and beverages manufacturing firms. The study used Spearman's Rank Order Correlation Coefficient to test the relationship between business redesign, and the measures of organizational survival adaptability, proactive. The findings showed that business re-design has a very strong relationship with organizational survival in the foods and beverages manufacturing firms in Rivers State, Nigeria. The study concluded that business re-design has a strong influence on organizational survival: adaptability, pro-activeness in the foods and beverages manufacturing firms in Rivers State, Nigeria. It was recommended that foods and beverages manufacturing should recognize the importance of continuous redesign of product and assign adequate resources for the same.

Keywords: *Business Process Re-design, Organizational Survival, Adaptability, Proactiveness.*

INTRODUCTION

The manufacturing sector in Nigeria is saddled with low technological-integrated production system. This is a great obstacle constraining productivity in Nigeria as developments in technology and innovations are the primary forces propelling industrialization today. New processes and procedures of doing old things, and automation have revolutionized the manufacturing industry and multiplied productivity in the industrial

nations. Manufacturing companies in Nigeria cannot acquire modern machines to monitor and control operations; it is now possible to track products continuously as they move through the factory and to report on a real-time basis, such information regarding production. Low technology is responsible for the inability of most bottle water companies to produce capital goods such as raw materials, spare parts and machines, the bulk of which are imported. However, maintaining a place in this competitive era becomes not only the responsibility of the owners or leaders of the organization but that of the employees (Oke, & Olughor, 2014). Organizational survival has been the primary goal or objective of every organization (Adewale, Abolaji and Kolade, 2011). Survival is very crucial at this period of business turbulence.

Organizations strive for survival and continuity, while seeking relevance and key positions in the industry. Jones & Bartlet (2008), posit that survival and growth of organizations are contained in its goals which require energy and resources investment. From the observation, survival concept is an unwritten law of every organization and when organizations survived, without doubt, there will be available goods and services and the organization will be in continue operations, and Gross (2001), adds that survival should be an expedient factor for organizations interest. Ogunro (2014 as cited in Gabriel, 2015) attributes the survival and success of organizations to various factors; firstly technology, which translates into the organizations research and development activities, technological incentives, and the level of change associated with technology. Secondly, ecological factors which translate into contextual and environmental aspects such as climate issues and weather which affect farm and industrial related businesses. Thirdly, Legal factors which translate into discriminatory law, consumer law, antitrust law, employment law, safety and health law and finally economic factors which translate into interest rates, inflation rates and exchange rates. Business Process Improvement involves understanding existing processes and introducing process changes to improve product quality, reduce costs or accelerate schedules (Harrington, 1991). Business Process Improvement (BPI) is vital for driving performance in organizations and creates advantage in a competitive environment (Lohdi, Koppen & Saake, 2011). Business redesign is a fundamental rearrangement of business processes for the purpose of cost reduction, the increase of profitability and the enhancement of performance in quality, service and speed (Davenport, 2010).

Business Process Improvement (BPI) can also be seen as a management philosophy that focuses on identifying ways in which improvements can be made to reduce waste, costs and improve overall quality of the output of a business process (Pepper & Spedding, 2010). For management to successfully integrate a system of continuous improvement in all business processes, business process owners at every level in the organization must constantly look for ways to increase efficiency, effectiveness and profitability. Adenikinju and Chete (2002) conducted an empirical analysis of the performance of the Nigerian manufacturing sector over a 30-year period and observed that the sector was performing with satisfactory growth levels from 1970 to 1980. However, after that phase there was a sharp decline in the growth and profitability of the Nigerian manufacturing sector. Sarang (2012) examined the Implementation of Business Process improvement in the Retail Banking Sector in India. The study concluded that the BPI in the banking sector involved the change of technology and workflow processes. Ensermu and Moorty (2013) found that BPI improved quality of service, speed of service delivery and cycle time thus resulting in improved organization performance. Khuhil (2013) concluded that implementing BPI initiatives led to improved operational performance in public commercial banks in Ethiopia.

In the face of all these daunting challenges, how effectively can a business organization respond to its basic operational functions of survival, growth and profit maximization? Therefore, the purpose of this paper was to examine the relationship between business re-design and organizational survival of foods and beverages manufacturing firms in Rivers State.

