

**DEVELOPMENT AND ORGANIZATIONAL SURVIVAL OF SELECTED PUBLIC AGENCIES IN RIVERS STATE**

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**ABSTRACT**

*The study focused on development and organizational survival of selected Public agencies in Rivers State. The main objective of the study was to determine the major factors contributing to the inability of the public agencies in Rivers State to meet the challenges of the market competitiveness in the economy, given the measures of human resource management as considered independent variable, which consists of compensation, development, and performance appraisal. While dependent variables are; Innovativeness, Adaptability and Resilience. The study adopted qualitative and quantitative approach and used both primary and secondary data. The primary data were collected from management, Senior Managers and Middle managers of the state agencies. Four research questions, and ten hypotheses guided the study. The population of the study was 9 agencies and the sample size of 108 respondents was used for the study. The Instrument used for data collection was a structured questionnaire titled; "Human Resource Management and Organizational Survival Questionnaire" (HRMOSQ). The reliability of the research instrument was obtained using Cronbach alpha at a 0.70 threshold. The instrument was validated by my supervisor. The data retrieved was analyzed using frequencies and mean distributions at the demographic and univariate level, Spearman's rank order correlation coefficient for the test of bivariate hypotheses, and the partial correlation for the multivariate level. Findings revealed that there are constraints to effective development of Public Agencies in Rivers State.*

**Keywords: development, Organisational Survival, Adaptability**

**INTRODUCTION**

Public agencies to survive in this era is a problem. There are agencies in Rivers State that lacks innovations; in forms of no incremental innovation, no service innovation and no sustainable innovation. Further, the issue of low base pay and absent merit pay and overtime pay are killing our agencies in Nigeria particularly in Rivers State. Given it fit, agencies are static in terms of behaviour, physiological and structural adaptabilities. Abdulkadir, Isiaka and Adedoyin (2012) maintained that, for an organization to survive and sustains in its position lies on how well the organization itself developed and compensate the employees.

Despite several theoretical and empirical investigation, attention paid to the employee agencies are folding off, why, due to lack of conflict responsibilities such as Rivers State Sustainable Development Agency (RSSDA) and Niger Delta Development Commission (NDDC); NDDC gives scholarships, while RSSDA also gave. But now RSSDA has faced off. They failed to prepare for the sudden disruptions, cause by lack of resilience, innovativeness and adaptability.

See Ezigbo (2007) said Organizational; is the process of looking for prospective employees and motivating them to apply for jobs in the organization. Obi (2004) said Survival; is the focuses on building the knowledge and skills of organizational employees so that they will be prepared to take on new responsibilities and challenges. Not only building the employees skills and knowledge for new challenges, but agencies lack the need to practice compensation scheme as to increase the morale of employees.

Agencies in their operational levels could not survive. At the manager's level, organizations overlook general appraisal, manager performance appraisal and technological performance appraisal. Furthermore, there are absence of exempt development, complying development and integrated development. It is an essential tool of an organization for strategic survival (Ulrich, 2011). He maintains that the perception of survival is an unwritten law of every organization. And this suggests

that every organization must regard survival as an absolute precondition for serving any interest whatsoever.

Besides, any type of organization that is established, there are chances that employers or employee's actions, inactions or counteractions could be a threat to its existence and survival. Decision-makers in various organizations should have a wider perspective of behaviours to get out the best competences that exist among the workforce. Employees' behaviours are likely to be demonstrated in various ways such as corporate benevolence, market portions level and progression rate, which will probably improve competitiveness (McDaniel and Gitman, 2008). These scholars did not look at the management behavior towards their employees. For employee to react positively or negatively it linked to the management responsibility. Organization needs competent employees but failed to develop resilience, compensate and appraise them. The focus of global competition and present day certainties facing initiatives appear difficult for managers. The chances may be for managers to develop policies that will accommodate the conflicting tastes and preferences of their end users which agencies are lacking. See Okpu and Jaja (2014) had regrettably noted that there is still a problem of seeing agencies surviving, especially in Rivers State.

Researcher's interaction with some managers of the agencies revealed that despite stringent measures such as absence of base pay, merit pay, overtime, exempt development, complying development, neglect of service innovation and anticipation resilience, yet they are unable to survive in Rivers State.

In this research, empirical solutions suggest that human resource need to be adequately employed in handling the issues of persistent, disruptive and threatening of the survival of organizations.

