
Transformational Leadership and Organizational Resilience in Food and Beverage Firms in Port Harcourt

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Abstract: *The study examined the relationship between transformational leadership and organizational resilience in food and beverage firms in Port Harcourt. The study adopted quasi-experimental research design. The sample size for the study consists of 125 respondents which was determined from the population of 180 managers and supervisors in six (6) in food and beverage firms in Port Harcourt using Taro Yamane' formula. The 125 copies of questionnaire were distributed of which 110 copies were retrieved and analyzed using Spearman's Rank Order correlation coefficient which was facilitated by the used of (SPSS) software package developed for social sciences. The result revealed a positive and significant relationship between transformational leadership and organizational resilience in food and beverage firms in Port Harcourt. Hence, the study concluded that transformational leadership affects organizational resilience in food and beverage firms in Port Harcourt and recommended that management should develop leadership style that will enhance the level of organizational resilience in food and beverage firms in Port Harcourt.*

Key words: *Adaptive Capacity, Idealized Consideration, Idealized Influence, Intellectual Stimulation, Robustness, Organizational Resilience, Transformational Leadership.*

1.0 INTRODUCTION

Nowadays organizations struggled more with changes that occur in the environment they are operating in. These complexities are disturbances which can be internal and external. Koontz & Weihrish (1999) claimed that organization does not function in a vacuum instead they formed a mutual dependent on the external environment. Mackenzil (2006) believes that as the networks that connect us becomes ever more intricate and finely tuned, modern civilization is increasingly becoming vulnerable. Despite these disturbances firms seeks opportunities to be profitable and strive for existence. These natural and man-made crises and disasters have raised an awareness of the need for organizational resilience. As noted stated by Umoh (2009) only variety absorbs variety.

Organizational resilience is vital as being resilient involved providing opportunities for organizations to gain competitive advantage (Parsons, 2001). Halicize (2008) describes organizational resilience to involve organizations ability to survive and potentially even thrive in times of crisis. Global turbulence is a constant phenomenon because change, environmental volatility uncertainty and instability are the only constraints in an ever changing economic world, organizations faced an unprecedented and growing number or possible disruptions to their status quo; from history many organization fails, a current risk management and governance models adopt scalable resilience metrics (Wieland & Wallenburg, 2013). For firms to cope and succeed in this current turbulent environment of uncertainty and change organizations must move from

the traditional/conventional risk and governance models and focus instead on resilience. Marcus & Macaulay (2008) carried out a study on organizational resilience as a key to anticipation, adaptation and recovery which focuses on how the organization can better foresee its future, and how it can become adaptive to changes and address crises and adversity. The British standard defined organizational resilience to include the extent of an organization to anticipate, prepare for, and responds and adopt to incremental changes and sudden disruption and prosper. Transformational leadership focuses on ensuring revolutionary change in organization through attaching to the organization's vision (Sullioan & Decker, 2001). In this case, a leader work with subordinates to identity needed change as they create vision to guide change through inspirational guide.

For the past years business leaders have become aware of the need for resilience in firms operations. The researcher found through various literature that academic works as it concerns transformational leadership and organizational resilience is not been widely discussed in literature, especially in the Nigeria context with emphasis on the food and beverage industry in Port Harcourt. This is a huge knowledge gap that needs to be filled. Hence, this work tends to examine the influence of transformational leadership and organizational resilience using variables such as idealized influence, intellectual stimulation and individualized consideration on organizational resilience using adaptive capacity and robustness.

1.2 Aim of the Study

The aim of the study is to examine the relationship between transformational leadership and organizational resilience in food and beverage industry in Port Harcourt.

1.3 Research Hypotheses

The following null hypotheses are formulated for this study:

- H0₁:** There is no significant relationship between idealized influence and adaptive capacity of food and beverage industry in Port Harcourt.
- H0₂:** There is no significant relationship between idealized influence and robustness of food and beverage industry in Port Harcourt.
- H0₃:** There is no significant relationship between intellectual stimulation and adaptive capacity of food and beverage industry in Port Harcourt.
- H0₄:** There is no significant relationship between intellectual stimulation and robustness of food and beverage industry in Port Harcourt.
- H0₅:** There is no significant relationship between individualized consideration and adaptive capacity of food and beverage industry in Port Harcourt.
- H0₆:** There is no significant relationship between individualized consideration and robustness of food and beverage industry in Port Harcourt.

2.0 LITERATURE REVIEW

Concept of Transformational Leadership

Transformational leadership enhances the motivation morale of subordinates in different ways. Some of these ways include how to connect the follower's sense of identity to the mission and the collective identity promoted by the organizational leaders to project role model for the subordinates. The leaders also challenge followers to take control of their work, and to understand the strength and weaknesses. Transformational leadership leads to positive changes in those who follow. Transformational leaders displayed empathetic feelings and are generally energetic. They showed enthusiastic and passionate towards their subjects and focused on helping every members of the group to succeed.

