

Communication Techniques and The Arousal of Entrepreneurial Risk Taking Behaviour For Organizational Adaptability in Public Owned Enterprises

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Abstract

This study set out to investigate the application of communication techniques in arousing entrepreneurial risk-taking behaviour for adaptivity in public owned enterprises. The study focused on public enterprises owned by the government of Rivers State, Nigeria. The main objective of the study was to investigate whether the application of communication techniques in public owned enterprises arouses entrepreneurial risk-taking behaviour for organisational adaptability. To successfully carry out this study, the quasi experimental design was employed with a population of 141 employees and a sample size of 104 respondents. The study found that application of communication techniques have a positive and significant relationship with the arousal of entrepreneurial risk taking and the adaptability of public owned enterprises in Rivers State Niger. Finally, the study recommended that public enterprises as well as other organizations should have that organizational mind-set which embraces risk-taking as a dominant culture. That organisations should acquire the best communications technologies as well as employ experts to develop winning communication techniques that would help them communicate effectively to members of their staff as well as allow employees communicate efficiently in order to arouse risk taking behaviours in the organisation.

Keywords: Communication Techniques, Entrepreneurial Risk-taking Behaviour, Organisational Adaptability

Introduction

The increasingly changing nature of the current business climate seem to mount considerable pressure on public enterprises as they seek to remain in business and thrive therein. These changes are characteristic of the internal and external environments of business. Within these changes are the expectations and demands of different stakeholders, actions of competitors, and business decisions of suppliers. Thus, the extent to which business organizations adapt themselves to the complex constellation of forces of change in the environment would determine the extent to which they survive. Given the above, organizational adaptability seems to be a crucial end which organizations must seek to attain. The concept of adaptability has as well drawn the attention of a variety of scholars in their attempt to explore the remits of organizational adaptability. In the same vein, it is the intention of this paper to contribute to literature as we explore the extent to which communicating entrepreneurial risk-taking behaviour is related to organizational adaptability of public enterprises in Nigeria.

Considering that Gimeata (2014) studied organizational adaptability in turbulent times and concludes that "adaptability of strategy, organizational mind-set, and structures and processes are necessary capabilities for sustaining an organization in turbulent times". On their part, Baylon and Turner (2017) have concluded based on their findings that "adaptable organizations are responsive to change, but also proactively plan for changing conditions" thus, emphasizing that adaptable organizations thrive in spite of changing environmental conditions.

Furthermore, on organizational adaptability studies, Zhang and Shen (2010) describes and analyses the perceived practices of organisational adaptation to agile project management method and developed a conceptual framework to guide the agile adaptation from a holistic perspective. They focused on the IT industry in China to empirically collect data to verify propositions derived from literature. Four

organisational elements were examined by their conceptual model: culture, infrastructure, people and strategy, deduced from classical organisational models and propositions were brought forward covering these organisational factors and their interrelationships. Their research result shows that adaptation from traditional project management to agile project management, organisation should make desirable cultural change and establish project operational infrastructure including processes, facilities and management practices. Nurdin, Stockdale, and Scheepers (2012) investigated "what organizational and people adaptation factors affect the sustainability of information technology within government organizations due to the lack of adjustment of government organizational factors in the Information Technology environment". They conclude that "the simplification of government organizations bureaucracy, management and business process, structure and hierarchy, to fit with the new IT environment, and a new clear mission and vision towards Information Technology implementation goals also need to be established". This agrees with the views of Lewis (1999) cited in Elving, (2005) who is of the view that "the importance of communication during planned change cannot be over emphasised". This position they argue, is a settled position for most scholars. Literature abound to the fact that even thriving organisations can go under if they decide to adapt to new technologies or new protocols without carrying members of the organisation along.

Drawing from the above, it is evident from literature that the adaptability of organizations as a construct has attracted quite a considerable scholarly attention. Nevertheless, there seems to be a knowledge gap, given that there seems to be a paucity of studies which enquire into the relationship between organizational communication for entrepreneurial risk-taking behaviour and public enterprise adaptability. Given this gap, it is therefore the purpose of this study to enquire into the extent to which public enterprises, through organizational communication, can imbue the behaviour of entrepreneurial risk taking in their employees, and its relationship with adaptive capacity within these public enterprises.

