



CULTIVATING RESILIENT CAPACITY AND EXPANSION STRATEGIES: EVIDENCE FROM MANUFACTURING FIRMS IN RIVERS STATE.

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Abstract:

This study critically investigated the relationship between resilient capacity and expansion strategies of manufacturing firms in Rivers State. The crux of the problem is that it has been asserted by practitioners and management researchers that management of manufacturing firms have failed to develop the ability to create resilience culture involving employing people who should be well-chosen, inspired, guided that can foresee significant developing patterns and trends, overcome nearly all challenges and disturbances that will enable them to continuously achieve expansion objectives. This assertion thus gave rise to this study which has explored the dimensions of resilience capacity that will enable them achieve expansion objectives. As a consequence, the aim of the research was explored, four research objectives were advanced that formed the basis for the research, four research questions were also advanced, and four research hypotheses were formulated in their null forms to enable the realization of the study's aim and objectives. The cross sectional survey which is a type of the quasi experimental design was used in this study, because the variables were not under the control of the researcher. A total number of 95 respondents occupying managerial positions in the 10 registered food and beverage firms constituted the population for the study. Data was collected using questionnaire, and a total of 81copies of the questionnaire which represented 85% of questionnaire distributed was successfully retrieved and used for the study. The data collected was analyzed using the Pearson Product Moment Correlation statistical analysis. As a result of the analysis, findings revealed a significant relationship between the dimensions of resilient capacity (response and adaptive capacity) and the measures of expansion strategies (internal and external). It was thus, concluded that an organisation's resilient capacity contributes to firm's expansion, and thus has linear relationship. The study among others recommended that the management of the manufacturing firms should develop resilient capacity that will inculcate the development of expansion strategies in turbulent environment in order to achieve their expansion objectives.

Keywords: Resilient capacity, Responds, Adaptive capacity, Expansion strategy, Internal strategies, External strategies

1. INTRODUCTION

The world's economic difficulties, in addition to the Covid-19 epidemic and other reasons, have continued to be major concerns for corporate organizations. One of an organization's obligations is to figure out how to create a survival business amid the shock. There are several ramifications for the growth strategy and performance of organizations resulting from this unsettling event. It could cause bosses to act irrationally and result in employees leaving for other companies. Up to now, a number of businesses perished as a result of

not adopting resilience practices. It was projected that Nigerian business value fell by more than 63% during the 2007–2008 crisis. As a result, understanding how management models and tactics evolve in response to economic crises becomes very necessary. Resilience in respect to strategies that will reduce shocks whenever crises recur (Roberto, 2008).to enable the achievement of organizational growth should be understood by management.

Organizational change management includes growth strategies, which have an impact on the operational and



financial success of businesses (Skalik, 2016). A company's management system must adapt as it grows, and this requires techniques for implementing changes. Implementing change is the primary manifestation of internal organizational mobility, which is influenced by both internal and external tactics and circumstances (Skalik, 2016). Growth strategies are frequently essential to a company's management since they enable an organization to decide on a course of action and how to accomplish its objectives (Gibcus & Kemp, 2003). Growth plans enable businesses to quickly acquire cutting-edge technology, complementary skills, and core capabilities as well as to enter new markets and grow geographically (Gilinsky et al., 2001). They boost the value to their investors or shareholders by doing this. However, there are significant consequences for a company's ability to survive if it merges with another struggling company. Firms experience crisis contagion when there are worldwide economic issues. As a result, as part of change management, a company's development plan may be vulnerable to certain financial and economic conditions, such a recession. According to certain empirical data, a company's success is influenced by whether it chooses to pursue internal or external growth strategies (Dugguh et al., 2018).

Growth strategies, such product, firm, or geographic diversifications, have remained a method for businesses to maintain their corporate survival and long-term performance in a highly competitive global marketplace (Garrido-Prada et al., 2018; Singh et al., 2018). According to Ong et al. (2018), these kinds of innovations and diversifications can provide businesses a competitive edge, which might improve their performance. Businesses are artificial living things that need to grow in order to meet their performance objectives (Hamel, 2006). All methods by which businesses enter new markets, grow internationally, and acquire cutting-edge technology are included in growth plans; they may also entail hiring complementing personnel and core competencies relatively fast (Mintzberge and Quine, 2002; Andrews, 2001).