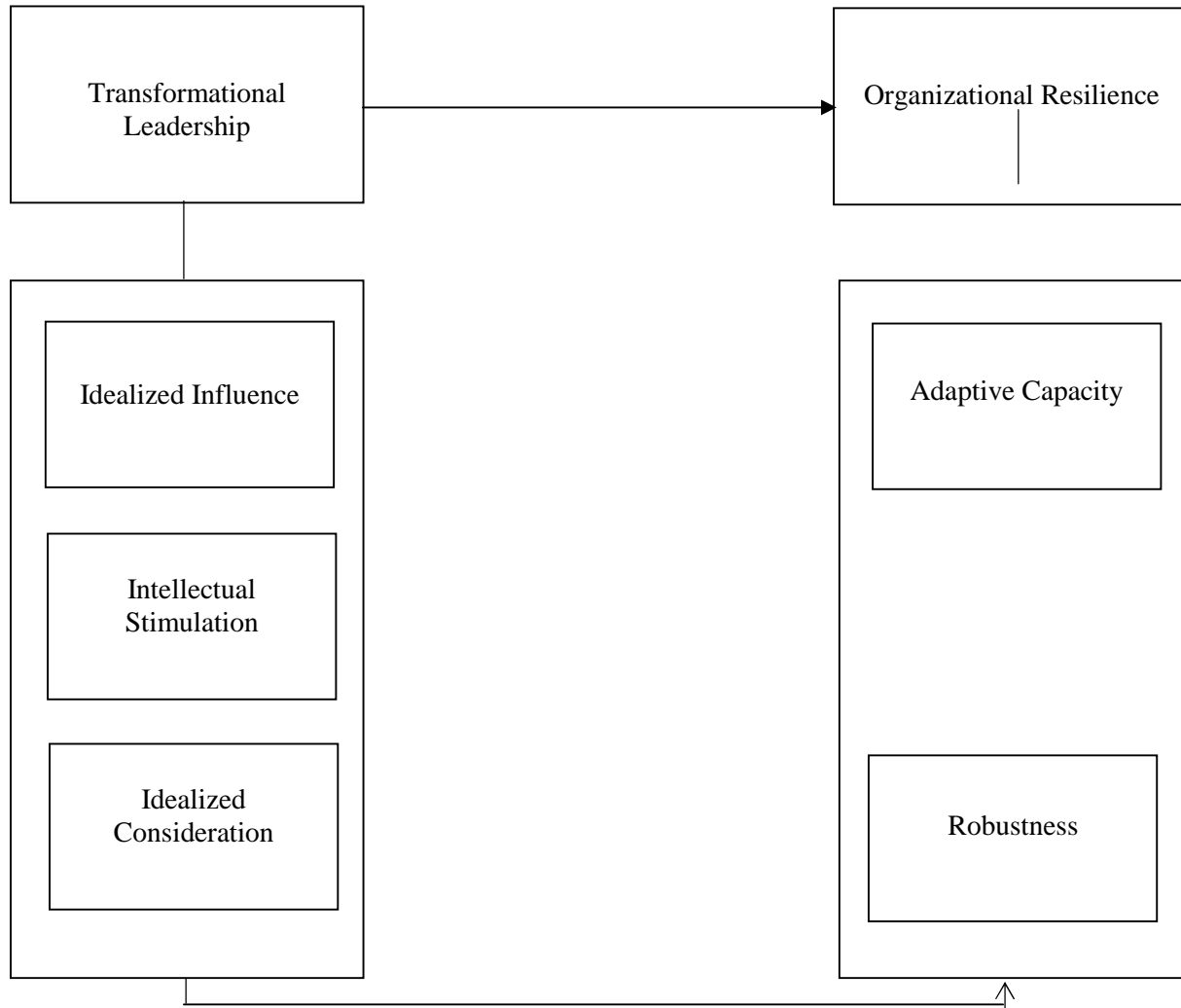
Researchers like Avolio, Walumbwa, & Weber (2009) have found that transformational leaders demonstrates positive influence in order to increase followers' positives attitudes, behaviours and high performance focus on the vision, mission and objectives of the organization. Such leaders motivate the followers; strive for excellence without the use of power or authority instead they inspire followers through passion and deep thinking. Burns (1978) have shown that transformational leaders strive to inspire subordinates in accomplishing more as they focused on values by helping the subordinates to align with these values and that of the organization.

Burns identified transformational leadership as a relationship in which the leader and the follower motivated each other to higher levels which resulted in value system congruence between the leader and the follower. Burns (1978) postulated that transformational leaders inspire followers to accomplish more by concentrating on the following values and helping the followers align these values with the values of the organization. Burns identified transformational leadership as a relationship in which the leader and the follower motivated each other to higher levels which resulted in value system congruence between the leader and the follower. Transformational leadership comprises of four components such as; idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Bass, 1985). In antecedent to this, Hoy & Miskel (1996) view transformational leaders to include leaders that promote change in the firms operations and create new visions and muster subordinates commitment to the vision formed. They concentrate on long term goals and influence subordinates to develop their own interests in achieving higher order goals. They also argue that such leaders create change to accommodate a new vision. They scholars argue that transformational leadership behaviour of manager is what is needed in developing the world economic order which is changing rapidly.

