



TRAINING AND ORGANIZATIONAL SURVIVAL OF TRANSPORT COMPANIES IN PORT HARCOURT, NIGERIA

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Accepted: February 17, 2020

ABSTRACT

This study investigated the relationship between training and organizational survival of transport companies in Port Harcourt. The study adopted the cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. The population of the study was 64 managers and supervisors of transport companies in Port Harcourt. There was no need for sampling as the entire population was used as a census. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics with the aid of Statistical Package for Social Sciences. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The study findings revealed that there is a significant relationship between training and organizational survival of transport companies in Port Harcourt. The result of the findings further revealed that training gave rise to organizational survival of transport companies in Port Harcourt. The study recommended that management of oil and gas companies should identify the training needs of each employee then programs should be developed that are best suited to their needs.

Keywords: Training, Organizational Survival, Adaptability, Dynamic Capability

CITATION: Chinda, O. V. (2020). Training and organizational survival of transport companies in Port Harcourt, Nigeria. *The Strategic Journal of Business & Change Management*, 7(1), 686 – 700.

INTRODUCTION

As the world becomes a global village due to emergence of new advanced technologies, organizations and its management are forced to reckon with these changes so as to survive, grow and have profitable operations. Increased instances of globalization and the search for high returns and competitiveness, has pushed organizations to seek a means of attracting, retaining skilled, committed and motivated workforce (Sung & Choi, 2014). In essence, due to the changing workloads, market needs, operational work adjustments and changing work tasks, creating a need to keep employees updated from time to time on the current happenings and changes at the workplace. According to Larsen (2017) organizations seeking chances of improving their workforce performance and productivity must then invest in training and re-training their employees. This means that well trained and equipped employees are able to push for the organizational agenda and meet the set strategic goals. Training is seen as a valuable tool and an investment in the organization that helps to improve profitability, reduce operational costs and increase employee motivation, commitment and effectiveness.

Training is very crucial in organizations because new employees are continuously recruited to fill positions left vacant or the newly created positions and they must therefore be trained to work in the specific organizational context. As such training and development activities increase the productivity at an individual level and also serves as a motivation method to improve performance (Sung & Choi, 2014). The main purpose of training is to eliminate performance discrepancies whether current or anticipated so that the employees are equipped with relevant skills to perform their job tasks. Kiruja and Mukuru (2018) mentions that training is particularly important for purposes of improving performance both at individual or organizational level and

especially in organizations that report a decline in performance levels.

Training and development policies and programmes are essential components in the process of developing talent, ensuring that people acquire and enhance the skills and competencies they need which would translated into positive results. At the same time, training and development activities are important means of developing managers and gaining the engagement and commitment of talented staff by giving them opportunities to grow in their present roles and to progress to higher level roles. Trained employees perform well which may lead to their promotion. By matching the size and skills of the workforce to the productive requirements of the organization, and by raising the quality of individual employee' contributions to production, organizations there would be a significant improvement on employee performance (Kiruja & Mukuru, 2018).

Khan, Khan and Khan (2011) studied the impact of training and development on organizational performance. A study conducted in various organizations in Islamabad, Pakistan. The study findings show that training design and delivery styles have a significant effect on organizational performance. Training design and delivery style have a positive effect on organizational performance. The study also found out that on the job training is efficient and cost effective and saves time. Several studies have looked at training and employee performance, like in Pakistan Hafeez and Akbar (2015) viewed the impact of training and employee performance in pharmaceutical companies revealed that training strongly affected employee performance, but the study covered the pharmaceutical companies hence findings may be sector specific. Falola, Osibanjo and Ojo (2014) in the Nigerian banking sector and linked training and development to organizational competitiveness. The findings show a close relationship between training and development and competitiveness, but the study

fails to link training and development to employee performance. Valentine (2017) investigated on the effect that training and development has on Kakamega County Hospital employees' performance revealing that training and development is important in improving performance. The study looked at healthcare and findings may apply only on that sector. Mburu (2017) looked at performance of projects as influenced by leadership, the study fails to mention effects of training and development. None of these studies have linked training and on organizational survival, this study filled that

knowledge gap by assessing the relationship between training organizational survival of transport companies in Port Harcourt.