Research Questions

1. How does re-design affect adaptability in the manufacturing firms of food and beverage in manufacturing firms in Rivers State?
2. How does re-design affect pro-activeness in the manufacturing firms of food and beverage in manufacturing firms in Rivers State?

Conceptual Framework



Fig 1.1 *Conceptual framework of the relationship between business re-design and organizational survival*

LITERATURE REVIEW

Business Process Re-design

Redesign has arisen in a situation of increasing global competition, higher customer demands, shortening product life-cycles, and the rapid developments in the organization. Redesign is often used where the reshaping of corporate strategy, the relation with suppliers, product development, the technology and the organization form is concerned (Hammer & Champy, 2015). In essence, redesign is a fundamental rearrangement of business processes for the purpose of cost reduction, the increase of profitability and the enhancement of performance in quality, service and speed (Davenport, 2010). Redesign pays close attention to the strategy formulation process and the accomplishment of cost-reduction by analysing the possibility of cost-control throughout the entire value chain. In many cases, the result is that pressure is exerted on suppliers, producers and distributors to deliver high quality products for low prices on tight delivery conditions.

Organizational Survival

The survival of a firm depends on its ability to survive with its internal and external environmental factors. Organizational survival in this context is described as the ability of the organization to continue in existence (Sheppard, 1993). It is used to denote sustained learning and adaptive characteristics stemming from the organizations tendency for continued adjustment to changes; seen and unforeseen; in the internal and external environment. This description implies an ability or effort by the organization to continue to meet with the demands of the market, its staff,

shareholders, investors, host communities, the government and other interested parties. According to Sheppard (1993), survival, he argues translates into an organizations profitability margin, size of market share, organizational size, age and general financial conditions which as he observes all inter-relate to enhance functionality. Organizational survival has been the most interesting topics for organizations over the years. Organizations exist to survive in the midst of environmental factors that tend to encroach on business performance. Organizations attempt to maintain the existing state of affairs, but essentially the larger part of their efforts is tilted toward survival (Mindy, 1998). The competition in the industry is getting stronger and firms are adopting different strategies to be competitive in the industry. Surviving in the global struggle to meet with increasing demand on firms in the market place has seen many researchers and academicians having a resort to pay attention to the individual employees in the organization since adaptation in product and services are brought about by these individuals.

Adaptability

Adaptability is the degree to which an organization has the ability to alter behavior, structures; and systems in order to survive in the wake of the environmental change (Denison, 2007). Adaptability entails translating the demands of business environment into action. Organizations as open systems exist in environment that is complex and uncertain. To survive and make profit, organizations need to adapt continuously to the different levels of environmental uncertainty (Amah and Baridam, 2012). Environmental uncertainty represents an important contingency for organization structure and internal behaviors (Daft, 1998). Organizations need to have the right fit between internal structure and the external environment. Adaptability has also come to be considered an important response option worthy of research and assessment, not simply in order to guide the selection of the best mitigation policies, but rather to reduce the vulnerability of groups of people to the impacts of change, and hence minimize the costs associated with the inevitable (Smit and Pilifosova, 2001). Adaptation is defined as the modification and alterations in the organizations or its components in order to adjust to changes in the environment (Cameron, 1984). Adaptability is defined by Buch (2009) as an organization's capacity to embrace change or be changed to fit an altered environment. Adaptation is not viewed as a one stop process of organizational change but as a continuous process during an organization's life cycle. Davenport (1993) stresses that adaptation is a

process of organizational change that should be practiced in the context of continuity process of human and organization improvement over time. This enables an organization and its people to effectively adapt to environmental change (Guha, Grover, Kettinger, & Teng, 1997).

Pro-activeness

Although the concept of proactiveness has been widely mentioned and discussed (Crant, 2000), the characteristics of proactiveness are mainly discussed in the research on proactive personality (Bateman & Crant, 1993) and personal initiative (Frees & Fay 2001). In the theme of person-environment relationship, Bateman and Crant (1993) indicated that human beings are not only passively interacting with the environments but can also actively master their environments through selecting situations, reconstructing their perceptions and appraisals, unintentionally evoking other's reactions, and intentionally manipulating their interpersonal environments. Bateman and Crant (1993) further indicated that there are individual differences in enacting proactive behavior.