Entrepreneurial Risk Taking

"A firm's tendency to engage in high-risk projects and managerial preferences for bold, as against cautious actions in order to achieve firm objectives is indicative of its entrepreneurial risk taking" (Madhoushi *et al.*, 2011). "Risk taking suggests the extent to which management is willing to make large and risky resource combinations and is characterised by heavy borrowing, investments in technologies that are yet to be explored, or bringing new products to new markets" (Wang, 2008; Lumpkin and Dess, 1996). It may also include the ability to make decision, decisions that may appear risking but is best for the organisation. For instance, a manager may need to decide to cut down on staff strength even when members of staff appear to be dedicated to work. There are several risks associated with such decision. From workers protest to losing your best hands, to strengthening your competition because they got some of the men who worked for you etc. Nevertheless, a great organisation must learn to take calculated risks. As a matter of fact, not doing anything is more risk than doing something positive. "It largely reflects the willingness of the organization to break-away from the tried-and-true venture into the unknown" (Ejdys, 2016). "Firms with high entrepreneurial orientation are usually identified by risk-taking behaviours which they manifest by incurring heavy debt or making large resource commitments, in the interest of obtaining high returns and seizing opportunities in the marketplace" (Lumpkin and Dess, 1996).

The (Miller 1983) approach which measures risk taking is a relatively popular approach to entrepreneurial orientation and has been widely used by scholars and organisations to determine a firm's level of risk taking. This approach seeks to find out from organisation managers their views about the proactivity of their organisations in preparation for engagement on seemingly risky ventures as well as management's preferences for bold, as against cautious acts intended to help the organisation reach her objectives. A similar approach is used by Venkatraman (1989) which sort to know the extent to which managers of organization follow pretested approaches or the willingness to implement projects that they were hitherto sure of making returns on investment.

The meaning of risk is dependent on the context of its application. Within the remits of strategy, Baird and Thomas (1985: 231- 232) identify three different types of strategic risk thus: (a) "venturing into the unknown," (b) "committing a relatively large portion of assets," and (c) "borrowing heavily". A look at type "A" puts forward an idea that communicates a sense of uncertainty and this type of situation is generally applicable to some degree of risk often espoused in the entrepreneurship literature, such as personal risk, social risk, or psychological risk (Gasse, 1982). As captured in financial analysis, risk is used to suggest

the familiar risk-return trade-off, where it refers specifically to the chances of a loss or negative outcome. This tends to be the line taken by Miller and Friesen when they defined risk taking as "the degree to which managers are willing to make large and risky resource commitments - i.e., those which have a reasonable chance of costly failures" (1978: 923). Both the notion of high leverage from borrowing and heavy commitment of resources is consonant with this definition of risk taking. Thus, firms with an entrepreneurial orientation are often typified by risk-taking behaviour, such as incurring heavy debt or making large resource commitments, in the interest of obtaining high returns by seizing opportunities in the marketplace.

The Concept of Adaptability

The concept of Organizational adaptability has been captured on the webpage of IGI Global as "the degree to which an organization can adjust its structure and business processes and successfully achieve its goals in accordance with the peculiar characteristics of dynamic environments". Holtkamp (2014) views adaptability as an important skill, necessary for organizational success and performance. It is defined by Nelson, Zaccaro, and Harman (2010) as "a functional change (cognitive, behavioural and/or affective) in response to actual or correctly anticipated alterations in environmental contingencies". Reischauer, Wagner and Peteraf (2014) brought together the dynamic capabilities and path dependence dimensions of adaptability, advancing that surviving turbulent business environments depends on it. On his part, Cross (2013 p. 1) takes a system based approach to organizational adaptability, emphasizing "the alignment of vision and strategy, culture and beliefs, processes, plans, people, and desired outcomes". Adaptability resides in competitive advantage, and for organizations to be adaptive, managers must develop the ability of organizations to exploit new opportunities and overcome threats.

The organizations that seek performance must learn how they can increase their abilities at managing the new, volatile risks that they face and how can they transform the adaptability into a strategic capability. In times of crisis that affects the global economy, organizations operating in competitive markets cannot take an approach based only on plans, due to the fact that these cannot anticipate an unpredictable future considering the turbulences of the environment.