Businesses can adjust their scope of operations and strategically position the prices of their products to shift the allegiance of their rivals' clients when competition heats up and presents new obstacles (Amewu and Alagidede, 2018; Rashid and Naeem, 2016). The ability of businesses to create value through development strategies is what makes them so fascinating (Sameh and Slaheddine, 2018). Furthermore, financial institutions can be strengthened by diversification

through a growth plan (Sameh and Slaheddine, 2018). Acquisitions and other growth initiatives continue to be the primary tactics managers employ to keep their companies viable over the long term. Acquisitions are a component of business diversification plans. Companies can buy the product lines of other companies in this situation. Diversification allows for the effective deployment of resources, the occurrence of management synergy, and—most importantly—the long-term (Amewu and Alagidede, 2018). Overall, value-adding growth is preferred by managers of organizations in order to fulfill their objectives (Schiffbauer et al., 2017; Moeller and Brady, 2007; Pettit and Ferris, 2013). Adopting growth strategies requires both innovation and entrepreneurial orientations, which have an impact on the company's overall KPIs (Ahu, 2015). (Lee and Chu, 2017).

When expansion plans fall through or stop completely, corporate organizations may fail, degrade, and eventually die (Rodríguez-Pose and Wilkie, 2018). In order to reduce the possibility of shareholders' wealth declining, it is evident why modern managers have become extremely aware of their growth plans and how those tactics impact company financial performance (Chuang, 2017). Growth plans undoubtedly have the potential to have a detrimental impact on the economy (Ahu, 2015). For instance, inadequate development plans cost the United States' Enron Corporation about \$560 million in losses (Asogwa et al., 2018). Due to inadequate expansion plans, several financial companies in Nigeria have had difficulties (Asogwa et al., 2015). Growth is therefore essential to a company's existence and survival (Chuang, 2017), but managers' use of cogent strategy is what determines the success of growth. Coherent strategies avoid the possibility of a trade-off between economic performance. For instance, a strategy that promotes marketing growth may lead to inadequate remuneration for managers, which might subsequently result in low management motivation.

However, the resilience capability of an organization is a critical component when discussion expansion initiatives in firms especially manufacturing firms. According to Madni (2007), resilience is the capacity to foresee disruptions, to resist them by adapting, and to recover by returning as much as possible to the pre-perturbation state. According to McManus et al. (2008), there are several notions that come from definitions of organizational resilience, such as environmental awareness, preparedness level, anticipatory behavior, adaptability, and ability for recovery.



According to Alastir (2010), managers of resilient businesses should be aware of changes that might endanger their people, facilities, activities, services, and supply chains. They should also comprehend the environment in which their firms function at the board level. According to him, managers must be aware of and keep an eye on important issues and trends that could have an impact on the organization's goals as well as the views and values of external stakeholders. They also need to comprehend the increasingly complex cultural, political, legal, regulatory, economic, technological, natural, and competitive context in which they operate.

Organizations must have strong leadership, be aware of and comprehend their operational environment, be able to manage vulnerabilities, and be flexible enough to react quickly to change in order to be resilient (Umoh, Amah & Nwokocho, 2014). Furthermore, According to Alastir (2010), we are increasingly susceptible to disruptive occurrences from hazards and dangers as our society grows more autonomous and complex. Furthermore, he argues that the goal of developing resilience is to lessen or eliminate an organization's exposure to threats and hazards through the development of protective measures that attempt to lessen the possibility and effects of a disruptive event, the prevention of disruptive events when possible, the effective and efficient response to events when they do occur, and the fastest and most thorough recovery. Seville et al. (2008), in contrast, define organizational resilience as a company's capacity to endure and prosper throughout periods of social or economic turmoil. Organizational resilience, which demands that organizations adapt, be extremely dependable, and be able to manage disruptive challenges, has emerged as a critical capability that enhances the performance of organizations in both routine business and crisis situations (Durodie, 2003; Mitroff, 2005; Weick & Sutcliffe, 2007). Despite the abundance of research on how to build organizational resilience, the problem still exists. This study looks at how resilient capacity may be enhanced from the perspective of growth plans of manufacturing enterprises in Rivers State.