Geninger et al. (2002) succinctly put it that the evolutionary changes taking place in the world economic climate at a revolutionary speed largely pushed by strong external forces, arising out of a desire to increase competitiveness and efficiency. Transformational theories is focus on relationship theories which is connected upon leaders and followers, this theory is based on how to motivate and inspire people by helping group members see the importance and higher good of the task. These leaders are focused on the performance of group members but also want each person to fulfill his or her potential. Leaders with this style often have high ethical and moral standard. Kendra Cherry (2016).

Conceptual Framework

The diagram below shows the relationship between transformational leadership and organizational resilience.



Adopted from Burns (1978), Dennison (1990), Bass (1985, 1998), Avollo (1994), Jaja (2015), and Umoh (2014).

The framework for the study consists of two basic variables. The dependent variable is organizational resilience measured as adaptive capacity and robustness. The independent variable is transformational leadership measured as idealized influence, intellectual stimulation, and individualized consideration.

Idealized Influence

This is about building confidence and trust and providing a role model that followers seek to emulate (Bono & Judge 2004, Russell & Patterson, 2003) leaders are admired, respected and trusted (Bass, Avolio, Jung & Berson 2003). Confidence in the leader provides a foundation for accepting (radical) organizational change. That is followers who are sure of the virtues of their leader will be less likely to resist proposals for change from her/him. Clearly idealized influence is linked to charisma (Gellis 2001). Inspirational motivation is related to idealized influence but whereas charisma is held to motivate individual, inspirational leadership is about motivating the entire organization to follow a new idea.

Intellectual Stimulation

These involves arousing and changing follower's awareness of problems and their capacity to solve those problems (Bono & Judge, 2004: Kelly, 2003). Transformational leaders question assumptions and beliefs and encourage followers to be innovative and creative approaching old problems in new ways (Barbuto, 2005). They empower followers by persuading them to propose new and controversial ideas without fear of punishment or ridicule (Stone, Russell & Patterson, 2003). They impose their own ideas judiciously and certainly not at any cost (Simic, 2003).

Individualized Consideration

These involves responding to the specific unique needs of followers to ensure they are included in the transformation process of the organization (Simic, 1990) people are treated individually and differently on the basis of their talents and knowledge (Shin & Zhou 2003, p.704) and with the intention of allowing them to reach higher levels of achievement than might otherwise have been achieved (Chekwa, 2001: Stone Russell & Patterson, 2003). This might take expression, for example, through expressing words of thanks or praise for fair workload.

Concept of Organizational Resilience

The word resilience is derived from the Latin words *resiliens* and *resilire*-first recorded in 1626 – meaning to rebound, traditionally, resilience is viewed as the qualities that enable the individual, community or organization to cope with, adopt to and recover from a disaster or event (Buckle et al, 2000: Horne, 1997: Riolli & Savuki, 2003). Although the term resilience has its roots in science as the ability of materials to return to their original form following deformation (Sheffi, 2006) it is also used to describe the capacity of a system to absorb change. One of the most influential contributions to defining the term resilience is attributed to Holling (1973) and is associated with the stability of ecological system.

Resilience in this system is a measure of the size or magnitude of disturbance that the system can absorb before it restructures itself and moves into another state of behaviour (Gunderson et al, 2002). An evolution of the original concept of resilience has occurred through its application in numerous scientific disciplines. Resilience has been discussed in relation to climate change and linked to robustness (Timmerman, 1981). In terms of proactive and reactive resilience of society as a whole (Dovers & Handmer, 1992) as it relates to both ecological and social system (Adger, 200) and national hazards (Blankie et al. 1004) to name but a few.

In many parts of the world, there are threats of natural disasters, in Japan, within the month of March, 2011, there was a hurricane that killed thousands of people and rendered many people and businesses homeless (Ladaga, 2001). Such natural disasters have also occurred in

various part of the world with far reaching consequences. All these have made the subject of organizational resilience important areas of focus in management circles today (Aston 2001; Cittel et al, 2005; Cendian, 2011). According to Aston (2011) resilience is now recognized as an important factor in the work place. In the increasingly and endlessly turbulent context of today's working world, the resilience of both individuals and organizations becomes paramount in order to survive and thrive. We can further build organizational resilience by creating the right conditions for the whole person to flourish in work place is a mission critical for driving sustained performance.

Organizational resilience is seen as the ability of a materials or system to absorb change gracefully whilst retaining core properties or functions (Seville, 2011). In Serrano's (2009) view, organizational resilience is a concept that encompasses both the technological and systemic as well as the human and cultural factors that help organization to thrive in an era of uncertainty, ever-increasing change. Competitive pressures, and exogenous threats, he further affirm that risk managers understand that resilience is developed as a result of making targeted investments in capability. Crisis events are managed first by people supported by systems, processes, and technology. In that order, it is the considered view of Opstal (2007) that resilience is the capacity for complex systems to survive, adapt evolve and grow in the face of turbulent change. The resilience enterprise is risk intelligent flexible and agile, Starr et al (2004).

