

## **Entrepreneurial Resilience and Performance of an Organization: A Survey of Small and Medium Enterprises in Asaba, Delta State, Nigeria**

### **Ibini Emueje**

Business Administration and Marketing Department, Faculty of Management Sciences, Delta State University, Asaba Campus, Nigeria. E-mail: [ibinivoke@gmail.com](mailto:ibinivoke@gmail.com)

### **Henry Odigwe Olannye**

Marketing Department, Faculty of Business Administration, Imo State University, Owerri. E-mail: [henryolannye@gmail.com](mailto:henryolannye@gmail.com)

### **A.P. Olanye**

Professor, Business Administration and Marketing Department, Faculty of Management Sciences, Delta State University, Asaba Campus, Nigeria. Email: [olannyeap@gmail.com](mailto:olannyeap@gmail.com)

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### **Abstract**

Resilience is a vibrant process of adaptation which enables entrepreneurs to constantly direct a futuristic aspiration despite the volatile conditions of a market. The study examined entrepreneurial resilience on the performance of small and medium enterprises organization in Asaba, Delta State. The cross-sectional research survey research design method was employed. The study adopted the stratified random sampling technique. The sample size used was limited to 201 respondents. A structured questionnaire was the research instrument employed in the study. Descriptive statistics as well as multiple regression analysis was used to analyse the data collected. Findings showed overwhelmingly that resourcefulness, strategic diversity and pro-activeness has a substantial positive relationship with organizational performance. The study concluded that entrepreneurial resilience has a positive effect on organizational performance. The study result showed that resourcefulness has the highest affirmative effect on organizational performance. Thus, the study recommended that if enterprises understand the nature of the association amid the dimensions of entrepreneurial resilience, the failure rate of small and medium enterprises can be reduced.

### **Keywords**

Entrepreneurial Resilience, Resourcefulness, Strategic Diversity, Proactiveness, Organizational Performance.

## **Introduction**

The Nigerian economy over the years has witnessed the invaluable place of Small and Medium-Sized Enterprises (SMEs) thus it won't be astonishing to find widely discussions surrounding the prospects and challenges of entrepreneurs in the key sector of the economy. Globally, companies face huge economic pressures in their survival circle (Betakova, Haviernikova and Dvorsky, 2014). SMEs as a matter of urgency has to be proactive in taking advantage of opportunities and conditions towards product adjustments and new technologies whenever it presents itself. (Zastempowski and Przybylska (2016) pointed in clear terms the increasing effect of globalization, as well as the fast change witnessed in technology, is a key contributory factor towards global economic integration. Many fields of entrepreneurial life are impacted by this development. Entrepreneurship process can be quite challenging as most times an entrepreneur has to take risks in arriving at decisions of profitability and success in the face of inexplicable and difficult situations. Therefore, when resilience is lacking in an entrepreneur when faced with decision making, unproductive results and business performance takes precedence which is counterproductive in business survival (Singh and Pavlovich, 2011). So also, the poor management system affects the entrepreneur's confidence and business growth as the willingness to welcome new business ideas, start an entrepreneurial venture and to take risks will become a burden.

Through utilizing and developing existing resources local enterprises can further improve local resilience creating stability and viability of the place (Magis, 2010). The enterprise can also educate customers and act as agents for enhancing sustainable development (Potts, 2010). Successful entrepreneurs set up targets in business with objectives under a competitive and increasing business environment. Available information to entrepreneurs most often is inadequate, vague and always evolving. Under these circumstances, entrepreneurs who are resilient and susceptible to change succeed more easily because of their level of preparedness (Ayala and Manzano, 2014).

Resilience is a process of adaptation that is vibrant which enables entrepreneurs to constantly direct a futuristic aspiration despite volatile conditions of a market that in occasions of subverting they must constantly experience. Difficult situations are surmounted by entrepreneurial resilience which often comes with challenging situations. Most times environmental towards overcoming challenges requires personal resources. (Windle, Bennert and Noyes, 2011). Arising from this, it can be adduced that strategic and skill development results of an entrepreneur require resilience in coping with such situations with courage and optimism. Individuals who can quickly and easily overcome

setbacks associated with their life and career aspirations are attributed to resilient persons. (Zautra, Hall and Murray, 2010).