Furthermore, this study was also guided by the following research questions:

- What is the relationship between training and adaptability of transport companies in Port Harcourt?
- What is the relationship between training and dynamic adaptability of transport companies in Port Harcourt?

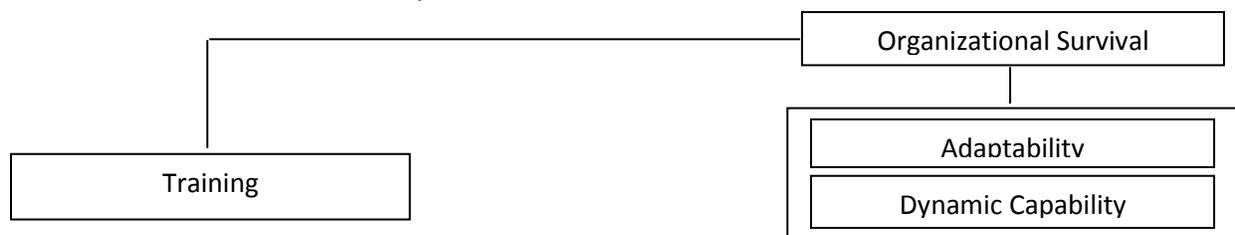


Figure 1: Conceptual Framework for the relationship between training and management information system and productivity

Source: Author's Desk Research, 2019

LITERATURE REVIEW

Resource Based View of the Firm (RBV)

Resource Based View of the firm (RBV) which is an economic baseline theory. Resource Based-view of the firm is concerned with the fundamental question of why firms are different and how these firms deploy their resources to achieve and sustain competitive advantage. This theory has been examined by some management experts who contributed to its development.

There is a shift away from external forces to internal resources as what contributes to the competitive advantage of the firms in strategy literature over the last decade. The reasons for the shift are: firstly, the increase rate of change in products, technology and shift in customer preferences. Secondly, the activities and coverage of some industries overlap, especially the information-related ones (Betis and Hitt, 1995,

Hamel and Prahalad 1994). Thirdly, the rate of change in both the external and internal environment of business has made firms to react very quickly, as competitive advantage is often tied to time (Stalk and Hout, 1990).

The primary concern of RBV is resource, and the performance of a firm is determined by the firm-specific resources and capabilities (Barney 1991). According to Barney (1991) Resources refer to a firm's assets, capabilities, organizational processes, firms' attributes, information, knowledge etc controlled by a firm that enable the firm conceive of and implement strategies that improve its efficiency and effectiveness". Resources are those asset that are tied semi-permanently to the firm (Wernerfelt, 1984). It includes Economic, physical capital, human capital, commercial, technological, organizational capital resources, or assets used by the firm to develop, manufacture, and deliver products and services to its

customers, its reputation and informational resources, including a firm's corporate culture, as well as its management team (Barney 1991). Resources are the inputs into the production process.

The resources of a firm comprise the tangible resources (physical resources) and intangible resources (employee experience, skills, and firm's good will) which are the sources of the firm's competitive advantage. The competitive advantage of a firm according to Barney (1991) is dependent on the characteristics of a firm's resources. These characteristics include whether the resources are; valuable (in that they exploit opportunities and or neutralized threats in a firm's environment), rare among a firm's current and potential competitors, inimitable, and non-substitutable (VRIM). Many authors have expanded Barney's view to include resource durability, non-tradability, and idiosyncratic nature of resources (Amit and Schoemaker, 1993; Mahoney and Pandian, 1992).

Training

Okuwa, Nwuche and Anyanwu, (2016) refers to training as teaching and learning given to employees which enables them acquire knowledge, skills and abilities required for a particular job. Training plays a complementary role in accelerating learning (Reynolds, 2004). It is the impartation of knowledge, skills and abilities to employees for better performance. Flippo (1971), Opines that organizations should ensure that, their employees are trained irrespective of their qualification and skills. This is so that organizations will increase productivity, gain competitive advantage and survive in turbulent times.