Resilience also refers to the maintenance of positive adjustment under challenging condition (Worline et al, 2004). Seville (2011) summarized resilience under 3 key aspect of organizational resilience: robustness adaptive capacity and awareness resilience is about ensuring that an organization is still able to achieve its core objectives in the face of adversity, this means not only reducing the size and frequency of crises (robustness) but also improve the ability and speed of the organization to manage crises effectively (adaptive capacity). Awareness is a recent addition which reflects the need to manage strategic risk as a process and not an event. This means the ability of an organization to seek out new opportunities even in times of crises.

Robustness

Scholars have revealed that one of the main characteristics of resilience is robustness (Horne & Orr, 1998; Mallak 1998; Bruneau, Chang, Eguchi, Lee, O'Rourke, Reinhorn & von Winterfeldt, 2003; Lengnick-Hall & Beck 2005). The term is a derivative of physics and refers to a system which promptly returns to its initial state after trepidation. From organizational point of view, robustness is an organization's ability to withstand stress and thus avoid loss of function (Coutu 2002; Bruneau et al., 2003; Wicker et al., 2013). Robustness also depicts vulnerability reduction, stress endurance, and recovery.

Robustness is one of organization's strategies of coping with environmental turbulence. Resilient organizations are said to possess the capacity to absorb complexities and adversity via; reducing the organizational vulnerabilities to risk environments, coping with the unexpected difficulties or complexities and recovering from such situations (Burnard & Bhamra, 2011; Dutton, Frost, Worline, Lilius & Kanov, 2002; Fiksel, 2006; Holling 1973; Horne 1997; Mallak 1998; Rudolph & Repenning 2002; Sutcliffe & Vogus 2003; Gittell, Cameron, Lim & Rivas, 2006). To this end, scholars have advocated that to remain effective and increase resilience, organizations, as business models, requires robustness (Eccles & Nohria, 1998; Sanchez & Ricart, 2010; Snihur & Zott, 2013).

Adaptive Capacity

The literature in relation to adaptive capacity is divided into two categories. There is huge body of research on adaptive capacity as it relates to social environmental systems particularly in relation to climate changes. This work is matched by the volumes of research into organizational adaptive capacity. There are number of studies (Folke et al 2002, Devries 1985) that look at how these component change over time and in response to environmental changes economic, social, political and institutional (Smit & Wandel 2006). The concept of adaptive capacity is at the core of current organizational resilience, adaptive capacity is defined as the ability of an enterprise to alter its strategy, operations, management systems, governance structure and decision support capabilities to withstand perturbation and disruptions (Starr et al 2004). Also adaptive capacity refers to the ability of a system (Social or ecological) to adapt to change and respond to disturbances. There are number of scholars who have different definitions on the subject matter Walker et al (2002) define adaptive capacity as an aspect of capability that reflects learning, flexibility to experiment and adapt novel solution and development of generalized responses to broad classes of challenges likewise Adger (2003 p.31) define adaptive capacity as the ability of a system to evolve in order to accommodate perturbations or to expand the range of robustness within which it can cope; we elaborate on the concept and identify four dimensions of adaptive capacity. Learning to live with uncertainty and change by allowing and / or encouraging small scale disturbance events before there is a build-up of pressures leading, inevitably to some sort of collapse. Supporting and promoting diversity and highlight the positive connection between diversity and redundancy (Williams & O'Reilly 1998). Combining different types of knowledge maintaining opportunities for self-organization in the direction of sustainability. These forms of dimension are interrelated. Organizations that form on this resilience in the face of disruption generally adopt adaptive qualities and proactive responses furthermore; they emphasize positive behaviour within the enterprise and within employees and look at disruption as being opportunities for advancement (Mallak, 1998, Fok *et al.*, 2003).

Empirical Review of Transformation Leadership and Organizational Resilience

Over the decades, Scholars have examined the influence transformation leadership on several variables. One notable study on transformational leadership was conducted by Overstreet (2012) who examined the effect of transformational leadership and financial performance. The results of the study provide an empirical support for the concept of transformational leadership. The result indicates that $P = .33$, $p\text{-value} = .004 < 0.05$ indicating that transformational leadership has a direct, positive relationship with the financial performance of the firm.

Overstreet (2012) also found that transformational leadership is positively related to organizational innovativeness. The result indicates that $P = .58$, $p\text{-value} < .001$ indicating that transformational leadership has a direct, positive relationship with organizational innovativeness. This finding supports the idea that leaders have considerable control over the presence or absence of organizational innovativeness and that the leader's propensity for change permeates the entire organization.