Proactive Leadership proposed the concept of proactive personality to describe the person “who is relatively unconstrained by situational forces and who effects environmental change” and also indicated that “proactive people scan for opportunities, show initiative, take action, and persevere until they reach closure by bringing about change” Bateman and Crant (1999) found that proactive individuals are actively involved in the following seven behaviors: (1) scanning for change opportunity, (2) setting effective, change-oriented goals, (3) anticipating and preventing problems, (4) doing different things or doing things differently; (5) taking action, (6) persevering, and (7) achieving results. These seven behaviors can be roughly viewed as the chain of behaviors in a progress of proactive goal achievement (Bindl & Parker, 2009; Frees & Fay 2001; Grant & Ashford, 2008).

Business Re-design and Organizational Survival

Aregbeyen (2011) carried out a study on Business Re-Engineering and Organizational survival in Nigeria: A case study of First Bank Nigeria PLC (FBN). He used the paired data samples method between 1986 and 2008. The study was aimed at evaluating the impact of the re-engineering of operational processes on the performance of the bank. To do this he tested the hypothesis that business re-engineering has no significant effect on the FBN's operational performance. To test this hypothesis, he

measured the operational performance of the bank through three major indicators namely growth, profitability and the extent of financial intermediation. Growth of the bank was measured using alternative but complementary measures. Ensermu and Moorty (2013) studied the impact of business process improvement on performance in the Bureau of Finance and Economic Development (BoFED) in Ethiopia. The study concluded that majority of the BoFED customers were satisfied with improved organizational survival, quality of service and service cycle time. Sidikat and Ayanda (2008) carried out a study on impact assessment of business process improvement on organizational survival in First Bank Nigeria. They used the case study method and data was analyzed through simple percentage and regression analysis. The results revealed that business process improvement (BPI), service quality (SQ), and innovative & strategic change (I & SC) are positively (Directly) related to the success of organization. Ringim, Razalli & Hasnan (2011) carried out a study on Effect of Business Process Improvement Factors on Organizational survival of Nigerian banks: Information Technology Capability as the Moderating Factor. The survey method was used. A pilot test was conducted to seek the objectives. Instrument content and face validity and reliability were examined through panel of expert in both academic and practice. The following hypotheses were formulated base on the empirical review.

- Ho:** There is no significant relationship between re-design and adaptability in organizational survival of Foods and Beverages in manufacturing firms in Rivers State.
- Ho:** There is no significant relationship between re-design cost and proactiveness of organizational survival of Foods and Beverages in manufacturing firms in Rivers State.

METHODOLOGY

The study cross-sectional survey design was employed in view of this fact-finding. The target population of this study was thirty four (34) manufacturing companies registered with the Manufacturers Association of Nigeria (MAN), as obtained from the 2019 updated Directory of the Rivers State zone of the Association. Hundred and twenty (120) managers and supervisors were the sample in the study. Primary method of data collection was collated with the aid of a structured questionnaire which was the major instrument used for the study. However, the research instrument was subjected to content and construct validity. The data

obtained from the field was analyzed at several stages. The analyses were carried using Spearman Rank Order Correlation Coefficient for testing the hypotheses formulated for the study in chapter with the aid of the Statistical Package for Social Sciences (SPSS) version 23.

ANALYSIS AND RESULTS

Research Hypotheses

Table 1 Analysis on Business Re-design and Measures of Organizational Survival (Adaptability and Pro-activeness)

			Redesign	Adaptability	Pro-activeness
Spearman's rho	Redesign	Correlation Coefficient	1.000	.743**	.443**
		Sig. (2-tailed)	.	.000	.000
		N	120	120	120
	Adaptability	Correlation Coefficient	.743**	1.000	.503**
		Sig. (2-tailed)	.000	.	.000
		N	120	120	120
	Pro-activeness	Correlation Coefficient	.443**	.503**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	120	120	120

Source: Research Data 2021 and SPSS output version 23.0

Table 1 illustrates the test for the two previously postulated bivariate hypothetical statements. The results show that for

Ho: There is no significant relationship between re-design and adaptability in organizational survival of Foods and Beverages in manufacturing firms in Rivers State.

The correlation coefficient (r) shows that there is a significant and positive relationship between re-design cost and adaptability in the Firms of Food and Beverage in manufacturing firms in Rivers State. The *rho* value 0.743 indicates this relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between re-design cost and adaptability in the Firms of Food and Beverage in manufacturing firms in Rivers State.

