
Growth Strategies and Organizational Sustainability in Manufacturing Firms in Port Harcourt

¹Agadah Mienpre and ²B. Chima Onuoha Ph.D

¹Doctoral Student, Department of Management, University of Port Harcourt | E-mail: agaderics@yahoo.com

²Professor of Management, Department of Management, University of Port Harcourt | E-mail: chimaonuoha2005@yahoo.co.uk

Abstract: *The study researches the connection between growth strategies and organizational sustainability in manufacturing firms in Port Harcourt, Rivers State. The study consisted of a sample of 79 managers. Primary data was gathered from respondents utilizing a five point likert – type scale questionnaire. Data was examined using the Spearman's Rank Order Correlation Coefficient statistical instrument in testing the hypotheses. The disclosures of this research exhibited that the independent factor has a critical association with the measures of the dependent variable. To enhance organizational sustainability, it was thusly proposed that firms should appreciate human capacity development for accomplishment of growth strategies and organizational sustainability.*

Keywords: *Growth strategies, Organizational sustainability, manufacturing firms.*

INTRODUCTION

It is obvious that organizational sustainability comprises of complex mix of business and manufacturing drive that are coordinated into industrious vision as the organizational personality, including vision, mission, values, branding, promotion and strong relationship among workers. For a compelling manageability of the firm, capable staff improvement and firm culture must have the cognizance of evaluation and survey, training and creating of groups (Debra and Barbara, 2008).

Debra and Barbara (2008), affirms that there is no specific, brought together approach that will address sustainability for firms. The foundation of a framework that will bolster and empower sustainability destinations is basic to make progress.

According to Joseph (2002), sustainability is continuation. For an organization, it implies there are components important to proceed and always enhance its exercises in quest for a mission that is characterized. It along these lines has both a characterized mission and mix of targets and objectives; the achievement of these ensures the fruitful quest for the mission. Companies that are sustainable are not fiscally independent substances.

Sustainability of firms speaks to a procedure that is continuous instead of a condition of flawlessness. Take for instance, a plant; that develops and thrive when watered and administered to, however absolutely wilt immediately when it isn't. So for a firm to be supportable it requires a steady exertion and solidarity of reason concentrated on an overextending mission. All staff member and manager must see the two trees and forest or the firm winds up entrapped in the underbrush (Joseph, 2002).

Organizations have used various approaches for growth strategies that involves price-cutting and cost, acquisition, aggressive price increase and new products. All these have issues

for the most part cost cuts are coordinated and defused, expanded cost is hard to pass on in drowsy monetary circumstances, worldwide markets turn out to be extremely focused or secured and organization acquisitions are exorbitant and have not been beneficial (Kotler, 2009).

Growth system approach depend on the firm. By and large management applies four development openings by pitching expansive measure of the present products to current clients urging clients to devour on more events, pitch more products to the present clients and furthermore recognize different products that the present clients may require.

Nevertheless, organizations can also sell a larger amount of the current products to new customers as growth index strategy. The presentation of these present products into new geographical districts will help the survival approach of the firm (Kotler, 2009).

For growth to be refined depends upon the change of an advancement state of mind in the firms staff, pay unique personality to needs not being satisfied, rather than starting from the organizations present products and capacities, look for improvement by recognizing the prerequisites not tapped and new customers. Examine the end clients' needs, by then fast customers' needs and pick the necessities that can be met gainfully (Slywotsky and Wise, 2002).

Statement of the Problem

Firms' sustainability is occasionally misconstrued to mean financial sustainability. This impression occurs in light of the way that, when a firm is unsustainable, symptoms of this issue shows up in the finances.

Regardless, firms' sustainability or the thriving or even the making due by of a firm depend significantly more than dealing with the firms subsidizes satisfactorily. Take for instance sustainability of families, individuals etc. there are several complex and crucial measurements that must be economical in firms.

Nonetheless, there are some essential measurements in an association, if properly managed, will ensure maintainability of the firm (Carter, 2010).

Managers of organizations think about the way that a basic wellspring of high ground starts from indigenous products and services, front line advancement and a fitting game plan of attracting and administering firms HR. Taking a gander at the present pattern, our business condition is looked with a few difficulties on consistent schedule. Consequently, a panacea ought to be found for the manufacturing section, for it to satisfactorily address its challenges and be overseen even notwithstanding contention.