Overstreet (2012) also found that transformational leadership is positively related to operational performance. The results supported Hypothesis 3 ($P = .21$, $p\text{-value} = .013 < 0.05$) indicating that transformational leadership has a direct, positive relationship with the operational performance of the organization. This finding substantiates the claim that transformational leaders raise the follower's awareness of the desired organizational outcome, encourage

follower's to transcend their own personal interests, and enhance the abilities of the follower (Hult & Ketchen, 2007). The finding also suggests that leaders who display visionary, inspirational, and goal-oriented behaviors positively impact the operational performance of the organization.

3.0 METHODOLOGY

3.1 Research Design

Asika (2008) describe a research design as the method and plans for data to collection which is vital when investigating into a research problem. For the purpose of this study the research design adopted is cross sectional research which is an aspect of quasi experimental design. This is particularly most appropriate for research in the administrative science, where the researcher has no control of the variables in sense of manipulating them.

3.2 Population of the Study

Study population consists of identifiable homogenous elements in a group chosen. According to Anyanwu (2000) population is the total sum of the elements that sample size could be determined. This population consists of the entire food and beverage industry in Port Harcourt. This accessible population consist of thirty (30) this study consist 180 employers in 6 selected food and beverage companies in Port Harcourt. These companies are;

Table 3.1 POPULATION OF THE STUDY

| S/N | NAMES | NO OF RESPONDENT |
|------------|--------------------------------|-------------------------|
| 1 | Dufil prima food Ltd | 23 |
| 2 | 7 up bottling company | 26 |
| 3 | Rivers vegetable oil companies | 40 |
| 4 | Pabod breweries | 32 |
| 5 | Nigeria bottling co. Plc | 27 |
| 6 | Kilimanjaro Nig Ltd | 30 |

Source: Research Data (2017).

Thus, in terms of target population, it constitutes all the food and beverage firms in Port Harcourt. However, it is cumbersome in studying all firms, hence, the study focused on six (6) food and beverages firms which are located in Trans-Amadi Axis in Port Harcourt Metropolis. Thus, the study examined 180 respondents which consist of top managers, middle managers and supervisors in six (6) food and beverage firms in Port Harcourt. These were determined using simple random sampling method.

3.3 Sample Size Determination

This sample size was e determined using the Taro Yamane's formula at a 0.05 level of significance i.e. 95% confidence level. The Taro Yamane's formula is shown as:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

- n = Determined sample size
- N = the population of the study
- e = Level of significant of 0.05
- 1 = Constant

Substituting we have

$$\frac{180}{1 + 180(0.05)^2}$$

$$= 125.13$$

$$= 125$$

This implies that 125 copies of questionnaire were used. The sample size for each food and beverage company was determined by using the Bowley's (1964) population allocation formula. The formula is stated as;

$$N_h = \frac{nN_h}{N}$$

Where n_h = Unit allocation for each firm

- n = total sample size
- N_h = number of management staff in each firm.
- N = Study Population size

Table 3.2 showed the result from the computation,

Table 3.2 Individual Sample Computations for Questionnaire Distribution

| S/N | FOOD & BEVERAGE FIRMS | ACCESSIBLE POPULATION | INDIVIDUAL SAMPLE SIZE |
|-----|----------------------------------|-----------------------|------------------------|
| 1 | 7 up Bottling Company | 26 | 18 |
| 2 | General Agro Industries Ltd | 25 | 17 |
| 3 | Rivers Vegetable Oil Company Ltd | 40 | 28 |
| 4 | Pabod Breweries | 32 | 22 |
| 5 | Nigeria Bottling Co. Plc | 27 | 19 |
| 6 | Kilimanjaro Fastfood Ltd | 30 | 21 |
| | TOTAL | 180 | 125 |

3.4 Data Collection Method

The data were obtained from both primary and secondary sources; for primary sources a well – structured questionnaires were prepared and personally administered to the selected firms (Refer to appendix A for questionnaires). The secondary data were gathered from published materials, text books, journals, internet and magazine.

3.5 Data Analysis Techniques

The Spearman's Rank Order Correlation Coefficient was found appropriate in analyzing the data gathered which enable the researcher to ascertain the relationship between the predictor and criterion variables. The reason for this technique lies in the fact that it ranks paired observation, and requires data on ordinal scale. It is a non-parametric method of testing hypothesis. All analysis was carried out using the statistical package for social sciences (SPSS) Version 21.0. Partial correlation was applied to analyze the moderating variable. The Spearman's Rank Order correlation Coefficient formula is stated as;

$$R_s = 1 - \frac{6 \sum d^2}{n(n^2 - 1)}$$

Where;

$\sum d^2$ = sum of the squared differences in the ranking of the subject on two variables.

n = Number of subject being ranked.

Test Statistic

The level of significance, 0.05 for the z-test formula was employed as;

$$Z = r_s \sqrt{n - 1}$$

The acceptance or rejection of tested hypothesis depends on the Ranger of 'r' with positive and negative values and the description of the levels of correlation ('r'). The following criteria was used as the basis for the decision making;

| | |
|--------|----------------------|
| 1 | perfect relationship |
| ± 0.7 | 99 strong |
| ± 0.3 | 0.69 moderate |
| ± 0.00 | 0.29 weak |

The null hypothesis was rejected on conditions 1-3. However in condition 4 (0.00 0.29) null hypothesis was accepted.

