



**SELF-DETERMINATION AND ORGANIZATIONAL SURVIVAL OF FOOD AND BEVERAGE MANUFACTURING FIRMS
IN PORT HARCOURT, NIGERIA**

Yerinlaemi, I.

**SELF-DETERMINATION AND ORGANIZATIONAL SURVIVAL OF FOOD AND BEVERAGE MANUFACTURING FIRMS
IN PORT HARCOURT, NIGERIA**

Yerinlaemi, I.

Post Graduate Student, Department of Management, Faculty of Management Sciences, Rivers State University
[RSU], Nkpolu-Oroworukwo, PMB 5080, Port Harcourt, Nigeria

Accepted: January 14, 2020

ABSTRACT

This study examined the relationship between self-determination and organizational survival of food and beverage manufacturing firms in Port Harcourt, Nigeria. The study adopted a cross sectional survey research design. Primary data was collated using structured questionnaire. The population of the study was one thousand six hundred and seventy (1670) staff of sixteen food and beverage manufacturing firms under study. A sample size of 323 was determined using the Taro Yamen sample size formula. Cronbach's Alpha coefficient was used to measure the reliability of the research instrument. The hypotheses were tested using the Pearson Product Moment Correlation with the aid of the Statistical Package for the Social Sciences. The study finding revealed that there is a significant relationship between self-determination the measures of organizational survival (adaptability and innovativeness) of food and beverage manufacturing firms in Port Harcourt. The study recommended that food and beverage manufacturing firms should prioritize self-determination since it is a determinant for adaptability and innovativeness which are core key for organisation survival.

Keywords: *Self-Determination, Organizational Survival, Adaptability, Innovativeness*

CITATION: Yerinlaemi, I. (2020). Self-determination and organizational survival of food and beverage manufacturing firms in Port Harcourt, Nigeria. *The Strategic Journal of Business & Change Management*, 7(1), 94 – 103.

INTRODUCTION

Today, many firms try to become employers of choice, which refers to organizations that outperform their competition by attracting, empowering, and retaining people with business-required talent (Joo & McLean, 2006). A good organization is believed to produce higher quality products and services, support more innovation, have the ability to attract more talented people, experience less resistance to change and reduce turnover costs, all of which translate directly into a better bottom line (Levering, 1998). For an organization to survive and to have a sustained competitive advantage in the product and labour market, highly empowered and self-determine employees are required. Employees are the major factor for organization survival and the key factor in the efficiency of their organizations. According to Thomas and Tymon (1994) employees who had a choice regarding how to do their own work were found to be higher performers than those with little work autonomy. Regarding this issues, one of the most useful techniques to raise staff productivity and the best use of capabilities and capacities of individuals and groups in line with organizational objectives is staff autonomy.

In recent years many efforts have been made to improve organizations that mostly focused on areas such as reduction of hierarchy and bureaucracy, forming dynamic groups, participation in decision-making at the lowest level of organization and in other words empowering employees to be self-determine (May, Gilson & Harter, 2004). Thus, employee empowerment has become a popular management strategy in today's human resource management and a trend in all organizations and in recent years, more than 70% of organizations have adopted some kind of self-determine initiative in their workforce for the purpose of surviving.

Organizational survival has been described by Akindele, Oginni and Omoyele (2012) as the running of business organization as a going concern often referred to as manage to stay in business. In an effort to respond to the challenges that will allow organizations to run as a going concern, organizations are continuously restructuring in order to keep abreast of the challenges which usually do appear in the form of difficulties. In the light of such difficulties as challenges, organization have to technically plan and come up with the most suitable structure for adaptation that will allow it to utilize and maximize its resources, thereby achieving the organizational set goals. In view of this, this study examined the relationship between self-determination and organisational survival of food and beverage manufacturing companies in Port Harcourt. Specifically, the study sought to achieve the following:

- To examine the relationship between self-determination and innovativeness of food and beverage manufacturing companies in Port Harcourt.
- To examine the relationship between self-determination and adaptability of food and beverage manufacturing companies in Port Harcourt.

