

Influence of Strategic Decision Making on Enterprises' Survival: Case Study of Shoes and Garment Enterprises, Ibadan, Nigeria

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Abstract — This study examines the influence of strategic decision making on the enterprises' survival using some shoes and garment enterprises in Ibadan, Nigeria. Six hundred and fifty seven (657) respondents comprising of middle and top level management staff of shoes and garment enterprises were selected through purposive sampling technique. The study made use of primary source of data. The data elicited from five hundred and thirty nine (539) respondents was analyzed with the use of regression analysis. The Statistical Package for Social Sciences (SPSS) version 20 was employed alongside Excel (Window 10) to code, compute, and process the data. The analysis revealed that strategic decision making is significantly influencing enterprises survival at ($R= 0.803$, $p 0.000 < 0.05$, $R^2 = 0.644$). From this result, it can be discovered that tenacity of strategic decision making is crucial to the survival of the enterprise. Hence, the management of shoes and garment enterprises should improve on their strategic decision making for the survival of the enterprise.

Keywords — SMEs; strategic decision making; enterprise survival.

I. INTRODUCTION

Enterprise survival is the ability of sustaining an enterprise into the unforeseeable future. It implies that enterprise will continue its business activity without any form of break, and is able to realize all the enterprise objectives (profit maximization, sales maximization and welfare maximization. Also, it is pertinent to note that enterprises are established with the aim of profitability through various dynamics in mind, and shoes and garments enterprises are not exempted. The shoes and garment enterprises adopt control process using strategic, tactical, and operational decision making capacities. Strategic decision making is adopted at the strategic management level in which managerial activity is seen beyond below setting goals and tactics.

This form of decision making provides overall

guidance and direction to an enterprise. It is superior to regulating day-to-day schedules. Hence, good strategic decision makers should have broader vision and be able to see the performance (growth and efficiency) of an enterprise beyond the present performance (survival and efficiency). Many studies have identified that the survival of the enterprise is highly dependent on the strategic decision making of the enterprise; however the quantification has not been properly captured.

In the present turbulent business environment that is full of competition, the enterprises' survivals may not be a major issue. The enterprises' survival is essential in the competitive market. In the study of Olughor and Oke (2014), it was revealed that the performance (growth and efficiency) and enterprises' survival is highly pertinent for strategic managers as they are major stakeholders that embark on strategic decision making. Enayati and Ghasebeh (2012) perceived that the major features and rapidly changing business dynamics that is evidenced today is embedded in the power shift, political instability, high competition, and technological advancement. These features seem to be a threat to the survival of the business enterprise.

In a situation whereby the enterprises' survival is threatened, strategic managers seems to adopt suitable techniques for tackling the current changing environment. According to Akanni (2015), the performance (growth and efficiency) of enterprise is highly pertinent for all enterprise in the importunate highly competitive business environment; enterprises may no longer thrive without an efficient strategic decision making. Hence, enterprises are needed to convincingly possess a level of strategic decision making which enhances smooth sailing in a competitive environment (Palona, 2010). In fact, sustaining the enterprise performance (growth and efficiency) ensures that enterprise continues to fulfil its mandate and future prerequisites of enterprise performance (growth and efficiency) (Farahmand, 2013).

According to Singh et al. (2007), the manufacturing enterprises that are embedded in the highly competitive environment are required in all aspects of competitive



priorities. In the study of Akanni (2015), it was revealed that corporate survival is the continued existence of an enterprise especially in difficult condition. The enterprises' survivals signifies that a business can continue into the unforeseeable future and doing well even in the turbulent environment that is evidenced by high competition.

Enterprise survival may also be referred to as the act of sustaining the severe, harsh or unusual conditions. It may occur in an enterprise that continues to fulfill the enterprise aim and objectives most especially during hard-hitting situations such as recession or economic meltdown. During the hard-hit situations that the enterprise has adopted strategic decision making techniques, the enterprise will be able to attract customer patronage, pay-off staff and earned enough profit (Bistro, 2010). Lee (2006) noted that the survival of the enterprise in a competitive environment is highly dependent on level at which the enterprise is subjected to with respect to learning from the external environment and adaptation of the environment with optimum resource utilization.