In resilience, entrepreneur's exhibit great extent of confidence, believe without fear that they are in control and cannot fail. (Ayala and Manzano, 2014). If this happens, despite misfortune, it will be stronger than haven learnt from the circumstances because they have experienced and made mistakes, and to adapt to the environment and condition, they cannot change but adapt to the environment (Cannon and Edmondson, 2005 in Ayala and Manzano, 2014). It can be inferred that resilience plays a crucial in enabling entrepreneurs to understand capabilities in sustaining business ventures that give an insight into knowing the entrepreneur who will be successful. (Hayward, Foster, Sarasvathy and Fredrickson, 2010): it seems logical to assume that resilience significantly affects success entrepreneurially. The capability of entrepreneurial success is actioned and or sustained as a result of the contributions of resilience.

Although SMEs are repeatedly under-prepared for crises and can suffer disastrous outcome when they experience them, both theoretical and empirical studies examining entrepreneurial resilience has traditionally focused upon larger businesses and their environments (Sullivan-Taylor and Branicki, 2011). The determination of entrepreneurs has become an influential issue, as a work-life experience because it's not easy to maintain as a result of pressure and deficiency of managing schemes (Santos, Caetano and Curren, 2013). Resilience research into small business organizations is relatively few and has been identified as a potential focus for future resilience scholarship. Therefore, the study aimed to study the entrepreneurial influence of resilience on the performance of an organization of small and middle.

### **Statement of the Problem**

The absence of passable care given to the dimensions of entrepreneurial resilience such as resourcefulness, strategic diversity, pro-activeness poses a major problem for SMEs in Asaba. Not all entrepreneurs are resilient and it is not compulsory to experience trauma first as an entrepreneur Nevertheless, SMEs are tested with tireless vagaries in knowledge, communal, financial and political trend, thus creating a constant need to re-strategize SMEs business activities which suit trends of such capacity. The pursuit of entrepreneurs to take on risky ventures as opportunities represent possible gains, these gains are tested by the possibilities of damage through undirected struggles.

As a result of the difficulties of meeting conditions of optimality, resilience is something hard to achieve but is desirable by an entrepreneur. The business world has posed a lot of difficulties for SMEs which have put them behind in terms of performance and reckoning from their counterparts globally. The change in the competitiveness within the business environment has made the competition tougher for SMEs. Serious financial problems may arise due to because some failures of ventures are as a result of the inability to adjust to some sensitive and financial repercussions.

The failure of the venture can be so devastating capable of making entrepreneurs take critical and criminally minded business activities. Besides, the acquiring of resources for entrepreneurial activities has become even more intricate because for entrepreneurs resource exchange and relationship development are a bidirectional process. There are growing concerns about declining Nigerian business dynamism. Failure rates observed and elevated in entrepreneurship suggest that entrepreneurship is not an easy process; nevertheless, benefits of economic values and promises of entrepreneurship such as job creation and innovation continue to make it worthy of pursuit.

### **Objective of the Study**

- 1) Determine the outcome of resourcefulness on organizational performance
- 2) Ascertain the influence of strategic diversity on organizational performance
- 3) Examine the effect of proactiveness on organizational performance

### **Review of Related Literature**

#### **Entrepreneurial Resilience**

Resilience in Entrepreneurship looks at overcoming ability in high-effect business circumstances and persevere in the business procedure in the face of opposing conditions and outcomes unexpected. Verifiable amount of scale was designed for measuring resilience, they are not widely validated (Windle, Bennert and Noyes, 2011). An exception here is the Connor-Davidson Resilience Scale (CD-RISC; Connor and Davidson, 2003) which have been authenticated in many studies (Burns and Anstey, 2010; Karairmak, 2010). Manzano and Ayala (2013) have indicated that hardiness, ingenuity and sanguinity are distinct components in the entrepreneurs' resilience. Resilience is the ability to continue in the face of difficulties and to bounce back from adversity (Reivich, Seligman and McBride 2011). The perspectives of adaptation to change, adversity and positive results in the broader literature on resilience are also found in organizational theory literature (Dewald and Bowen 2010). Research points out a range