Based on the foregoing research objectives, the study sought to answer the following questions:

- What is the relationship between self-determination and innovativeness food and beverage manufacturing companies in Port Harcourt?
- What is the relationship between self-determination and adaptability of food and beverage manufacturing companies in Port Harcourt?

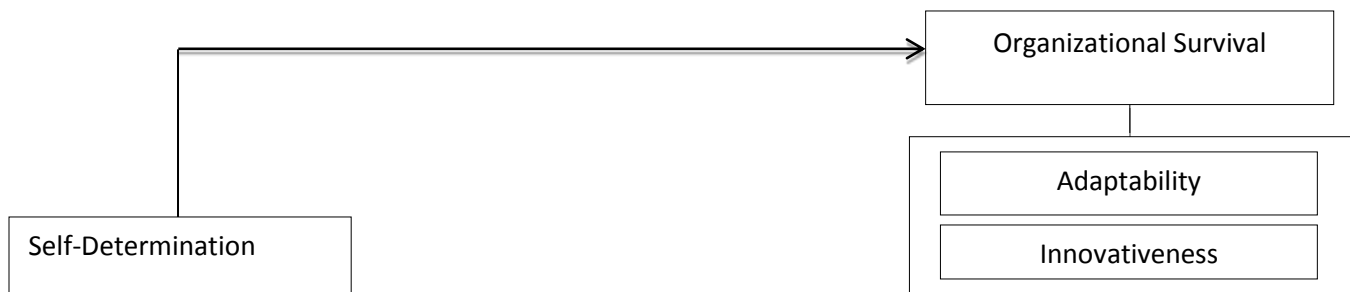


Figure 1: Conceptual framework for the relationship between self-determination and organizational survival

Source: Author's Desk Research, 2019

LITERATURE REVIEW

Self Determination

Self-determination is a sense of choice in initiating and regulating one's actions (Buitendach & Hlalele, 2005). It reflects a sense of autonomy over the initiation of work behaviour and processes, such as making decisions about work effort (Bell & Staw, 1989). Self-determination results in 'greater flexibility, creativity, initiative, resilience and self-regulation (Thomas & Velthouse, 1990). According to findings by Deci and Ryan (1987) self-determination results in learning, interest in activity and resilience in the face of adversity. Self-determination is a sense or autonomy of choice in initiating and regulating one's actions. When self-determination is not present, individuals feel helpless because they are not allowed to take work-related actions that they deem appropriate (Greenberger, Strasser, Cummings & Dunham, 1986). In a comprehensive meta-analysis summarizing the relationship of perceived control (including participation and autonomy) with a range of outcomes, Spector (1986) found strong evidence of positive associations with performance. Both cognitive and motivational explanations link self-determination with effectiveness. From a cognitive perspective, employees generally have more complete knowledge and information about their work than their bosses, therefore, they are in better position to plan, schedule work, identify and resolve

obstacles for the achievement organisational success (Cooke, 1994). Employees come to understand which behaviors and task strategies are most effective and how success can be achieve (Lawler, 1992). Thus, organisations can be enhanced when employees are given autonomy over how their work is to be accomplished (Locke & Schweiger, 1979). Using a framework of intrinsic motivation, Thomas and Tymon (1994) found that employees who had a choice regarding how to do their own work were found to be higher performers than those with little work autonomy (Thomas & Tymon, 1994). Similarly, individuals who had more control over workrelated decisions were found to be rated higher on job performance by their superiors than those with less control over their work (Liden, 1993).

Organizational Survival

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.