4.0 RESULT AND DISCUSSIONS

The stated null hypotheses were tested using Spearman's Rank Order Correlation Coefficient

Testing of hypothesis one

H₀₁: There is no significant relationship between idealized influence and adaptive capacity.

Table 4.1 Correlation between idealized influence and adaptive capacity

| Correlations | | | | |
|----------------|---------------------|-------------------------|---------------------|-------------------|
| | | | Idealized influence | Adaptive capacity |
| Spearman's rho | Idealized influence | Correlation Coefficient | 1.00 | .434** |
| | | Sig. (2-tailed) | .0 | .000 |
| | | N | 110 | 110 |
| | Adaptive capacity | Correlation Coefficient | .434* | 1.00 |
| | | Sig. (2-tailed) | .000 | .0 |
| | | N | 110 | 110 |

** . Correlation is significant at the 0.05 level (2-tailed). SPSS Data Output, (2017).

Source: SPSS Output (2017).

Idealized influence correlates with adaptive capacity at .434, when the $p = .000 < 0.05$. This implies a moderate relationship, therefore, the study reject the null hypothesis and accepted a significant and moderate relationship between Idealized influence and adaptive capacity.

Testing of hypotheses Two

H0_{II}: There is no significant relationship between idealized influence and robustness.

Table 4.2 Correlation between idealized influence and robustness

| Correlations | | | | |
|----------------|---------------------|-------------------------|---------------------|------------|
| | | | Idealized influence | Robustness |
| Spearman's rho | Idealized influence | Correlation Coefficient | 1.000 | .623** |
| | | Sig. (2-tailed) | .0 | .000 |
| | | N | 110 | 110 |
| | Robustness | Correlation Coefficient | .623* | 1.000 |
| | | Sig. (2-tailed) | .000 | .0 |
| | | N | 110 | 110 |

** . Correlation is significant at the 0.05 level (2-tailed). SPSS Data Output, (2017).

Source: SPSS Output (2017).

Idealized influence correlates with robustness at .623 when the p-value is $.000 < 0.05$. This shows a strong relationship, therefore, the study reject the null hypothesis and accepted a strong and significant relationship between idealized influence and robustness.

Testing of hypotheses Three

H0_{III}: There is no significant relationship between intellectual stimulation and adaptive capacity.

Table 4.3 Correlation between intellectual stimulation and adaptive capacity

| Correlations | | | | |
|----------------|--------------------------|-------------------------|--------------------------|-------------------|
| | | | Intellectual stimulation | capacity Adaptive |
| Spearman's rho | Intellectual stimulation | Correlation Coefficient | 1.000 | .630* |
| | | Sig. (2-tailed) | . | .000 |
| | | N | 110 | 110 |
| | Adaptive capacity | Correlation Coefficient | .630* | 1.000 |
| | | Sig. (2-tailed) | .000 | . |
| | | N | 110 | 110 |

** . Correlation is significant at the 0.05 level (2-tailed). SPSS Data Output, (2017).

Source: SPSS Output (2017).

Intellectual stimulation correlate with adaptive capacity at .630 when the p-value is .000 < 0.05. This indicates a strong relationship, therefore, the study reject the null hypothesis and accepted that there is a significant and strong relationship between intellectual stimulation and adaptive capacity.

Testing of hypotheses Four

H0_{IV}: There is no significant relationship between intellectual stimulation and robustness

Table 4.4 Correlation between intellectual stimulation and robustness

| Correlations | | | | |
|----------------|--------------------------|-------------------------|--------------------------|------------|
| | | | Intellectual stimulation | Robustness |
| Spearman's rho | Intellectual stimulation | Correlation Coefficient | 1.000 | .602** |
| | | Sig. (2-tailed) | . | .000 |
| | | N | 110 | 110 |
| | Robustness | Correlation Coefficient | .602** | 1.000 |
| | | Sig. (2-tailed) | .000 | . |
| | | N | 110 | 110 |

** . Correlation is significant at the 0.05 level (2-tailed). SPSS Data Output, (2017).

Source: SPSS Output (2017).

Intellectual stimulation correlate with robustness at .602 when the p-value is $.000 < 0.05$. This shows a strong relationship, therefore, the study rejected the null hypothesis and conclude that a significant and strong relationship exists between intellectual stimulation and robustness.

Testing of hypothesis Five

H0_v: There is no significant relationship between individualized consideration and adaptive capacity.