of adverse situations such as disruptive technologies, terrorist attacks, natural disasters, accidents, infrastructure collapse, recession, politics, internet crime, extreme weather conditions, fire and job actions (Linnenluecke and Griffiths 2010). Changes of such can be so tasking for an enterprise especially the personnel there who will need to survive, impact and adapt in competitiveness and survival in the industry while maintaining the wellbeing of the personnel. Though, despite the sternness of such contrary measures, some organizations have not only amended and endured but also achieved normal than better (Freeman, Hirschhorn and Maltz 2004 in Singh and Pavlovich, 2011).

Entrepreneurial resilience conceptually clearly explains why at some point, some investors quit the scene while some swim the tide for success. Yemisi and Robert (2017) suggest that entrepreneurial flexibility is a significant paradigm in entrepreneurship for several explanations. First, its ability to capture cognitive processes that define how an entrepreneur completely faces the experiments and hindrances related to entrepreneurship and new undertaking creation. Provision of insight into why some firms survive while others fail is the second. Third, the investigation has shown that emotional flexibility can be advanced, hence entrepreneurial resilience can be communicated in entrepreneurship. It allows the entrepreneur to remain hopeful in the face of difficult market circumstances and surprising encounters (Ayala and Manzano, 2014).

Industrialists have been identified both to impact and are lodged by actions that happen in their dealings (Ucbasaran, Shepherd, Lockett and Lyon, 2013), partly since they have capitalized their period, vigor, and capitals into the trade and hence contemplate the trade as theirs. (DeTienne, Shepherd and De Castro, 2008 in Yemisi and Robert 2017). Yemisi and Robert (2017) postulated that resilient entrepreneurs are superior to steer the firm performing poorly from the advantage of dissatisfaction and finally to accomplishment, as their readiness to keep on with the commercial may suggest their purpose in the first instance to make thing work. Therefore, an entrepreneur is said to prepare for success only when he is ready to adapt quickly to change and deal with uncertainties in business. (Ayala and Manzano, 2014).

Pliability is thus deliberated as an advantage after facing problems and as a lively lashing power of adequate power to be measured as the reagent for opening on the ground-breaking development itself (Marie-Josée and Saulo, 2016). The ability to adjust is resilience, after adversity, start again and respond. Initially, it was viewed as a personal concern. (Such as business experience or gender) and considered to be a stable personality trait showing flexibility to adjust to emotive events (Genet and Siemer, 2011). In this way,

a resilient individual is resourceful, robust, perseverant, with high optimism and incentive (Ayala and Manzano, 2014; Fisher et al., 2016).

Martin (2012) posit resilience conceptually as the capacity of a scheme to return to a pre-established state resulting a surprise; then the capability of a system to overcome a shock while maintaining its identity, configuration and purpose and the capacity of a scheme to predict and react to tremors through experiencing operational and structural adaptation. The principal binary explanations signify equal views, in that they entail that answers to jolt and deal with two scenarios of moving to equilibrium or returning to an initial equilibrium.

As such, deteriorating conditions, facing transformation and weights for formal alteration, dwellings disturbed by burns that are slow in business experience higher difficulties in becoming more resilient (Pendall, Foster and Cowell, 2010). A typical instance is a deindustrialization where the initial shock impacting local economic structures and jobs drifted into a slow-burn process of adjustment to the impacts of deindustrialisation (Pike, et al 2010). A key surprise such as deindustrialization creates pressures on a company and the company's response at local, regional and national levels (Dawley et al. 2010). Bristow (2010) opined that academics and the likes are being attracted daily by resilience. Therefore, pliability provides other conceptual outline for enlightening financial alteration, evaluating the reasons and belongings of rough growth, and sympathetic development pathways of frugalities (Martin, 2012).