McGehee and Thayer (1961) see training as the formal procedures which an organization use to facilitate employees' learning so that their resultant behavior contributes to the attainment of the organizations as well as the individuals goals and objectives. Training has been an important variable in

increasing organizational productivity. Many researchers showed training is a fundamental and effectual instrument in successful accomplishment. Jones George and Hill (2000) believe that training primarily focuses on teaching organizational members how to perform their current jobs and helping them acquire the knowledge and skills they need to be effective performers. Organizational growth on the other hand focuses on building the knowledge and skills of organizational members so that they will be prepared to take on new responsibilities and challenges.

Types of Training

Off -The Job Training

Training which takes place in an environment apart from real workplace is known as off-the job training. In keeping with Robertson and Cooper (2009), off-the-job training is typically designed to satisfy the shared mastering needs of a set in preference to a selected individual's wishes. Lectures, laptop-primarily based training, video games and simulations are the not unusual forms of off-the-task training strategies (Kingi, Mukulu, & Oloko, 2013).

Off-the errand training is a procedure of getting ability and comprehension at a place not the same as the worker's office. It comprises of organization talk, character instructional exercises, addresses, perusing, training distributions and workshops. It enables people to withdraw their essential authoritative community for particular region. Its leeway comprises of, the student's capability to focus, dissect past practices and mirror on what has been a win and what has never again (Asaju, 2008).

This sort of training allows conceding information and aptitudes that may be learnt or honed in an ensured and supportive environment. Robertson and Cooper (2009). opines that if training is performed in a readied and correct way, it must be fit for increment new auras and audits that effect responsibilities with respect to the satisfaction of the association, to

overhaul pro soul which could mean better broad execution and more prominent proficiency and make a mental atmosphere which orchestrates the recreations of each worker closer to accomplishing the dreams of the association. Sensitivity training consists of strategies including laboratory and t - group training, communication workshops and outward board's journeys. The reason of sensitivity training is to make employees extra aware about their personal behaviour and how others is perceives their behaviour. It also increases the contributors' recognition and recognition of the variations between them. In phrases of this type of training, small corporations of eight to fourteen those who are strangers to each other are typically grouped collectively and assisted by a teacher. For the duration of the discussion, personnel talk themselves, their feelings, and the group process (Bohlander, 2011).

Individuals in administrative positions have stayed sit out of gear on the off the job training obligations imagining that the job is exclusively a duty of the training or work force divisions. Truth be told, training is a commitment in regards to every chairman and chief. Training strategies, relaxation action in a couple of associations has furthermore experienced budgetary confinements and absence of agreeably qualified employees to organize it due to the truth many research disregard. Kilugwe (2007) in her investigation at Morogoro Municipal Council found that a touch of the portions constraining utilization of training techniques are age limits, chop down level of training and restricted regard widen. An examination by utilizing Seleman, (2009) found that one of the variables preventing usage from securing off the errand training programming at Mzumbe School was deficiency of spending plan.

Capacity Training

According to Sansui capacity training as the internalization of the knowledge, skills and processes that enable the formulation, implementation,

monitoring and evaluation of set goal in an efficient manner. It entails investment in human capital institutions necessary to improve procedures. He viewed capacity training as a series of activities which an organizations needs to undertake on a continuous basis, the supply of skilled manpower to meet its present and future needs.

Capacity Training is perhaps one of the most fashionable, yet least understood term in the non-profit sector (Light & Hubbard, 2002). There is a lack of shared definition and understanding around its features and essential elements. Funders tend to talk about capacity training programs, while capacity training might refer to engagements, yet organizations may refer to it as a set of activities or processes that accomplish a specific goal.

There have been many different definitions applied to capacity training. Some authors have referred to it as a vague term that describes a wide range of activities, knowledge, and resources that non-profits need to be effective, while others have focused on defining the process of capacity training (Connolly & Lukas 2002; Light & Hubbard, 2002).