A few firms ought to thus, think of the utilization of imaginative thoughts in making interesting brands, client – agreeable items/sources that guarantees upper hands as far as brand inclination and client certainty. A satisfactory usage of marketing systems ends up essential for development procedures.

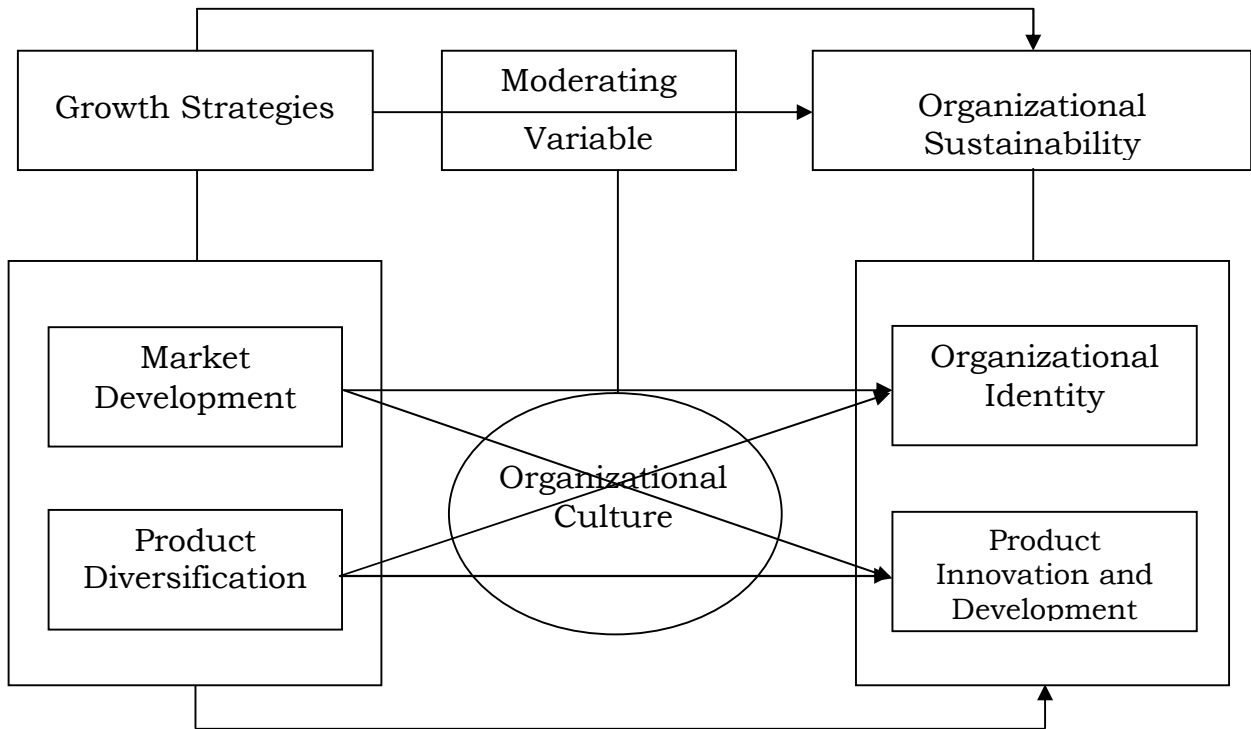
Inadequate execution of measurements of advancement techniques like diversification, market penetration, product development and market advancement influencing execution will accomplish liquidation of firms in Port Harcourt, Rivers State. For the reason, sufficient usage of the measurements of development methodologies will prompt assurance of organizational identity, product innovation and development, yearly budgetary survey and staff advancement.

According to Adrian and Wise (2003) organizations possess “hidden assets” that they apply to satisfy “higher order” needs in markets. Executives spent years studying to create growth, using products, facilities, factories and working capital. They invested less energy,

thinking on the most proficient method to utilize a mix of connections, systems, advertise position and data making an incentive for clients and development for financial specialists.