Dawley, et al (2010) refers to resilience in terms of a district's capacity to return from any financial calamity. Entrepreneurial resilience is a lively idea and it focuses on routes of local parsimonies and evolutionary dynamics and the variance capability to adjust over time (Martin, 2012). Resilience provides a mechanism to assess the susceptibility of local parsimonies to external tremors, pressures and instabilities as well as the capability to be flexible and creatively respond (Pendall et al, 2010).

Sullivan-Taylor and Branicki (2011) apply a resilience framework developed by Weick and Sutcliffe (2001) in Sullivan-Taylor and Branicki, 2011) which advances four categories of capabilities that a company's management need for resilience (technical, resourcefulness, organizational and rapidity) and find that SMEs fall short in all but speedily. They assert that SME executives show a propensity to 'scale through', showing limitations in their capabilities related to planning and preparing for adversity and maintaining technical systems, but that the attribute of the environment that many encounters daily connotes that they are generally good at taking decisions speedily in the

face of challenges. This is in part attributed to the further dangerous state, in terms of doubt and source restrictions, that many SMEs experience everyday matched to larger organizations.

### **Resourcefulness and Organizational Performance**

Capabilities are about resourcefulness skills and resources the businessperson holds to regulate the different contrary conditions they have to face (Juan-Carlos and Guadalupe, 2014). Resourcefulness connotes the ability of businesspersons to turn situations in which they find themselves around and make positives out of it. (Powell and Baker, 2011). Self-efficacy is the decision to convert to a businessperson beneath an innovative concern. The experiences here oftentimes are stack realities for a beginner who must face it. (Cope 2011; Baron, Vuong and Napier, 2014). Having cultured from disappointments which enhances entrepreneurs' confidence and preparedness it is a well-known that resources and capital are crucial to entrepreneurial choices in the start-up phase. Friends, family, relatives and social networks' peers are a basic part of the game (Chang et al. 2009) as the social relationship offers further authenticity to new venture (Nagy et al. 2012). The rising trend of crowdfunding further emphasizes the traditional factors (Mollick 2014) most likely because entrepreneurs and new ventures will likely need to present their credentials to gradually gain credibility (Hannan and Freeman 1984 in Quan, Thu, Thu and Thu, 2016). Credentials play relevant roles in the process of acquiring in the beginning stages what entrepreneurship resources (Vuong and Napier 2014).

Though capitals are essential in establishing the general power of a business undertaking, the capital-acquiring game can appear unsafe too. Around, there appear a confirmation signifying the influence of "unhelpful formation" when and where the huge emphasis on capitals is joined with the rising costs of quality resources and constant lack of innovation capacity, leading business to continuously dilapidating efficiency and finally financial distress (Vuong and Napier 2014). Brush, Edelman and Manolova (2008) in Quan, et al (2016) argued that assembling different types of resources is directly related to the likelihood of the first sale. However, greater aspiration of resources is not inevitably connected to attainment of sales but rather related to ambitions (Bosma, Schutjens and Stam 2009 in Quan, et al 2016). The formation of initial planned tasks thus becomes together challenging and significant while some entrepreneurs believe in the value of their "homework" such as making the greatest obtainable commercial strategy (Vuong and Napier 2015).

Powell and Baker (2011) contend that an SME's resilience has a strong correlation with its resourceful behaviours, which they define as actions that ensure the best use of scarce resources, and which are fashioned by the commitment of the leader to the business and its success. Whether an entrepreneur is guided by ideological commitments, or by commitments based on their identity with their company, it can affect the business behaviours that they drive. Both ideological and identity-based mechanisms offer routes to resilience. The first tends to create more rigid 'staying the course' of behaviours while the second foster more flexible techniques, but both can contribute directly to entrepreneurial resilience. As well as linking managers with the resilience of their enterprise, this report contends that routes to resilience may be diverse and multiple. Therefore, we proposed that;