Ogunro (2014) as cited in Gabriel, 2105 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. Ogunro (2014) cited in Gabriel, 2015 dwells extensively on the survivability of the organization as a product of its success in surmounting identified environmental challenges and seizure of opportunities. The business to this stage has proved that it is a workable entity and has enough customers and it satisfies them sufficiently with its products and services. Long term survival of organization and not the financial performance should indicate success of the organization. Thus, when making decision about higher wage, higher dividend, decision to invest in growth of the organization needs to come into consideration as the survival of the corporation should come first (Michael, 2011).

Innovativeness

Today's world is often described as a place that is constantly changing, markets are not stable, and political and legal contexts are shifting more than before. Furthermore, technological changes have increased the speed of communication which requires organizations to examine and respond to the changes. Meanwhile, small and medium-sized enterprises are heavily affected by environmental

changes due to limited resources and capital. Therefore, organizations must seek competitive advantage to remain in this dynamic and changing environment (Rahimnia & Sajjad, 2015). In addition, organizational innovation is the key to survival in a competitive environment and the most important source of competitive advantage (Bas, Mothe & Nguyen-Thi, 2015; Hill & Jones, 2012). This is because it can lead to the production of new products and services that better meet the needs of customers, and can improve the quality of existing products or can reduce production costs (Hill & Jones, 2012; Joo & Shim, 2010). Therefore, it is hard to speak about growth and competitiveness if there is no innovation in organization (Joo & Shim, 2010).

McFadzean, O'Loughon and Shaw (2005) defined innovation as a process that provides added value and novelty to the business, its suppliers and customers through the development of new procedures, solutions, products and services as well as new methods of commercialization. Innovation was emphasized in entrepreneurial process by describing the growth of economies as driven by changes made to the existing market structure through the introduction of new goods and services. Similarly, the entrepreneurial orientation literature describes innovativeness as efforts focused on the discovery of new opportunities and solutions (Dess & Lumpkin, 2005). Thus innovation are described in terms of individuals creative ability who strongly believe in what they do and promote it through organization stages to arouse support for the business concept among key stakeholders, creates internal acceptance of the new idea, and represents the venture to resource allocators to ensure sufficient resources are released for development (Howell & Boies, 2004; Howell, 2005; Markham, 1998).

Adaptability

Adaptability is the degree to which an organization has the ability to alter behaviour, structures; and systems in order to survive in the wake of the

environmental change (Denison, 1990). 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. Environmental uncertainty represents an important contingency for organization structure and internal behavior (Daft, 1998). Organizations need to have the right fit between internal structure and the external environment.

In a world where each day brings new global competitors, technical breakthrough, and shifting markets, many companies have seen their competitive advantages ripped apart. The new level of environmental uncertainty, called hyper competition, has created a condition of constant disequilibrium and change, not only in fast-moving, high-tech industries, but also across the board (D' Aveni in Daft, 1998).

Organizations hold a system of norms and beliefs that support the organization's capacity to receive, interpret, and translate signals from the environment into internal behavioural changes that increases its chances of survival, growth and development. Denison (1990) identified three aspects of adaptability that impact an organization's effectiveness. These include first, ability to perceive and respond to the external environment. Successful organizations are very focused on their customers and their competitors. Second is the ability to respond to internal customers, regardless of their department or function. Third is the capacity to restructure and re-institutionalize a set of behaviours and processes that allow the organization adapt. Without the ability to implement adaptive response, an organization cannot be effective (Denison, 1990).

According to Denison (1990) the indices of the adaptability trait include creating change, customer

focus and organizational culture. Creating change involves the ability of an organization to create adaptive ways to meet changing needs. It includes the ability of the organization to read the business environment, quickly react to current trends; and anticipate future changes. Customer focus index of the adaptability trait involves the ability of an organization to understand and react to their customers, and anticipate their future needs. It reflects the degree to which an organization is driven by a concern to satisfy its customers. Most firms have a process that identifies customers and manages them. It includes activities that take place within the firms as well as those designed to attract customers to the firm.