Researcher's observation and experience have also proved that many of the agencies in Rivers State do not appreciate the importance of human resource for their survival. No attempt is made to spring up human experience with activities such as base pay, merit pay, overtime pay, exempt development, complying development, integrated development, general appraisal, manager performance appraisal and technological performance appraisal.

#### Research Hypotheses

- HO<sub>1</sub>: development has no significant relationship with innovativeness of public agencies in Rivers State.
- HO<sub>2</sub>: Development has no significant relationship with adaptability of public agencies in Rivers State.
- HO<sub>3</sub>: Development has no significant relationship with resilience of public agencies in Rivers State.

#### **DEVELOPMENT AND ORGANIZATIONAL SURVIVAL**

Survival in public agency business environment need innovation, productive and constant improvement in performance. Indeed is a challenge facing public agency managers, and to succeed and be productive she need first to survive especially in a competitive environment. See Robbins and Coulter (2007) state that if public agency develop it staff, it will manifest staff self-confidence, consistence increase staff morale and power, risk taking and the more they challenge existing knowledge and bring out new product and services through the knowledge and experience acquired as the fruit from development programmes.

Researcher observation, development can help public agencies to increase their innovativeness and creative abilities, undoubtedly, it increases public agencies chance of survival. The more staff is properly developed, the level of innovativeness and creative would be very high. When staff are developed, it motivated them to think outside the box and the prevailing knowledge within the public agency will broaden the solving ability that will prompt to transforming existing knowledge within the agency. This ability in no doubt leads to organizations ability to survive the threats and challenges in the environment. Oforegbunam and Okorafor (2010) viewed that the quality of development available in a public agency affect its chance of survival. See Olufemi (2009) opined

that development practice should focus on survive in a competitive environment when same product and services, quality of development become a vital tool for it survival. Nonaka (2002) stated that, where certainty is uncertainty, change in the market; products and services, technology, then consciousness of development would have the chance of surviving.

Thus, quality of development does not only emerged staff and make them committed, but it produces new knowledge and when effectively applied it improves the performance of staff for survival. Supported by Obiekwe (2012) stated that innovativeness and creativity is presence through quality development and become essential for organizational survival. Oforegbunam and Okorafor (2010) noted that for any public agencies to survive in a challenges environment, then attention need to be given on development. Development ensure long-term survival of public agencies such as NDDC and FIRS as they tap into acquired knowledge and innovative abilities of staff development to operate efficiently, create new ideas, knowledge and skills to be expertise in solving or provides solution for agency challenges and having edge over their competitors. Given it fit, development plays an essential role for public agency survival and tend to turn HR into more tangible assets for more innovations and reposition for survival in this market competitiveness and environmental dynamics.

Olufemi (2009) has noted that human elements constitute a major factor to organizational survival especially in today's environment where all provide almost the same products and services. This is because machines will rust away if there are no qualified and capable employees to use and maintain them. The success or otherwise of any organization therefore depend to a large extent on employees effectiveness which depends on the quality of the human capital available in the employees. It follows therefore that successful performance of duties and meaningful contribution of employees to the success of an organization goals demand the acquisition of relevant skills and knowledge (Ojo and Olaniyan, 2008) which is possible through effective human capital development. Employee development is today generally accepted as fundamental to the improvement end of organizational effectiveness, efficiency, improved performance and innovativeness, which are effective contributions to organizational survival (Nwachukwu, 2000). The importance of human capital development in an organization can never be over emphasized. Nwachukwu (2000) stated that technological development and innovations taking place every day has renders today's skills and method ineffective for tomorrow's activities. Managements must therefore, help their employees to acquire relevant skills and confidences necessary to help their organizations survive, grow and acquire competitive edge over competitors. Josan (2013) pointed out that human capital may determine both the added value created in the economy through direct participation in the production process, or growth rate through it innovative capacity. This of course is possible with developed human capitals. Oforegbunam and Okorafor (2010) asserts that human capital development has become a critical index of competition among business organizations that such development has helped in designing the strategic plan of business organization. Josan (2013) supported this by stating that, the human capital held by employees in an organization are those resources that can contribute to competitiveness and high productivity if management will know how to train an recapitalize the resources by putting them in a favourable internal context of the organization.