In perspective of past work by Fasogbo and Akinyele, (2007) that pondered effect of strategic planning on firm performance and survival there have all the earmarks of being a deficiency that considers an examination on growth systems and organizational sustainability; thusly this present investigation means to fill this deficiency or gap.

Fig 1.1 Operational Framework



Source: Researchers Concept, 2017, adapted from Rick (2017 Growth Strategies) and Debra and Barbara, (2008, Organizational Sustainability)

Aim and Objectives of the Study

The purpose of this examination is to look into the connection between growth strategies and organizational sustainability in manufacturing firms. The specific destinations are communicated as in this way:

1. To examine the relationship between market development and organizational identity in manufacturing firms.
2. To examine the relationship between product diversification and organizational identity in manufacturing firms.
3. To examine the relationship between market development and product innovation and development in manufacturing firms.

4. To examine the relationship between product diversification and product innovation and development in manufacturing firms.
5. To determine how organizational culture moderates the relationship between growth strategies and organizational sustainability in manufacturing firms.

Research Questions

The objectives above are guided by the following research questions:

1. What is the relationship between market development and organizational identity in manufacturing firms?
2. What is the relationship between product diversification and organizational identity in manufacturing firms?
3. What is the relationship between market development and product innovation and development in manufacturing firms?
4. What is the relationship between product diversification and product innovation and development in manufacturing firms?
5. Will organizational culture moderate the relationship between growth strategies and organizational sustainability.

Research Hypotheses

For the aim of this study, five hypotheses are formulated to achieve research objectives of the various parameters.

- Ho₁: There is no significant relationship between market development and organizational identity in manufacturing firms.
- Ho₂: There is no significant relationship between product diversification and organizational identity in manufacturing firms.
- Ho₃: There is no significant relationship between market development and product innovation and development in manufacturing firms.
- Ho₄: There is no significant relationship between product diversification and product innovation and development in manufacturing firms.
- Ho₅: Organizational culture will not moderate the influence of growth strategies on organizational sustainability.

LITERATURE REVIEW

Concept of Growth Strategies

Growth system approach depend on the firm. All things considered management applies four growth openings, for instance, diversification, product development, market penetration and market development by pitching a more prominent measure of the present products to current customers, engage customers to consume more per events, in like manner pitch more products to the present customers and distinctive customers' needs should be perceived. Bringing current products into new geographical territories will help survival technique of any firm (Kotler, 2009).

Accomplishment of growth, needs the improvement of a development attitude in the firms' work force, search for needs not being fulfilled right now, instead of beginning from the firm products and abilities, search for development by detecting the necessities not tapped and

new clients. End clients needs, must be analyzed, at that point prompt clients' needs and choose needs that can be met productively (Slywotsky and Wise, 2002).

Growth strategy in companies, is a wide region to consider and apply. Business tries to meet sale and profit rate they pointed, on account of development procedures (Yukselem, 2013). Firms develop by converging with different firms or through acquisition.

Growth strategies can be inspected in two essential classifications, which are natural and inorganic development techniques (Demirci, 2007). Intensive growth strategy, broadening and modernization techniques involves natural systems. Strategy organizations and merger are in the degree of inorganic systems.

Dimensions of Growth Strategies

Market Development

This is a growth technique that grows new market fragments for current products. Market development strategy aims at non buying customers in targeted segments. New clients in new fragments are likewise focused on. This market improvement methodology requires the extension of potential market through new clients. New customers are known as new geographic parts, new measurement segments or new psychographic divides. Sales can likewise be extended however new uses for the product (Paul *et al*, 2010).

Product Diversification

Growth techniques in business likewise include diversification, where a firm pitches new products to new markets. This strategy is risky, according to gaeblercom. A company need to carefully plan when using diversification growth strategy. Marketing research is extremely critical in light of the fact that an association needs to choose if shoppers in the new market will possibly need new product Rick, (2017).

Concept of Organizational Sustainability

Firms' sustainability is seen as a flat shape with different thoughts. Some concepts are narrow, equating firm sustainability to the economy. (Timmons and Spinelli, 2009) and focus on the financial performance related execution of firms. In this light, income of firms must have the capacity to manage progressing business achievement, profits must be reinvested into products and service changes that drives future development (Timmons and Spinelli, 2009). Other definitions look at environmental efficiency (Scurring & Muller, 2008) or eco-efficiency (Munch *et al.*, 2012) which is about reducing the adverse effects, firms activities have on eco system (Clegg *et al.*, 2011).