Adaptability resides in a competitive advantage for small, medium-sized and large organizations alike, because, as identified in the paper, adaptability is not necessarily a function of size. Even though an enterprise has identified its capabilities, analysed the opportunities, and found strategies to maximize its future success, it is required that the managers cope with unexpected events that might occur in turbulent times. In order for the organization to be adaptable, the managers must be prepared to develop the company's ability to exploit new opportunities and threats.

Adaptability has been empirically linked with firm performance (Marcoulides & Heck, 1993). Some specialists demonstrated the existence of an important relationship between firm performance and adaptability, viewed as a set of cultural values. (Kotter & Heskett, 1992; Gordon & DiTomaso, 1992). These researchers state that organizations capable of better internalizing values leading to a superior ability that allows them to recognize and adapt to changing conditions are more likely to reap superior rewards. According to them, adaptability is a combination of two or more cultural values, including innovation and action orientation, that allow a firm to adjust to environmental conditions better than others, thereby, leading to superior performance.

Adaptability is also linked to the concept of strategy and appears to be more complex than a simple set of cultural values. The ability to adapt to changing conditions is an underlying premise of the strategic choice perspective (Child, 1972).

Strategy and adaptability are closely related concepts, given that, strategy is intended to help an organization to achieve success within its environment. In addition, strategy sets the organizational direction which will result in a superior competitive position within that environment. It is necessarily to state that there is an interrelationship between strategy and the changing organizational environment. In other words, a strategy is designed to help an organization adapt to a changing world. In a strategic sense, adaptability is the ability of a firm to form and execute an effective strategy. The ability to adapt, however, seems to include much more than just the ability to do strategy.

The concept of Organisational communication

Hope and Hope. (1997 p1) state that “two hundred years after the industrial revolution dramatically changed the established world order, we are once again in the midst of sharp transformation, the likely effects of which will be a period of dislocation followed by a period of prosperity. How long either will last is uncertain”. Today, nearly every company is seeking better ways for members of staff to communicate within the organisation. The question therefore is, considering how information technology is transforming organisational communication structure and the nature of the organisations of the future with the movement of organisations from being mere telephone companies to information technology companies, how are public organisations measuring up?

In looking at organisational communication and information technology, it is important to appraise how connections within an organisation and between organisations and the outside world are evolving. In essence, we should review the nature of organisations: the relationships between organisations and their employees as well as the difficulties companies face in passing information and how information technology has affected all of these.

Gates (1999, p. 65) in his book “Business @ the Speed of thought.” Listed some questions he posed to some German bankers in relation to information technology. The questions go thus:

You believe that in the future people at work will Use computers every day for most of their jobs? Do you believe that today's paper work will be replaced by more efficient digital administrative processes? Do you believe e-mail will become as common a method of communication among people in business and homes as the telephone or paper mail is today?

Today, most of these questions have become reality. Information revolution is raging across organisations both public and private and organisations that had anticipated these changes are reaping benefits. In support of this view, Cairncross (2002 P2) asserts that “Information Technology is sweeping across organisations and only organisations that are prepared can withstand the impact. But the question according to Cairncross (2002) cited in Dike and Harcourt-Whyte (2019) is, what would be the reason that organisations and individuals submit themselves to this Internet that takes absolute control of our lives? Nevertheless, a critical look at the operations of this new technology, affords us the answer to this question. It is important at this point, that while we attempt to answer this question, we ask ourselves, what exactly do organisations want? Is this technology providing alternatives to organisations? The answer to these questions stare us in the face. Organisations are looking for better way to deliver their goods and services while ensuring that they maintain a bottom-line that is relatively positive. Every organisation is looking for a better way to meet their set goals and objectives and the advent of this new technology blinks a green light in that direction.

May be, we should remind ourselves at this point that no organisation can survive without proper information management. Every organisation deals with information management one way or the other. It really does not matter how little that information may be, it in some way contributes to the overall performance of the organisation. Sometimes, the information comes by way of a memo, an account statement, audited account, circular, meeting minutes or even as simple as a letter from one staff to the other or from one organisation to another. Cairncross (2002, p. 5) quotes, Robert Hormats, vice chairman of Goldman Sachs International thus: “There has never been a commercial technology like this in the history of the world whereby from the minute you adopt it, it forces you to think and Act globally. Some companies can now reach a Global market and look like big firms”. The Internet as a matter of fact is one technology that has driven organisations way father than they expected.