1.1 Problem Statement

The Nigerian economy's manufacturing sector is beset by unstable incremental changes, fierce competition, and a dire situation characterized by high production costs, insufficient raw materials, shifting consumer preferences, insufficient power supplies, the use of

antiquated technology, inflation, extremely subpar infrastructure, and worldwide financial crises. Because imported items are more affordable and of higher quality than domestically produced goods, customers are increasingly more likely to choose foreign brands, which makes it difficult for domestic manufacturing companies to thrive in the fierce competition. Because of this issue, it became extremely important for the company to prioritize resilience and expansion initiatives. Several studies have been carried out on resilience (Umoh & Amah 2013; Okuwa, Nwuche & Anyanwu, 2016), however, there still exists the problem of expansion especially as it relates to manufacturing firms in Nigeria and not yet addressed. This gap is the motivation behind this study.

1.2 Objectives of the Study

The objectives of the study are to:

1. Find out the relationship between response and internal expansion strategies of manufacturing firms in Nigeria?
2. Examine the relationship between response and external expansion strategies of manufacturing firms in Nigeria?
3. Explore the relationship between adaptive capacity and internal expansion strategies of manufacturing firms in Nigeria?
4. Examine the relationship between adaptive capacity and external expansion strategies of manufacturing firms in Nigeria?

1.3 Research Questions

1. What is the relationship between response and internal expansion strategies of manufacturing firms in Nigeria?
2. What is the relationship between internal response and external expansion strategies of manufacturing firms in Nigeria?
3. What is the relationship between adaptive capacity internal expansion strategies of manufacturing firms in Nigeria?
4. What is the relationship between adaptive capacity and external expansion strategies of manufacturing firms in Nigeria?

1.4 Research Hypothesis

- H1: There is no significant relationship between response and internal expansion strategies of manufacturing firms in Nigeria?
- H2: There is no significant relationship between response and external strategies of manufacturing firms in Nigeria?
- H3: There is no significant relationship between adaptive capacity and internal strategies of manufacturing firms in Nigeria?



H4: There is no significant relationship between adaptive capacity and external expansion strategies of manufacturing firms in Nigeria?

Figure 1. Research Model

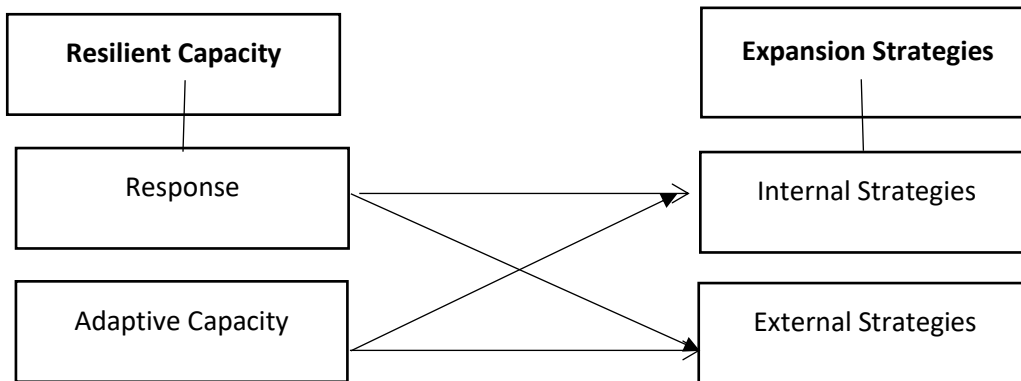


Fig 1. Operational Framework showing the link between resilient capacity and expansion strategies.

Source: Operationalized by the researcher.