According to Jones and Barlett (2008), the necessity for enterprise survival and enterprise growth should be determined before making decisions about more dividends, more wages, and other forms of investment towards the growth and development of the enterprise (Gross, 1986). With rampant competition in the Nigerian shoes and garment enterprises, managers should be aware of possible strategies that will enable them survive. Hoffer (2007) in his study perceived that the key to sustaining the survival of shoes and garment enterprises that are domiciled in modern competitive environment, is embedded in the proper definition of enterprise objectives and effective adoption of modern practices in strategic decision making.

It is therefore expedient for business strategists to study the dynamics and nature of competition in the industry; this will help to having better understanding the opportunities and weaknesses of the enterprise networks and develop programs that can put the enterprise network in a competitive edge (Needorn and Nwaeke, 2015). Managers of shoes and garment enterprises should be able to manage the internal activities of their enterprise and should respond to the issues created by the enterprise environments which must be expected, monitored, and assessed. Also, it must be incorporated into the strategic managers' decision making. Managers of goods are often obliged to second the demands of the enterprise's internal activities and external environment which is in consistent requirements of its stakeholders. For the purpose of dealing effectively with whatsoever that affects profitability and enterprises' survival, Sangosanya (2011) noted that strategic managers must adopt strategic initiatives that will optimally place it in the competitive environment through the maximization of the expected environmental change and unexpected internal change, and competitive demand. The various studies conducted so far have not been able to critically quantify the strength and direction of relating strategic decision making

and enterprise survival. This study therefore addresses the influence of strategic decision making on the enterprises' survival.

II. METHODOLOGY

This study will employ quantitative approach that entails a form of survey research as the research design for the purpose of exploring the observable fact, and presenting a robust explanation to the identified problem that the study seeks to address. This similar design was been adopted in the studies of Ziolkowska (2014); Carlos and Miguel (2013). Frankfort-Nachmias and Nachmias (2008) identified that the survey design enhances better possibilities of unfolding existing phenomenon, situations and dynamics by which primary data were extracted. This will enable the researcher to give account the situation as it is at the moment of carrying out the study.

The population adopted in this study were the categories of staff in the top and middle management cadre of the shoes and garment enterprises situated in Ibadan State, Nigeria. Shoes and garment enterprises were purposively (non probability sampling) for the study.

Regarding the sample size determination, Zikmund (2003) revealed the various error allowances for determining sample sizes, and the suitable one was chosen based on the discretion of the researcher. The chosen error allowance of 0.04 was employed to establish the sample size as shown in the equation below:

The formulae for achieving sample size $n = \frac{Z^2}{4E^2}$, where;

n = Sample size; Z = Z score for the confidence interval (2.05); E = Error allowance (0.04)

When inserted into the formula, Sample Size will be 656.6406, and approximately 657. It is therefore crucial that the questionnaire distribution targeted six hundred and fifty seven respondents whom are middle and top managers in the six manufacturing enterprises.

Gorsuch (1983) recommended five subjects per item, with a minimum of 100 subjects, in spite of the number of items. Guilford (1954) argued that sample size should be at least 200, while Cattell (1978) made recommendation of three to six subjects per item, with a minimum of 250 number of sample size. Comrey and Lee (1992) also provide the following guidance with respect to the determination of sample size adequacy: such that *the sample size of hundred is poor; sample size of two hundred is fair; sample size of three hundred is good; sample size of five hundred is very good; and sample size of one thousand or more is excellent*. In this study, the sample size of six hundred and fifty seven (657) is adequate for analysis and reporting as rooted in earlier studies.

The study employed questionnaire for data collection which has modified close-ended questions of likert type five point scales. For the ease of questionnaire administration and retrieving of distributed copies, the

questionnaire instrument was administered by the researcher and other research assistants.

The five point likert scales were adopted in this study because of its widespread method for conducting survey research by collecting, understandable, comprehensible, and quantifiable responses which are easily subjected to mathematical computations. The questionnaire was administered to the respondents across shoes and garment enterprises. In the questionnaire, there are four sections, which comprises of questions tending or ranging from 5 = Very High to 1 = Very Low. The essence of adopting questionnaire was crucial to find out the direct response, opinion, feedback and as a result of the literacy level of respondents. The sources of questions were shown in Table 1.