Self-Determination and Organizational Survival

Employees possessing innovative cognitive abilities work best in environments that allows risk taking, autonomy and freedom to deviate from the status quo (Kirtan, 1990). Research has also found that having freedom to decide what to do and how to do one's work, a sense of control over one's work and ideas, and freedom from organizational or work constraints all enhances individual capacity for innovative behaviors which in turn resulted to organizations sustainability (Amabile, 1988). The key determinant of survival in any setting are the level of innovativeness and productiveness a firm inculcate. Moribund are caused by obsolete idea and limited production. Sheldon (1995) demonstrated that personal autonomy is a core characteristic of innovative and productive people, Mumfort and Gustafson (1988) suggest that innovativeness and organizations continuity might increase when organizations support autonomy. Similarly, people who possess great intrinsic motivation at work are those who need challenges, do work that are meaningful and have the freedom from external constraints, which allows them to effectively unleash their innovative abilities (Amabile, 1988).

Rank, Pace and Frese (2004) found that personal initiatives was lower amongst Eastern Germans than Western Germans due to lower job autonomy and showed that initiative was enhanced with increase in these job characteristics. LePine and Van Dyne (1998) found that employees were more likely to constructively challenge the status quo to improve their work if they had greater self-management. Axtell (2001) found that autonomy was associated with a greater likelihood of making suggestions. Amabile and Gryskiewicz (2001) found that 74% of scientists mentioned autonomy as a major factor in successfully innovative incidents, while 48% reported a lack of autonomy as being a major constraint on unsuccessful incidents. An exception, however, is Frese (1999) who found a slight negative association between job control/job complexities and having ideas for a suggestion scheme, they suggested that those with high control and complexity can change things themselves, and so may not need to participate in such a scheme. Many have forwarded explanations for why autonomy is important to organizations survival. Andrews (1996) showed that autonomy assisted in utilizing innovative potential. Ekwall (2006) believed that autonomy contributed to

an innovative climate which affected levels of firm survival. Autonomy has been shown to increase felt responsibility (Frese, 1996; Andrews, 1996).

The foregoing argument gave rise to the following hypotheses:

H₀₁: There is no significant relationship between self-determination and innovativeness of food and beverage manufacturing firms in Port Harcourt?

H₀₁: There is no significant relationship between self-determination and adaptability of food and beverage manufacturing firms in Port Harcourt?

METHODOLOGY

The study adopted a cross sectional survey research design. Primary data was collated using structured questionnaire. The population of the study was one thousand six hundred and seventy (1670) staff of sixteen food and beverage manufacturing firms under study. A sample size of 323 was determined using the Taro Yamen sample size formula. Cronbach's Alpha coefficient was used to measure the reliability of the research instrument. The hypotheses were tested using the Pearson Product Moment Correlation with the aid of the Statistical Package for the Social Sciences.

Table 1: Reliability Statistics for Instruments Variable

Variable	No of item	Alpha value
Self-determination	4	0.894
Adaptability	4	0.814
Innovativeness	4	0.940

DATA ANALYSIS AND RESULTS

secondary data analyses from the upshots of the hypotheses were presented with test conducted using the Pearson's Product Moment Correlation Coefficient at 99% confidence level which was accepted as a criteria for the probability for either accepting the null hypotheses at ($p > 0.05$) or rejecting the null hypotheses formulated at ($p < 0.01$).

In clear terms, the test covers the two hypotheses postulated for the study (i.e. H₀₁ to H₀₂) which were bivariate and stated in null form.

Test of Hypothesis one

H₀₁: There is no significant relationship between Self-determination and adaptability of food and beverage manufacturing firms in Port Harcourt.