***Ho:* There is no significant relationship between re-design cost and proactiveness of organizational survival of Foods and Beverages in manufacturing firms in Rivers State.**

The correlation coefficient (r) shows that there is a significant and positive relationship between re-design cost and proactiveness in the Firms of Food and Beverage in manufacturing firms in Rivers State. The ρ value 0.443 indicates this relationship and it is significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a moderate correlation indicating a moderate relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between re-design cost and proactiveness in the Firms of Food and Beverage in manufacturing firms in Rivers State.

The results for the first set of hypotheses with regards to the relationship between cost reduction and the measures of organizational survival are stated as follows:

- i. There is a significant relationship between re-design and adaptability in the Firms of Food and Beverage in manufacturing firms in Rivers State.
- ii. There is a significant relationship between re-design and proactiveness in the Firms of Food and Beverage in manufacturing firms in Rivers State.

DISCUSSION OF FINDINGS

The results from the analysis reveal significant relationship between re-design and organizational survival in the manufacturing firms of food and beverage in manufacturing firms in Rivers State. Redesign has arisen in a situation of increasing global competition, higher customer demands, shortening product life-cycles, and the rapid developments in the organization. Redesign is often used where the reshaping of corporate strategy, the relation with suppliers, product development, the technology and the organization form is concerned (Hammer & Champy, 2015 & Davenport, 1993). In essence, redesign is a fundamental rearrangement of business processes for the purpose of cost reduction, the increase of profitability and the enhancement of performance in quality, service and speed (Davenport, 2010). The findings of this study confirmed previous studies conducted by Awolusi and Onigbinde (2014) who assessed the critical success factors for BPI in Nigerian gas and oil industry. The study

intended to identify critical success factors and also evaluate the impact of CSF's and BPI on operational and overall organizational survival. Operational performance was considered the primary measure in the study while overall organizational survival was considered the secondary measure. The study findings showed that management system, project management and planning, support and competence management, IT infrastructure and organizational culture were critical success factors.

CONCLUSION

This study concludes that business process improvement significantly influences organizational survival of Firms of Food and Beverage in manufacturing firms in Rivers State. The study affirms that business re-designs, contribute significantly towards organizational survival measures such as adaptability and pro-activeness. Obviously, the study affirms that business process improvement dimensions are critical to the adaptability and pro-activeness.

RECOMMENDATIONS

Foods and Beverages manufacturing companies should recognize the importance of continuous business re-design in term of products and structure and assign adequate resources for the same. Manufacturing companies should base their quality policies on a proper cost benefit analysis that examines the best strategies that can be conclusively implemented within available resource limits

REFERENCES

- Abdurezak, M. K. (2013). Business Process Improvement and Organizational survival: *A Case of Ethiopian Public Banking Sector*, 3(1), 48-59.
- Adewale, O.O., Abolaji, A.J. & Kolade, O.J. (2011). Succession Planning and Organizational Survival: Empirical Study on Nigerian Private Tertiary Institutions. *Serbian Journal of Management*, 6(2), 231-246.
- Ahadi, H. (2004). An Examination of the Role of Organizational Enablers in Business Process Improvement and the Impact of Information Technology. *Information Resources Journal*, 17(4) 1-19.

- Al-Mashari, M. Z. & Mohamed, F. (2001). Business Process Improvement: A Survey of International Experience. *Business Process Management Journal*, 8(4), 437-455.
- Al-Mashari, M., & Zairi, M. (1999). BPI Implementation Process: An Analysis of Key Success and Failure Factors. *Business Process Management Journal*, 5(1), 87-112.
- Amit, R., & Shoemaker, P. J. H. (1993). Strategic Assets and Organizational Rents. *Strategic Management Journal*, 14(2), 33 - 46.
- Arora, S. Kuma, S. (2004). Improvement: A focus on enterprise integration. *ProQuest Computing*, 30(5), 54 -60
- Ascari, A., Rock, M., & Dutta, S. (1995). Re-engineering and Organizational Change. *European Management Journal*, 13(1), 2-20.
- Attaran, M. (2004). Exploring the Relationship between Information Technology and Business Process Improvement. *Information and Management*, 41(5), 585-596.
- Attaran, M. & Wood, G.G. (1999). How to Succeed at Improvement. *Management Decision*, 37(10), 752-757.
- Augier, M., & Teece, D.J. (2008). Strategy as Evolution with Design: The Foundations of Dynamic Capabilities and the Role of Managers in the Economic System. *Organization. Studies.*, 29(8/9), 1187-1208.
- Awolusi, O. D. & Onigbinde, I. O. (2014). Assessment of Critical Success factors of Business process re- engineering in Nigerian oil and gas industry. *Interdisciplinary Journal of Contemporary Research in Business*, 3(3), 104-120.
- Barney, J. B. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17(1), 99-120.
- Barney, J. (1986). Organizational Culture: can it be a source of Competitive advantage? *Academy of Management Review*, 11(3), 656-665.

