

The Question of Developing a Framework for Organizational Survival

Ali Reza Talibi-Mazra'eshahi, Ahman Vedavi, Jalal Haghghat-Monfared

Department of Executive Management, Electronic Branch, Islamic Azad University, Tehran, Iran

Abstract

Despite the large number of firms entering the industry each year, a considerable number of them over different stages of their lifecycle (establishment, development, and etc.), are lost and are experiencing organizational death. Business factors affecting their survival and ability to respond them faster can take appropriate action to ensure their survival. Managers are faced with this question: What are the dimensions of organizational survival? Evaluation studies show that the background models in the areas of growth, development and maturity of the organization, have been studied in various researches. But the survival of the organization requires the introduction of any growth, development and maturation associated with less attention has been and is a multidimensional construct that does not represent different aspects of the organization's survival. The main issue of this paper is to investigate the importance and necessity of developing a framework and structure for organizational multidimensional survival.

Keywords: Framework, survival, sustainability, organization

Introduction

Top of Form

Several companies due to the lack of adaptation to environmental changes get out of the competition (Dargahi & Babaei, 2012). Accordingly, the ability of businesses to identify factors affecting their survival and to respond them as fast as they can requires appropriate measures to ensure their survival (Heler, 2003). Despite the large number of incorporations entering the industry each year, a considerable number of different incorporations over the stages of the lifecycle (birth, growth, maturity, and etc.) get out of the market competition

and experience organizational mortality. Studies on the survival of incorporations can then be worthwhile. Organizational survival in the absence of preparation in dealing with various conditions is threatened and sometimes may result in complete removal of from competition. Therefore, organizations that need to prolong their survival of any growth, development and maturity of the organization must continually monitor the status of related components to survive.

Definitions

Survival of an organization depends on external and internal environments and continuity of its performance. The multidimensional construct is a construct whose indices are invisible or hidden variables that cannot be measured directly. A dimension is the concept used to describe a distinctive feature of the construct under study. In other words, they are invisible indices if the basic construct. A measure, or an indicator, consists of a small quantity of items through observation, interviews, or other acquisition, which can be quantified in terms of measurement tools (Hanafizadeh & Rahmani, 2010).

Theoretical background

Contractor organizations are composed of many different stages of life, but ignoring organizational aspects of survival ability to adapt to the external environment will make the organizational experience death. Managers are faced with the question of what survival dimensions of contractor organizations are, to continue activities and organizational life, what dimensions should be taken into account. Reviewed literature on the subject shows that research on factors affecting the growth of enterprises according to their position in the organizational lifecycle suggests

Corresponding author: Ali Reza Talibi-Mazra'eshahi, Department of Executive Management, Electronic Branch, Islamic Azad University, Tehran, Iran. E-mail: EMBAshahi@gmail.com

appropriate strategies. Research on the effect of geographical location on the survival of the organization has been so far carried out.

Other studies have been also conducted research on one or more factors affecting the survival of new organizations such as industries. Despite many studies on the subject of the components of a multidimensional constructs that represent different aspects of survival, research is still underdeveloped in this field. The dimensions of organizational survival have received little attention in the form of a framework. Yet, there have been various studies on growth models and models of development and maturity of the organization. Top of Form

However, the model, framework or structure of the organization to survive, it requires the introduction of any growth, development and maturation is associated with less consideration is placed. So the main issue, we examine the importance and necessity of developing a framework for survival and the survival of organizations.

Theoretically, the literature survey shows that despite many studies in the field of conservation, this is a structure that has not represents different aspects of organizational survival. The result of this study can provide a basis for the importance and necessity of survival is a multidimensional construct. It is very common for the multidimensional structures of using conceptual frameworks (Hanifzadeh & Rahmani, 2010). Multidimensional structure contains a number of dimensions and features are better and more comprehensive understanding of the phenomenon under study and are necessary for individuals. Multidimensional structures to examine the wide concept that includes various dimensions are used (Heller, 2003). Noted that many organizations are formed, but in different stages of organizational life due to lack of attention to different aspects of the survival of the organization, the require-

ments of the environment and continuity of the ability to adapt to lose and organizational mortality experience. For example, according to the National Bureau of Statistics of England in 2011, 261,000 businesses in the country were born and 230,000 businesses, organizations have experienced death (Office of National Statistics, 2012). Comparing these figures with 2300000 business active in the country, it becomes clear that during this period, for example, about 10 percent of the organizations ability to adapt to environmental requirements and will continue to lose out from the competition.

