

Corporate Entrepreneurship and Organizational Resilience of Manufacturing Firms in South-South, Nigeria

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Abstract: This study investigated corporate entrepreneurship and organisational resilience of manufacturing firms in south-south Nigeria. The objectives were to find out the influence of innovativeness and capacity aggressiveness on adaptive capacity. The study adopted the cross-sectional survey method and employed the use of questionnaires, the choice for the use of survey approach is to empirically analyse responses to get result that can be attributable to the accessible population. Research instruments were formulated for the study and based on this, a research questionnaire was designed and One Hundred and sixty (160) copies were distributed to managers and employees of food and beverages firms in Rivers State and Akwa Ibom State that constituted the population of study. The researcher administered 10 copies to each of the firm's managers and employees. A total of one hundred and forty (140) correctly filled copies of the distributed questionnaire were retrieved. Out of this, 128 respondents were sampled out using the Krejcie and Morgan sample size determination table. From the responses gathered, the hypotheses were tested using the Spearman's Rank Correlation Coefficient with the aid of SPSS Version 23.0. The result revealed that; there is a strong and significant relationship between innovativeness and adaptive capacity. Findings from the study also shows a positive and significant relationship between capacity aggressiveness and adaptive capacity. It was recommended that food and beverages firms must adopt the corporate entrepreneurship to ensure organizational resilience in their pursuit of innovativeness and capacity aggressiveness underlying adaptive capacity. This will aid and position the organisation for long-term growth and sustainability.

Keywords: Corporate Entrepreneurship, Organizational Resilience, Innovativeness, Adaptive Capacity, Competitive Aggressiveness.

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Introduction

Organisations are becoming more vulnerable to environmental threats and shocks, irrespective of their varied objectives or type. Herbane (2019) pointed out that individual behavior is where organizational resilience starts. It is the responsibility of managers or leaders of organizations to seek the strategies that will enable them to prosper and overcome external pressures or changes, while considering the nature of these changes, whether they occur gradually or not. At the organizational level, it includes the efforts an organization makes to keep its external environment disconnected and the willingness to make changes to its plans. Events such as shock, crises, or an organization's detachment from its surroundings may bring about changes. Interestingly, threats and shocks can also bring about changes in the manufacturing sector. Challenges such as labour turnover, non-conformance to standards and lack of indigenous experts have in some way affected the manufacturing firms negatively in Nigeria. Sustained performance is therefore critical when faced with negative or detrimental environmental crisis. Thus, organizational resilience ensures survival and assured continuity in business (Antonio, Felipe, Roberto & Mauro, 2015).

Conz and Magnani (2020), opined that organizational resilience is the enhancement of capacity to thrive; and surmount apparent challenges or problems, as well as crisis. Resilience is an organizational trait that is necessary for innovations, according to Sachenko (2020), since it enables the company to bounce back from shock. Resilient organizations are able to bounce back from turbulence and other negative change events that affect their operations in the rapidly expanding global economy because they have a strong tendency to choose the best. Etemad (2020) defined organizational resilience as the ability or propensity to handle stress or adversity in a constructive way. It can be understood as the ability of employees to learn in the workplace or organization, to be optimistic in the face of unfavorable change, and to maintain composure in the face of uncertainty (*Jiang, Jiang & Nielsen, 2021*).

Contextually, large organisations or corporations are required to re-adjust or reinvent themselves through appropriate entrepreneurial actions. Essentially, firms would ordinarily seek for new operating areas or opportunities in the market and also willing to outperform their competitors using varied strategies. Adopting sound entrepreneurial processes would make them improve in their market offerings and position (*McCleskey & Gruda, 2021*). It is believed that corporate entrepreneurship is crucial to achieving organizational objectives. It encourages product repositioning in the current market as well as ideation, creativity, and innovation. It also helps organizations acquire a competitive edge by quickly seizing market possibilities. Actually, depending on the goals and principles that propel entrepreneurial endeavors, different entrepreneurial knowledge is needed for success (Sachenko, 2020). In essence, corporate entrepreneurship stresses the organization's strategic placement within its market while utilizing its creative and competitive capacities (Alonso, 2016). Therefore, in order to deal with the constant demands and expectations of the business environment through corporate entrepreneurship, inventiveness and appropriate idea implementation are important. Importantly, businesses are required to behave in an entrepreneurial manner by being creative and capable of spearheading the creation of new product and services. However, it is noteworthy to state that management attention shown be drawn to problems that may occur, which perhaps hinder creativity and innovation that are critical to organizational expansion.