Table 2: Self-determination and Adaptability

		Correlations	
		SEDE5	ADAPT5
SEDE5	Pearson Correlation	1	.888**
	Sig. (2-tailed)		.000
	N	317	317
ADAPT5	Pearson Correlation	.888**	1
	Sig. (2-tailed)	.000	
	N	317	317

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Survey data, 2019

The outcome in table 2 showed that Self-determination correlate with adaptability ($r = -0.888$, $p = 0.000 < 0.001$). This signified a very high correlation indicating normal relationship. The relationship that exists within Self-determination and adaptability is shown to be significant at 0.01 significant levels.

Decision: With reference to the benchmark stipulated by Irving (2005) for accepting either the null or alternative hypothesis, we thereby reject the null

hypothesis since the computed output is greater than 0.20, that is, $r = -0.888$ is greater than 0.20. Hence the alternative hypothesis was accepted.

Test of Hypothesis Two

H₀₂: There is no significant relationship between Self-determination and Innovativeness of food and beverage manufacturing firms in Port Harcourt.

Table 3: Self-determination and innovativeness

		Correlations	
		SEDE5	INNOV5
SEDE5	Pearson Correlation	1	.815**
	Sig. (2-tailed)		.000
	N	317	317
INNOV5	Pearson Correlation	.815**	1
	Sig. (2-tailed)	.000	
	N	317	317

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Survey data, 2019

The outcome in table 3 showed that Self-determination correlate with innovativeness ($r = -0.815$, $p = 0.000 < 0.001$). This signified a very high correlation indicating normal relationship. The relationship that exists within Self-determination and innovativeness is shown to be significant at 0.01 significant levels.

Decision: With reference to the benchmark stipulated by Irving (2005) for accepting either the null or alternative hypothesis, we thereby reject the null hypothesis since the computed output is greater than 0.20, that is, $r = -0.815$ is greater than 0.20. Hence the alternative hypothesis was accepted. Meaning there is relationship between the variables.

DISCUSSION OF FINDINGS

The finding of the test of hypothesis one and two (self-determination, adaptability, innovativeness) corresponded with Sheldom (1995) who demonstrated that personal autonomy is a core characteristic of innovative and adaptive people. Mumfort and Gustafson (1988) suggest that innovativeness and organizations continuity might increase when organizations support autonomy. Similarly, people who possess great intrinsic motivation at work are those who need challenges, do work that are meaningful and have the freedom from external constraints, which allows them to effectively unleash their innovative abilities (Amabile, 1988). LePine and Van Dyne (1998) found that employees were more likely to constructively challenge the status quo to improve their work if they had greater self-management. Axtell (2001) found that autonomy was associated with a greater

likelihood of making suggestions. Amabile and Gryskiewicz (2001) in his study, found that 74% of scientists mentioned autonomy as a major factor in successfully innovative incidents, while 48% reported a lack of autonomy as being a major constraint on unsuccessful incidents.

CONCLUSIONS AND RECOMMENDATIONS

Self-determination significantly influences adaptability of food and beverage manufacturing firms in Port Harcourt. Self-determination significantly influences innovativeness of food and beverage manufacturing firms in Port Harcourt.

The study thus recommended that self-determination should be prioritize in organisations especially in food and beverage industries since it a determinant for adaptability and innovativeness which are core key for organisation survival.

REFERENCES

- Amabile, T. M. & Gryskiewicz, N. (1989). The creative environment scales: The work environment inventory. *Creativity Research Journal*,2(2), 231-254
- Amabile, T. M. & Gryskiewicz, N. (1989). The creative environment scales: The work environment inventory. *Creativity Research Journal*,2(2), 231-254.
- Akindele, R. I., Oginni, B. O, & Omoyele, S. O. (2012). Survival of private universities in Nigeria: Issues, challenges and prospects. *International Journal of Innovative Research in Management*, 2(1)
- Bas, C. L., Mothe, C., & Nguyen-Thi, T. U. (2015). The differentiated impacts of organizational innovation practices on technological innovation persistence. *European Journal of Innovation Management*, 18(1), 110–127.
- Bell, N. E., &Staw, B. M. (1989). *People as sculptors versus sculpture*. New York: Cambridge University Press
- Buitendach, J. H., & Hlalele, R. B. T. (2005). Psychological empowerment and job satisfaction of engineers in the petrochemical industry. *South African Journal of Economic and Management Sciences*,8(2), 154-170.
- Daft, R.L. (1998). *Organization Theory and Design*. South-Western College, Publishing, Cincinnati, Ohio
- Deci, E. L., Connell, J. P., &Ryan, R. M. (1989). Self-determination in a work organization. *Journal of Applied Psychology*, 74(6), 580-590.
- Denison, D. R. (1990). *Wiley series on organizational assessment and change. Corporate culture and organizational effectiveness*. John Wiley & Sons.