Therefore, from the perspective of the organization, formulating multidimensional constructs can help shed light on survival for organizations and help them recognize the existence of appropriate planning, adaptability to environmental changes in the organization, develop and sustain the organization Examples of studies on multi-dimensional thinking can provide a structure for the organizations to survive, to keep the organization focused on the following: The effect of firm size, type of ownership, productivity and technology, for example, on the survival of companies in the textile industry (Faizpour *et al.*, 2012).

Factors influencing the survival of the company at three levels can be measured, Characteristics that relate to the company's internal structure and management control of the company, the industry and other factors not under the Company's control and Finally, the macro-level factors, including the political, economic, social and cultural country in (Hanifzadeh & Rahmani, 2010).

Tables 1 and 2 are examples that show that, in most survival studies, the effect of a limited number of organizations was focused on survival. On the other hand, different aspects of organizational survival in a multidimensional construct were not concerned.

Table 1. Example of foreign studies done on the subject of survival

code	Research title	researcher	Factors affecting survival	year	Translation of the factor affecting survival
1	Geographic Concentration and High Tech Firm Survival	Dakshina G. De Silway, Robert P. McComb	firm density p2	2012	Companies density
2	Critical Success Factors of the Survival of Start-Ups with a Radical Innovation	Gerard Groenewege Frank de Langen	innovation characteristic (unique advantage), organizational traits (customer proactiveness) and confirmed entrepreneurial traits(willingness to take risks) p12	2012	- Characteristics of innovation - Customer Orientation - Risk

3	surviving the Economic Downturn:		Careful planning, confident leadership and solid decision-making close partnership between contractors and their critical advisors, including accountants, banks, insurance agents and sureties. P21 cut early, cut to the bone, to keep lean, to resist the temptation to travel outside their comfort zone or to try new work that they have not attempted before P39	2012	<ul style="list-style-type: none"> - Careful planning - Leadership and reliable decision-making - close cooperation with key contractors and consultants, including accountants, banks, insurance agencies and trustees - Staying unique
4	Growth Phases and Survival of Born Globals - Case: Finnish Software Firms	Shiho Hashimoto	networking capabilities, good mixture of different types of substantive capabilities p180 level of compatibility with dominant players, existence of lock-in effects, and choosing the appropriate strategies for growth and business models p180 pure luck”, internationalization and localization capabilities, and creativity p180 capability to focus and low levels of growth aspirations p181 abundance of resources such as human capital and financial resources, managerial and international experience, substantive, dynamic, and networking capabilities, and governmental support p181 level of compatibility with dominant players in the market, existence of lock-in effects, and having the appropriate software business models and growth strategies. P182 flexible and balances, innovation p182 Focusing all the efforts into getting one thing done excellently p182	2011	<ul style="list-style-type: none"> - Networking - Combination of different types of innate ability - Adjustment with key market players - Select appropriate strategies for growth and business models appropriate software - Local capabilities and internationalization Creativity - Ability to survive in low levels of concentration - Abundant resources such as human capital and financial resources - Managerial and international experience Inherent capabilities, dynamic networks - Support from government - Flexibility and Balance
5	Dynamic capabilities in the international growth of small and medium-sized firms	Arto Kuuluvainen	Operational Capabilities, Environmental characteristics/ Triggers for change p197	2011	<ul style="list-style-type: none"> - Operational capabilities. - Environmental features - Agents for Change
6	An AHP study of survival factors for small-medium sized multinational firms in Taiwan	Min-Li Hung Pao-Ling Chin	Strategic asset, Entrepreneurial orientation, Entrepreneurial management, Subsidiary autonomy	2011	<ul style="list-style-type: none"> - Strategic assets. - Entrepreneurial orientation, entrepreneurial management
7	the changing scene: organizational adaptation & survival	jones & bartlett learning LLC	to change, innovation p25	2010	<ul style="list-style-type: none"> - Change, innovation
8	The Growth Phases and Survival of Product Manufacturing B2B and B2C International New Ventures from Finland		industry growth rate, the amount of resources and managerial experience, the existence of substantive and dynamic capabilities, high networking capabilities, product scope optimization, and a lower level of both product adaptation and entrepreneurial orientation in decision making P2	2010	<ul style="list-style-type: none"> - Industry growth rate - The amount of resources and management experience - Existence of dynamic capabilities. Top networking capabilities. - Optimization of products - The low level of compatibility - Product orientation - Entrepreneurial decision