Organizational sustainability is a ceaseless procedure as opposed to being static. Firms resemble the human body, if a section is sick, the rest won't work. In the event that most parts of the body bombs on the double, the body passes on. So for us to keep an organization feasible requires steady exertion and solidarity of reason concentrated on one mission (Joseph, 2002).

According to Joseph (2002), a sustainable organization must have a mission. A mission statement gives the meaning of how the firm exists and how it accomplishes. In view of this announcement, the firm has a procedure set up that creates key designs that shows how the association plans to do its central goal inside a set time, for instance three to five years.

Organizational sustainability involves confounded business and manufacturing activities that are composed into a solid vision, for example, organizational identity combining vision, mission, values, branding, messaging (promotion and strong relationship among workers).

The effectiveness of organizational sustainability, staff development and organizational culture has to be aware of evaluation, and building of teams (Debra and Barbara, 2008).

Measures of Organizational Sustainability

Organizational Identity

All firms should be remarkable and ready to showcase its personality. The identity of the organization is made up of its vision, mission and values. Organizational identity also can be outstanding by the organizations look. An organization is usually identified with its leadership, with a description of the components of organizational identity.

Branding is an organization's focus. All firms ought to be identifiable to people in general through its logo and look of its distributions and interchanges. Additionally, all organizations must have a short tag line that will describe the uniqueness of the organization. Messaging is seen as a way the organization shares its mission, vision and values with the entire world (Debra and Barbara, 2008).

Product Innovation and Development

Innovation and product improvement is a procedure of putting up changes to a current product or product for sale to the public totally. A product is perceived to be a set of benefits offered for exchange and can be tangible or intangible. There are two parts included in the process. One part involves idea generation, product design and detail engineering; while the other involves market research and marketing analysis. Firms commonly observe new product development as first stage in age and commercialization of new product inside the general procedure of the product life cycle administration utilized as a part of keeping up their market share (Koen *et al*, 2007).

RELATIONSHIP BETWEEN BUSINESS STRATEGIES AND ORGANIZATIONAL SUSTAINABILITY

As indicated by Rose *et al* (1999) firms with high growth potential or from businesses that develop at a quick pace have bring down levels of obligation, contrasted with firms from low growth ventures.

Hall and Weiss (1983) tested benefit to have a positive relationship with asset growth. This thought of growth for this situation is centered around firms abilities to expand their advantage base to meet market growth openings. The connection between growth system and the capital structure constructs were prescribed by Barton and Gordon (1987). They suggest that a firm comprehends advancement has a positive relationship to obligation levels. This demonstrates if environmental conditions are positive for the firms growth will be less in subsidizing the development than value.

Moderating effect of culture on the relationship between growth strategies and organizational sustainability

Culture is depicted as the pattern of suppositions, recognition, perspectives and feelings which could be designed, created or learned through shared encounters of specific people and forces

remotely from the disguise of different atefacts and new examples of applying abilities at work, its difficulties and issues (Amah, 2009).

An unadulterated organizational culture points on everything regarding express and understood legally binding connections Chen (2004).

In conclusion and perhaps most fundamentally, advances to sustainability may include the requirement for worldview – breaking plans of action. Organizational culture impacts firms’ manageability specifically or in a roundabout way through qualities and convictions established in organizational strategies and also practices. This hypothetical connection wants that firm sustainability is a result of firm culture.

METHODOLOGY

The survey strategy also called quasi-experimental design was received. It includes expressive and cross sectional review. This was picked in light of the way that it gives space for the decision of test components from the quantity of inhabitants in intrigue quantifiable.

This examination was obliged to all registered manufacturing firms working in Port Harcourt. According to Man (Manufacturers Association of Nigeria) there are thirty one (31) registered manufacturing firms in Port Harcourt which is the target population. However due to the inconvenience of driving a productive investigation on the entire populace, as far as possible to an accessible population which includes each enlisted chemical and polypropylene manufacturing firms in Port Harcourt, revealed a total of six (6) registered chemicals and polypropylene manufacturing firms enlisted with it.