This study therefore examines corporate entrepreneurship and organizational resilience in manufacturing firms in South-South of Nigeria.

Statement of the Problem

Prior to 2014, Nigeria's economic climate was thought to be ripe with prospects for global and domestic investors due to the country's stable currency and rising oil prices. However, a significant decline in the price of oil occurred in 2016, which led to a scarcity of dollars, the depletion of the nation's foreign reserves, a decline in revenue, and an increase in both inflation and the recession (Franco, Haase & Antonoi, 2021). The observed devaluation of the country's currency by 215 dollars to 417.7 dollars as at the 30th December 2016, in comparison to 132.73 dollars at the onset of 2014 thus raising the price of goods and commodities such as those imported in the manufacturing sector which stifled the service and goals for expansion by some manufacturing firms from growing and also increasing the effectiveness of their productivity (*Mc Carthy, Mark & Michael, 2017*). Obviously, one of the major problems which constitute a current challenge in the manufacturing sector lies in the poor capacity for resilience. Given these observed challenges,

there was an evident as well as steady decline in the productivity of the manufacturing organizations as a result of the observed challenges and struggles experienced by most of these manufacturing firms as they tried to surmount the hitches within their operating environment.

Unfortunately, in most manufacturing firms today, actions necessary to deepen the entrepreneurial space are not prioritized perhaps due to management insensitivity to the needs of customers which has affected their capacity to achieve resilience. In the light of the above discourse, this thesis therefore shall explore the relationship between both variables as manifest in the Nigerian manufacturing industry.

Conceptual Framework

In order to establish a dependable conceptual framework and achieve the objectives of this study, the researcher adopted two dimensions of corporate entrepreneurship namely; Innovativeness and Competitive Aggressiveness and one popular dimensions of organizational resilience namely, Adaptive Capacity.

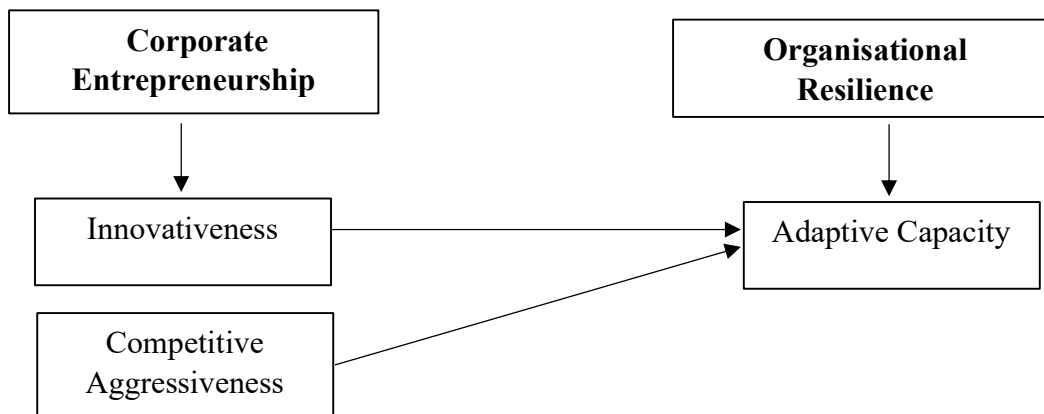


Fig. 2.1 *Conceptual Framework on the Relationship between Corporate Entrepreneurship and Organisational Resilience of manufacturing firms in South-South Nigeria.*

Source: Conceptualized by the researcher (2024) with dimensions for corporate entrepreneurship adapted from Lumpkin and Dess (1996) and measures for organizational resilience adapted from McManus et al. (2008).

Aim of the Study

In line with the above aim, we shall identify the specific objectives that will address the operational relationship between the dimensions of corporate entrepreneurship and measures of organizational resilience as follows, to:

- i. Examine the relationship between innovativeness and adaptive capacity of manufacturing firms in South-South, Nigeria.
- ii. Investigate the relationship between competitive aggressiveness and adaptive capacity of manufacturing firms in South-South, Nigeria.

Research Questions

Having identified the foregoing objectives, we enumerated the following questions in sustaining the thought-line of this research accordingly:

- i. To what level would innovativeness affect the adaptive capacity of manufacturing firms in South-South, Nigeria?
- ii. What is the degree of relationship between competitive aggressiveness and adaptive capacity of manufacturing firms in South-South, Nigeria?

