

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Pro-Activeness and Organizational Sustainability of Selected Manufacturing Firms in Anambra State

Nwankwo, C. Anthony

Postgraduate Researcher, Department of Management, University of Port Harcourt, Nigeria

Dr. Nwuche, A. Christine

Head of Department, Department of Management, University of Port Harcourt, Nigeria

Abstract:

This study sought to ascertain the effect of pro-activeness as an antecedent to organizational sustainability measures such as organizational learning and resilience. The study is descriptive and using quantitative methods; empirically examines the relationship between pro-activeness and organizational sustainability. A total of two hypotheses are postulated and tested using the Spearman rank order correlation coefficient. The results revealed a significant relationship between pro-activeness and the measures of organizational sustainability, namely: organizational learning and resilience; hence it was concluded that pro-activeness was imperative for outcomes related to learning and resilience and thus the sustainability of the organization. Based on the conclusions it was thereafter recommended that organizations actively seek out and take advantage of availing business opportunities through well-planned risk-assessment processes and activities in order to remain competitive and for the sustainability of their operations

Keywords: Pro-activeness, organizational learning, resilience, sustainability, risk

1. Introduction

Organizations today both large and small are all struggling for survival in an ever dynamic ecological system. However, how an organization and its activities will remain perennially relevant to the society is an issue of urgent concern to managers of those organizations and it is the sole responsibility of management to ensure that its organization remains relevant and continue operation over a long period of time adapting effectively to changes in its dynamic environment and achieving its core objectives which include profit maximization, survival and growth. More importantly, the success of an organization is likely to be dependent on its ability to continuously adapt to changing environment and this explains why organizations are adopting strategies that can help them ensure continuity and also remain relevant to the society. As organizations seek solutions and palliative measures for the many international, local and regional challenges facing its activities today, the word sustainability seems to be the only strategic mechanism organizations could adopt to tackle such challenges.

According to Linnenluecke & Griffiths (2009, p.358), “the concept of sustainability came to the surface in the global context following the report ‘our common future’ by the World Commission on Environment and Development (WCED, 1987) an establishment of the United Nations also referred to as the Brundtland Commission”. The commission in explaining sustainability relates it to economic prosperity, social justice and environmental quality by coining the term sustainable development, defined as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (WCED, 1987, P.43). In the past different scholars have used different constructs to describe organizational sustainability. Some see it from the perspective of having enough funds to meet the present and future needs of its diverse stakeholder while some conceptualize it from the economic, environmental and social perspective which is commonly referred to as the triple bottom line or the 3ps (profit, planet, and people) of sustainability. For instance, Sharma, (2003) in Linnenluecke & Griffiths (2009, p.358), have argued that organizational sustainability “implies the challenge to simultaneously improve social and human welfare while reducing their ecological impact and ensuring the effective achievement of organizational objectives”. On the other hand, Perrini & Tencati, (cited in Gadenne, Sands & Mia, 2012) are of the opinion that a firm’s sustainability is contingent on its ability to establish and uphold sustainable relationships with all of its core stakeholders including the wider community. As noted earlier, the success of an organization is likely to be contingent on its ability to continuously adapt to its changing environment.

Buys (2012, p.915) supports this idea by stating that “an organization that fails to adjust to its changing environment would lose its relevance, its customers and ultimately the support of its stakeholders”. The achievement of organizational sustainability in a turbulent and complex environment is always a difficult task to managers of various organizations especially within the manufacturing domain. It is obvious that in a developing economy like ours, organizations are always struggling for survival in a resource constrained economy which undoubtedly has promoted aggressive competition among organizations. Similarly, increasing natural and man-made disasters and poor management of industrial waste as well as increasing pace of new technology are some of

the challenges facing and jeopardizing an organization's effort towards achieving sustainability. However, for organizations to be able to achieve sustainability in the midst of the above challenges requires utilization of proactive tendencies. Lozano, (2011); Rifkin, (2014); Shrivastava & Statler, (2012) cited in Shrivastava (2014, p.1), have also suggested that "it is essential for organizations to respond to these challenges with creative, eco-efficient and eco-effective innovations which help conserve and improve natural, social and financial resources". This they argued could help organizations to cope with the risks and challenges of the market, and of workers, consumers and public demands for protecting the environment for present and future generations. Consequently, Dissanayake & Semasinghe (2015, p.8) have argued that "sustainability is ensured by a high level of opportunity recognition of ventures". They stated further that "a low level of opportunity recognition corresponds to low level of sustainability". This implies that high opportunity recognition which is one of the key attributes of an entrepreneurial firm is vital in achieving corporate sustainability.

An in-depth review of related literatures indicates that several studies have examined pro-activeness and the concept of organizational sustainability in relation to other variables and within varied context but none have examined pro-activeness and organizational sustainability within the domain of automotive manufacturing firms in the Nigerian context. The knowledge gap therefore is that there is a lack of literature specifically showing the interrelationship between pro-activeness and organizational sustainability of selected automotive manufacturing firms in Nnewi-urban of Anambra state, where organizational sustainability is measured using organizational learning and resilience. This study therefore seeks to fill this lacuna identified in literature. The approach of adopting pro-activeness as an antecedent to organizational sustainability is necessitated by the fact that pro-activeness as one of the fundamental dimensions of entrepreneurship is key towards achieving organizational sustainability. As Dissanayake & Semasinghe (2015, p.8) put it "Being entrepreneurial is vital for a country to ensure sustainability".

1.1. Research Questions

The following research questions were asked to guide the researcher's effort in achieving the objective of the study.