Table 4.5 Correlation between individualized consideration and adaptive capacity.

| Correlations | | | | |
|----------------|------------------------------|-------------------------|------------------------------|-------------------|
| | | | Individualized consideration | Capacity adaptive |
| Spearman's rho | Individualized consideration | Correlation Coefficient | 1.000 | .518* |
| | | | | |
| | | Sig. (2-tailed) | . | .000 |
| | | N | 110 | 110 |
| | Capacity adaptive | Correlation Coefficient | .518* | 1.000 |
| | | | | |
| | | Sig. (2-tailed) | .000 | . |
| | | N | 110 | 110 |

**., Correlation is significant at the 0.05 level (2-tailed). SPSS Data Output, (2017).

Source: SPSS Output (2017).

Individualized consideration and adaptive capacity correlation at .518 when the p-value is $.000 < 0.05$. This indicates a moderate relationship. Therefore, the study rejected the null hypothesis and concludes a significant and strong relationship between individualized consideration and adaptive capacity.

Testing of hypothesis Six

H0_v: There is no significant relationship between individualized consideration and robustness.

Table 4.6 Correlation between individualized consideration and robustness

| Correlations | | | | |
|--------------|------------------------------|-------------------------|------------------------------|------------|
| | | | Individualized consideration | Robustness |
| | Individualized consideration | Correlation Coefficient | 1.000 | .627** |
| | | | | |
| | | Sig. (2-tailed) | . | .000 |
| | | N | 110 | 110 |
| | Robustness | Correlation Coefficient | .627** | 1.000 |
| | | | | |
| | | Sig. (2-tailed) | .000 | . |
| | | N | 110 | 110 |

** Correlation is significant at the 0.05 level (2-tailed). SPSS Data Output, (2017).

Source: SPSS Output (2017).

Individualized consideration with robustness at .627 when the p-value is $.000 < 0.05$. This indicates that there is a strong relationship. Therefore, the study rejected the null hypothesis and accepted that there is a significant and strong relationship between individualized consideration and robustness.

Discussions on Findings

Relationship between idealized influence and adaptive capacity

Bono & Judge (2004); Russell & Patterson (2003) found that an idealized influence leader focused on how to build trust and set a role model that subordinates will follow. While Bass, et al. (2003) found that confident leader lay good foundation for subordinates to easily accept (radical) or organizational change as they are sure that the quality of their leader will make them not to resist plans for change. (Starr et al 2004), also claim that adaptive capacity means the ability of a system (Social or ecological) to adapt to change and make quick respond to disturbances.

Relationship between idealized influence and robustness

Kelly (2003) found that idealized influence leaders motivate subordinates to involve in the overall corporate and environment. Kelly (2003) added that this could be accomplished through speeches that are motivating and effective conversations including other public praise. Recognizes positive results and encourage teamwork (Simic, 1998). Several studies of organizational robustness have highlighted some of the strongest influences on post crises survival particularly for small businesses. The degree of structural damage to the physical location of an organization and its degree of disaster preparedness has been shown to have some influence on business survival rates (Alesch & Wothe, 1990, Alisch et al, 2001; Chang & Falit-Biaiamodi 2002). Transformational leaders make clean attractive view of the destiny; offer subordinates meaningful work, and assign them with high standards. They inspire followers to emerge as part of the general company (Kelly, 2003: Stone Russell & Patterson, 2003). This can be accomplished through motivational speeches and conversations and other public presentations of optimism and exuberance, highlighting high-quality consequences and stimulating teamwork (Simic, 1998). Transformational leader encourage their subordinates to imagine and contribute to the development of attractive alternative futures (Bass, Avolio, Jung & Berson, 2003). Thus, the advantage of idealized influence will really assists the leaders and the employees alike.

Relationship between intellectual stimulation and adaptive capacity

Bono & Judge (2004) found that intellectual stimulation leaders aroused and change follower's ideas of challenges and their ability to provide solution to those difficulties. Furthermore they added that transformational leaders query assumptions, behaviour and motivate subordinates cultivate innovation and creativity in approaching challenges from a new dimension. There are number of scholars who have different definitions on the subject matter Walker et al (2002) see

adaptive capacity is an aspect of capability that reflects learning, flexibility to experience and adapt novel solution and development of generalized responses to broad classes of challenges. Likewise adaptive capacity involves a system to evolve and accommodate perturbations or to expand the range of robustness within which it can cope. Adaptive capacity has resulted in considerable advances in recent years particularly regarding the cultural capital of an organization and the effects this may have on its ability to withstand crises many organizations have been shown to exhibit favourable workplace cultures that assist in to adapting to changes in the work environment, even when the changes are unforeseen and unexpected.

Relationship between intellectual stimulation and robustness

The study conducted by Stone et al. (2003) revealed that intellectual stimulation leaders empowered followers by positively compelling employees to develop new and controversial ideas without fear of sanction (Stone, Russel & Patterson, 2003). As Simic (2003) noted, they try to use their own ideas in way that will not make them to pay the cost (Simic, 2003) in order prepare the organization towards robustness. Additionally, Paton (1999) identified that in an organizational content the robustness of key groups that contribute to an organization must also be considered from a business continuity perspective. Furthermore, Paton (1999) claimed that individual organizations must create their own emergency planning strategies and be involved with the strategies of those on whom they will defend in a crisis.