- Barret, J. (1994). Process Visualization: *Getting the Vision Right is Key, Information Systems Management*, 6(2), 14-23.
- Berrington, C. & Oblich, R. (1995). Translating Improvement into bottom-line results. *Industrial Engineering*, 2(1), 24-7.
- Bindl, U. K., & Parker, S. K. (2011a). Feeling Good and Performing well? Psychological Engagement and Positive Behaviors at work. In S. Albert (Ed.), *Handbook of employee engagement: Perspectives, issues, research and practice* (385-398). Cheltenham: Edward-Elgar Publishing.
- Bogner, W. C., & Thomas, H. (1994). *Core Competence and Competitive advantage: A Model and Illustrative Evidence from the Pharmaceutical industry*. In Hamel, G. and Heene, A. (Eds.), *Competence-based competition* (pp. 111-147). New York: John Wiley & Sons.
- Bridgid J. Effects of Organizational Change on Performance of the Kenyan Judiciary: A Case Study of Milimani Law Courts.
- Bruss, L., & Roos, H. (1993). Operations, Readiness and Culture: don't re-Engineer without Considering them. *Inform*, April, 57- 64.
- Campbell, A., & Luchs, K. (1997). *Understanding Competencies*. In Campbell, A. & Luchs, K. (Eds), *Core Competency-based Strategy*. London: Thomson.
- Capron, L., & Mitchell, W. (2009). Selection Capability: How capability Gaps and Internal Social Frictions affect Internal and External Strategic Renewal. *Organization Science*, 20(2), 294-312.
- Carr, D. (1993). Managing for Effective Business Process Redesign. *Cost Management*, Fall (4(1), 16-21.
- Carr, D. K., & Henry, J. J. (1995). *Best Practices in Improvement: What Works and what doesn't in the Improvement process*. New York: McGraw-Hill.
- Carr, D., & Johansson, H. (1995). *Best Practices in Improvement: what Works and what doesn't in the Improvement Process*. New York: McGraw-Hill.

- Chase, R. B., Jacobs, F. R., & Aquilano, N. J. (2004). *Operations Management for Competitive Advantage (10th ed.)*. New York: McGraw-Hill/Irwin.
- Champy, J. (1995). *Improvement Management*. New York: Harper Collins Publishers.
- Chew, Y. T. (2005). Achieving organisational Prosperity through Employee Motivation and Retention: A Comparative study of Strategic HRM Practices in Malaysian Institutions. *Research and Practice in Human Resource Management*, 13(2), 87-104.
- Conner, K. R. (1991). A Historical Comparison of Resource Based Theory and five Schools of thought within Industrial Organization Economics: Do we have a new theory of the firm? *Journal of Management*, 17(1), 121-54.
- Cooper, D. R. & Schindler, P. S. (2003). *Business Research Methods*, 8th ed. New Delhi, Tata: McGraw-Hill.
- Cooper, R. & Markus, L. (1995). Human Improvement, *Sloan Management Review* 36(2), 39-51.
- Covert, M. (1997). Successfully Performing Business Process Improvement, *Visible Systems Corporation*. USA: 201 Spring Street Lexington MA 02421.
- Collis, D., & Montgomery, C.A. (1995). Competing on Resources: Strategy in the 1990s. *Harvard Business Review*, 73 (7/8), 118-128
- Dale, M. (1994). *The Re-Engineering Route to Business Transformation*". 9th Edition.
- Davenport, T. & Short, J. (1990). The New Industrial Engineering; Information Technology and Business Improvement Process Redesign. *Sloan Management Review Summer*, 6(3), 11-27.
- Davidson, W. (1993). Beyond Re-engineering: the three Phase of Business Transformation. *IBM Systems Journal*, 32(1), 65-79.