- i. To what extent does pro-activeness influence organizational learning in automotive manufacturing organizations in Nnewi-urban?
- ii. To what extent does pro-activeness influence resilience in automotive manufacturing organizations in Nnewi-urban?

1.2. Research Hypotheses

The following research hypotheses are proposed based on the aforementioned purpose and research questions for this study;

- H₀₁: There is no significant relationship between pro-activeness and organizational learning in Automotive manufacturing organizations in Nnewi-urban.
- H₀₂: There is no significant relationship between pro-activeness and resilience in Automotive manufacturing organizations in Nnewi-urban.

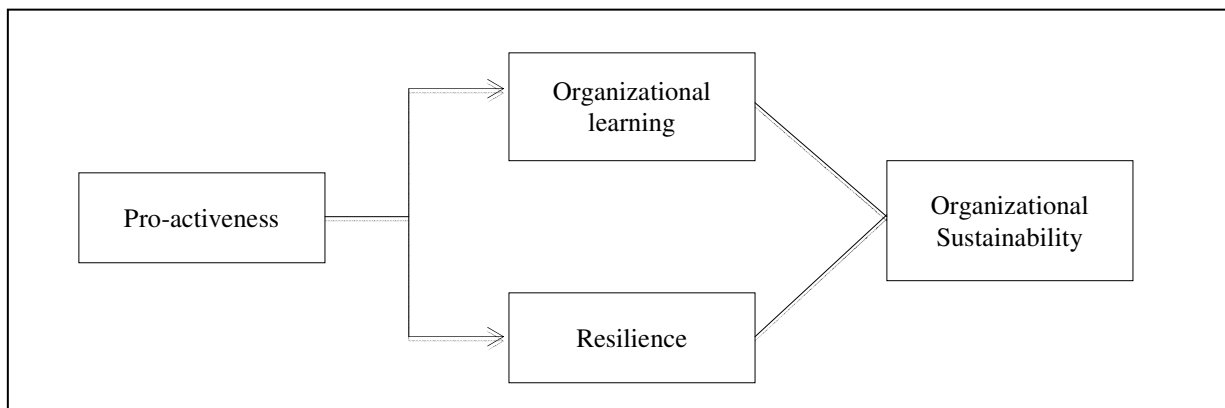


Figure 1: Operational framework for the study

2. Review of Related Literature

2.1. Pro-Activeness

Pro-activeness could be regarded as an active response to identified opportunities by an entrepreneur or an entrepreneurial firm to either introduce new product, adopt new technology or enter new market ahead of competitors in the same industry. This implies that proactive firms always seek to be at the forefront of every business undertaking as well as being the market leader rather than followers. They are always alert to opportunities, take timely and rational decisions and also seek relevant information both within and outside its business domain. Dess & Lumpkin (2005, p.150), "refers pro-activeness to a firm's effort to seize new opportunities". The scholars went further to state that pro-activeness does not entail the identification of opportunities alone, rather it must be backed up with determination to act accordingly by seizing such opportunities ahead of competitors.

Pro-activeness according to Rauch, Wiklund, Lumpkin & Frese (2009), relates to a determined pursuit of identified market opportunities by an organization aimed at introducing new product or technology in its industry before others. This suggests that being an industry leader rather than follower is an essential future that characterizes a proactive firm. In line with this, Miller (1983), view pro-activeness as a determined effort by an organization to take advantage of profitable market opportunities, instead of always being responsive to competitors' move. Agca, Topal & Kaya (2009), added that proactive firms are most likely to act and respond first to threats coming from its business environment as well as making the first move towards seizing market opportunities. From the foregoing, it can be inferred that pro-activeness is an active response, a forward looking perspective and a business strategy capable of giving firms that adopts it an edge over its competitors. Wiklund (1999), in support of the above idea stated that pro-activeness provides organizations with the ability to offer new product and services to targeted markets ahead of competitors, this they argued gives the organization an edge over others. Porter (1985), stated, that the market undoubtedly has become a playground for competitors.

The term pro-activeness and competitive aggressiveness have been used interchangeably as entrepreneurial constructs to explain an organizations active pursuit of market opportunities. Lumpkin & Dess (1996, p.147) have attempted to clarify the two concepts by stating that "pro-activeness refers to how a firm relates to market opportunities in the process of new entry by seizing initiative and acting opportunistically in order to shape the environment, which is to influence trends and perhaps even create demand". While competitive aggressiveness in contrast, which is also a dimension of an entrepreneurial firm they argued "refers to how firms relate to competitors; that is how firms respond to trends and demands that already exist in the market place" (Lumpkin & Dess, 1996, p.147). Despite the close relationship, that exist between the two concepts, the scholars further stated that "pro-activeness has more to do with meeting demand, whereas competitive aggressiveness is about competing for demand" (Lumpkin & Dess, 1996). Similarly, in a later study conducted by Lumpkin & Dess (2001), they suggested a clear variability between pro-activeness and competitive aggressiveness in relation to their performance. The study by Miller, (1983); Miller & Friesen (1983) have also indicated that pro-activeness relates significantly to performance.

In a study conducted by Lumpkin & Dess (2005), the scholars however identified some benefits derivable by proactive firms. They include the following:

- Establishment of clear brand identity.
- The adoption of new operating technologies in an industry which they referred to as "first mover advantage".
- Industry pioneer advantages, such that they often make high profits in the absence of competitors who are likely to drive the price of goods and services down.

Despite these possible gains derivable for being a first mover, the fundamental question becomes, "will first mover companies always be successful"? In answering this question Lumpkin & Dess (2005, p.151) suggested two ways through which first mover organizations can proactively enhance their competitive advantage and remain successful. Thus,

- The introduction of new products and technological processes ahead of its competition.
- Continuous search for new products or service offerings (Lumpkin & Dess, 2005, p.151).