Relationship between individualized consideration and adaptive capacity

In the study by Simic (1990), the findings revealed that individualized consideration leaders responds to the specific needs of subordinates to put them in the transformation procedure of the firm (Simic, 1990). There are number of studies (Folke et al 2002, Devries 1985) that look at how these component change over time and in response to environmental changes economic, social, political and institutional (Smit & Wandel 2006). The concept of adaptive capacity is at the core of current organizational resilience, since it involves firms to change strategies and make cultivate good decision support capabilities to withstand perturbation and disruptions.

Relationship between individualized consideration and robustness

This idea focused on responding to the unique precise needs of subordinates to make certain they may be blanketed in the transformation procedure of the company (Simic, 1990). Humans are considered differently on the premise of their competencies and knowledge and with the goal of permitting them to attain better degrees of fulfillment than may in any other case have been executed (Chekwa, 2001; Stone Russell & Patterson, 2003; Shin & Zhoa 2003). This might take expression, as an instance, via expressing words of appreciation or praise for reward of fair workload. Therefore transformational leadership together with the interdependencies that arise as a result has a significant impact on organizational robustness.

5.0 CONCLUSION

This study asserted that resilience organizations are those that are striving for survival as they transformed the organizational members through effective leadership which is the critical element for success of many if not all organizations. Leaders who developed their organizations' levels of resilience do not only adapt to changes but also attain their goals.

Idealized influence affects Organization Resilience

This influence emanated from managers failure to build confidence and trust followed by lack of providing a role model that followers will imitate. They do not instill clear attractive vision of the future for them to cultivate high moral standards. Leaders in these organizations do not involve their subordinates in the overall corporate decision making. Again, lack of integrity and confidence of the leaders does not provide a favorable ground for change acceptance. That means subordinates do not value their leader that is why they resist plans for change. Managers failed to provide speeches that are motivational and lack of effective conversations and other public displays of appreciations for work well done resulted in negative outcomes.

Intellectual Stimulation affects Organization Resilience

From the findings, this was caused by poor stimulation on the part of managers which stemmed from lack of motivation. When managers failed to stimulate subordinates, it made employees to feel distant from what is really happening in the organization.

Individualized consideration affects Organization Resilience

This is due to managers' lack of paying quick attention to the specific and unique needs of individuals and to make sure they are involved in the transformation procedures of the organization. It might also be that managers do not offer encouraging expressions such as; words of praise for fair work load. It is possible that followers do not receive treatment individually for talents and knowledge provided for smooth running of the organization with intention to be promoted.

Recommendations

Based on the vital role played by transformational leadership in ensuring organizational resilience, this study suggested that the following recommendations should be adhered to:

- i. Management should exert idealized influence with the aim to build trust and confidence as they set out roles to play for subordinates to imitate which will improve their adaptive capacity.
- ii. Management should exert idealized influence towards robustness. They should develop intellectual stimulation ability that improves the organizational adaptive capacity.
- iii. Management should take challenges, takes risk and solicits follower's ideas through intellectual stimulation to enhance the robustness level by the organization.
- iv. Management should place emphasis on individualized consideration as they attend to each follower's needs in order to enhance the adaptive capacity of the firm.
- v. Management should view individualized consideration as a mechanism and coach to the followers towards robustness.

Contribution to Knowledge

Within Nigeria work environment, transformational leadership is still not well adopted for properly management by leaders so as to ensure organizational resilience. Past scholars tend to dwell more on leadership style in general which create mix feelings as to what aspect of leadership is effective. To breakdown this concept for better understanding, this study

discussed transformational leadership and developed framework which was structured to explain the relationship that exists between transformational leadership and organizational resilience within Nigerian context of focusing on food and beverage firms. Furthermore, after a careful review of related literature, the study also used organizational culture as the moderating factor that influence the relationship between transformational leadership and organizational resilience which provides better understanding and stands the chance to boost the adoption transformational leadership towards improvement in organizational resilience within food and beverage firms in Port Harcourt.

Finally, the findings on the relationship between transformational leadership and organizational resilience through Spearman's Rank Order Correlation Coefficient statistic predicted better level of significant relationship ($\rho = 0.6$, $p\text{-value} = .000 < 0.05$) than the previous studies by some scholars who found a low level of correlation ($\rho = .33$, $p\text{-value} = .004 < 0.05$).

Suggestions for Further Research

This study effectively investigates the relationship between transformational leadership and organizational resilience in food and beverage industry in Port Harcourt. There are other firms which could be militated by poor organizational resilience from lack of transformational leadership. Hence, further research survey is needed to investigate how transformational leadership affects organizational resilience in those firms (i.e. the manufacturing or the hospitality sectors in Port Harcourt). Furthermore, not all dimensions of transformational leadership including measures of organizational resilience were examined in this work. This demands that further studies should be conducted on transformational leadership and organizational resilience in other firms to broaden the scope of the study.

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