2.0 REVIEW OF RELATED LITERATURE.

Conceptual Review

2.1 Adaptive Capacity

Managers and executives should improve the organization's ability to absorb information by enabling people to scan the environment for important external information, assimilate it, and utilize it in order to create "bounce-back." Walker et al. (2002) describe adaptive capacity in a socio-ecological setting as a component of resilience that represents learning, adaptability to try new things and accept them as solutions, and the creation of generalized responses to wide ranges of difficulties. According to Folke et al. (2003), cited by Umoh et al. (2014), adaptive capacity has four dimensions:

- i. Learning to live with uncertainty
- ii. Nurturing diversity for reorganization and renewal
- iii. Combining different types of knowledge for learning and
- iv. Creating opportunities for self-organization

Folke et al. (2003)'s four dimensions are modified for socio-institutions by Armitage (2005). Adaptive capacity in a socio-institution context refers to the qualities of people, groups, and institutions that may promote learning in the face of change and uncertainty, such as a readiness to accept responsibility for one's actions, participate in cooperative decision-making processes, and support institutional diversity. The ability or propensity of a person or group to respond in response

to changing circumstances and to retain an exploratory attitude toward new conditions as they arise is known as adaptive capacity. In this context, there are two methods used to address adaptive capacity: socio-environmental and organizational (McManus, 2007). The key to an organization's capacity to exhibit resilient traits is its adaptability. Amah and Baridam (2012) talk about the value of adaptability and point out that the goal is to get an advantage over rivals who are less adaptable. This implies that competitiveness and adaptive capacity are related.

Adaptive capacity, as defined by Dalziell and McManus (2004), is the organizational staff's involvement and engagement in order to make them accountable, responsible, and focused on building the organization's resilience through their work because they recognize the connections between the organization's resilience and its long-term success. Moreover, they describe adaptive capability in terms of robust leadership and an environment that fosters effective communication, cordial working relationships, and a common goal throughout the company. The organization is creative and inventive, and its members are able to act consistently to meet or beyond the demands of the working environment in anticipation of or in reaction to change. Dalziell and McManus (2004) proceed to illustrate the distinction between vulnerability and adaptive capacity, arguing that the terms are frequently used synonymously due to the incorporation of adaptability in vulnerability definitions. According to



Dalzille and McManus (2004), vulnerability is the degree to which an organization deviates from its initial condition to the point at which the catastrophe has a major influence on it. Therefore, the envelope or space in which an organization's performance or handling of a crisis varies until it achieves equilibrium is known as its adaptive capacity

2.2 concept of Resilient Capacity

The ability of an organization to foresee significant events from developing patterns, to continuously adjust to change, and to quickly recover from adversity is known as resilience. The idea of resilience has drawn a lot of attention in the last thirty years as companies have struggled to adapt to the ever-changing environment. Previously, the emphasis was on systems' capacity to adapt to changes in the environment and continue to function (Petak, 2002). Resilience began to be used more and more in discussions of sustainability in the mid-1980s. It first surfaced in behavioral studies in the late 1970s and early 1980s, where it was used to describe a person's capacity to endure and recover from adversity (Walsh, 1996). Although Wildavsky introduced the idea to companies in 1988, it wasn't until the late 1990s that the idea of applying resilience to organizations began to gain traction (Umoh, Amah, and Nwokocha, 2014). In his timeless piece "Searching for Safety," Wildavsky (1988) contrasts resiliency with expectation. In addition to advocating trial and error as a means of building resilience, Wildavsky advises exercising caution while using predictive tactics. He contends that because there are so many speculative hazards, many of which are inflated or inaccurate forecasts, anticipation can result in a significant amount of needless effort and resource waste.

According to Walker et al. (2004), resilience is a system's ability to withstand disruption and restructure throughout change without losing its identity, identity, function, or feedback loops. Understanding the emergence of resilience in organizations can be better understood from a developmental psychology approach, which is more in line with renewal. According to this viewpoint, resilience grows gradually as a result of consistently managing risks, strains, and stresses. Through positive adaptation to current adversity, an entity not only survives and thrives but also, in the process of responding, enhances its capacity to make adjustments in the future (Sutcliffe and Vogus 2003).