This suggests that being first to enter new market as well as taking advantage of profitable opportunities that abound therein does not necessarily guarantee long lasting success and competitive advantage to the organization. Therefore, cautiously monitoring and scanning of the environment as well as all-encompassing feasibility research are expedient for a proactive firm to achieve long lasting edge over others (Lumpkin & Dess 2005, p.151).

2.2. Organizational Sustainability

Business organizations have three major distinct objectives they pursue among others. They include, profit maximization, survival and growth. In a bid to actualize these objectives, organizations exploit the natural resources beyond its productive capacity and this has constituted a global challenge to the entire human society. The negative impacts of these organizational activities can be witnessed in the area of global warming, ozone layer depletion, increasing natural and man-made disasters, continuous loss of biodiversity, air and water pollution etc. These negative impacts as stated above has become an issue of urgent concern and a source of worry to the society in recent times and more importantly to environmentalist who sought to provide a means through which organizations can achieve the above stated objectives (profit, survival and growth) without destroying or polluting the biosphere for both the present and future generations. In view of this, the idea of sustainability was nurtured. As stated in Linneluecke & Griffiths (2010, p.358), sustainability got popularized through the report "our common future" by the world commission on Environment & Development (WCED, 1987), also known as the Brundtland Commission. The commission described sustainability from the perspective of environmental quality, social justice and economic prosperity by adopting the concept of sustainable development which it defined as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (WCED, 1987, p.43). Cavagnaro & Curiel (2012) stated succinctly that sustainable development has the achievement of a responsible economic growth, equitable social responsibility and effective protection of the biosphere for both the present and future generations as its paramount goal. A sustainable society opined the scholars can only be described based on the above three aforementioned factors.

Hence, since sustainability cuts across individual, and societies to organizational level, a sustainable organization is described as an organization whose production activities contributes positively to the enhancement of the economic, environmental and social developments of the host community while providing equal prospects for its future generations. Thus, adopting the culture of sustainable practices which reduces the overall negative impact of organizations' activities on the environment and the society at large while pursuing economic gains in order to remain perennially viable implies organizational sustainability. We therefore define

organizational sustainability as a long term survival and continuity of an enterprise while maintaining congruence between the present and future interest of its diverse stakeholders. However, many scholars have viewed organizational sustainability from varied perspectives. Some have viewed organizational sustainability from the perspective of an organization having enough funds to satisfy both the present and future demands of its diverse stakeholders. This means that business organizations in this regard, will always want to prove to its stakeholders that they have enough funds to sustain their activities always and to most organizations, this act of having enough funds to sustain its activities overtime implies sustainability. This can be described as an economic or financial view of organizational sustainability. For example, Dyllick & Hockerts, (2002, p. 131) defined corporate sustainability as firms' ability to meet both the direct and indirect needs of its diverse stakeholders (shareholders, employees, clients, pressure groups, communities etc.) without compromising future stakeholder's ability to meet their own needs accordingly. The direct and indirect needs being referred to here have to do with economic/social needs of the existing and prospective stakeholders. In the views of Malunga & Banda (2004) cited in Nkrumah (2010, p.15) "organizational sustainability implies managing a business or organization so as to meet present expectations without compromising the ability of future generation of management to meet future expectations". The present expectations here relate to short term values (profit) and well-being of its shareholders. According to Selafani (2000) cited in Nkrumah (2010), the term refers to a firms' ability to produce quality goods and render high quality services to its clients consistently. The ideas of the above scholars relate basically to the generation of profit to keep the business going. That is meeting the financial obligations of its present and future stakeholders. This economic perspective constitutes the traditional view of organizational sustainability (i.e. the bottom-line of business operations from the economic point of view).

2.2.1. Measures of Organizational Sustainability

Organizational sustainability is a concept aimed at achieving an organizations long-term prosperity. However, Svirina, (2009) cited in Santos, Annuciacao & Mendes, (2012, p.1157), argued that "measuring, analyzing and reporting simultaneously the social, economic and environmental performances according to the triple bottom line (TBL) approach is not enough to grant organizations sustainability, and enterprise efficiency is not necessarily the result of a proper and efficient management". Therefore, measuring the sustainability of an organization based on the triple bottom line (social, economic and environmental) alone is not a sufficient measure. Its measure needs to go beyond the TBL to embrace other measures as well as indicators that the TBL concept did not really capture. The reason behind this argument as suggested by Santos, (2012) cited in Santos, Annuciacao & Mendes (2012) is that at times, the financial, social and environmental sustainability reports, (i.e. an organizations' performance report based on the triple bottom line concept) provided by organizations may not show clearly the organizations' real financial, social and environmental position. Therefore, determining how organizations can achieve sustainability also, outside the triple bottom line becomes imperative.

Organizational Learning: Presently, business organizations are required to integrate sustainability concepts such as economic (profit), social (people) and environmental (planet) issues into their overall corporate strategy. This idea of integration can be made possible through proper and continuous creation and acquisition of relevant knowledge in the aforementioned sustainability concepts and this could be possible through organizational learning. Naude (2012, p.530), argues that "in an attempt to implement a tri-dimensional triple bottom line approach to sustainable development, the principles and notions of organizational learning is helpful". While Dicle & Kose (2014, p.960) supported the above argument by stating that an organizations' effort towards achieving sustainability requires the adoption of new cultural values, procedures, attitudes, norms and behavioral patterns as well as incorporating the three aspects of sustainability social, economic, environmental (people, profit, and planet) into its overall corporate strategy. It can be seen therefore, that for an in-depth understanding of the concept "corporate sustainability" in relation to the three core dimensions or the 3ps, requires some sought of learning at the organizational level. As Siebenhuner & Anold (2007), cited in Opoku & Fortune (2011) puts it, "the implementation of sustainability in any organization necessitates organizational learning". Similarly, Chan et al., (2004) cited in Opoku & Fortune (2011), have argued that organizational learning is fundamental for an organization to achieve long term survival or prosperity amidst environmental turbulence.