- Davenport, T. H. (1993a). *Process Innovation: Improvement work through Information Technology*. Boston, Massachusetts: Harvard Business School Press.
- Dalziell, E., & McManus, S. (2004). *Resilience, Vulnerability and Adaptive Capacity: Implications for System Performance*. Paper presented at the International Forum for Engineering Decision Making.
- Denison, D. (2007). Denison Consulting. An Arbor Zurich Shanghai.
- Dess, G.G. & Lumpkin, G.T. (2005, February). The Role of Entrepreneurial Orientation on Stimulating Effective Corporate Entrepreneurship. *Academy of Management Executive*, 19(1), 147-156.
- Dicksen, P. R. (1996). The Static and Dynamic Mechanics of Competitive Theory. *Journal of Marketing*, 60(4), 102-106.
- Deakins, E., & Makgill, H. (1997). What killed BPI? Some Evidence from literature. *Business Process Management Journal*, 3(1), 81-107.
- Dey P. K. (2001). Improvement Materials Management, A Case Study on an Indian Refinery. *Business Process Management Journal*, 7(5), 394-408.
- Dey P. K. (1999). Process Improvement for Effective Implementation of projects. *International Journal of Project Management*, 17(3), 147-59.
- DiStefano, G., Peteraf, M., & Verona, G. (2010). Dynamic Capabilities deconstructed: A Bibliographic investigation into the Origins, Development, and Future Directions of the Research Domain. *Industrial and Corporate Change*, 19(4), 1187-1204.
- Doyle, J. & Nathan, M. (2001). Wherever next? Work in a Mobile World. London: Work foundation, Felstead, A., Jewson, N. and Walters, S. (2003). Managerial control of employees working at home. *British Journal of Industrial Relations*. 6(1), 42-73.

- Drnevich, P., & Kriauciunas, A. (2011). Clarifying the Conditions and Limits of the Contributions of Ordinary and Dynamic Capabilities to Relative Firm Performance. *Strategic Management Journal*, 32(3), 254-279.
- Eisenhardt, K. M., & Martin, J. (2000). Dynamic Capabilities: What are they? *Strategic Management Journal*, 21(11), 1105-1121.
- Fening, F.A., Amaria, P. & Frempong, O.E. (2013). Linkages between Total Quality Management And Organizational Survival In Manufacturing Companies in Ghana. *International Journal of Business and Social Science*, 4(10), 52-84.
- Furey, T., & Diorio, G. (1994). Making Improvement Strategic. *Strategy & Leadership*, 22(4), 6 - 43.
- Gabriel, J.M.O. (2015). Organizational citizenship behaviour (OCB) and Corporate Resilience in the Domestic Aviation Sector in Nigeria. *Unpublished PhD Thesis*: Department of Management; Rivers State University of Science and Technology, Port Harcourt.
- Gitagama, S. (2008). Relationship between Business Process Improvement and Organizational Survival, A case Study of East African Breweries Limited, Unpublished MBA Project, University of Nairobi
- Gollan, P.J. (2006). *Employee Representation in Non-union Firms*. London: Sage.
- Good, R. T. (2005). Heterochromatin Silencing and Locus Repositioning Linked to Regulation of Virulence genes in Plasmodium Falciparum. *Cell*, 121(1), 13-24. Gross, B. (1968). *Organizations and Their Managing*. New York: The Free Press.
- Gordon, R. A., & Howell, J. E. (1959). *Higher Education for Business*. New York, NY: Columbia University Press.
- Grant, A. M., & Ashford, S. J. (2008). The Dynamics of Proactivity at work. *Research in Organizational Behaviour*, 28, 3-34
- Grant, R. M. (1991). The Resource-based theory of Competitive Advantage: Implications for Strategy Formulation. *California Management Review*, 24(5), 114-135.