In their proposal, Lengnick-Hall and Beck (2003) contended that resilience is an organization's transformative power made up of a complex fusion of viewpoints, behaviors, processes, and situations, going beyond just "bouncing back." Bell (2002) also makes the

case that company culture has a role in organizational resilience. The foundation of a resilient culture is comprised of the following: purpose, responsibility, trust, and organizational empowerment. He went on to say that the enterprise workforce is the cornerstone of organizational resiliency. People who are well chosen, inspired, equipped, and guided can overcome nearly any challenges or disturbances. Organizational resilience is discussed by Smith (2002) in relation to crisis avoidance. Smith distinguishes between two broad categories for crisis prevention. The first focuses on building a culture of disaster preparedness; the second addresses the moral dimensions of business conduct and the emergence of resilience as a result of questionable moral behavior.

2.1.3 Response

Response refers to the capacity to act swiftly during emergencies. This resilience component evaluates an organization's ability to effectively collect pertinent data and information from all facets of society and disseminate it to others. It is also seen as the capacity of decision makers to promptly identify new problems. Response qualities include inclusive engagement and communication. It is more likely that in a crisis, stakeholders will be able to swiftly exchange and distribute information, secure audience cooperation, and respond fast when there is effective communication and confidence in the information being transmitted. A common knowledge of the problems behind crises and serious threats to the organization may be developed by inclusive involvement among all stakeholders. It can also lessen the likelihood that significant interdependencies will be missed and increase participant confidence Masten, (2005).

2.2 Review of Related Literature

2.2.1 Theoretical Review

The study is anchored on Process theory of agility and thriving concept of resilience. According to process theory, teams' ability to adapt to change and manage its unfavorable impacts on performance is what gives rise to agility. Process theories explain the evolution of entities. In scenarios with extremely intricate basic linkages, process theories allow for predictions and generalizations. In addition to creating empirical observations of composite phenomena and providing unflustered information to balance the prescriptive knowledge provided by procedures, they are essential for expressing processes and understanding (Ralph 2010; Markus & Robey 1988).



The scientific studies on vulnerability and coping paradigms gave rise to Thriving. Success is based on people changing for the better as a result of learning about hardship (Nishikawa, 2006). The idea that "people are able to transform traumatic experiences to profitable idea, self-growth, changes in personality positively, or other significant and resourceful lives has been a pivotal theme in history of literature, personal narratives, and poetry," despite the fact that thriving has drawn attention in the fields of social and behavioral psychology (Saakvitne, Tennem & Affleck, 1998). The ability of an individual to go above their initial level of functioning and overcome recurring exposure to traumatic situations is referred to as "thriving" (O'Leary, 1998). Positive self-esteem, strong coping mechanisms, toughness, cohesiveness, self-efficacy, optimism, adaptability, risk-taking, low fear of failure, robust social support, a high threshold for ambiguity, and persistence are all indicators of resilience and flourishing (Bonanno, 2004)

2.3 Empirical review

In a study published, Bienose, Egwakwe, Adefulu, and Akande (2022), investigated how business resilience strategies affected the income creation and sustainability of family businesses in South-West Nigeria. In order to quickly gather data on people's ideas, beliefs, and stances on topics, the study used a cross-sectional survey research approach. Multiple regression analysis was used to provide inferential statistics on the data obtained from the primary sources (questionnaires). The results showed that, in South-West Nigeria, family business sustainability income production is not significantly impacted by business resilience measures ($Adj.R2 = 0.001$; $F(6,461) = 1.056$, $p > 0.05$). Based on the characteristics of family businesses, the study suggested that tried-and-true dynamic tactics be used in the kinds of business resilience measures put in place to achieve sustainability.

In Benue State, Nigeria, Asenge and Asue (2020) investigated how market expansion tactics affected the performance of small and medium-sized businesses. The performance of small and medium-sized businesses in Benue State, Nigeria, was carefully studied in relation to the impact of product development strategy, market penetration strategy, and quality customer service strategy. The study employed a survey research design, and the tool for gathering data was a questionnaire. 281 SMEs in Makurdi, the capital of the research, were chosen from a variety of industry sectors, including manufacturing, services, agribusiness, retail/wholesale, and agribusiness. Regression analysis was employed to

test the assumptions, while mean and standard deviation were utilized to show and analyze the data. The study's conclusions showed that the success of small and medium-sized businesses in Benue State, Nigeria, is significantly impacted by both product creation strategy and market penetration strategy. The study also showed that the success of small and medium-sized businesses in Benue State, Nigeria, is significantly impacted by a quality customer service approach. The report suggested, among other things, that Benue State SMEs' owners should always employ tactics that would line with market demands in order to be able to draw in more clients and compete in the market.