These firms are selected based on industries that are closely related or competitive in nature.

The sample size in this study was determined with mathematical formular.

$$n = \frac{N}{1+N(0.05)^2} \text{ (Taro Yamen Fomular)}$$

Where n = sample size sought

e = level of significance

N = target population size

$$\begin{aligned} & \frac{120}{1 + 120 (0.05)^2} \\ & \frac{120}{1 + 120 (0.0025)^2} \\ & \frac{120}{1 + 0.3} \\ & \frac{120}{1.3} \\ & n = 92 \end{aligned}$$

Table 3.1: Population of Selected Manufacturing Firms

S/N	NAME OF FIRMS	NUMBER OF MANAGERS	SAMPLE SIZE
1.	Air Liquide Nig. Plc	18	14
2.	Keedak Nig. Plc	21	16
3.	Notore Chemical Industries	18	14
4.	Indorama Eleme Petrochemical Company Ltd	31	24
5.	Hoison Energy and Resources Service Ltd	17	13
6.	Polo packaging	15	11
	TOTAL	120	92

Simple random sampling method was utilized as a part of survey conveyance six (6) manufacturing firms in Port Harcourt is the point of convergence of the examination, with units objects of enquiry in following request.

- (a) Managing Directors (MD)
- (b) Head of Departments (HOD)

Primary data was gathered with the utilization of questionnaire. Secondary data obtained from journals, web and through literature review of past research discoveries and existing literature on each research variable.

Using the SPSS version 20, data was coded entered and analyzed. The Spearman Rank Order Correlation Coefficient was used to test the hypotheses given the formular.

$$rs = 1 - \frac{6\sum d^2}{N^2 - N} \text{ or } rs = 1 - \frac{6\sum d^2}{N(N^2 - 1)}$$

Where $\sum d^2$ = sum of the squared difference in the ranking of the subjects on the two variables.
 N = Number of paired subjects being ranked

The variables for the research, both the independent and dependent factors was estimated utilizing 5-points likert scale (where 1 – 5, 5 Strongly Disagree, 4 Disagree, 3 Neutral, 2 Disagree, 1 Strongly Disagree).

The predictor variable growth strategies is operationalized through market development and product diversification while the criterion variable is operationalized through organizational identity and product innovation and development.

Test of Validity and Reliability of the Instrument

A pretest of the research instrument to establish their validity was done. The instruments were given to experts to give their opinions on the relevance of the questions using a fire point scale of relevant to not relevant. It was further pre-test by controlling it to presumably respondents to test their understandability of the items.

Reliability: The Cronbach’s alpha is adopted as the reliability instrument for this study with each construct examined relative to its indicators or manifest variables.

The formular is presented thus;

$$= \frac{N\bar{e}}{\bar{V} + (N-1)\bar{e}}$$

Table 3.2: Cronbach Alpha for the Study

Variables	Dimensions/Measures	No of Items	Alpha Values
Business Growth	Market Development	5	.861
	Product Development	5	.899
Organizational Sustainability	Organizational Identity	5	.911
	Product Innovation & Development	5	.908
Culture		5	.872

Sources: Data Result, 2017

Data Analysis and Discussion of Findings

Table 3.3: Demographic Respondents

Gender	No. of Respondents	Percentage (%)
Male	68	86
Female	11	14
Total	79	100

From the table above, 68 of the respondents were males, while 11 of them were females.

Table 3.4: Marital Status of Respondents

Marital Status	No. of Respondents	Percentage (%)
Married	70	89
Single	9	11
Total	79	100

From the above table, 70(89%) of the respondents are married, while 9(11%) of them are still single.

Table 3.5: Age of the Respondents

Age	Number	Percentage (%)
Below 35 years	9	11
41-45 years	15	19
46-50years	30	38
51 years and above	25	32
Total	79	100

From the table above, 9 (11%) of the respondents are between below 35 years, 15 (19%) of them are between 41-45 years, 30(38%) of them are between 46-50 years and 25 (32%) of the respondents are 51 years and above.