**Ha1:** Resourcefulness has a significant positive relationship with organizational performance.

### **Strategic Diversity and Organizational Performance**

Capabilities are about resourcefulness skills and resources the entrepreneur holds to regulate the different adverse conditions they have to face (Juan-Carlos and Guadalupe, 2014). Resourcefulness connotes that the entrepreneurs believe in their ability to control events and influence the outcome of the circumstance in which they find themselves in (Powell and Baker, 2011). The decision to become an entrepreneur requires an entrepreneurial self-efficacy. The entrepreneurial experiences are oftentimes the harsh realities, and failures are almost inevitable for the beginner (Cope 2011; Baron, Vuong and Napier, 2014). Having learned from failures enhances entrepreneurs' confidence and preparedness. It is well known that resources and capital are crucial to entrepreneurial decisions in the start-up phase. Friends, family, relatives and social networks' peers are a basic part of the game (Chang et al. 2009) as the social relationship offers further authenticity to new venture (Nagy et al. 2012). The rising trend of crowdfunding further emphasizes the traditional factors (Mollick 2014) most likely because entrepreneurs and new ventures will likely need to present their credentials to gradually gain credibility (Hannan and Freeman 1984 in Quan, Thu, Thu and Thu, 2016). Credentials play relevant roles in the process of acquiring resources in the early stages of the entrepreneurship (Vuong and Napier 2014).

Although resources are essential in constituting the overall strength of an entrepreneurial venture, the resource-acquiring game can become unsafe too. There is confirmation signifying the influence of "destructive creation" when and where an overemphasis on resources is coupled with the rising costs of quality resources and constant lack of



innovation capacity, leading business to continuously dilapidating efficiency and finally financial distress (Vuong and Napier 2014). Brush, Edelman and Manolova (2008) in Quan, et al (2016) argued that assembling different types of resources is directly related to the likelihood of the first sale. However, greater aspiration of resources is not inevitably connected to attainment of sales but rather related to ambitions (Bosma, Schutjens and Stam 2009 in Quan, et al 2016). The formation of early strategic tasks thus becomes both challenging and significant while some entrepreneurs believe in the value of their "homework" such as preparing a best available business plan (Vuong and Napier 2015).

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**Ha1:** Resourcefulness has a significant positive relationship with organizational performance.

### **Pro-activeness and Organizational Performance**

Pro-activeness looks to the propensity for enterprises to take the constructive advertising plan foremost plan to present novelty in products, processes, technologies, and services to exceed the contenders (Yu-Ming, Wan-Qin, Sang-Bing, Zhen, Yu and Quan, 2018). Gaining competitive advantage, organisations must take advantages of the market ahead of the rival competitors by introducing innovations and products that can give the leadership advantage. (Jia, Zhao, Yu and Wang, 2013). Thus, enterprises with pro-activeness tend to find new market opportunities more easily and take speedy action on these opportunities, and then bring innovative performance to enterprises (Wiklund and Shepherd, 2005 in Yu-Ming, et al 2018).

Enterprises with pro-activeness are more expected to have quicker environmental-scanning speeds and stronger opportunity recognition capability and discovery ability than another enterprise (Anand and Khanna, 2000 in Yu-Ming, et al 2018). In the face of

possible development opportunities, firms will act in advance to rapidly get information resources from the outside world (customers, markets, competitors etc.) (Keh, Nguyen and Ng, 2007 in Yu-Ming, et al 2018). With a high absorptive capacity, firms can understand these information resources accurately and speedily, integrate the acquired information resources with their existing knowledge more effectively, and promote the transformation of new knowledge. The efficiency of transforming this knowledge into products and services increases, which can improve enterprise innovation performance.

If pro-activeness is understood as acting in anticipation of future problems, needs or changes", as such it may be crucial to an ER because it suggests a forward-looking perspective that is accompanied by innovative or new-venturing activity. Although pro-activeness is closely connected to competitive aggressiveness, there is a vital difference between it and pro-activeness. Pro-activeness deals with how an enterprise relates to market opportunities in the process of new entry, so it is to influence trends and even create demand. Al-Dhaafri et al. (2013) view pro-activeness as the willingness of a company and their ability to expect new development. Intuitiveness is the capability of the entrepreneur to start motivating the firm employee's to do something useful, which adds value to himself, society and the organization (Murad and Rula, 2015).