McPhee and Bare (2001) defined capacity training as "the ability of non-profits organizations to fulfil their missions in an effective manner". For the purposes of this report, exploration of elements and features will focus on capacity training that is directed towards organizations. Organizational capacity training seeks to strengthen the ability of an organization or agency to achieve a desired outcome. In order to effectively support organizations to achieve, understand the features and elements of organization effectiveness is necessary. There has been a tremendous amount of interest over the past decade in capacity training for organizational effectiveness. Leading thinker in this area have developed many different lenses:

- Components such as aspiration, strategy, organizational skills, human resource, systems

and infrastructures, organizational structure and culture (Venture Philanthropy partners, 2001).

- Aspects of Organizational life (e.g., external relations, internal structures, leadership, and management) (Light & Hubbard, 2002).
- Pillars of Organizational capacity, such as relevance, responsiveness, effectiveness, and resilience (Ontario Trillium Foundation, 2005).

On-The-Job Training

Some observers worry about raining and development opportunities may be double-edged sword. This is due to the fact that training can necessitate employee leaving due to added skills. In the other hand people in certain jobs that require constant updating of skills such as Information Technology might leave if they have no options for strengthening those skills, Dostie (2013). It calls for organisation therefore to be keen to formulate and implement retention practices to avoid their trained employees from leaving immediately after training.

Investment on employee Training and career development is considered important factor in employee retention. Organization has the incentive to make investment in form of training & development only on those workers, from whom organization expect to return and give output on its investment.

Investing in training programmes can impact on employee's feeling of self-worth within the organization. Employees are more likely to remain in an organization which they feel has an interest in them and their developing career (Young and Cates, 2005). Investment in, and modernization of, learning and development methods are essential to ensure that care is provided by competent, supported and skilled professionals. Improving staff morale and ensuring good human resource management are also key objectives to achieving this goal. The plan calls for more flexible and innovative methods of providing learning and development, which suits the needs of

staff. To do this it will be necessary to design more accessible methods of learning to support patient focused care and service change.

Investment on employee training and career development is considered important factor in employee retention. Organization has the incentive to make investment in form of training & development only on those workers, from whom organization expect to return and give output on its investment. According to Shin (2011) organizations are intensification development for talented employees, through proficiency analysis, input on employee interests, need development and multisource appraisal of capabilities and formulate plans for action. Training enhances the skills of employees. When employees are hired to enhance the skill, organization needs to start training program. Chiang *et al.* (2005) believe that the important factors regarding the employee retention are broad professional development and the achievement of self-realization. Self-promotion is an important indicator of employee career development as it means the employee's value has been recognized. Training can enhance employees' skills and also lay the foundation for employees' future promotion. Both of these human resource management methods are often used when the organizations to do the career development and personnel management, also these are effective tools for retaining employees.

Gomez *et al.*, (2005) posits that training provides specialized technique and skills to employee and also helps to rectify deficiencies in employee performance, while development provide the skills and abilities to employee which will need the organization in future. Development of skill consists of improving interpersonal communication, technological knowledge, problem solving and basic literacy.

Organizational Survival

The survival of a firm depends on its ability to survive with its internal and external environmental factors. Drucker (1979) says that corporate performance should portray how effective and efficient is in terms of its profitability, growth, cost minimization and productivity. Schumpeter argued that innovation plays a key role for the survival of firms, innovation “strikes not at the margins of the profits and the out of the existing firms but at their foundations and their very lives” (Schumpeter, 1942). The nature of technology also shapes the likelihood of survival, as revealed by a classification of firms according to Paritt (1984). Every organization works towards survival. As survival is the major goal of most of most organization (Barnard, 1947). Paying attention to this goal contributes to the satisfaction and execution of other organizational goal. 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.

Measures of Organizational Survival

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 & 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 (Kane & Shogren, 2000; Smit & 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 a continuity process of human and organization improvement over time (Davenport, 1993). This enables an organization and its people to effectively adapt to environmental change (Guha, Grover, Kettinger & Teng, 1997).