Research Hypotheses

Based on the above research questions, we highlighted the following hypotheses accordingly:

HO₁: There is no significant relationship between innovativeness and adaptive capacity of manufacturing firms in South-South, Nigeria.

HO₂: There is no significant relationship between competitive aggressiveness and adaptive capacity of manufacturing firms in South-South, Nigeria.

Significance of the Study

The significance is centered on the prevailing resilience issues and challenges organisations face. As such, this study is justified on the grounds that it shall contribute to the building of the body of theories in existence, conceptualizations and models on the relationship between corporate entrepreneurship and organizational resilience. Secondly, the use and relevance of its evidence, findings or observations and recommendations, especially in the Nigerian manufacturing industry which of course forms the population of study.

Literature review

Theoretical Framework

Social Cognitive Learning Theory

Albert Bandura, a Canadian-born scholar who is regarded as the father of cognitive theory, initially developed and characterized cognitive learning as social learning theory in the 1960s. The idea that learning occurs in a social context of reciprocal learning, environment, and behavior was further expanded upon into social cognitive theory in 1986 (Wayne & LaMorte, 2019). According to Steele (2016), for learning to be successful, it must take into account both the employee's preferred method and the corporate context (Steele, 2016). Numerous academics' studies have revealed that learning can take many different forms, including imitation of behavior as defined by Bandura's theory, reinforcement, social interaction, and role model observation (Bayron, 2013). Previous studies defined learning as "A persisting change in human performance or performance potential as a result of the learning interaction with the environment" (Driscoll, 1994) cited in (Nabavi, 2012). Over the years, scholars were able to categorise the learning theory into three categories, namely behaviourism, social learning theory and social cognitive theory. Albert Bandura's social cognitive learning theory has influenced many areas of inquiry: education,

health science and social policies (Nabavi, 2012). Bandura's "learning theory is a set of principles and reasoning that are intended for conceptual framework and have been tested in providing an explanation and problem solving in the learning phenomenon. In this case, the learning phenomenon in question is caused by changes in individual behaviour in the interaction with the environment to meet the needs and achieve its objective, to obtain better quality of life" (Harinie, Sudrio, Rahayu, & Fatchan, 2017).

Concept of Corporate Entrepreneurship

Corporate entrepreneurship is recognized as a growth-enhancing tactic for creating new products and updating internal procedures. Because corporate entrepreneurship is still relevant in today's businesses, it has undergone significant evolution. As a result, there is mounting proof of corporate entrepreneurial successes in emerging fields and institutions. In this context, it is important to highlight the efforts and endeavors of Amazon and ABM, two companies regarded as belonging to the category of corporate entrepreneurs who have impacted people's daily lives and the welfare of society. In fact, a number of initiatives have been undertaken to prepare entrepreneurs for societal growth and development, and participating countries have also contributed to these initiatives (Hmieleski, Carr & Baron, 2015). It's true that various people may have different definitions of entrepreneurship. It does not take the fact that it entails innovative and risk-taking behaviour. Tseng and Tseng (2019), sees it as the practice of executing things which hitherto were not done by a firm. In another definition, Joshi, Kathuria and Das (2019), opined that it is a cost-effective risk identification and initiative approach that converts resources judiciously. Corporate entrepreneurship has been acknowledged as a growth enhancement strategy in developing new product and renewal of organisational processes. Experts in the field of entrepreneurship activities have observed that work discretion and the range of innovative strategies implemented at the workplace is positively related and that entrepreneurial opportunities are easily identified by managers or employees who possess the power to use their discretion to get work done.

Dimensions of corporate entrepreneurship

Innovativeness

Porter and Heppelmann (2015), see innovativeness as the ability of an organization to create original products or services and make them available to the market. It is an approach that provides a roadmap or direction of how well a business grows and its level of competition. It can be explored in any market for expansion and profitability purposes (Pech, 2016). Organizational innovation suggests the execution of a new managerial method, undertakings, business tradition, workplace, external relationships (Lee & Lee, 2015). Similarly, Lam (2014) sees the execution of a novel technique in enhancing knowledge, workflow efficiency or quality of goods and services as innovativeness of an organization. In fact, as Twentyman and Swabey, (2015) observes, organizational conception is vital to the practice of organizational innovativeness in the sense that it can be likened to organizational changes taking place in the organization. Organizations worldwide seem to be successful in their efforts to innovate significantly better than those that are not. Adams, et al., (2016) described innovativeness as a company's propensity to actively support the formation and implementation of novel insights, experiment with alternative strategies, and enhance current products or services. Furthermore, the quest for innovativeness

by organizations can be seen as encompassing those methods that leads to the formation of new invention and organisation models, not only for production but also for tangible and intangible resources.