Human capital development has been found to correlate positively with organizational survival (Obiekwe, 2012) improve corporate performance (Ndu, 2009) corporate effectiveness (Olufemi, 2009) among other organizational positive outcomes. It implies then therefore, that only employees with relevant skills, values and uniqueness are qualified as human capital. Generally, human capital development is the process that relates to the development activities which an organization undertakes to equip and improves the skills, talent, competencies, knowledge and creative abilities of it workers. It also consists of all activities undertaken by an individual to develop his skills, competencies, abilities, knowledge and expertise to effectively handle work

tasks. The developments of human capital are therefore vital. According to [Tim and Brinkerhoff \(2008\)](#) Human capacity has become a critical index of competition in the world of business to the extent that the development of such capacities through training has become top priority in designing the strategic plan of business organizations. No doubt, organizations are recognizing the importance of investing in their employees now more than ever before. Organizations are beginning to understand that to survive and achieve their goals in the present global business environment; they need to place more emphasis on training and development of their workforce. Organizational survival refers to the ability or state of continuing to live or exist often despite difficulties, challenges or danger. In other words, survival could be viewed as non failure. An organization fails when it cannot withstand the challenges or threat posed by its competitions or its environments. This paper takes a theoretical incursion into the examination of the relationship between human capital development and organizational survival. Valuable recommendations were also offered

## **METHODOLOGY**

### **Research Design**

The study adopted survey design

### **Population of study**

This study was concerned with the relationship between the variables as they apply to the 9 listed public agencies in Rivers State.

S/N	Public Agencies	Population
1	Rivers State Bureau on Public Procurement	12
2	Road Maintenance and Rehabilitation Agency	12
3	Road Traffic Management Authority	12
4	Rivers State Sustainable Development Agency	12
5	Greater Port Harcourt City Development Authority	12
6	Housing and Property Development Authority	12
7	Rivers State Waste Management Authority	12
8	Rivers State Tourism Development Agency	12
9	Rivers State Internal Revenue Service	12
	<b>Total</b>	<b>108</b>

**Source: Researcher's Survey Activities, 2019**

### **Sample Size/sampling technique**

The census technique was adopted in this study given the size of the population and the technique (purposive) of selection. This is as the 12 participants are purposively selected from all 9 agencies giving a total of 108. All 108 identified members are to be involved and admitted as part of the study; hence the study covers its entire population in its investigation (Kothari, 2004)

### **Data Analysis Techniques**

**Primary stage of analysis:** The primary stage involves the assessment of distributions for the responses and the overall assessment of levels of manifestations of the variables within the contexts specified in the study; hence measures of central tendencies (e.g. mean) as well as dispersion (e.g. standard deviation) was utilized to assess average responses and experiences of the variables as evident within the specified contexts.

**Secondary stage of analysis:** The secondary stage of analysis was the test for the hypotheses of the study. Tests was carried out using the Spearman's rank order correlation coefficient at a 0.05 level of significance based on the adoption of a 95% confidence interval.

**Results**

- HO<sub>1</sub>: development has no significant effect on innovativeness of public agencies in Rivers State.  
 HO<sub>2</sub>: Development has no significant effect on adaptability of public agencies in Rivers State.  
 HO<sub>3</sub>: Development has no significant effect on resilience of public agencies in Rivers State.

Table 1 Development on measures of organizational survival

		Development	Innovativeness	Adaptability	Resilience
Development	Correlation Coefficient	1.000	.822**	.782**	.845**
	Sig. (2-tailed)	.	.000	.000	.000
	N	97	97	97	97
Innovativeness	Correlation Coefficient	.822**	1.000	.806**	.875**
	Sig. (2-tailed)	.000	.	.000	.000
	N	97	97	97	97
Spearman's rho	Correlation Coefficient	.782**	.806**	1.000	.733**
	Sig. (2-tailed)	.000	.000	.	.000
	N	97	97	97	97
Adaptability	Correlation Coefficient	.845**	.875**	.733**	1.000
	Sig. (2-tailed)	.000	.000	.000	.
	N	97	97	97	97
Resilience	Correlation Coefficient	.000	.000	.000	.
	Sig. (2-tailed)	.000	.000	.000	.
	N	97	97	97	97

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

The result for the hypotheses on the effect of development on the measures of organizational survival is shown in table above. The result shows that development has a significant and positive relationship with innovativeness (rho = 0.822), adaptability (rho = 0.782), and resilience (rho = 0.845). The result indicates that development impacts positively on the survival of the organization (where P < 0.05); it does contribute significantly to the organizations innovativeness, adaptability and resilience in significant ways. The result from the analysis shows that the effect of development on the measures of organizational survival is also high where adopted significance is 0.05 and where significance is at 0.01.