9	Survival of born global firms – do employee characteristics matter for survival?	Torbjörn Halldin	individual employee characteristics p2	2010	- Personal characteristics
10	The role of leadership in organizational change Relating the Successful Organizational change to Visionary and Innovative Leadership	Wasim Abbas Imran Asghar	Organizational change p2 The strategic leadership (capable to predict the essential alterations and changes, in advance and create required commitment and highly suitable atmosphere for worker and teams to understand and adopt these changes successfully.) p14 innovative approach and innovations in their business model and strategies p16	2010	- Organizational changes - Strategic leadership (predict the necessary choices and changes) - Commitment to creating an appropriate environment for employees and teams to identify and implement changes - Innovative approaches and innovative business models and strategies

Table 2. Examples of the studies done in Iran on the subject of survival

Code	Research title	Researcher	Year	Factors affecting survival
11	Study the life cycle of textile enterprises and the factors affecting it - a case study	Faiz Mohammad Pur Syda S. Ardekani Haniyeh Pshdubashy	2012	- The size, type of ownership, productivity and technology (p1) Development of company-specific characteristics, employment characteristics, industry characteristics, specifications spending, macroeconomic characteristics (p2) - Employment size, small businesses, private ownership of undeveloped industrial areas, productivity and applied Technology, employees with university education (p5). - Support, benefit from tax breaks and low-interest loans
12	Theoretical-experimental comparison of the impact of industry characteristics on the survival of new firms	Ayub Ramezani N. Babai	2012	- Firm characteristics (initial size, firm age, degree of innovation, the initial investment) - Characteristics of the industry (growth, medium-sized industry, R & D, capital intensity and average arrival rate) - Macro level (the political, economic, social and cultural) (p2)
13	Project Excellence Model PEM	Majid Farahani AH Khamenei F. Fardad	2012	- Search for a closer consideration of creativity and knowledge (p8)
14	What is the key to the survival of organizations?	P. Nosrati Kordkndy	2012	- Significant devolution of authority to managers, employees and involving them in administration
15	Impact on new approaches to assessing organizational performance	M. Faramarz	2012	- Continuous improvement, improve performance management by obtaining feedback from internal and external environments, experiences, strengths, weaknesses, opportunities and threats analysis, organization, customer satisfaction
16	Bankruptcy prediction model using dynamic models	M. Taheri Reza Sheikh F. M. Barker	2012	- Project budgeting process and benefit payments

Conclusions

Activities that are essential to the continued survival of enterprises and the introduction of any organizational development and excellence are very important. So many important questions to be asked here:

- In general, what are the factors affecting organizational survival?
- What are different aspects of organizational survival?
- What are the indicators of each dimension of sustainability?

An introductory address of answers to these questions can help develop a framework for survival and the survival of organizations. This is to fulfill the void of understanding and try to attract the attention of other researchers in this important.

Hopefully, these efforts may lead to the formulation of a framework for organizational survival and a long step toward preserving the assets of the business, organizational survival and the prevention of destruction may be removed.

References

- Cashmere Bottom of Form Dargahi, H., Ramezani, A., & Babai, N. (2012). Comparison of the theoretical - empirical impact of industry characteristics on the survival of new firms. *Conference on Knowledge Based Entrepreneurship and business management*
- Faizpour, M., Ardekani, S., & Pushadozabashi, H. (2012). Study the life cycle of textile enterprises and the factors affecting it (case study firms during freshmen 83-1996). *Eighth National Conference of Textile Engineering*. Yazd
- Farrokhi, F., Hakkak, M., & Farrokhi-Kashkouli, R. A. (2010). Key factors affecting the survival and the survival of organizations in the current competitive strategies model BSC (case study of CKD parts and car companies). *Conference on Management of Innovation, Entrepreneurship*, (p. 25). Shiraz.
- Hanafi, M. C., & Rahmani, A. (2010). Methods for multidimensional constructs Tehran: cashmere.
- Hanafi, M. C., & Zare-Ravasi, B. (2012). Analysis of multidimensional constructs. Tehran:
- Heller, R. (2003). Managing change. (K. Abel, & S.A., Mirzaei, Trans.). Tehran: Sargol Press.
- Office for National Statistics. (2012). Business Demography, 2011. UK.