Organizational learning depicts an ongoing process of creating, sharing and utilizing knowledge for proper organizational functioning and the learning is more of a collective issue rather than individual and it takes place within the ambience of the organization. Organizational learning has been defined by Lopez, Peon & Ordas (2003) as the process of developing the resources and aptitude of an organization for an improved functioning through proper creation, acquisition and transfer of relevant knowledge. In line with the above definition, Dibella et al., (1996) in Mete, Ünal & Karahan (2013), argued that an improvement in organizational learning is likely to be achieved by a way of improving on the organizations' existing capabilities or through the development of new ones. They further stated that the development of new capability requires a cultural change in contrast to existing capabilities that requires improvement in its existing culture (Dibella et al., 1996; cited in Mete et al., 2013).

Resilience: Organizations both big and small oftentimes face environmental, social and financial challenges. The negative impact of such challenges can hamper an organizations' effort towards sustainability. The situation in Nigeria is a good example where terrorist attack, industrial accidents, recession, natural and man-made disasters etc. are on the increase. These occurrences constitute potential challenge to business organization's effort towards sustainability. Again, the future state of organizations cannot be predicted with certainty. This is as a result of natural occurrences that surround the environment of business as mentioned above, which are outside the control of the organization. In line with this, an organization is not likely to achieve sustainability in an uncertain and turbulent environment if the organization is not aware of likely occurrences in its business environment and prepare itself strategically to meet such unforeseen exigencies that abound therein. The uncompromising nature of the business environment has thus necessitated the idea of resilience as a fundamental business strategy in achieving and assessing sustainability within the organization. Resilience is

therefore a business approach or strategy that provides individuals/organizations immunity against environmental hazards. With resilience, organizations are capable of surviving and managing such occurrence by developing adaptive capacities in form of resilience. The idea of resilience therefore is geared towards protecting and bringing back a disrupted system (organization) to a stable state.

Norris, Stevens, Pfefferbaum, Wyche, & Pfefferbaum (2008, p.130) have defined resilience as “a process linking a set of adaptive capacities to a positive trajectory of functioning and adaptation after a disturbance. One can reasonably argue that developing and nurturing resilience can assist both individuals and organizations to recover quickly from unpleasant experiences since such experiences are likely to have catastrophic implications on the long-term survival of the organization. A resilient organization will continue to be perennially productive achieving the three core objectives of an organization (growth, survival and profit) cited earlier in this study even when faced with difficult challenges or uncertainties that characterizes the business environment. It enables organizations to withstand and possibly bounce back from adverse conditions emanating from its environment. Resilience can be seen also as the ability to anticipate a disruption, to resist it by adapting, recovering and restoring the situation to its previous state as much as possible (Robert, 2010). This implies that a resilient organization is not afraid of taking risk, venturing into new markets or exploiting opportunities since it has the adaptive capacities to recover from a disruption and unforeseen eventualities resulting from unfavorable business ventures. They are always confident and optimistic in embracing such challenges. Hence, resilience is one of the key attributes that describes a successful and a sustainable organization.

3. Methodology

3.1. Research Design

The cross-sectional survey is preferred in this study because it enables the researcher to have a wide knowledge on the phenomenon being studied since data is being collected from a very wide range of study element. Secondly, the survey design was employed because the variables were outside the control of the researcher. Again, this research is descriptive in nature.

3.2. Population of the Study

The population targeted for this study consists of the thirty-four registered manufacturing companies in Nnewi-urban that are registered with Manufacturers Association of Nigeria Anambra/Enugu state branch. However, studying the entire target population is always a difficult task and in most cases not always possible because of certain factors outside the researcher's control. Hence a subset of the entire target population commonly referred to as the accessible population is often studied. The accessible population for this study therefore consisted of all the eleven automotive manufacturing firms registered with the manufacturers association of Nigeria in Nnewi-urban.

3.3. Sampling Procedures and Sample Size Determination

Since the unit of analysis is at the organizational level, the simple random sampling technique was used to select the respondents which comprised of top management staff of the chosen companies including supervisors and unit heads. The Taro Yamen's (1967) formula for sample size determination was used to determine the sample size for this study. The formula is as follows:

$$n = \frac{N}{1+N(e)^2}$$

Where; n = sample size sought; e = level of significant (0.05); N = population size; Applying the above formula

$$n = \frac{245}{1+245(0.05)^2} = 152$$

$$1+245(0.05)^2 = 1.6125$$

The sample size for this study therefore consist of 152 top management team including supervisors and unit heads in the eleven automotive manufacturing firms in Nnewi urban to be issued copies of the questionnaire.

3.4. Data Collection Methods

The quantitative method of data collection was utilized by the researcher with the sole aim of generating relevant data as it relates directly to the subject matter of the study; thus, using a structured questionnaire as the principal instrument for primary data collection. The essence of the questionnaire is to enable the researcher find out the opinion, attitude, belief and feelings of the respondents as regards the subject matter of the study and for its flexibility in data collection.