Adaptability is an aspect of resilience that reflects, learning, flexibility to experiment and adopt novel solutions, and the development of generalized responses to broad classes of challenges (Walter, *et al.*, (2006). According to Bowden (1946) researching the past world war, adaptive capability is the ability or inclination of individuals or group to maintain an experimental attitude towards new situations as they occur and to act in terms of changing circumstances. Adaptability is addressed in this context through two

approaches; socio environmental and organizational (Mc Manus, Seville, Vargo & Brunsdon, 2008).

An organization's ability to adapt is at the heart of their ability to display resilient characteristics. Starr, Newfrock and Delurey (2003b) discusses the importance of adaptation and notes that the aim is to create advantages over less adaptive competitors. This suggests that adaptability is also linked to competitiveness. Dalziell and Mc Manus (2004) define adaptability as the engagement and involvement of organizational staff so that they are responsible, accountable and occupied with developing the organization's resilience through their work because they understand the links between the organization's resilience and its long term success. It is the ability of the system to respond to the changes in its external environment and to recover from damage of internal structures with the system that affect its ability to achieve its purpose.

Dynamic Capability

Dynamic capability is defined as the organisational ability to create internal change and/or to respond to environmental turbulence. This is done through reconfiguring (creating, extending, and modifying) the organisational resource base (Eisenhardt and Martin, 2000; Penrose, 1959; Zahra, Sapienza and Davidsson, 2006). The dynamic capabilities view of the firm is the evolutionary extension of the resource-based perspective as it explicitly looks at how capabilities evolve and how organisations deal with environmental turbulence (Helfat, Finkelstein, Mitchell, Peteraf, Singh, Teece & Winter, 2007). The term 'dynamic' differentiates one capability (e.g. the operational ability to develop new products) from another form of ability (e.g. the ability to reform the way the organisation develops new products) (Zahra, Sapienza & Davidsson, 2006). In this example, the new routine for product development which is a new operational capability is distinguished from the ability to alter such capabilities which is labelled a dynamic capability. Dynamic capabilities do not directly

concern the production of a good or the provision of a marketable service and therefore do not directly affect a firm's output (Helfat & Peteraf, 2009). They affect the productive process indirectly by integrating, reconfiguring, gaining, and releasing resources to respond to environmental turbulence or to create internal and external change (Eisenhardt & Martin, 2000).

Conventional literature on learning, knowledge, innovation, change, reconfiguration, resources, and procedures, among others, shows the abilities that aid an organization to achieve improved results through conceptual innovation (Teece, Pisano & Shuen, 1997). In recent times, more particularly, relating to unstable and composite environments, the improvement of management practices is characterized by the quest for plenty of logical capacity for discovering the possible and limits of organizational learning techniques and behaviours as to manage changing environments (Meirelles & Camargo, 2014). Nonetheless, it is very important to find any conceptual approach as a theory of reality and epitomize the desires, cognitive boundaries, and efficacy of its theorists. We can uphold this typically in strategic studies. As relates to every scientific work, the conceptual and empirical work on organizational strategy has grown in a disjointed way with methods, models, and propositions fragmented from each other in different ways. Recently, a lot of clarifications of conventional methods have existed such as planning and industry importance, which discloses that the ideas obtained from conventional financial and societal ideas have ceased to explain the important details of strategic organizational practices in full. This disadvantage has reduced the offer for conventional methods and models to managers and researchers. However, it is very important to note that the conventional approaches have emerge and subscribed toward providing solutions to a large part of organizational problems and improving understanding of the recent prospect of human and

organizational capabilities that are incorporated into procedures, processes, and configuration.

Teece, Pisano and Shuen (1997) postulates that the idea of dynamic capabilities according to has drawn great interest in organizational investigation and management as it has high assurance to explain how firms achieve and maintain competitive advantage. A developing body of factual research emerged around this complicated framework. The association among functional and dynamic capabilities has been assessed (Cepeda & Vera, 2007) with the supportive outcome of functional capabilities on the effectiveness productivity (Song, Droge, Hanvanich & Calantone, 2005).