The extent to which development impacts on the measures of organizational survival indicates that when such practices which reflect development are evident within the organization, it enhances innovativeness, adaptability and resilience. Based on this result, all hypotheses addressing the relationship between development and the measures of organizational resilience are rejected given the significance (p < 0.05) in all instances.

The third set of hypothetical statements assessed the effect of performance appraisal on organizational survival.

**Discussion of Findings**

**Development contributes significantly and positively towards the organizational survival of public agencies in Rivers State**

Development is observed in this study to positively contribute towards organizational survival. Manpower is the basis of all resources and it is the indispensable means of converting other resources to man kind's use and benefits. So how well we develop and employ human resources skills is fundamental in deciding how much we will accomplish as a nation. Manpower is the pivot of every human institution.

Even in the developed and industrial nations of the world where the use of machines and technology is at an advanced stage, manpower is still very essential (Comma, 2008). Training therefore holds the key to unlock the potential growth and development opportunities to achieve a competitive edge. In this context, organizations train and develop their employees to the fullest advantage in order to enhance their effectiveness (Devi & Shaik, 2012). The importance of training as a central role of management has long been recognized by leading writers (Irene, 2013).

Training both physically, socially, intellectually and mentally are very essential in facilitating not only the level of productivity but also the development of personnel in any organization (Olusanya et al, 2012). To manage an organization both large and small requires staffing them with competent personnel. The formal educational system does not adequately teach specific job skills for a position in a particular organization. Few employees have the requisite skills, knowledge, abilities and competencies (SKAC) needed to work. As a result, many require extensive training to acquire the necessary SKAC to be able to make substantive contribution towards the organization's growth (Barron & Hagerty, 2001). In order to sustain economic growth and effective performance, it is important to optimize the contribution of employees to the aims and goals of the organizations.

The need for improved productivity in organization has become universally accepted and that it depends on efficient and effective training. It has further become necessary in view of advancement in modern world to invest in training. Thus, the role played by staff training and development can no longer be over-emphasized. However, the need for organizations to embark on staff development programme for employees has become obvious. Absence of these programme often manifest tripartite problems of incompetence, inefficiency and ineffectiveness.

Oribabor (2000) submitted that training and development aim at developing competences such as technical, human, conceptual and managerial for the furtherance of individual and organization growth, also Isyaku (2000) postulated that the process of training and development is a continuous one. Man is dynamic in nature, the need to be current and relevant in all spheres of human endeavor's make staff development a necessity, to keep track with current event and methods.

Griffin, (1978) Ajibade, (1993) Adeniyi, (1995) and Arikewuyo (1999) have drawn the attention of the entire sundry to the inestimable value of training and development. It is an avenue to acquire more and new knowledge and develop further the skills and techniques to function effectively. Scholars, experts, social scientist and school administrators now recognize the fact that training is obviously indispensable not only in the development of the individuals but also facilitate the productive capacity of the workers. Training is not coaxing or persuading people to do what is wanted but rather a process of creating organizational conditions that will cause personnel to strive for better performance.

## **CONCLUSION**

In conclusion, it is stated that the proper management of human resources has enormous impact on organisational survival. The principal officers and heads of examined agencies should incorporate HRM thinking into business activities and functions and make the HR function "strategically proactive". The effective management of the human resources of these agencies will create and sustain outcomes which necessitate their survival with regards to enhanced innovativeness, increased adaptability, and higher levels of resilience. It is also imperative for the public agencies to ensure that their HRM practices are effectively institutionalized and supported by adequate policies and cultural frameworks.

## **RECOMMENDATIONS**

- i. To better compete in the global market, Public agencies in Rivers State will need to create and implement cultural systems to promote itself as a "preferred employer", investing in progressive HR policies and programs with the goal of building a high-performing organization of engaged people, and fostering and creating a work environment where people want to work, not where they have to work.

- ii. Public agencies should strategize and come up with ways of tackling the various challenges confronting its human resources management processes in order to achieve set objectives and ensure survival.
- iii. Adequate planning should be carried out in terms of hiring, firing and handling other welfare issues relating to staff which often are referred as life-wire of the organization; hence this will ensure the organizational survival.

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