Table 1. Sources of questionnaire adapted for modification

Variables	Authors
Strategic decision making	Pohjola, 2013; Jekel (2009)
Enterprise survival	Musuva-Musimba, (2013)

Source: Authors' Compilation (2021)

In this study, the data analysis was carried out with two statistical analyses: the descriptive analysis, and the inferential analysis. The descriptive analysis is established with mean, standard deviation and percentage distribution tables. It shed more light into the dynamics of responses of how the respondents were able to express their perception on the identified variables. The perspective of respondents on strategic decision making and enterprise survival were provided. The hypothesis was analyzed with linear regression analysis on the Statistical Package for Social Sciences (SPSS) version 20.

III. DATA ANALYSIS AND RESULTS

This section presents the analysis and results of the study. It begins with the response rate a presentation. Descriptive statistical analysis was conducted on each of the variables adopted in the study, whilst inferential statistical analysis that was employed to validate the formulated hypothesis

A. Response Rate of Respondents

The targeted participants in the investigation were approved to voluntarily take part in the exercise. In furtherance to that, the aim of the study was made comprehensible to them. Intensive and joint effort was ensured to realize confidentiality, secrecy and anonymity of information given by the respondents; also they were assured that all information elicited from them will be used solely for the purpose of this study. Research assistants were educated regarding the etiquettes in research for the purpose of ensuring absolute compliance to research ethics during the process of conducting the study.

From the sample size calculated to about six hundred and

fifty-seven (657) which equals to the total copies of questionnaires administered by the researcher targeted at the middle managerial staff and the top managerial staff of particular shoes and garment enterprises in Ibadan State, five hundred and thirty-nine (539) which is about 82 percent copies of questionnaire were valid and returned for data analysis and reporting. The remaining (118) copies of questionnaire were not used in the data analysis because of different invalidity issues. Hence, all the valid questionnaires returned were processed for data analysis, and the response rate was shown in Table 2.

Table 2. Response rate of respondents

Questionnaire	Frequency	Percentage
Administered	657	
Returned	539	82
Not Returned	118	18

Field Survey (2021)

Mugenda and Mugenda (2003) posit that a response rate of fifty (50) percent copies of questionnaire returned is adequate for data analysis and reporting; a response rate of sixty (60) percent copies of questionnaire returned is good for data analysis and reporting and a response rate of seventy (70) percent or more copies of questionnaire returned is excellent for data analysis and reporting. Hence, the response rate of eighty-two (82) percent copies of questionnaire returned for this study is excellent for data analysis and reporting

B. Data Analysis

In this part, descriptive analysis was presented regarding all the variables that justify the research questions established. From the analysis, independent variable was analyzed; then the dependent variable was consequently analyzed and interpreted. Concerning the interpretation, Very High was denoted with VH, High was denoted with H, Not Sure was denoted with NS, Low was denoted with L, and Very Low was denoted with VL. All the opinions of respondents were grouped into High and Low. This was carried out for the purpose of allowing better analysis of questionnaire items that will produce a realistic decision for sound conclusion.

The Statistical Package for Social Sciences (SPSS) version 20 was adopted for data coding, data entering, data processing, and data analysis, particularly for the inferential analysis. Also, Microsoft excel was employed to present results in a descriptive manner that will enhance summarization of findings.

Influence of Strategic decision making on Enterprise's survival

This objective address the research question which goes thus: What is the influence of strategic decision making on the enterprises' survival? From Table 4 below, the variable labels are denoted as SDM1 (Degree to which employee

suggestions about input are sought), SDM2 (Enterprise's flexibility to swiftly respond to changes in the business environments), SDM3 (Reaction pace on relevant market developments in comparison to major competitors), SDM4 (Degree at which senior executive team focus their attention on crucial organizational information), SDM5 (Degree at which personal judgment of top managers are relied on when making important decisions), SDM6 (Degree at which top managers place importance on past experience in making important decisions), SDM7 (Degree at which employee suggestion for product/process enhancement are relevant), SDM8 (Level of substantially changing new dynamics for achieving the set targets and objectives), and SDM9 (Degree at which new kinds of management methods or strategy evolved).