3.5. Test of Reliability

Reliability measures the extent to which the survey instrument is consistent. The internal reliability of the survey instrument was assessed again by means of Cronbach alpha coefficients, using the statistical package for social sciences (SPSS). However, only the items that returns alpha values of 0.7 and above were considered in this study.

Variables	Dimensions	Items	Alpha (α)
Pro-activeness		4	.913
Organizational sustainability	Learning	4	.857
	Resilience	4	.917

Table 1: Reliability for the instruments

Source: Research data, 2016

3.6. Operational Measures of Variables

This study comprises of two distinct variables; the Predictor variable and criterion variable. While the predictor variable is pro-activeness, the criterion variable is organizational sustainability. The operational definition of these variables will help indicate the meaning of the variables, as it is functionally applied in this study and how numerical values were assigned to them. Baridam (2001) observed that no single operationalization of research production will satisfy everyone. Inevitably matters of judgment and preference often intrude so as to compound the problem of measurement. For the purpose of this study therefore, only measuring instruments with confirmed validity and reliability will be used to measure the different variables included in the study. The variables are operationalized as follows:

Predictor Variables: The predictor variable for this study is pro-activeness. The variable was measured with items in the questionnaire adopted from the earlier studies of Nkosi (2011) and modified to suit the purpose of this study.

Criterion Variable: The criterion variable for this study is organizational sustainability (OS). The measures used are resilience and, organizational learning adopted from the earlier studies of Merad, et al., (2014); Siebenhuner & Arnold (2007).

The above variables were measured using items in the questionnaire developed by the researcher. The variables (pro-activeness, resilience and organizational learning) were measured using 4-item instruments on a 5-point Likert scale each ranging from 5 = strongly agree to 1 = strongly disagree.

4. Data Results

4.1. Field Survey

The first activity reported herein is concerned with the results for the field survey which comprised of the distribution and retrieval of questionnaire copies to and from the target organizations. Given the nature of the variables, the study is carried out at the organizational level with management personnel as the unit of measurement; distribution was based on the identified sample size as a total number of 152 (100%) copies were administered to the target organizations with distribution to participants achieved through established Human Resource Personnel contacts. Out of 152 (100%) copies distributed, 148 (97%) copies were successfully retrieved through the same HR personnel channels of distribution thereafter copies were treated and cleaned for errors and blank sections after which only 143 copies were considered suitable and fit for inclusion in the study.

4.2. Demographic Data

Gender of the respondents: The distribution based on the gender of the participants' revealed that most of the participants are of the male category; thus bearing a higher percentage of the distribution (55%) while the female gender category accounts for a less frequency percentage of the distribution (45%) as compared to the male. The result indicates the male gender as being predominant in the sample of the study; hence most of the management staff of the target companies are male.

Educational qualification of the respondents: The distribution based on the educational qualification of the respondents revealed a higher number of the participants have obtained master degrees at a frequency percentage of 57%; this is followed by the participants who have obtained bachelor degrees with a frequency percentage of 43%. Although options were made available on the instrument for WAEC/OND/NCE as well as Doctoral degree, however, none of the respondents opted for these. This result implies a higher number of the staff have obtained educational qualifications up to master degree certificates.

Organizations years of operation: The distribution based on the organizations years of operation revealed that a higher frequency percentage for organizational years in operation falls in the 11 years and above category at 92%; followed by the frequency percentage for those organizations that have been in existence between 6 – 10 years at 8% while the frequency percentage for organizations that have been in existence at 5 years and below is at 0%.

4.3. Univariate Data Analyses

The analysis in this section examines the distribution of the variables based on the central tendencies and dispersion of each data. The major tools for analysis in this section are the mean (\bar{x}) and standard deviation (SD).

Variables	Indicators	Mean	Standard Deviations
Pro-activeness $\bar{x} = 4.0962$; SD = .81087	The organization is leading in introducing new technology.	4.1399	.97577
	The organization is leading in new market identification.	4.1189	.86797
	The organization takes active effort in introducing new product or services ahead of its competitors.	4.0559	.90208
	The organization foresees potential environmental changes and possible future demands ahead of their competitors.	4.0699	.89325

Table 2: Descriptive statistics for pro-activeness

Source: Research data, 2016

The data (table 2) reveals the distribution of pro-activeness; the predictor variable. proactive activities are operationalized using four indicators reflecting technological leadership, new market leadership, introduction of new products and foresight in terms of products

and services. All four indicators carry high mean values ($x > 2.50$) and low standard deviation ($SD < 2.0$) coefficients which indicate average levels of affirmation to the variables.