Competitive Aggressiveness

Competitive aggressiveness suggests that businesses adapt well to shifting consumer demands and the market. According to Aigboye (2018), a company that employs competitive aggression (CA) would respond to its viral difficulties and outperform them by using strategic thinking. When a company pursues its target market aggressively, it means that it engages with rivals directly and intensely in a variety of ways, including price reductions, the deployment of novel strategies, and innovations (*Basdeo, 2006*). A company's current approach to dealing with the majority of its rivals is known as competitive aggressiveness. This strategy aims to distinguish between those who actively pursue their own competing companies' marketing initiatives and those who avoid competitive pressure (*Muhonen, 2017*). Firms that engage in competitive aggression closely monitor the conduct of their rivals and take similar measures of their own. In other words, they prefer to invest in competitive actions such as product launches, marketing campaigns and price competition more frequently than others. Competitive aggressiveness is linked to organizations ability to adapt to the external environment and ability of the organization and speed in the development of human resources more quickly than competitors (*Coleman, 2019*). Competitive aggressiveness entails a combative and forceful approach toward rivals through pre-emptive actions and aggressive responses to attacks (*Lumpkin and Dess 2001 as cited by Coleman, 2019*). Summarily, firms' watchfulness and protection of position in the market are critical in competitive aggressiveness, as organizations are poised to launch attack on rival's activities any time they feel threatened.

Concept of Organizational Resilience

The idea that an organization can be resilient is new to management theory. Understanding organizational resilience as a crucial element that firms require to manage extreme encounters has been increasingly important in recent times (*Fandiño, Formiga & De Menezes, 2019; Conz & Magnani, 2020*). An effort is directed towards creating continuousness and exigency plans in businesses (*Cooper, Wang, Bartram & Cooke, 2019*) due to breaks and other environmental disorders that limit organizational capability in conveying significant services or products to consumers (*Jiang, Jiang, Sun & Li, 2021; Bishop, 2019*). In light of this, Mahadea and Khumalo (2020) define organizational resilience as the ability of an industry to adapt to the expanding global market, bounce back from brief setbacks, and reshape itself in response to new experiences. Knowing how to and capability to respond to frequent fluctuating demands of the environment an organization operate is resilience. Resilience as a course of action has the feature of recuperating from a disturbance (*Herbane, 2019*). Sabatino (2016) recognise resilience as an intrinsic value in reacting to substantial change. This study however adopted the definition of Martinelli, De Canio and Tagliazucchi (2019), that sees resilience " as a function of three essential competences; situation awareness, adaptive capacity, and management of keystone vulnerabilities".

Dimension of organizational resilience

Adaptive Capacity

There is agreement on and ongoing evolution in the definition of adaptive capability. According to Mthembu and Zwane (2017), a firm's adaptive capability is defined as its capacity to modify possible damages and take advantage of current possibilities in response to change. Generally speaking, adaptive capacities are those social and technical abilities and tactics that people and communities use to adjust to significant environmental or socioeconomic shifts. Similarly, according to a 2004 United Nations report, adaptive capacity is a society's or community's collective power and resources used to reduce risk and tragedy. Simply put, adaptive capacity is the inherent feature of a structure to adjust itself within a coping range during environmental fluctuations (*Monterroso-Rivas, Conde-Álvarez, P´erez-Damian, L´opez-Blanco, Gaytan-Dimas, & G´omez-D´iaz, 2018*). The ability or capacity to adapt easily depends on the resources, managerial capabilities or competencies and the nature of the environment. Organizations endowed with huge resources and organic structure can adapt its work processes easily when faced with sudden threat than organizations with slim resources.