Also, from Table 5 below, the variable labels are denoted as ES1 (Magnitude of enterprise's superior performance (growth and efficiency) over its competitors), ES2 (The rapid increase in the profitability rate of the organization over the years), ES3 (The level of profit margin increase of the enterprise over the years), ES4 (The rate at which enterprise react more strongly to strategically similar rivals than to small players), ES5 (The goodwill enterprise has established amongst the customers), ES6 (The level of opportunity available to enterprise), ES7 (The extent of enterprise strength when compared to the competitors), ES8 (Availability of enterprise products to the market), ES9 (Prompt response to defects pointed out by employees), and ES10 (Rate at which enterprise favourably react to external environment).

The Table 4 depicts the respondents' perception on strategic decision making on the five point scales of very high, high, not sure, low and very low. By merging the respondents' responses under very high and high, four hundred and twenty eight (428) respondents representing 79.41 percent affirmed the degree to which employee suggestions about input are sought. Four hundred and thirty five (435) respondents representing 80.71 percent acknowledged the enterprise's flexibility to swiftly respond to changes in the business environments. Four hundred and twenty one (421) respondents representing 78.11 percent acknowledged the reaction pace on relevant market developments in comparison to major competitors.

Four hundred and six (406) respondents representing 75.33 percent affirmed the degree at which senior executive team focus their attention on crucial organizational information. Three hundred and seventy four (374) respondents representing 69.39 percent affirmed the degree at which personal judgment of top managers are relied on when making important decisions. Four hundred and thirty nine (439) respondents representing 81.45 percent affirmed the degree at which top managers place importance on past experience in making important decisions. Three hundred and sixty three (363) respondents representing 67.34 percent affirmed the degree at which employee suggestion

for product/process enhancement are relevant. Four hundred and twenty eight (428) respondents representing 79.41 percent acknowledged the level of substantially changing new dynamics for achieving the set targets and objectives. Four hundred and thirty one (431) respondents representing 79.96 percent affirmed the degree at which new kinds of management methods or strategy evolved.

Also, the Table 5 depicts the respondents' perception on enterprise survival on the five point scales of very high, high, not sure, low and very low. By merging the respondents' responses under very high and high, four hundred and thirty seven (437) representing 81.08 percent acknowledged the magnitude of enterprise's superior performance (growth and efficiency) over its competitors. Three hundred and sixty (360) representing 66.79 percent acknowledged the rapid increase in the profitability rate of the organization over the years. Four hundred and twenty six (426) representing 79.03 percent acknowledged the level of profit margin increase of the enterprise over the years.

Four hundred and thirty four (434) representing 80.52 percent acknowledged the rate at which enterprise react more strongly to strategically similar rivals than to small players. Four hundred and twenty one (421) representing 78.11 percent acknowledged the goodwill enterprise has established amongst the customers. Four hundred and five (405) representing 75.14 percent acknowledged the level of opportunity available to enterprise. Three hundred and seventy (370) representing 68.65 percent acknowledged the extent of enterprise strength when compared to the competitors. Four hundred and thirty eight (438) representing 81.26 percent acknowledged the availability of enterprise products to the market. Four hundred and twenty seven (427) representing 79.22 percent acknowledged the prompt response to defects pointed out by employees. Four hundred and thirty one (431) representing 79.96 percent acknowledged the rate at which enterprise favourably react to external environment.

When mingling the results depicted in Table 4 and Table 5, it can be seen that enterprise survival is boosted with the increase capacity of as strategic decision making. From the study, the findings exposed that the enterprise's elasticity to changes is highly brought about by the changing dynamics of business environment. Also, it was revealed that the extent to which senior management team places emphasis on organizational information and on relevant market developments seems to be significant when compared to their major competitors. Also, the finding reveals that availability and accessibility of products to the marketplace are enormous and those quick responses to defects that are revealed by employees are high. Further, it confirmed that the enormity of enterprise's better performance (growth and efficiency) over its competitors is quite enormous and that the swift increase in the success rate of the organization for the past years has high record.

Test of Hypothesis

Regarding the hypothesis that supports the relationship between strategic decision making and the enterprise survival, the following steps were considered:

Step 1: State the assumption: H_0 : There is no relationship between strategic decision making and the enterprise survival.

Step 2: Determine the critical region: The chosen significance level is 0.05 (5 percent); hence the confidence level is 0.95 (95 percent).

Step 3: Compute the test statistics: The computed test statistics was calculated with parametric test (Linear Regression Analysis). For all attributes of the two main constructs (strategic decision making and the enterprise

survival).