Furthermore, it has been noticed that a selection capability between domestic capability and outward capability sourcing modes have effects on organization's capability to reintroduce their surviving capabilities for further existence (Capron & Mitchell, 2009). Again, there has been a pointer that a record of improved resource deployments in marketing results in higher earning firm productivity (Kor & Mahoney, 2005). The readiness to savage constructive disagreement, tolerance for failure, environmental monitoring, and resource slack are precursors of second-order marketing and R&D competences (Danneels, 2008). Other research examined how human resources and particular expertise assist the growth of dynamic capabilities (McKelvie & Davidson, 2009) or analyses the function of experience and managerial decision for improving dynamic capabilities (King & Tucci, 2002).

Notwithstanding, Zahra, Sapienza and Davidsson (2006) asserts that today, people have made pleasurable contributions towards dynamic capabilities. Grounded on experimental exploration on dynamic capabilities ideas, it was observed that dynamic capabilities is not adequately advanced, as such people are still uncertain relating dynamic capabilities, its inherent character and their consequences. Thereupon, it was observed that

inharmonious investigation results with regards to the productivity influence of dynamic capabilities. Drnevich & Kriauciunas (2011) maintain unfavourable immediate influence of dynamic capabilities on organizational productivity, also, Protogerou, Caloghirou and Lioukas (2011) claim that there is no related efficiencies result of dynamic capabilities, however, the influences of dynamic capabilities on business productivities are completely intervening by functional features or potentialities.

Helfat & Peteraf (2007) give reasons that dynamic capabilities are business activities that produces outcome in the regular way which may exist as firmly and deeply in the firm which may be added to the standard time and are engaged to innovative the business's resource base by removing degenerating products or reconfiguring obsolete products to modern ones (Sirmon & Hitt, 2003). Dynamic capabilities is defined as an organizational competence to sense, learn, adapt, integrate, construct, and reconfigure the interior and exterior firm's surrounding are aiming at speedy change (Teece, Pisano & Shuen, 1997). Zollo & Winter (2002) describe dynamic capability as a pattern of multiple exercise which the business formulated as a consistent body of ideas or principles that is transfer into being and innovate its functioning standards in order to enhance productivity. Pavlou & El Sawy (2011) distinguish dynamic capabilities as features that assist departments broaden, change, and innovate their functional potentiality into a modern ones that is greater in quality, more skilful, more effective which sequentially cope with dynamic atmosphere. Leonard-Barton (1992) asserts that dynamic capabilities permits uninterrupted businesses to have an edge over its competitors, this may prevent organizations from being essentially inflexible which restrain the development of change and suffocate reconfiguration.

Dynamic capabilities depict in an unspecific form, which conformed the organization of distinguish

standards. They further clarified that dynamic capabilities include business procedures by which assets are employed to generate development and adjust to the dynamic surroundings which allows the sensing of the business environmental threats and opportunities and also, reconfiguration of an organization's capital asset (Eisenhardt & Martin, 2000). Teece *et al.*, (1997) substantiate that the formation of dynamic capability comprises sensing and building competitive advantages, capturing market advantages and transforming and redesigning (producing, streamlining and innovating) the capability foundation. Teece (2007) maintains that dynamic capabilities are the institution of business organization's specific height and its competitive advantage in an environment of speedy improved modification. In addition, he asserts that dynamic capabilities are an important part of potentials that are absolutely required to support higher rank business organizations' functioning in a greatly changing surrounding. Auger & Teece (2009) described dynamic capabilities as the advancement in knowledge or skill to perceive through the means of sensing, seizing recent opportunities, reconfigure and guarding learned assets, capacities, and interdependent services with the objective of accomplishing a long lasting competitive advantage. There is no general consensus on the functional meaning of dynamic capabilities; As a result, it is challenging to distinguish a commonly satisfactory measure for ascertaining dynamic capabilities.