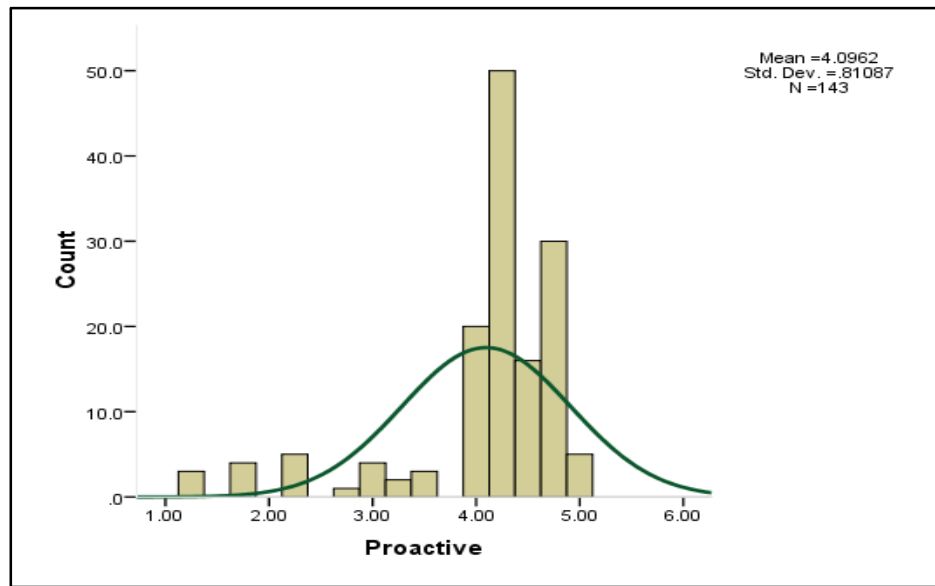


Figure 2: Histogram for distribution of Pro-activeness

Variables	Indicators	Mean	Standard Deviations
Organizational learning $x = 4.1259$; $SD = .78883$	In my organization we continually develop new knowledge from existing knowledge.	4.1049	.84515
	We continuously share knowledge relating to our work with each other.	4.1259	1.00609
	In our company, knowledge is easily accessible to those who need it.	4.1049	.96934
	Through customer/client feedback, we learn how to do things right in other to improve our performance and remain competitive.	4.1678	.94187
Resilience $x = 4.0612$; $SD = .85024$	The organization responds quickly to environmental changes	4.0280	.88766
	My organization encourages the development of adaptive capacity to help it recover fast from unpleasant conditions	4.0699	.97613
	Whenever the going gets tough, the employees in our organization keep going.	4.0490	.94443
	We monitor the environment constantly to identify and manage indicators to environmental turbulence.	4.0979	.98806

Table 3: Descriptive statistics on organizational sustainability

Source: Research data, 2016

The data (table 3) reveals the distribution for the measures (organizational learning and resilience) of the criterion variable (organizational sustainability). The measures of the variable bear high levels of affirmative response to the indicators based on the average response values. The measure organizational learning is further operationalized using four indicators which reflect the development of new knowledge, sharing of knowledge, accessibility of knowledge and performance improvement through customer feedback; all of which carry high mean values ($x > 2.50$) and low standard deviation coefficients ($SD < 2.0$). Similarly, resilience is operationalized using four indicators reflecting quick responses to organizational changes, the development of adaptive capacity, employee motivation and environmental monitoring. All four indicators carry high mean values ($x > 2.50$) and low standard deviation ($SD < 2.0$) coefficients which indicate average levels of affirmation to the variables.

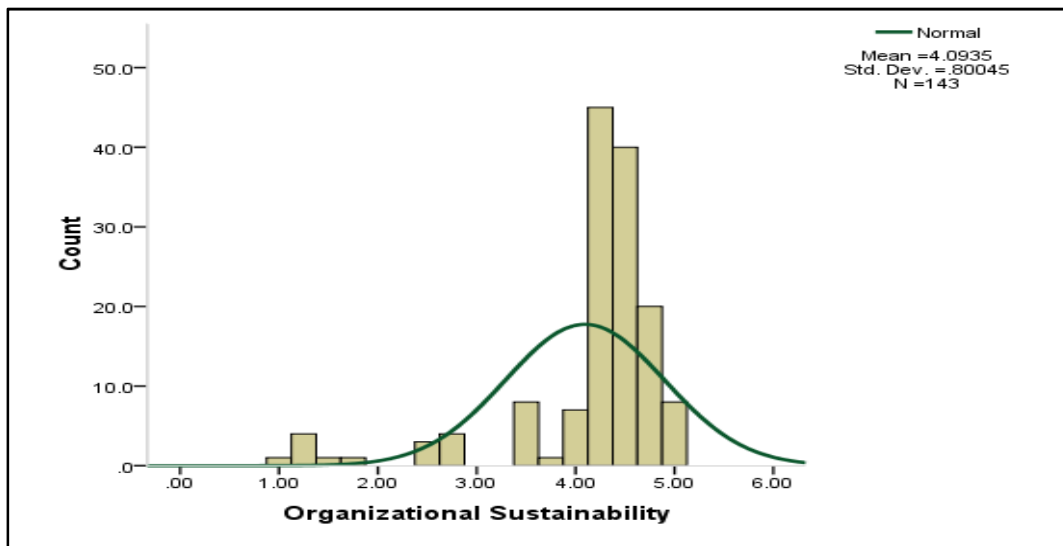


Figure 3: Histogram for organizational sustainability

The histogram of figure 3 above reveals the data distribution for the criterion variable which is organizational sustainability with a mean value ($\bar{x} = 4.0935$) indicating that participants affirm to sustainable practices within the target organizations.

4.4. Bivariate Data Analysis

The analysis in this section is concerned with the tests for the relationship between the study variables. A total of two bivariate null hypothetical statements are tested in this section using the Spearman’s rank order correlation coefficient and at a 95% confidence interval. The decision rule for acceptance of hypotheses = the event or outcome wherein $P > 0.05$; decision rule for rejection = the event or outcome wherein $P < 0.05$.