Thus;

**Ha3:** Pro activeness has a significant positive relationship with organizational performance.

### **Organizational Performance**

Organizational performance is an ability in an organization to accomplish its goals by using capitals effectively and efficiently (Daft and Marcic, 2013). Organizational performance relates to the efficiency and effectiveness of the organization. Accepting organizational goals and strategies are the first step towards understanding organizational performance. Organizational performance entails the real yield or after-effects of a company as estimated against its planned yields (goals or objectives). The organizational performance was measured by a competitive advantage based on the context of the study. The competitive advantage of a company can be understood properly when environmentally it's internal and external is unique in its sense against other companies emulating the same. Chowdhury (2011), in a study on competitive advantage, relied on core competencies and capabilities in mediating the association in terms of performance parameters. Benefits over rivals are competitive advantage brought about by giving higher value over rivalries to customers which may be through price reduction or provision of services. Thus, when a firm is better valued, in terms of lower cost with better products

against her competitors, there is a competitive edge. This situation generally is where customers contribute to attractive platforms and factors, Chowdhury (2011).

## **Theoretical Review**

### **Social Cognitive Career Theory**

A theory called Social Cognitive Career Theory (Lent, Brown and Hackett, 1994) that originated from social cognitive theory by Bandura's (1986), developed from his previous, Social Learning Theory, and comprises complex reciprocal interactions between people, their behaviour, and their environments was used. This Bandura's theory is symbolic in integrating elements of forethought, vicarious learning, self-regulation, and self-reflection. Bandura (1986), advanced the concept of self-efficacy out of his SCT model based on the understanding that individuals must first believe they have the capabilities to influence their environment then they ultimately exercise control over their actions in order to generate desired outcomes.

Self-efficacy is one element of social cognitive theory. It plays a central role in governing our thought, motivations and actions (Ewen, 2010). Bandura (1989) argues that self-efficacy beliefs function as an important set of proximal determinants of human motivation, affection and action. As a result, researchers in several field of study have paid much attention to self-efficacy as a component of Social Cognitive Career Theory. Therefore, social cognitive career theory explains how complex reciprocal interactions between entrepreneurs, their behaviour and their dynamic business environments. In order for an entrepreneur to overcome challenges in the business environment they must times exhibits self-efficacy in resources, strategy and in resource leveraging. This enables them to enhance their organizational performance in the competitive arena.

## **Methodology**

The study engaged a cross-sectional survey research design method directed towards the collection of data from the target respondents at an exact point in time. The stratified random sampling technique was used for the study. The total number of the population was 421 owners and employees of some selected SMEs in Asaba, Delta State. The sample size of 201 respondents was determined by using Krejcie and Morgan (as cited in Kenpro, 2012) sample size determination table. Primary data were collected with the aid of administering copies of a structured questionnaire to the respondents. This indicated that the structured questionnaire was the research instrument used for the study. Content validity was undertaken to determine whether the items of the questionnaire were relevant

to the study objective. The study adopted a test re-tests reliability method. A reliability coefficient of 0.7 and above, is high and is acceptable while a reliability coefficient of 0.6 and below shows poor reliability (Sekaran, 2003). Since all coefficient values in table 1 were above 0.6, which are greater than the common threshold recommended by Seckaran (2003) this shows that the instrument was reliable. Data collected from the field survey were analyzed using descriptive statistics as well as multiple regression analysis at concluding

### Results of Data Analysis

**Table 1 Reliability coefficients of study constructs**

S/N	Dimension of ER	Cronbach's Alpha coefficient
1	Resourcefulness	0.811
2	Strategic diversity	0.771
3	Pro activeness	0.801
4	Organizational performance	0.762