The impact of entrepreneurial resilience on the performance of small and medium-sized business organizations in Asaba, Delta State, was investigated by Emueje, Olannye, and Olanye (2020). The study design approach used was cross-sectional research survey. The approach of stratified random sampling was employed in the investigation. There were only 201 responders included in the sample size. The research tool used in the study was a structured questionnaire. The data was analyzed using multiple regression analysis and descriptive statistics. The results clearly demonstrated the significant beneficial relationships that resourcefulness, strategic diversity, and proactiveness have with organizational success. According to the study's findings, organizational performance is positively impacted by entrepreneurial resilience. The study's findings demonstrated that the greatest positive impact on organizational performance is attributed to resourcefulness. 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.

Ahiazu and Eketu (2015) use primary data from a few public universities in the south-south of Nigeria to empirically study the relationship between product innovation and companies resiliency. The study looked at the connection between three different aspects of a company's resilience—keystone vulnerability, situation awareness, and adaptive capacity—and product innovation. Using the Spearman rank order correlation, three null hypothesis were evaluated. The results showed a significant correlation between organizational resilience and product innovation. The results also demonstrate that product innovation had a significant



impact on the institutions' awareness, susceptibility, and ability to respond.

Okechukwu (2014), conducted a study on the relationship between innovation and resilience in the oil and gas sector of the South-South of Nigeria. The study found that there is a correlation between both variables as all three measures of innovation; process innovation, product innovation and service innovation strongly and significantly associate with organizational resilience. The study recommended that firms should encourage innovative activities in their organization to enhance their resilient stance and hence their survival.

3.0 RESEARCH METHODOLOGY

The cross sectional survey which is a type of the quasi-experimental was adopted in this work because the study aimed at arriving at new knowledge without deliberate influence of the variables of the research. The study focused on 10 registered manufacturing firms in Rivers state. The population of the study was 95 managerial staff which included the supervisors and managers of the 10 registered manufacturing firms in Rivers state. Questionnaire was the main source of data collection. The copies of questionnaire were distributed to management employees in the manufacturing sector

in Rivers State. The instrument was rated on a 4-point Likert-scale. (1 Strongly Disagree; 2 Disagree; 3 Agree; 4 Strongly Agree). The Pearson Correlation statistical tool was used to test the hypotheses formulated with the aid of statistical package for social science (SPSS) version 21.

4.0 RESULT AND DISCUSSIONS

From the total 95 questionnaire that was distributed, only 81 copies which represented (85%) questionnaire was correctly filled and used for the analysis. The demographic analysis revealed that 13(16%) of the respondent were PhD/DBA degree holders; 21(26%) were master degree holders and 47(58%) of the respondent were first degree holders. 63(78%) of the respondent were male while 18(22%) of the respondent were female. The hypotheses test was carried out at a 95% confidence interval implying a 0.05 level of significance.

Decision Rule:

Where $P < 0.05$ = Reject the null hypotheses

Where $P > 0.05$ = Accept the null hypotheses

Ho₁: There is no significant relationship between internal strategies and response in the manufacturing firms in Rivers State, Nigeria.

Table 4.1. **Internal and Response**

Source: Survey Data, 2024

		Internal Strategies	Response
Internal Strategies	Pearson Correlation	1	.798**
	Sig. (2-tailed)		.000
	N	81	81
Response	Pearson Correlation	.798**	1
	Sig. (2-tailed)	.000	
	N	81	81

Table 1 above shows that the correlation between internal strategies and response is positive and significant given that P-value is less than 0.05 and the correlational value is .798. The correlational value revealed a high relationship between internal strategies and response. We therefore reject the null hypothesis and upheld that: There is a significant relationship between internal strategies and response in the manufacturing firms in Rivers State, Nigeria.

Ho₂: There is no significant relationship between internal strategies and adaptive capacity in the manufacturing firms in Rivers State, Nigeria.

Table 4.2 Internal strategies and adaptive capacity.