Table 3.6: Working Experience

Years	Number	Percentage (%)
1-3 years	3	4

4-7 years	10	13
8-11 years	15	19
12-15 years	21	26
16 years and above	30	38
Total	79	100

From the table above, 3 (4%) of the respondents have worked for 1-3 years, 10 (13%) of them have worked for 4-7 years, 15 (19%) of them have worked for 8-11 years, 21 (26%) of them have worked for 12-15 years, and 30 (38%) of the respondents have worked for 16 years and above.

Table 3.7: Educational Qualification of the Respondents

Qualification	Number	Percentage (%)
SSCE/GCE	-	-
OND/NCE	4	5
BA/BSC/BED/HND	40	51
MSC/MED/MA	25	31
PhD	10	13
Total	79	100

From the above table, 4 (5%) of the respondents have OND/NCE as their highest qualification, 40 (51%) have BA/BSC/BED/HND, 25 (31%) of them have MSC/MED/MA, and 10 (13%) of the respondents have PhD as their highest qualification.

ANALYSIS

This analysis was done in two sections: Analysis of research question and hypotheses.

Research Question One: What is the relationship between market development and organizational identity in manufacturing firms?

Table 3.8 Effect of Market Development on Organizational Identity

Opinion	Male	Female	Total	Percentage (%)
Strongly Agree	25	15	40	50.63
Agree	10	10	20	25.32
Neutral	5	4	9	11.39
Disagree	2	1	3	3.80
Strongly Disagree	4	3	7	8.86
Total	46	33	79	100

From the above table, 40 (50.63%) of the respondents said to strongly agree, 20(25.32%) of them said agree, 9(11.39%) of them said neutral, 3(3.80%) said disagree and 7(8.86%) of the respondents said strongly disagree.

Research Question Two: What is the relationship between product diversification and organizational identity in manufacturing firms?

Table 3.9: Effect of Product Diversification on Organizational Identity

Opinion	Male	Female	Total	Percentage (%)
Strongly Agree	20	15	35	44.30
Agree	12	8	20	25.32
Neutral	6	4	10	12.66
Disagree	4	4	8	10.13
Strongly Disagree	3	3	6	7.59
Total	45	34	79	100

From the above table, 35(44.30%) of the respondents said to strongly agree, 20(25.32%) said agree, 10(12.66%) of them said neutral, 8(10.13%) said agree and 6(7.59%) of the respondents said disagree.

Research Question Three: What is the relationship between market development and product innovation and development in manufacturing firms?

Table 3.10: Effect of Market Development on Product Innovation and Development

Opinion	Male	Female	Total	Percentage (%)
Strongly Agree	25	14	39	49.37
Agree	8	10	18	22.78
Neutral	4	5	9	11.39
Disagree	3	4	7	8.86
Strongly Disagree	4	2	6	7.60
Total	44	35	79	100

From the above table, 39(49.37%) of the respondents said strongly agree, 18(22.78%) of them said agree, 9(11.39%) of respondents said neutral, 7(8.86%) of the respondents said disagree, 6(7.60%) of the respondents said strongly disagree.

Research Question Four: What is the relationship between product diversification on product innovation and development in manufacturing firms?

Table 3.11: Effects of Product Diversification on Product innovation and Development in Manufacturing Firms

Opinion	Male	Female	Total	Percentage (%)
To a great extent	20	16	36	45.37
To a considerate extent	10	11	21	26.58
To a moderate extent	6	3	9	11.39
To a less extent	5	4	9	11.39
Not at all	2	2	4	5.07
Total	43	36	79	100

From the above table, 36(45.37%) of the respondents said strongly agree, 21(26.58%) said agree, 9(11.39%) of respondent said neutral, 9(11.39%) said disagree and 4(5.07%) of the respondents said strongly disagree.

Research Question Five: Will organizational culture moderate the relationship between growth strategies and organizational sustainability?