The Internet has created new types of organisations while strengthening the old organisations. Today, we have new terminologies in the business circle like virtual organisations, on-line business, virtual secretaries and in fact, virtual everything. The Internet has made possible some of the things that were hitherto impossible seem very easy. Organisations can now try out new ideas and proposals without feeling like they are groping in the dark. With the touch of a button, organisations can investigate business ventures they are about to get into. This is a feat that was almost impossible before the advent of the Internet. Risk taking today has been reduced such that it becomes easier to take calculated risks in any

organisation. Provided however, that they employ the use of the Internet. This is not to say however that the Internet is a magic wand that once it is waved, everything becomes perfect. Rather, the suggestion here is that the Internet makes risk taking in business more calculated. The Internet provides you with all the information you need to take that life changing decision for your organisation. However, it is important to note that availability of information is just a small part of the process of decision making in an organisation. Managers must ensure that they have the ability to put all the information at their disposal under one big microscope in order to understand some of the hidden implications of applying the information they have to their business decision making.

Understanding the value of communication in an organisation is a key to avoiding the invisible mines laid on the ways of most organisations. The difference between success and failure in an organisation sometimes lies with the ability to understand the communication situation in the organisation. Managers must understand that everything in the organisation speaks to management, but the question is, does management understand what is being said? From the way the front office staff says a Hi! (good morning) to a client to how members of staff respond to memos and call for meetings, the communication sensitive manager would tell whether things are right or wrong.

Communication in public owned organisations especially in Africa, is a lot more complex than in the privately owned ones. It also can be said that poor communication or lack of it, contributes a whole lot to failure of public enterprises. The communication in public enterprises in Africa is such that conveys to the employees that the organisation is not out to make profit, that the set goals and objectives of the organisation is basically to keep the people busy and happy through the payment of their emoluments at the end of the month. This explains why you would get to a government owned enterprise and jobs that can get done in hours take days and sometimes weeks. Management of such organisations is unable to communicate to employee the importance of time management, they are unable to communicate the importance of productivity and survival of the organisation. Members of management probably do not understand that in the organisation, the actions or inactions of management communicates a lot to the line staff. What management does or fails to do can determine the success or failure of the organisation. Managers therefore need to be very conscious and emphatic in the messages they communicate to their employees. They must realise that in nearly everything the organisation does, from hiring new members of staff, to setting up the front office, organising weekly or monthly tool box meetings, setting up reporting lines or rewarding the most outstanding member of staff are all forms of communication that relays to the different members of staff, different messages. Managers must therefore take steps to ensure that the messages they are communicating are exactly what were intended and they that they messages received are also what were intended. Otherwise, the feedback may be undesirable.

The Internet as stated above, has provided organisations with a lifeline that allows organisations to connect with the rest of the world within minutes. Organisational communication since the advent of the Internet has really changed. This change has also affected organisations in different ways. Adapting to change requires a lot of strategy especially, communication strategy. If the intention to change from an analogue system that members of staff are used to, to a more sophisticated system like the application of the Internet which leads to both automation and in the long run, virtualisation, requires the application of communication strategies. It is the lack of this planning that requires the adequate communication of the plan to change that has let to the demise of most public organisations. They either do not communicate this change early enough or do not even adapt the change so as to stay ahead of the competition while staying on the same page with their clients.

Public enterprises managers must realise that as Porter (1998) puts it, there is an information revolution sweeping through the economy and the earlier they get themselves ready the better their chance of survival. With the way communication circles the world today, no manager can afford to ignore it. Communication today helps organisations reduce production, processing, and distribution cost, work safe, create work-life balance etc. Public enterprises managers must begin to employ information technologies that support the application of the Internet and eventually going virtual because that is the future. They must understand that information technology goes beyond the acquisition of hardware like the computer but must include how information is generated, disseminated, the linkages between systems and machines in the organisation as well as the convergence organisations create to enable them deliver seamlessly at a very low cost.