Corporate Entrepreneurship and Organizational Resilience

Putting corporate entrepreneurship efforts into practice could help current businesses become more resilient organizationally. Such resilience can show out in the following ways: (i) situation awareness in the marketplace; (ii) quick response to changes in the market; (iii) creative strategic thinking or direction; or (iv) innovative work procedures and methodologies (Alberti, Ferrario & Pizzurno, 2018). According to Baron, Franklin, and Hmieleski (2016), entrepreneurship increases organizational performance. Corporate entrepreneurship would benefit from the improvement of knowledge through individual competencies (the capacity to initiate and interpret) as it relates to acquisition and decision-making. Risk-takers by nature, entrepreneurial businesses are bolstered by organic structures that minimize traditional structures and promote group learning. The organic structure supports and enhances team collaboration, cohesiveness and promotes individual participation in creating and implementing risk (*Lumpkin & Dess, 1996*). Bernard and Barbosa (2016), and Agostini & Nosella (2022), admitted that risk tolerant organizations absorb errors easily in promoting new methods of work.

Empirical Review

Asghar, Danaee, and Yakhkeshi (2015) investigated organizational resilience and learning as well as knowledge management as a mediator in Iranian public organizations. To gather the data needed for the mediation analysis, the study used a cross-sectional approach. For this study, a sample of twenty-eight Iranian public organizations was chosen. Both descriptive and inferential statistics were employed to test the data using SPSS V20.0. The link was tested using the Jose Med Graph technique (version 3), the correlation coefficient, and the multiple regression coefficient for the inferential statistics. The analysis's conclusion showed that organizational learning and organizational resilience had beneficial links. Additionally, organizational learning and organizational resilience are strongly correlated, according to the research.

Additionally, it has been shown that knowledge management and organizational resilience are positively correlated. Additionally, organizational learning and knowledge management as well as learning and knowledge management have a major impact on organizational resilience.

Mafabi (2012) examined organizational resilience and knowledge management in Ugandan parastatals, using organizational innovation as a mediating factor. The study's objective was to present the results of the innovation's mediating role in the link between organizational resilience and knowledge management. To gather the data needed for the mediation analysis, the study uses a cross-sectional design. The study's conclusions demonstrated that innovation has an impact on organizational resilience. Organizational resilience was not directly impacted by knowledge management; instead, it was only indirectly affected by complete innovation mediation. This suggests that without organizational innovation, parastatal organizations may not improve their level of resilience.

In this study by Korhan, Ali, and Firat (2013), the relationship between corporate entrepreneurship which is defined as all actions related to developing new products, processes, markets, technologies, strategies, and management techniques—and financial performance is examined. In this regard, two alternative models that attempt to describe the aforementioned interaction were put to the test through empirical study involving 140 industrial manufacturing companies that are listed on the Istanbul Stock Exchange (ISE). Utilizing LISREL, developed models and hypotheses are analyzed through the application of structural equation modeling (SEM). The combination of creativity, risk-taking, and proactiveness, or the original qualities of corporate entrepreneurship, was found to have a favorable relationship and interaction with the financial performances of the companies. In addition, in the latest development in the related literature, autonomy and competitive aggressiveness variables which was added to the original dimension later on, did not show any relation with financial performances of firms.

The empirical reviews have shown that the subject matters of corporate entrepreneurship and organizational resilience have been researched on by various scholars both within and outside Nigeria. Over the years, various scholars across developed and developing economies, have investigated the relationships between corporate entrepreneurship and organizational resilience using both various assortments of quantitative and qualitative tools. However, there is no evidence in literature showing the use of the exact set of variables adopted in this study.

Methodology

This study adopted the cross-sectional survey. The cross-sectional survey can be seen as a snapshot of a population in a given period of time, as cross-sectional survey provides a snapshot of the outcome. Primary data were sourced through structured questionnaires. The population of the study were limited to two states in south-south Nigeria (Rivers state and Akwa Ibom), this will be representative of our population of study. Consequently, a total of eighteen (18) food and beverages manufacturing firms were selected for this study. However, to determine the various organizations that were selected into this sample frame, the simple random sampling technique was adopted, therefore, the various food and beverages manufacturing firms in Rivers and Akwa Ibom States were represented. Ten (10) staff were selected randomly from each of the eighteen (18) food and beverages manufacturing firms and a total of 10 questionnaires were distributed

to each of these food and beverages manufacturing firms. Four administered to the managers and the remaining six to other employees cadre. Making a total 180 questionnaires that were distributed to respondents. Only 20 questionnaires were rejected and not used for the study. This makes our population of study to be 160 respondents. A sample size of 140 employees were sampled using the Krejcie and Morgan sample size determination table. The questionnaire instrument was structured to capture quantitative data on the variables of the study. These instruments were validated thoroughly by experts as provided by supervisors vetting and approval. Furthermore, the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring coefficients above 0.80. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient. The statistical tests were carried out at a 95% confidence interval and a 0.05 level of significance. This was made possible with the aid of Statistical Package for Social Sciences (SPSS) version 23.0.