- Dess, G.G., & Lumpkin, G.T. (2005). The role of entrepreneurial orientation on stimulating effective corporate entrepreneurship. *Academy of Management Executive*, 19(1), 147-156.
- Ekwall, G., & Tangeberg Anderson, Y. (2006). Working climate and creativity: A study of an innovative newspaper office. *The Journal of Creative Behavior*, 20(3), 215-225.
- 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.
- Greenberger, D. B., Strasser, S., Cummings, L. L., & Dunham, R. B. (1986). The impact of personal control on performance and satisfaction. *Organizational Behavior and Human Decision Processes*, 43(1), 29-51.
- Hill, C. W. L., & Jones, G. R. (2012). *Strategic management: An integrated approach* (10th Edition). Boston: Houghton Mifflin Company.
- Joo, & McLean. (2006). *The Antecedent of Employee Engagement*. New York: The Free Press.
- Joo, B. K., & Shim, J. H. (2010). Psychological empowerment and organizational commitment: The moderating effect of organizational learning culture. *Human Resource Development International*, 13(4), 425-41.
- Kirton, M. (1990). Adaptors and innovators in organizations. *Human Relations*, 33, 213-233.
- LePine, J. A., & Van Dyne, L. (1998). Predicting voice behavior in work groups. *Journal of Applied Psychology*, 83(6), 853-868. <https://doi.org/10.1037/0021-9010.83.6.853>
- Levering, R. (1998). *The 100 best companies to work in America*. Fortune publication. USA.
- Locke, E.A., & Schweiger, D.M. (1979). Participation in decision-making: One more look. *Research in Organizational Behavior*, 1(7), 265-339.
- May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, 77(1), 11-37
- McFadzean, E., A. O'Loughlin, and E. Shaw. (2005). Corporate Entrepreneurship and Innovation Part 1: The Missing Link. *European Journal of Innovation Management*, 8(3), 350-352.
- Mumford, M. D., & Gustafson, S. B. (1988). Creativity syndrome: Integration, application, and innovation. *Psychological Bulletin*, 103(1), 27-43. <https://doi.org/10.1037/0033-2909.103.1.27>
- Rahimnia, F., & Sajjad, A. (2015). The impact of strategic orientations on the performance of Khorasan science and technology parks companies with mediating role of organizational innovation. *Innovation Management Journal*, 4(2), 87-114.
- Rank, J., Pace, V., Frese, M. 2004. Three avenues for future research on creativity, innovation, and initiative. *Applied Psychology: An International Review*, 53: 518-528.
- Spector, P. (2008). *Industrial and Organisational Behaviour*. New York: John Wiley & sons.
- Spector, P. A. (1997). *Job Satisfaction: Application, assessment, cause, and consequences*. Thousand Oaks: Sage Publications.

Thomas, K. W. & Tymon, W. (1993). Does empowerment always work: Understanding the role of intrinsic motivation and personal interpretation. *Journal of Management Systems*, 6(3), 1-13.

Thomas, K. W., Velthouse B. A. (1990). Cognitive elements of empowerment: An interpretive model of intrinsic task motivation. *Academy of management Review*, 15(4), 666-81.