Step 4: State the decision rule: The decision rule state that if the significance level (*P-value*) of the computed test statistics is less than 0.05, the null hypothesis will be rejected, otherwise the null hypothesis will not be rejected. The alternate hypothesis if not rejected, can only be affirmed or accepted. The analysis is shown in Table 6 below.

Step 5: Conclude the hypothetical solution: The conclusion is based on the comparison of the critical region and the significance level (*P-value*) which will be based on the decision rule. The *P-value* is 0.000 which is less than the critical region of 0.05. The *P-value* is less than critical region, hence the null hypothesis was rejected and the alternate hypothesis affirmed.

Table 6: Linear Regression Analysis showing the relationship between strategic decision making and the enterprise survival

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803(a)	.644	.643	.54948

a Predictors: (Constant), SDM

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	293.511	1	293.511	972.116	.000(a)
	Residual	162.136	537	.302		
	Total	455.647	538			

a Predictors: (Constant), SDM

b Dependent Variable: ES

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.774	.105		7.404	.000
	SDM	.799	.026	.803	31.179	.000

Source: SPSS Version 20 (2021)

The regression result presented in Table 6 revealed that strategic decision making capability is significantly influencing enterprises survival, which is statistically significant at ($R = 0.803$, $p < 0.05$) which is a strong positive cause and effect relationship. The regression model (coefficient of explanation) R^2 was 0.644 which indicates that strategic decision making capability explained 64.4

percent of the variance observed in the enterprise survival. Also, it can be expatiated that 64.4 percent input of strategic decision making capability results is been explained in the enterprise survival.

In the entire significance table, the F-statistic = 972.116 was statistically significant at $p < 0.05$ which revealed that the regression model was significant in explaining the

effect influence of strategic decision making on enterprise survival. It can therefore be noted that the null hypothesis (H_{02}) which states that there is no significant relationship between strategic decision making and enterprise survival is hereby rejected. The regression model for explaining the variation in the capacity of enterprise's survival because of the influence of strategic decision making can be illustrated as:

$$ES = 0.774 + 0.799_{SDM} + \mu \dots\dots\dots (equation 1)$$

Where:

ES = Enterprise survival;

SDM = Strategic Decision Making

μ = Error term or stochastic disturbance term or unexplained variables.

From the regression model shown in equation 1, there is a positive impact of strategic decision making on the enterprise's survival. This implies that the estimate parameter is in consistent with a prior expectation which points out that strategic decision making will have positive influence on enterprise survival. From the equation the constant term is 0.774 which indicates that if strategic decision making is zero, the enterprise survival would be 0.774. The unstandardized coefficient of strategic decision making was 0.799 units increase in enterprise survival. Commonly, this implies that the higher the strategic decision-making capacity, the more the enterprise survival. The hypothesis that was rejected reveals that the more the strategic decision making, the high tendency the survival of the enterprise.

From the findings, strategic decision making capacities of the shoes and garment enterprises in Ibadan, Nigeria, there is a significant impact on enterprise's survival. According to Elbanna and Child (2007), the efficacy of management executives' decision making process is of vital importance. Hitt and Collins (2007) noted that executives are involved in coming up with strategic decisions and they are concerned with how the strategic actions influences enterprise's performance (survival and efficiency).

The findings in the present study corroborate the findings of Elbana and Naguib (2008) that examined the effect of performance (growth and efficiency) of a firm on its strategic decision making, using the influence of two aspects of performance (growth and efficiency) (financial and business) on three dimensions of strategic decision making process rationality, intuition and political behaviour. Their findings reveal that strategic decision-making in high-performing

firms is more rational, less intuitive and political. It was also found that organizational effectiveness is a better predictor that can well explain the dimensions of strategic decision-making process than the financial and business performance (survival and efficiency). Also, Alao (2013) conducted a study on strategic decision making, balanced scorecard and profitability. It was revealed that strategic decision making enhance the usage of the balance score-scored which is a strategic planning analytical tool that enhances managers to be in line with and have better understanding of how performance (growth and efficiency) relate to the overall growth of an enterprise

IV. CONCLUSIONS AND RECOMMENDATIONS

This study examined the influence of strategic decision making on the enterprises' survival using some shoes and garment enterprises in Ibadan, Nigeria. Six hundred and fifty seven (657) middle and top level management staff of shoes and garment enterprises were sampled with the use of purposive sampling technique. The study made use of primary source of data although.