- Grover, V., & Kettinger, W. (1998). *Business Process Change: Improvement Concepts, Methods and Technologies*. London
- Groover, V., Jeong, S.R., Keitinger, W. J., & Jeng J.T.C. (1995). The Implementation of Business Process Improvement. *Journal of Management Information System*, 12(1), 109-144
- Grover, V., Teng, J., & Fielder, K. (1993). Information Technology Enabled business Process redesign: an integrated planning framework. *Omega: The International Journal of Management Information System*, 21(4), 433-47.
- Hamel, G. & Prahalad, C. (1996). *Competing for the future*. Boston-Massachusetts: Harvard Business School Press.
- Helfat, C. E., & Peteraf, M. A. (2009). Understanding Dynamic Capabilities: Progress along a Developmental path. *Strategic Organization*, 7(1), 91-102.
- Helfat, C. E., Finkelstein, S., Mitchell, W., Peteraf, M. A., Singh, H., Teece, D. J., & Winter, S. G. (2007). *Dynamic capabilities: Understanding strategic change in organizations*. London: Blackwell.
- Helfat, C. E., Finkelstein, S., Mitchell, W., Peteraf, M. A., Singh, H., Teece, D. J., & Winter, S. G. (2007). *Dynamic Capabilities: Understanding Strategic Change in Organizations*. London: Blackwell.
- Hitt, M. A., & Ireland, R. D., (1985). Corporate distinctive competencies, strategy, industry and performance. *Strategic Management Journal*, 6(4), 273-293.
- Hirshleifer, J. (1980). *Price Theory and Applications*. 2nd ed. Englewood Cliffs, NJ: Prentice Hall.
- Itami, H., & Roehl, T. (1987). *Mobilizing Invisible Assets*. Cambridge, MA: Harvard University Press.
- Jones, W., & Bartlett (2008) Publishers Acquires Torascon Publishing, Inc. Reuters 20080602. <http://www.reters.com/article/press-release/id US160467 + 02June2008 +Bw 20080602>.

- Kaptoge, G. (2008). Implementation of Business Process Improvement for Competitive Advantage, A Case Study of Wrigley Co. Unpublished MBA Project, University of Nairobi
- Kettinger, W.J., Teng, J.T.C., & Guha, S. (1997). Business Process Change: A Study of Methodologies, Techniques, and Tools. *MIS Quarterly*, 55-80.
- King, A. A., & Tucci, C. L. (2002). Incumbent Entry into New Market niches: The Role of Experience and managerial choice in the Creation of Dynamic Capabilities. *Management Science Journal*, 48(2), 171-186.
- Lee, T., & Chuah, K. (2001). A super methodology for business process improvement: An industrial case study in Hong Kong/China. *International Journal of Operations & Production Management*, 21(5/6), 687-706.
- Leih, S., Linden, G., & Teece, D. J. (2014). *Business Model Innovation and Organizational Design: A Dynamic Capabilities Perspective Forthcoming in Business Model Innovation: The Organizational Dimension*. Edited by Nicolai, F. and Tina, S. Oxford: Oxford University Press
- Likert, R. (1932). A technique for the measurement of attitudes. *Archives of Psychology*, 140(8), 1-55.
- Lim, V. K. (2001). The effects of perceived justice on satisfaction and behavioral intentions: The case of computer purchase. *International Journal of Retail & Distribution Management*, 29(2), 109-125.
- Lippman, S., & Rumelt, R. P. (1982). Uncertain imitability: An analysis of inter-firm differences in efficiency under competition. *Bell Journal of Economics*, 13(2), 418-438.
- Lu, H., & Yeh, D. (1998). Enterprises' perception on business process re-engineering: A path analytic model. *Omega International Journal of Management Science*, 26(1), 17-27.