However, it is important that organisations don't just jump on the bandwagon just because everyone is doing so. Enterprises managers must make deliberate decisions of adoption of virtual communication technologies that will help their organisations meet set goals and objectives. Porter (1998) has put forward some points to consider as a business owner or manager in deciding what organisational communication technologies to adopt for the organisation they include:

Assess Information intensity: Every organisation already have information about their product and services out there in one way or another. So, it is important first to consider how much information the organisation intends to put out there in comparison with what is currently out there. To make this evaluation easier, Porter (1998, p. 94) has advised on two measuring points to aid organisations determine the type of information technology they should adopt.

a. Information intensity are most likely to be found in the value chain. For instance, If the organisation has quite a large number of people they deal with either as suppliers or as clients. If the product is such that customers require a lot of information before they can make a purchase decision, if the organisation's products manufacturing are dependent on other products from other organisations, large number of steps in the organisations manufacturing process etc.

b. Information intensity can also be found in organisations that deal mainly with information like a travels and tours agency, organisations that basically handle information processing and management, product that the target customers are people who themselves have high information density and would require a lot of information to use the product they are purchasing or a product that has so many competition in the market.

c. Information intensity can also be determined by how often the organisation records major or structural changes. Some organisations are inconstant adjustments and restructuring in other to stay on top of the competition. Today, most of these changes are in information technology investments.

Identify and rank IT impact: The starting assumption must be that the technology is likely to affect every activity in the value chain. By taking a careful look, organisations can identify the value activities that are likely to be most affected in terms of cost and differentiation. Obviously, activities that represent a large proportion of cost or that are critical to differentiation bear closest scrutiny, particularly if they have a significant information-processing component. Activities with important links to other activities inside and outside the organisation are also critical. Organisations must examine such activities for ways in which information technology can create sustainable competitive advantage. In addition to making a hard look at its value chain, the organisation should consider how information technology might allow a change in competitive scope. Can information technology help the organisation serve new segments? Will flexibility of information technology allows broad line competitors to invade areas that were once the province of niche competitors? Will information technology provide the leverage to expand the business globally? Can organisations harness information technology to exploit interrelationships with other organisations?

Investigate the opportunities of IT: Information technology is an increasingly important avenue for corporate diversification. Identifying opportunities to spawn new business requires answering questions such as: what information generated (or potentially generated) in the business could the organisation sell? Note that this is the cash cow for some business-like Yahoo, Hotmail, Rock and so many other email providers on the internet. What information processing capacity exists internally to start a new business? Dose information technology makes it feasible to product new items related to the company's products?

Develop a plan for taking advantage of IT: This action plan should rank the strategic investments necessary for the hardware and software, and a new product development activity that reflects the increasing information content in products. Organisations need to distribute the responsibility for system development more widely in the organisations. At the same time, all departments in the organisation must be involved to ensure that the cross-functional linkages, more possible to achieve with information technology are exploited.

Information technology can help in the strategy implementation process. Project managers can track work progression towards milestones and issue out instructions and make changes to the project in real time.

Notwithstanding where he or she may be. By using information systems, organisations can measure their activities more precisely and help motivate employees to implement strategy successfully. Hence Porter (1998) comments thus:

The importance of information technology is not in dispute. The question is not whether information technology will have a significant impact on organisations. Rather, the question is when and how this impact will strike. Organisations that anticipate the power of information technology will be in control of events. Organisations that do not respond will be forced to accept changes that others initiate and will find themselves at a competitive disadvantage (p94).

Pearlson and Saunders (2001) points to a 'flexibility paradox' whereby for teleworkers to have the flexibility to work offsite and to have some level of autonomy in temporal and spatial terms, then the firm must have procedures in place to ensure that the organisation continues to work effectively.

Entrepreneurial Risk Taking and Organizational Adaptability

Risk taking as a dimension of entrepreneurial orientation, and according to Rauch *et al.*, (2009 p. 763) it "involves taking bold actions by venturing into the unknown, borrowing heavily, and/or committing significant resources to ventures in uncertain environments". It also suggests the degree to which managers are willing to make large resource commitments (Wang, 2008). Lumpkin and Dess (1996, p. 144) have also said that "firms with an entrepreneurial orientation are often typified risk taking behaviour such as incurring heavy debts or making large resource commitments in the interest of obtaining high returns by seizing opportunities in the marketplace". They further assert that borrowing heavily, investing in unexplored technologies, or bringing new products to new markets" Lumpkin and Dess (1996) are features of an entrepreneurially oriented firm. Given these definitions, we shall attempt to theoretically relate risk taking to adaptability.