The Statistical Package for Social Sciences (SPSS) version 20 was used alongside Excel (Window 10) to code, compute, and process the data to derive descriptive and inferential results while excel results which were presented in tables.

Regarding the influence of strategic decision making on the enterprise survival, correlation and regression analysis revealed that strategic decision making capability is significantly influencing enterprises survival at ($R= 0.803$, $p 0.000 < 0.05$) which is a strong positive cause and effect relationship. The regression model (coefficient of explanation) R^2 (0.644) indicates that strategic decision making capability explained 64.4 percent of the variance observed in the enterprise survival. The model can be suitable for prediction of enterprise survival.

The study found a strong positive and significant influence between strategic decision making and enterprise survival; therefore, the decisions embarked upon by the top and middle level managers of enterprises are often strategic, tactical and operational which if not effective, it will undermine the survival of enterprises. Strategic decision making significantly increases the performance (growth and efficiency) of many enterprises. Hence, there is a need for efficient strategic decisions.

Table 4: Respondents’ perception on Strategic decision making

Variables	SDM1	SDM2	SDM3	SDM4	SDM5	SDM6	SDM7	SDM8	SDM9
Ratings	Frequency (Percent)	Frequency (Percent)	Frequency (Percent)	Frequency (Percent)	Frequency (Percent)	Frequency (Percent)	Frequency (Percent)	Frequency (Percent)	Frequency (Percent)
Very Low	30 (5.57)	19 (3.53)	18 (3.34)	36 (6.68)	18 (3.34)	19 (3.53)	35 (6.49)	19 (3.53)	21 (3.90)
Low	37 (6.87)	21 (3.90)	19 (3.53)	19 (3.53)	50 (9.28)	19 (3.53)	49 (9.09)	26 (4.82)	22 (4.08)
Not Sure	44 (8.16)	64 (11.87)	81 (15.03)	78 (14.47)	97 (18.00)	62 (11.50)	92 (17.07)	66 (12.25)	65 (12.06)
High	283 (52.51)	294 (54.55)	287 (53.25)	278 (51.58)	255 (47.31)	293 (54.36)	252 (46.75)	282 (52.32)	291 (53.99)
Very High	145 (26.90)	141 (26.16)	134 (24.86)	128 (23.75)	119 (22.08)	146 (27.09)	111 (20.59)	146 (27.09)	140 (25.97)
Std. Deviation	1.06	0.92	0.92	1.05	1.01	0.92	1.10	0.95	0.95

Source: SPSS Output (2021)

Table 5: Respondents’ perception on Enterprise survival

Variables	ES1	ES2	ES3	ES4	ES5	ES6	ES7	ES8	ES9	ES10
Ratings	Frequency (Percent)	Frequency (Percent)	Frequency (Percent)	Frequency (Percent)	Frequency (Percent)	Frequency (Percent)	Frequency (Percent)	Frequency (Percent)	Frequency (Percent)	Frequency (Percent)
Very Low	19 (3.53)	35 (6.49)	20 (3.71)	19 (3.53)	17 (3.15)	36 (6.68)	18 (3.34)	18 (3.34)	19 (3.53)	18 (3.34)
Low	20 (3.71)	51 (9.46)	27 (5.01)	22 (4.08)	19 (3.53)	19 (3.53)	53 (9.83)	21 (3.90)	28 (5.20)	22 (4.08)
Not Sure	63 (11.69)	93 (17.25)	66 (12.24)	64 (11.87)	82 (15.21)	79 (14.66)	98 (18.18)	62 (11.50)	65 (12.06)	68 (12.62)
High	291 (53.99)	251 (46.57)	281 (52.13)	294 (54.55)	288 (53.43)	279 (51.76)	253 (46.94)	292 (54.17)	282 (52.32)	292 (54.17)
Very High	146 (27.09)	109 (20.22)	145 (26.90)	140 (25.97)	133 (24.68)	126 (23.38)	117 (21.71)	146 (27.09)	145 (26.90)	139 (25.79)
Std. Deviation	0.92	1.10	0.96	0.93	0.91	1.04	1.01	0.92	0.96	0.92

Source: SPSS Output (2021)

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