- Lumpkin, G.T. & Dess, G.G. (1996). Clarifying the entrepreneurial orientation construct and linking it to performance. *Academy of Management Review*, 21(1), 135-172.
- Macdonald, J. (1995). *Together TQM and BPI are Winners*. MCB University Press, 7(3), 21-25.
- Marchand, D., & Stanford, M. (1995). *Business Process Redesign: A Framework for Harmonizing People, information and technology*. Idea group publishing.
- McManus, S., Seville, E., Vargo, J., & Brunsdon, D. (2008). Facilitated Process for improving Organizational Resilience. *Journal National Hazards Review*. 9:81-90.
- McKelvie, A., & Davidsson, P. (2009). From resource base to dynamic capabilities: an investigation of new firms. *British Journal of Management*, 20 (1), 63-80.
- McKelvie, A., & Davidsson, P. (2009). From resource base to dynamic capabilities: an investigation of new firms. *British Journal of Management*, 20 (1), 63-80.
- Mengesha, G., & Common, R. (2007). Public sector capacity reform in Ethiopia: A tale of success in two ministries? *Public Administration and Development*, 27(5).
- Michalisin, M., Smith, R., & Kline, D. M. (1997). In search of strategic assets, *International Journal of Organizational Analysis*, 5(4), 360-338.
- Mindy, W.T (1998). Paradigm lost, Human Resource Executive. 52 Oke, M. A. & Olughor, R. J. (2014). The relationship between organizational survival and employee mental ability. *International Journal of Business and Social Science*, 6(1), 5-14.
- Miller, D. (2003). An asymmetry-based view of advantage: Towards an attainable sustainability. *Strategic Management Journal*, 24(10), 961-976.
- Penrose, E. T. (1959). *The theory of the growth of the firm*. Oxford: Oxford University Press.

- Olughor, R.J. Oke, M.A. (2014). The relationship between organizational survival and employee mental ability. *International Journal of Business and Social Science*, 6(1), 205.
- O'Neill, P., & Sohal, A. S. (1999). Business process improvement: A review of recent literature. *Technovation*, 19, 571-581.
- Ozcelik, Y. (2009). Do business process improvement projects payoff? Evidence from the United States. *International Journal of Project Management*
- Parker, S. K., & Collins, C. G. (2010). Taking stock: Integrating and differentiating multiple proactive behaviours. *Journal of Management*, 36(3), 633-662.
- Pendleton, A. (2001). *Employee ownership, participation and governance*. London: Routledge
- Schumpeter, J. (1942), in Olughor, R.J. Oke, M.A. (2014). Capitalism, Socialism and Democracy. London: Routledge.
- Penrose, E. T. (1959). *The theory of the growth of the firm*. Oxford: Oxford University Press.
- Protogerou, A., Caloghirou, Y., & Lioukas, S. (2011). Dynamic capabilities and their indirect impact on firm performance. *Industrial and Corporate Change*, 21(3), 615-647.
- Peteraf, M. A. (1993). The cornerstones of competitive advantage: A resource-based view. *Strategic Management Journal*, 14(3), 179-191.
- Rauch, A., Wiklund, J., Lumpkin, G., & Frese, M. (2009). Entrepreneurial orientation and business performance: An assessment of past research and suggestions for the future. *Entrepreneurship Theory and Practice*, 33(3), 761-787.
- Ricardo, D. (1817). *On the principles of political economy and taxation*. In Piero Sraffa (Ed.) Works and Correspondence of David Ricardo, I, Cambridge: Cambridge University Press.

- Rohm, C. (1993). The principal insures a better future by re-engineering its individual insurance department. *National Productivity Review*, 12(1), 55-64.
- Roxin, P. & Lettstrom, J. (2015). *Factors influencing the dynamic capabilities - A case study*. Blekinge institute of technology, MBA thesis.
- Rumelt, R. P. (1984). *Towards a strategic theory of the firm*. In R. B. Lam (Ed.), *Competitive. strategic management*. Englewood Cliffs, NJ: Prentice Hall
- Shelly, M. (2000). The Stake holding Theory of corporate Governance: can it Deliver upon its promises? Centre from Employment and Labour Relations law. Working paper No. 17. Sheppard, B.H. (1992). Conflict research as schizophrenia: The many faces of organisational conflict. *Journal of Organisational Behaviour*, 13, 325-334.
- Sheppard, J.P. (1993). Organizational survival and corporate level diversification. *The Journal of Financial and Strategic Decisions*, 7(4), 81-92.
- Sheppard, J.P. (1989). The strategy of corporate survival: a resource dependence approach. Unpublished Doctoral Dissertation, University of Washington.
- Sirmon, D. & Hitt, M. (2003). Managing firm resources in dynamic environments to create value: looking inside the black box. *Academy of Management Review*, 32(1), 273-292.
- Shin N., & Jemella, D. (2002). Business process improvement and performance improvement: The case of Chase Manhattan Bank. *Business Process Management Journal*, 8 (4), 351 - 363.
- Smit, B., Pilifosova, O. (2001). Adaptation to climate change in the context of sustainable development and equity. In: McCarthy, J.J., Canziani, O.F., Leary, N.A.,