**Table 2 Results of Multiple Regressions of the dimensions of entrepreneurial resilience**

Coefficients <sup>a</sup>						
Model		Coefficients that are not standardized		Coefficients Standardized	t	Sig.
		B	Std. Error			
1	(Constant)	-.695	.981		-.708	.480
	Resourcefulness	.380	.053	.399	7.141	.000
	strategic diversity	.327	.055	.306	5.942	.000
	pro activeness	.330	.056	.289	5.888	.000

a. Dependent Variable: organizational performance

**Table 3 Model Summary**

Model Summary				
Prototypical	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.839 <sup>a</sup>	.705	.700	.6835

a. Predictors: (Constant), pro activeness, strategic diversity, resourcefulness

### Discussion of Results

Of the 201 copies of the survey distributed, the returned ones were 199. 6 copies were not well completed and 193 copies were useable. Therefore, the analysis was based on a 96% response rate. The result from the multiple regression analysis in table 2 showed that resourcefulness has a positive effect on organizational performance ( $\beta = 0.399$ ,  $P < 0.01$ ). The test of Ha1 result in table 2 indicated that resourcefulness has a significant affirmative association with organizational performance ( $0.000 < 0.05$ ). This supports the findings of

Juan-Carlos and Guadalupe (2014) that resourcefulness is the capabilities, skills and resources the entrepreneur possesses to control the different adverse conditions they have to face. Essentially the overall strength in an entrepreneurial venture is in resources. This implies that resourcefulness is an appropriate measure of entrepreneurial resilience.

Similarly strategic diversity showed a affirmative effect on organizational performance ( $\beta = 0.306$ ,  $P < 0.01$ ). Ha2 result in table 2 showed that there is a significant positive relationship between strategic diversity and organizational performance ( $0.000 < 0.05$ ). This is consistent with Conz, Denicolai and Zucchella, (2015) findings that entrepreneurial resilience is connected to the ability of the entrepreneur to select and employ a range of strategies, depending upon the environment and situation they encounter. This indicated that strategic diversity is the different means through which a company establishes and re-establishes its basic set of relationships with its environment.

Lastly, the regression examination revealed that proactiveness has an affirmative effect on organizational performance ( $\beta = .289$ ,  $0.01$ ). Ha3 result in table 2 indicated that proactiveness has a substantial affirmative association with organizational performance ( $0.000 < 0.05$ ). This corroborated the findings of Anand and Khanna (2000) that proactive enterprises are more expected to have quicker environmental-scanning speeds and stronger opportunity recognition capability and discovery ability than another enterprise. The implication of this finding indicated that in for competitive advantage to be, enterprises must take proactive market opportunity advantage faster than their competitors.

Table 3 indicated the extent to which resourcefulness, strategic diversity and proactiveness as dimensions of entrepreneurial resilience accounted for the change in organizational performance as shown by the adjusted R Square. This implies that 70% (0.700) of the variation in organizational performance was brought about by the dimensions of entrepreneurial resilience.

The unstandardized coefficients value was used to predict organizational performance.

Therefore:

$$OP = -.695 + (0.380 \times R) + (0.327 \times SD) + (0.330 \times P)$$

In summary, the study findings showed that resourcefulness, strategic diversity and proactiveness has a significant positive relationship with organizational performance.

## **Conclusion**

By this study, it is concluded that entrepreneurial resilience has an affirmative outcome on organizational performance. Entrepreneurial resilience accounted for 70% of the variation in organizational performance. Also, resourcefulness has the highest affirmative effect on organizational performance. This revealed that resources are essential contributing generally to the strength of the entrepreneurial venture. Similarly, strategic diversity showed a positive effect on organizational performance. This showed that the ability of an entrepreneur to select and employ a range of strategies depends upon the environment and situation they encounter. Pro-activeness has the least positive effect on organizational performance. This indicated that enterprises with pro-activeness have stronger opportunity recognition ability, environmental-scanning speeds and discovery ability.

## **Recommendations**

- 1) Firms to constantly create new fits between demand and supply towards identifying new opportunities.
- 2) Established enterprises need to think tactically around the business environment in which they exist, their place within it, and how to develop and maintain relationships with its other members.
- 3) If firms understand the nature of the association amid the extents of entrepreneurial flexibility, the failure rate of SME's can be reduced.
- 4) Training programmes should be designed by Enterprises on improvement of resilience of small business owners in order to improve organizational performance.

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