As studies on dynamic capabilities have advanced, likewise the affirmation of dynamic capabilities. While structuring on ancient meaning of dynamic capabilities, subsequent denotations have attempted to make further enhancements. A&B centre their judgment on the genuine fresh meaning to be specific (Helfat *et al.* 2007). Helfat, Finkelstein, Mitchell, Peteraf, Sing, Teece, Winter & Maritan, (2007) expounds dynamic capabilities as the degree a business establishment determines to design,

advance, and change its asset foundation. The asset foundation incorporates the physical, non-physical, and characteristics of humankind values (or capital) in addition to potentialities which business establishments possess, dominance, or have opportunity of advantageous support (Helfat *et al.*, 2007). This formal use of dynamic capabilities in the asset base of business organization is absolutely constant with preliminary meanings and a deviation from earlier work of A&B. Teece *et al.* (1997) postulate that dynamic capabilities assist in managing business establishment knowledge, assets, and purposeful capabilities.

Additionally, Eisenhardt & Martin, (2000) supports that dynamic capabilities change a business asset base, which contains tangible, characteristic of humankind and business firm resources. Zollo & Winter, (2002) validate dynamic capabilities proceeding on normal (functional) capabilities. According to DiStefano, Peteraf & Verona (2010) these denotations have been the greatest dominant, also the recent denotation is the combination of these growing, notwithstanding it is tremendously interconnected perspectives. With the various kinds of dynamic capabilities, the meaning has always been purposefully common in form. Consequently, various kinds of tasks performed, varying from contemporary product advancement to post-acquisition unification. Helfat *et al.* (2007) recommend that researchers be definite in distinguishing the distinct dynamic capabilities that they are being examined.

Factors influencing Dynamic Capabilities

According to Roxin and Lettstrom (2015) factors identified to touch the dynamic capability positively are powerful change, spirit of the enterprise, tough leadership and consistent processes. These factors should all be available and in the right proportion although the evenness will not be the same for firms in diverse stages. According to them, it is anticipated that management has a benefit and may set the direction by their governance and processes and the

ability to support creativity by and announcing of motivating regular changes. Moreover, it is suggested that an organisation sustain its dynamic capability by bringing in these changes largely and in different fields. Accordingly, the tough leadership, the powerful change and the spirit of the enterprise is shown to impact the dynamic capability but their shared involvement. Mintzberg (1989) states that the tendency with big organisations are patterned to assist themselves as sealed structures countering any imaginative innovativeness while newer bodies that react to imaginative leadership or that display a solid sense of operation are on the contrary innately exposed.

In the light of this, Leih, Linden & Teece (2014) posits that the role of leadership follows two themes: one of the theme in backing up the dynamic capability is about seizing and transforming leadership that alter speedily different organizational pattern appliances to improve worth creation and seizure, respectively and the other subject, is about certain facets of organizational pattern, such as narrow hierarchy and pro-entrepreneurial motivation patterns.

According to Zott (2003) domestic and related evolutionary factors of dynamic capability was considered by evaluating the power of the attacks of September 11th on the biotechnology and security associated IT industry. They allotted the progression of dynamic capability to change processes that occur at two different levels. The supposed macro-level includes the staffing of key positions with proficient and capable top management, and the entrustment of tasks to lower ranks of the hierarchy. The macro level is about the development of fresh abilities to answer to varying customer needs. Hence the stability between the important factors for dynamic capability is proposed as dissimilar for a huge and unshakable company with less supremacy from the spirit of the enterprise.

Relationship between Training and Organizational Survival

From the foregoing point of view, we hereby hypothesized thus:

Ho₁: There is no significant relationship between training and development and adaptability of transport companies in Port Harcourt.

Ho₂: There is no significant relationship between training and development and dynamic capability of transport companies in Port Harcourt.