Table 3.12: Effect of Organizational Culture on the Relationship between Growth Strategies and Organizational Sustainability

Opinion	Male	Female	Total	Percentage (%)
Strongly Agree	22	17	39	49.37
Agree	10	12	22	27.85
Neutral	5	4	9	11.39
Disagree	3	3	6	7.59
Strongly Disagree	2	1	3	3.80
Total	42	37	79	100

From the above table, 39(49.37%) of the respondents said strongly agree, 22(27.85%) said agree, 9(11.39%) of respondents said neutral, 6(7.59%) of the respondents said disagree and 3(3.80%) of the respondents said strongly disagree.

Testing of hypotheses

Hypothesis One

HO₁: There is no significant relationship between market development and organizational identity in manufacturing firms.

Test for Relationship between Market Development and Organizational Identity

			Development	Identity
Spearman's rho Development	Correlation	Coefficient	1.000	.957
	Sig. (2. tailed)			.044
	N		79	79
Identity	Correlation	Coefficient	.957	1.000
	Sig. (2. tailed)		.044	
	N		79	79

From the result of the above table, the correlation coefficient (rho = 0.957) between market development and organizational identity is very strong and positive. The significant value of 0.000 (p < 0.05) reveals a significant relationship. Based on this, the null hypothesis was rejected. Therefore, there is a significant relationship between market development and organizational identity in manufacturing firms.

Hypothesis Two

HO₂: There is no significant relationship between product diversification and organizational identity in manufacturing firms.

Test for Relationship between Product Diversification and Organizational Identity

			Diversification	Identity
Spearman's rho Diversification	Correlation	Coefficient	1.000	.934
	Sig. (2. tailed)			.044
	N		79	79

Identity	Correlation Coefficient	.934	1.000
	Sig. (2. tailed)	.044	
	N	79	79

From the result of the above table, the correlation coefficient ($\rho = 0.934$) between product diversification and organizational identity is very strong and positive. The significant value of 0.000 ($p < 0.05$) reveals a significant relationship between both variables. Based on that, the null hypothesis was rejected. Therefore, there is a significant relationship between product diversification and organizational identity in manufacturing firms.

Hypothesis Three

HO₃: There is no significant relationship between market development and product innovation and development in manufacturing firms.

Test for Relationship between Market Development and Product Innovation and Development

		Market Development	Product Innovation and Dev.
Spearman's rho Market Development	Correlation Coefficient	1.000	.886
	Sig. (2. tailed)		.044
	N	79	79
Product	Correlation Coefficient	.886	1.000
	Sig. (2. tailed)	.044	
	N	79	79

From the result of the above table, the correlation coefficient ($\rho = 0.886$) between market development and product innovation and development is very strong and positive. The significant value of 0.000 ($p < 0.05$) reveals a significant relationship between both variables. Based on that, the null hypothesis was rejected. Therefore, there is a significant relationship between market development and product innovation and development in manufacturing firms.

Hypothesis Four

HO₄: There is no significant relationship between product diversification and product innovation and development in manufacturing firms.

Test for Relationship between Product Diversification and Product Innovation and Development

		Product Diversification	Product Innovation and Dev.
Spearman's rho Diversification Coefficient	Correlation	1.000	.948
	Sig. (2. tailed)		.044
	N	79	79

	N	.948	1.000
Coefficient	Product	.044	
	Correlation	79	79
	Sig. (2. tailed)		
	N		

From the result of the above table, the correlation coefficient ($\rho = 0.948$) between product diversification and product innovation and development is very strong and positive. The significant value of 0.039 ($p < 0.05$) reveals a significant relationship. Based on this, the null hypothesis is rejected. Therefore, there is a significant relationship between product diversification and product innovation and development in manufacturing firms.

Hypothesis Five

For the partial correlation analysis, the moderating effect of the contextual factor which is organizational culture on the relationship between growth strategies and organizational sustainability. The study adopts the partial correlational tool in the test for the moderating effect of organizational culture.

Table 3.13: Showing the Relationship between Growth Strategies and Organizational Sustainability

	Growth		Sustainability	
	Growth	Sustainability	Growth	Sustainability
Correlation	1	.742	.742	1
Sig. (2 tailed)	.	0.000	0.000	.
N	79	79	79	79

Correlation between growth strategies and organizational sustainability. The data (table 3.13) indicates that there is a significant relationship between growth strategies and organizational sustainability where ρ value = 0.742 and where $p < 0.05$ implying a 0.05 level of significant at a 95% confidence interval.