			Proactive	Learning	Resilience
	Proactive	Correlation Coefficient	1.000	.529**	.299**
		Sig. (2-tailed)	.	.000	.000
		N	143	143	143
	Learning	Correlation Coefficient	.529**	1.000	.629**
		Sig. (2-tailed)	.000	.	.000
		N	143	143	143
	Resilience	Correlation Coefficient	.299**	.629**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	143	143	143

Table 4: Tests for hypotheses showing the relationship between pro-activeness and the two measures of organizational sustainability
Source: Research data, 2016

- Hypothesis one (H_{O1}): There is no relationship between pro-activeness and organizational learning: the result of the analysis reveals a significant relationship between pro-activeness and organizational learning where $\rho = .529$ and $P < 0.05$; therefore, the null hypothesis is rejected. The results of the analysis reveal a highly significant and strong relationship between both variables where rho coefficient (**) indicating that a great extent of changes in organizational learning can be accounted for as a result of changes in pro-activeness.
- Hypothesis two (H_{O2}): There is no relationship between pro-activeness and resilience: the result of the analysis reveals a significant relationship between pro-activeness and resilience where $\rho = .299$ and $P < 0.05$; therefore, the null hypothesis is rejected. The results of the analysis reveal a highly significant and strong relationship between both variables where rho coefficient (**) indicating that a great extent of changes in resilience can be accounted for as a result of changes in pro-activeness.

4.3. Discussion and Conclusion of the Results

The results indicate that there is a significant correlation between pro-activeness and the measures of organizational sustainability (organizational learning and resilience). The results imply that varying degrees and outcomes of organizational learning and resilience can be accounted for by changes in the pro-activeness of the organization; this result is in line with the observations of Gawel (2012) in which organizational pro-activeness and innovativeness are considered imperative to acquiring competitiveness through product and service quality. This assertion is further supported by Arshad et al., (2014) who opined that pro-activeness as a feature of the organization is a propelling function and enables the organization to stay ahead and afloat of the changes and volatility

which mars the business environment. Furthermore, the extent of the relationship between the variables (pro-activeness and organizational sustainability) implies an importance of activities geared towards administrative, product and service uniqueness through innovativeness, creativity and research with regards to attaining enhanced organizational performance and sustainability measures such as organizational learning and resilience (Arshad et. al, 2014; Urban, 2010). That activities geared towards pro-activeness significantly affect the level of organizational learning and resilience; this is as factors such as market leadership, competitiveness and innovativeness are all linked to pro-active measures which rigorously and vigorously seeks out new opportunities, ideas, technologies and markets in a bid to remain sustainable, through learning and resilience. The study therefore, infers that pro-activeness is a fundamental predictor of organizational sustainability.

4.4. Recommendations for the Study

The empirical evidence and assertions of this study are the basis upon which the following recommendations are proffered:

- i. Organizations should emphasize on the risk measures as they pro-actively pursue market opportunities and the adequacy of such assessments given the importance of such in tackling venture creativity and utilizing identified opportunities which may be accompanied by various risk factors with considerable negative effects; this is as advantages accruing from such opportunities could turn out to be very beneficial and profitable to the organization.
- ii. Organizations should endeavor to encourage creativity and innovativeness, thus allowing for pro-active measures within the workplace; this is as attributes of pro-activeness were observed to significantly enhance the sustainability and learning outcomes of the organization, however, policies and control measures should also guide and coordinate such pro-active related activities given the tendency for waste and inappropriate goals and objectives based on grandiose and unrealistic pursuits.
- iii. That organizations should encourage continuous learning and transfer of knowledge among resourceful organizational members and teams as they pro-actively carry out assigned responsibilities which undoubtedly will enhance organizational performance and promote sustainability agenda.
- iv. Organizations should develop adaptive capacities in form of resilience both at the individual and organizational level as they pro-actively pursue identified market opportunities in a dynamic ecological system as this will equip the organization and its members to adjust and respond favorably to unforeseen exigencies.

5. References

- i. Acikdilli, G., & Ayhan, D.Y. (2013). Dynamic Capabilities and entrepreneurial orientation in the new product Development: International Journal of Business and social science. Vol. 4 No. 11; September, 2013.
- ii. Agca, V., Topal. Y. & Kaya, H. (2009). Linking Intrapreneurship Activities to Multidimensional Firm Performance in Turkish Manufacturing Firms: An Empirical study. International Entrepreneurship and Management Journal, 1-19.
- iii. Arshad, A.S., Rasli, A., Arshad, A.A. & Zain, Z.M. (2014). The impact of entrepreneurial orientation on business performance: A study of Technology-Based SMEs in Malaysia. Procedia-Social and Behavioral Sciences 130(2014) 46-53 DOI:10.1016/j.sbspro.2014.04.006
- iv. Baridam, D.M. (2001). Research methods in administrative sciences (2nd Ed.). Port Harcourt, Nigeria. Paragraphics.
- v. Buys, P.W. (2012). Developing corporate strategies to enable Resilience in the South African information systems and Technology industry. The journal of applied Business Research. Vol. 28, No. 5.
- vi. Dess G.G. & Lumpkin .G.T. (2005). The role of entrepreneurial orientation in stimulating effective corporate entrepreneurship. Academy of management executive, 2005, Vol. 19, No. 1
- vii. Dissanayake, D.M.N.S.W & Semasinghe, D.M. (2015). Is culture a Restraining or a Driving Force for Entrepreneurship in Sri Lanka? African Journal of history and culture. Vol.7 (1). Pp. 8-15 D01:10.5897/AJHC2014.0214.
- viii. Gadenne, .D. Sands, .J. & Mia, .L. (2012) The Association between Sustainability Performance Management Goals and Organizational Performance.
- ix. E-Journal of Social & Behavioral Research in Business Vol. 3, Iss. 2, 2012, pp: 27-42."http://www.ejsbrb.org"
- x. Gawel, A. (2012). Entrepreneurship and Sustainability: Do they have any thing in common? POZNAN University of Economics Review. Vol. 12(1).
- xi. Linnenluecke, M.K, Russel, S.V. & Griffiths, A. (2007). Subcultures and sustainability practices: the impact on understanding corporate sustainability. Strategy and the environment 432-452. www.interscience.wiley.com D01:10.1002/bse.609.
- xii. Linnenluecke, .M.K. & Griffiths, .A. (2009). Corporate sustainability and organizational culture: Journal of World Business. 45(2010)357-366. Doi:10.:1016/j.jub.2009.08.006.
- xiii. Luftman, J. & Brier, .T. (1999). Achieving and sustaining Business – IT Alignment. California management Review.
- xiv. Lumpkin, .G.T., & Dess, .G.G. (2001). Linking two Dimensions of Entrepreneurial Orientation to firm performance: The moderating role of Environment and Industry life Cycle. Journal of Business Venturing Vol. 16 issue 5, 429-451.
- xv. Lumpkin, .G.T., & Dess, G.G. (2005). The role of entrepreneurial orientation in stimulating effective corporate entrepreneurship. Academy of Management Executive, 2005, Vol. 19, No. 1
- xvi. Lumpkin, .G.T., & Dess, .G.G., (1996). Clarifying the entrepreneurial orientation construct and linking it to performance. Academy of management Review, 21, 1; pp 135-172
- xvii. Malunga, C. & Banda C., (2004). Understanding organizational sustainability through African proverbs. Washington: Pact Publications.