Data Analysis and Results

The two dimensions of workplace ethics established in the study were correlated against the measures of the dependent variable which is organisational performance (growth and profitability). The aim was to ascertain if there is a positive and significant relationship between dimensions of workplace ethics and that of organisational performance and the direction of such relationship. The Spearman's Rank Order Correlation Coefficient was used in analysing the data collected for the purpose of this study. The computations were done with the use of Statistical Package for Social Sciences (SPSS).

Results of hypothesis test on innovativeness and adaptive capacity

Correlations

			INO	ADC
Spearman's rho	INO	Correlation Coefficient	1.000	.943**
		Sig. (2-tailed)	.	.000
		N	128	128
	ADC	Correlation Coefficient	.943**	1.000
		Sig. (2-tailed)	.000	.
		N	140	140

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

Source: Data Output, 2023 and SPSS Window Output, Version 25.0

Key:

** = Correlation, at 0.01 significant level (2-tailed) i.e., $p < 0.01$

rho = Spearman's Rank Order Correlation Coefficient

INO = Innovativeness

ADC = Adaptive Capacity

Result on Innovativeness and Adaptive Capacity

The result of the analysis on innovativeness and adaptive capacity is as follows: The relationship between innovativeness and adaptive capacity was tested statistically at a 0.05 level of significance, the test correlation value of 0.943%, and the significant value of 0.000 showed that a strong positive and significant relationship exist between innovativeness and adaptive capacity.

Results of hypothesis test on competitive aggressiveness and adaptive capacity

Correlations

			CAG	ADC
Spearman's rho	CAG	Correlation Coefficient	1.000	.958**
		Sig. (2-tailed)	.	.000
		N	128	128
	ADC	Correlation Coefficient	.958**	1.000
		Sig. (2-tailed)	.000	.
		N	128	128

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

Source: Data Output, 2023 and SPSS Window Output, Version 25.0

Key:

** = Correlation, at 0.01 significant level (2-tailed) i.e., $p < 0.01$

rho = Spearman's Rank Order Correlation Coefficient

CAG = Competitive Aggressiveness

ADC = Adaptive Capacity

Result on Competitive Aggressiveness and Adaptive Capacity

The result of the analysis on competitive aggressiveness and adaptive capacity is as follows: The relationship between innovativeness and adaptive capacity was tested statistically at a 0.05 level of significance, the test correlation value of 0.958%, and the significant value of 0.000 showed that a strong positive and significant relationship exist between novativeness and adaptive capacity.

Conclusions

The study comes to the conclusion that organizational resilience requires corporate entrepreneurship. According to the study, innovativeness and competitive aggressiveness all have a major role in the realization and manifestation of traits like adaptive capacity. Evidently, the study confirms that aspects of corporate entrepreneurship are essential to the survival, recuperation, and capacity to handle unforeseen change. Furthermore, the study confirms that business entrepreneurship and organizational resilience are related.

Recommendations

Based on the above implications, the role of corporate entrepreneurship dimensions such as innovativeness and competitive aggressiveness are critical to organizational resilience of food and beverages manufacturing firms in South-South, Nigeria; the following recommendations are proffered as a way of enhancing these factors:

- i. Innovativeness should be encouraged all through the organization. Work systems such as reporting formats and supervisory relationships should be reconfigured to encourage and support workers creativity and inventiveness. Organization's ability to innovate depends on the freedom and encouragement given to workers to create new processes at work. Therefore, employees and the organization should never fail in empowering all and sundry with proper training and development and creating a conducive work climate that would result to resilient actions.
- ii. Management should adopt competitive aggressive systems that are sustainable in the long run. Their structures and market advances through innovation and pro-activeness should not wear them out but should be sustainable and efficient. They should adopt approaches geared towards constantly seeking out better ways of improving their services and should focus on identifying better ways of delivering their products and services to avert any sudden shock or unexpected environmental changes.

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