METHODOLOGY

The study adopted the cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. The population of the study was 64 managers and supervisors of transport companies in Port Harcourt. There was no need for sampling as the entire population was used as a census. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics with the aid of Statistical Package for Social Sciences. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

The Spearman Rank Order Correlation coefficient is calculated using the SPSS 21.0 version to establish the relationship among the empirical referents of the predictor variable and the measures of the criterion variable. Correlation coefficient can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while the value of +1.00 represents a perfect positive correlation. A value of 0.00 represents a lack of correlation. In testing hypotheses one to nine, the following rules were upheld in accepting or rejecting our alternate hypotheses: all the coefficient values that indicate levels of significance (* or **) as calculated using SPSS were accepted and therefore our alternate hypotheses rejected; when no significance is

indicated in the coefficient *r* value, we reject our alternate hypotheses. Our confidence interval was set

at the 0.05 (two tailed) level of significance to test the statistical significance of the data in this study.

Table 1: Relationship between training and development and Organizational Survival

			Training	Adaptability	Dynamic Capability
Spearman's rho	Training and Development	Correlation Coefficient	1.000	.662**	.596**
		Sig. (2-tailed)	.	.000	.000
		N	59	59	59
	Adaptability	Correlation Coefficient	.662**	1.000	.898**
		Sig. (2-tailed)	.000	.	.000
		N	59	59	59
	Dynamic Capability	Correlation Coefficient	.596**	.898**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	59	59	59
		Sig. (2-tailed)	.000	.000	.000
		N	59	59	59
		N	59	59	59

Source: Research Data 201, (SPSS output version 23.0)

Ho₁: There is no significant relationship between training and development and adaptability of transport companies in Port Harcourt.

From the result in the table above, the correlation coefficient showed that there is a positive relationship between training and development and adaptability. The *correlation coefficient* 0.662 confirmed the magnitude and strength of this relationship and it is statistically significant at $p < 0.000 < 0.05$. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated was hereby rejected and the alternate accepted. Thus, there is a significant relationship between training and development and adaptability of transport companies in Port Harcourt.

Ho₂: There is no significant relationship between training and development and dynamic capability of transport companies in Port Harcourt.

From the result in the table above, the correlation coefficient showed that there is a positive relationship between training and development and dynamic capability. The *correlation coefficient* 0.596 confirmed the magnitude and strength of this relationship and it was statistically significant at $p < 0.000 < 0.05$. The correlation coefficient represented a moderate correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated was hereby rejected and the alternate accepted. Thus, there is a significant relationship between training and development and dynamic capability of transport companies in Port Harcourt.

DISCUSSION OF FINDINGS

The first and second hypotheses sought to examine the relationship between training and organizational survival. Hence it was hypothesized that there is no significant relationship between training and organizational survival. The test of hypotheses one, two and three, table showed that there is a strong

positive relationship between training and organizational survival of transport companies in Port Harcourt. This current finding was also consistent with the arguments of Okuwa, Nwuche & Anyanwu (2016) who refers to training as teaching and learning given to employees which enables them acquire knowledge, skills and abilities required for a particular job. Training plays a complementary role in accelerating learning.

For Reynolds, (2004) it is the impartation of knowledge, skills and abilities to employees for better performance. Flippo (1971) Opines that organizations should ensure that, their employees are trained irrespective of their qualification and skills. This is so that organizations will increase productivity, gain competitive advantage and survive in turbulent times.

Similarly, McGehee and Thayer (1961) see training as the formal procedures which an Organization use to facilitate employees' learning so that their resultant behavior contributes to the attainment of the organizations as well as the individuals goals and objectives. Training has been an important variable in increasing organizational productivity. Many

researchers showed training is a fundamental and effectual instrument in successful accomplishment. Jones George and Hill (2000) believe that training primarily focuses on teaching organizational members how to perform their current jobs and helping them acquire the knowledge and skills they need to be effective performers. "Organizational growth on the other hand focuses on building the knowledge and skills of organizational members so that they will be prepared to take on new responsibilities and challenges.

CONCLUSION AND RECOMMENDATIONS

The conclusion of this study from the study was that training is a significant predictor of organizational survival of transport companies in Port Harcourt.

The study recommended that management of transport companies should identify the training needs of each employee then programs should be developed that are best suited to their needs. The trainer should clearly identify areas to train the employees.

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