Table 3.14: Showing the Control for the Moderating effect of Organizational Culture

	Growth		Sustainability	
	Growth	Sustainability	Growth	Sustainability
Correlation	1.000	.612	.612	1.000
Sig. (2 tailed)	.	.000	.000	.
N	0	75	75	79

Source: Data Output

Control for the effect of organizational culture.

The data (table 3.14) reveals a significant moderating effect of organizational culture on the relationship between growth strategies and organizational sustainability where ρ value =

.612 indicating significant moderation at a $P < 0.05$ level of significance and at a 95% confidence interval.

CONCLUSION

This work analyzed the connection between growth methodologies and organizational sustainability in manufacturing firms in Port Harcourt. Six manufacturing firms were chosen in Port Harcourt, and the result is accepted to cover the whole chemicals and polypropylene manufacturing firms in Port Harcourt. From the discoveries, market development unequivocally influences organizational identity and product innovation and development. Product diversification was also seen to strongly affect organizational identity and product innovation and development. Every null hypotheses defined were rejected, which infers that a huge relationship exists between growth strategies and organizational sustainability.

RECOMMENDATIONS

In light of the discoveries of the investigation the followings are suggested:

1. Manufacturing firms in Port Harcourt should provide and encourage employee involvement in order to increase their market share.
2. Firms should adhere strictly to the applications of product diversification strategy for organizational growth and organizational sustainability for market competitiveness.
3. Firms should improve their products based on market information using product innovation and development strategy.
4. Firms should indulge in human capacity development for actualization of growth strategies and organizational sustainability.

REFERENCES

- Akinyere, S.T. & Fasogbo, O.I. (2007). Impact of Strategic Planning on Organizational Performance and Survival. *Research Journal of Business Management*, 1:62-71.
- Amah, E. (2009). *Corporate Culture and Organizational Effectiveness: A Study of the Nigerian Banking Industry*. An Unpublished Ph.D Thesis of the Faculty of Management Sciences, University of Port Harcourt, Nigeria.
- Bartons, S.L., & Gordon, P.J., (1987). Corporate Strategy and Capital Structure. *Strategic Management Journal* 9 (6), 623 – 632.
- Clegg, S., Kornberger, M. & Pitsis, T. (2011). *Managing and Organizations: An Introduction to theory and Practice* (3rd ed.) London: Sage.
- Debra, H. & Barbara, H. (2008). Components of Organizational Sustainability. <http://www.advocatesforyouth.org/publications/publications-a-z/612-the-seven-components-of-organizational-sustainability>.
- Demirci, E., (2007). Strategic Girimciligin Finna Yemilikiligine Etkisi. Gebze Yuksek Tekndosi Enstitusu, Soyal Bilimler Enstitusu, Kocaeli, Basilmamis, Yuksek Lisans Tezi.
- Hall, M., & Weiss, L., (1983). Firm Size and Profitability. *The Review of Economics and Statistics*. 69, 319 – 331.
- Joseph, B.C. (2002). Organizational Sustainability: The three aspects that matter. *Academy for Educational Development*. Washington – rocure.org.
- Kotler, P. (2009). Growth Strategies. *The Marketing Perspective*. Dec.

- Munck, L., Dias, B., & 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, 30-43.
- Paul, M. & Vandenbempt, K. (2010). Service addition as business market strategy: Identification of transition trajectories. *Journal of Service*. Emeraldinsight.com
- Rick, S. (2017). *Growth Strategies in Business: Business Planning and Strategy*.
- Ross, S.A., Westerfield, S., Jaffe, J., (1999). *Corporate Finance*. Irwin/McGraw-Hill, Boston.
- Slywotsky, A.J. & Wise, R. (2002). The Growth Crisis – and How to Escape it. *Harvard Business Review*, July, 73 – 83.
- Timmons, J. & Spinelli, S. (2009). *New Venture Creation: Entrepreneurship for the 21st Century*, (8th ed.) Asia: McGraw Hill.
- Yukselem, C. (2013). *Pazarlama İlkeler – Yonetim – Ornek Olalor*. 10 Baski, Detey Yayincilik, Ankara.