Organizations that develop essential features and behaviour patterns in response to changes in the environment are adaptive organizations (Tikka, 2010). Macmillan and Tampoe (2000) have said, that adaptability "represents the capacity of an enterprise to react quickly to opportunities and risks, and convert them into business advantage". Thus, we address our enquiry to the extent to which an organization's willingness to break away from the tried-and-true venture into the unknown (Ejdys, 2016), can cause the organization to be able to respond to environmental variations through the development of a more nimble and agile structure and processes (Zhang & Shen 2010).

An organization's propensity to get involved in high-risk projects and its managerial preferences for bold versus cautious actions in order to achieve firm objectives reflects the organizations risk taking disposition (Madhoushi, Delavari, Mehdivand & Mihandost 2011). Considering that firms with an entrepreneurial orientation are often typified by risk taking behaviour, characterised by making large resource commitments, incurring heavy debts, and breaking away from the known (Lumkin and Dess, 1996; Ejdys, 2016), it therefore suggests that such behaviours can be successfully channelled to organizational survival. This is especially so because such risk taking behaviours can produce adaptability in an entrepreneurially oriented organization.

The ability of organizations to anticipate, prepare for, and respond and adapt to changes and disruptions in the environment points to their resilience. Thus resilient firms are those that are able to achieve positive adjustments and order under challenging conditions for the purpose of bouncing back or even bouncing forward into a better state of existence (British Standard for Organizational Resilience, ; Vogus and Sutcliffe, 2007; Cox and Perry, 2011).

Entrepreneurial risk taking points to a firms propensity to venture into high-risk projects, take bold investment decisions, and break away from the routine (Rouch *et al.*, 2009; Madhaushi *et al.*, 2011; Ejdys, 2016). These pointers to organizational resilience and entrepreneurial risk taking tend to suggest the possibility of a relationship between these concepts. We hold this opinion, given that firms open to taking daring investment decisions that break away from the traditional way of doing business, and investing in unexplored technologies (Wang, 2008; Lumpkin & Dess 1996), can achieve resilience. This tends to be so because these entrepreneurial risk taking actions are able to cause the organization to

anticipate or respond to sudden or incremental change of trends in the environment of business. It is further able to cause organizations to develop the ability to bounce back after a crisis or a series of devastating events that hit the organization or industry.

Methodology

Thus, the quasi experimental design was employed for this work. The essence of this choice is premised on the fact that it is apt for administrative or social science research, due to the complex relationships that exist between variables, in addition to the reality that these variables are not subject to manipulation. The study also adopted the survey method, and a cross-section of organizations were explored. It has also been defined by Cooper and Schindler (2011) as “the total collection of elements about which we wish to make some inferences” (p. 364). The population was all Public Enterprises owned by Rivers State Government of Nigeria.

Furthermore, considering that the study was conducted at the macro level, the unit of analysis was the organization, but the unit of measurement was the management staff of public enterprises owned by Rivers State government, Nigeria. Thus, primary data was required and used for the study. The population of the study comprised of 141 members of staff and was obtained from the organizations studied as a total population of all management staff. Given this population size, the taro Yamen's formula for sample size determination was used to obtain a sample size of 104. The purposive non-probability sampling method was used as the sampling technique. The reliability of the data instruments was confirmed by the Cronbach Alphas Coefficients (See Table 1).

Table 1: Reliability test results for Entrepreneurial Risk Taking and Organizational Adaptability Variables

Variables	Dimensions/Measures	Items	Alpha
Entrepreneurial Risk -taking	Risk-taking	5	.794
Organizational Adaptability	Adaptability	5	.762

Source: SPSS Output

Analysis and Results

Table 2: Descriptive Statistics for Application of Communication Techniques

	N	Minimum	Maximum	Mean	Standard Deviation
Application of Communication Techniques	65	1.60	5.00	3.4828	.80617

Source: Research Data, 2018, (SPSS Output).

Communication techniques as captured in this study had five items which were focused on IT instrument. As shown in Table 2 above, the results imply that the organizations under study ranked high in application of various communication techniques with an average mean score of $X = 3.4828$. Given this result, we therefore infer that Rivers State Owned companies employ the use of various communication techniques to communicate risk-taking behaviours and expectations to her members of staff in order to encourage them to engage in projects that are considered high risk, make large and risky resource commitments, and incur heavy debt for the purpose of achieving organizational outcomes. This inference is further strengthened by the overall mean score (X) of entrepreneurial risk-taking being 3.4627 as shown in Table 3 below which is considered relatively high.