- xviii. Marrewijk, M.V. &Werre, .M. (2002). Multiple levels of corporate sustainability.
- xix. Miller, .D. (1983). The Correlates of Entrepreneurship in Three Types of Firms. *Management Science*, 29:770-791.
- xx. Morris, M.H., Kuratko, D.F. &Covin J.G. (2008). *Corporate Entrepreneurship and Innovation*. 2nd edition, south-western CENGAGE learning, USA.
- xxi. Munck, .L. Dias, .B.G. &Borim-de-souza .R. (2012).Competencies for Organizational Sustainability: A proposal for an Analytical Tool for Assessing Eco-Efficiency. *Business Management Dynamics Vol. 1, No. 9, Mar 2012*, pp. 30-43.
- xxii. Nkosi .T. (2011): *Corporate Entrepreneurship and Organizational Performance in the Information and Communication Technology Industry*. A Research Report submitted to the Faculty of Commerce, Law and Management, University of the Witwatersrand.
- xxiii. Norris, .F.H., Stevens, .S.P., Pfefferbaum, B., Wyche, .K.F &Pfefferbaum, .R.L (2008). Community Resilience As A Metaphor, Theory, Set Of Capacities And Strategy For Disaster Readiness.*American Journal of Community Psychology* 41:127-150.
- xxiv. Perrini, F. &Tencati, A. (2006). Sustainability and stakeholder management:The need for new corporate performance evaluation and reporting systems. *Business strategy and environment*, 15; 296-308 (2006) DOI:10.1002/bse.538. www.interscience.wiley.com Retrieved on: 13 August 2015.
- xxv. Salama (2011). *Creating & Re-creating Corporate Entrepreneurial Culture*. Gower publishing limited, p. 2. <http://www.gowerpublishing.com/isbn/9780566091940>
- xxvi. Santos, .J.R., Annuciacao, .P.F., & Mendes, .J.C. (2012).Sustainability strength Index: An improvement of the DPODE Model for organizational sustainability. *Book of proceedings-Tourism and Management studies International Conference Algarve 2012*vol. 4.
- xxvii. Setia, .S. &Soni, M. (2013). Sustainability in manufacturing. The technology landscape. Tata consultancy Services.
- xxviii. Shrivastava, .P. (2008). Sustainable organizational technology. *Int. J. Sustainable Strategic Management*, Vol. 1, No. 1, pp. 98-111.
- xxix. Shrivastava, P. (2014).Special volume on Organizational Creativity and Sustainability. *Journal of Cleaner Production* xxx (2014) <http://dx.doi.org/10.1016/j.jclepro.2014.06.015>
- xxx. Shuayto, .N. &Miklovich, .P.A. (2014). Creating organizational sustainability in social enterprises: The use of evidence – based positioning and market orientation. *Review of Business and Finance studies* Vol. 5(2).
- xxxi. Siebenhuner, .B. & Arnold, .M. (2007).Organizational learning to manage sustainable development. *Bus. Strat. Env.* 16:339-353.doi:10.1002/bse.579.
- xxxii. Simpeh, .K.N. (2011). Entrepreneurship theories and empirical research: A Summary Review of the Literature. *European Journal of Business and Management*. Vol. 3, No. 6.
- xxxiii. Thomas, A.S. & Mueller, .S.L. (2000). A case for comparative entrepreneurship: assessing the relevance of culture. *Journal of international business studies*. 31, 2 (second quarter 2000): 287-301
- xxxiv. Turan, .F.K. (2010). A quantitative decision model towards maximizing organizational sustainability. Doctoral thesis. University of Pittsburgh. Swanson School of Engineering.
- xxxv. Urban, .B. (2010). Technology and entrepreneurial orientation at the organizational level in the Johannesburg area. *SA Journal of human Resource Management/SA Tydskrifvirmenslikehulpbronbestuur*, 8(1) 9 DOI: 10.4102/sajhrm.v8i1.212.
- xxxvi. Visser, .W. (2007). *Corporate sustainability and the individual: A literature Review*. Cambridge Programme for sustainability leadership paper series, No. 1, 2007
- xxxvii. WCED, (1987). *Our common future* .oxford: Oxford university press.
- xxxviii. Wiklund, .J. (1999). The Sustainability of the Entrepreneurial Orientation performance relationship. *Entrepreneurship Theory and Practice*, 24(1), 37-48.