Table 3: Descriptive Statistics for Entrepreneurial Risk taking

	N	Minimum	Maximum	Mean	Standard Deviation
Entrepreneurial Risk-taking	67	1.60	5.00	3.4627	.80619

Source: Research Data, 2018, (SPSS Output).

Risk-taking as captured in this study had five items which were focused on it in the instrument. As presented in Table 3 above, the results imply that the organizations under study ranked high in entrepreneurial risk-taking with an average mean score of $X = 3.4627$. Given this result, we therefore infer that Rivers State Owned Enterprises are usually commit significant resources to ventures in uncertain environments, engage in projects that are considered high risk, make large and risky resource commitments, and incur heavy debt for the purpose of achieving organizational outcomes. This inference is further strengthened by the overall mean score (X) of entrepreneurial risk-taking being 3.4627 as shown in Table 3.

Table 4: Descriptive Statistics for Organizational Adaptability

	N	Minimum	Maximum	Mean	Standard Deviation
Organizational Adaptability	67	1.60	5.00	3.2358	.82211

Source: Research Data, 2018, (SPSS Output).

Bivariate Analysis

H₀₁. There is no positive and significant relationship between application of communication techniques and arousal of entrepreneurial risk-taking and organizational adaptability of Public owned enterprises.

Table 4.1 Correlation Matrix for Entrepreneurial Risk-taking and Organizational Adaptability

			Application of Comm technique	Risk-taking/Adaptability
Spearman's rho	Innovate	Correlation Coefficient	1.000	.380**
		Sig. (2-tailed)	.	.001
		N	67	67
	Adaptability	Correlation Coefficient	.380**	1.000
		Sig. (2-tailed)	.001	.
		N	67	67

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

* . Correlation is significant at the 0.05 level (2-tailed).

Discussion of Findings

Positive and significant relationship between Application of Communication Techniques and Risk Taking and Public Enterprise Survival

Application of Communication techniques was found to have a positive and significant relationship with arousal of entrepreneurial risk taking and the adaptability of rivers state owned public enterprises. This means that these organizations studied are able to take bold actions, venture into the unknown, engage in high risk projects, make large and risky resource commitments and maintain a healthy disposition towards incurring heavy debt for the purpose of obtaining desired organizational outcomes if the benefits, methods and implications of such risk-taking is properly communicated to them. Thus, these organizational attributes, mind-set, and actions have been found to result in these organizations being able to make appropriate adjustments to their business concepts, make changes to organizational attributes, develop behavioural patterns which respond aptly to the environment, develop the capacity to react promptly to opportunities and threats, possess the ability to respond to change based on past, present, and future information communicated to members of staff.

Given the opinions, findings, and assertions from studies related to measure of organizational survival as highlighted above, we affirm therefore that the findings from this study adds to the existing body of knowledge. This position is informed by the fact that hitherto, there has been a scarcity of studies that enquire into the relationship between application of communication techniques and entrepreneurial orientation cum organizational survival. Especially, within the context of public enterprises. Thus, give our finding which points to a positive and significant relationship between application of communication techniques and entrepreneurial risk-taking cum the survival of public enterprises, the following conclusions are drawn;

Entrepreneurial Risk-taking, as characterised by venturing into the unknown, managerial preferences for bold investment activities, and a healthy disposition towards incurring heavy debts for the purpose of desired organizational outcomes results in organizations being able to make appropriate business adjustments in terms of strategy, structure, and the development of the capacity to react quickly to opportunities and threats, thus ensuring survival and this can only be possible if members of staff of the organisation understand in clear terms why, when and how to take risks that can yield the expected result. This can only be communicated through certain communication techniques.

Conclusion and Recommendations

It is recommended that public enterprises as well as other organizations should have that organizational mind-set which embraces risk-taking as a dominant culture. Organizations are therefore encouraged to acquire the best communications Technologies as well as employ experts to develop winning communication techniques that would help them communicate effectively to members of their staff, allow employees communicate efficiently among themselves in other to understand the benefits of risk-taking, risk assessment, and benefits of taking informed risks that may culminate into high risk projects and managerial preferences for bold actions aimed at achieving objectives, make large and risky resource commitments to further organizational objectives, and develop a healthy disposition towards incurring heavy debt for the purpose of obtaining desired organizational outcomes. These are characteristic of entrepreneurial risk-taking and have been found to be positively related to organizational survival.

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