		Internal Strategies	Adaptive Capacity
Internal Strategies	Pearson Correlation	1	.565**
	Sig. (2-tailed)		.002
	N	81	81



Adaptive Capacity	Pearson Correlation	.565**	1
	Sig. (2-tailed)	.002	
	N	81	81

Source: Survey Data, 2024

Table 2 which shows the relationship between internal strategies and adaptive capacity indicated that both variables are significantly correlated, given that the P-value is less than 0.05 (0.002<0.05). The correlational value indicated a moderate correlation between internal strategies and adaptive capacity. We therefore rejected the null hypothesis and upheld that: There is a significant relationship between internal strategies and adaptive capacity in the manufacturing firms in Rivers State, Nigeria.

Ho3: There is no significant relationship between external strategies and response in the manufacturing firms in Rivers State, Nigeria.

Table 4.3 Accessibility and Adaptability

Source: Survey Data, 2024

		External Strategies	Response
External strategies	Pearson Correlation	1	.275**
	Sig. (2-tailed)		.004
	N	81	81
Response	Pearson Correlation	.275**	1
	Sig. (2-tailed)	.004	
	N	81	81

Table 3 above shows that the relationship between external strategies and response is positively correlated given that the calculated p-value of 0.004 is lesser than the significant level 0.05. (0.004 < 0.05). The correlational value of .275 indicated a low linear correlation. We therefore rejected the null hypothesis and upheld that: There is a significant relationship between external strategies and response in the manufacturing firms in Rivers State, Nigeria.

Ho4: There is no significant relationship between external strategies and adaptive capacity in the manufacturing firms in Rivers State, Nigeria.

Table 4.4 Accessibility and Robustness

Source: Survey Data, 2024

		External strategies	Adaptive capacity
External strategies	Pearson Correlation	1	.285**
	Sig. (2-tailed)		.000
	N	81	81
Adaptive capacity	Pearson Correlation	.285**	1
	Sig. (2-tailed)	.000	
	N	81	81

Table 4 above shows that there is a positive significant relationship between external strategies and adaptive capacity given that the calculated p-value of 0.000 is lesser than the significant level 0.05. (0.000 < 0.05). The result indicated a low correlation between the two variables. We therefore rejected the null hypothesis and upheld that: There is a significant relationship between external strategies and adaptive capacity in the manufacturing firms in Rivers State, Nigeria.

4.1 DISCUSSION OF FINDINGS

Drawing from the analysis of the variables, it is observed that there is a significant relationship between the

dimensions of the predictor variable and the measures the criterion variable.

Internal Strategies and Response



The result of the correlation between internal strategies and response revealed a high correlational value of 0.724, which indicate that internal strategies have a high relationship with the response of an organization. This implies that the extent to which an organization employs internal expansion strategies will have an impact on the response of the organization. The internal expansion strategies will to a great extent help the firm to easily response to varieties in the business environment and thus enhance their performance.

Internal Strategies and Adaptive Capacity

The bivariate analysis between internal strategies and adaptive capacity shows that internal strategies had a significant positive relationship with adaptive capacity given that p-value was less than 0.05. Thus, the null hypothesis was rejected and alternate hypothesis was accepted. This implies that internal strategies of a business organisation influence their level of adaptive capacity. Increasing the level in internal expansion strategies will boost up their adaptive capacity in the long run.

External Strategies and Response

From the bivariate analysis, result of the relationship between external strategies and response revealed a positive linear correlation between the variables given that the p-value of 0.004 was less than the level of significance ($p = 0.004 < 0.05$). Thus the null hypothesis was rejected and the alternate hypothesis was accepted. This implies that the extent, to which a firm is able to respond to changes in the environment, depends on their external expansion strategies.

External Strategies and Adaptive Capacity

Table 4 revealed that there is a significant positive relationship between external strategies and adaptive capacity. This implies that adaptive capacity of a firm can be enhanced by their external expansion strategies.

5.0 CONCLUSION AND RECOMMENDATIONS

Drafting from the findings of the bivariate analysis, it is clear that the resilient capacity of an organization enhance the level of expansion of the firm. Organizations operate in a dynamic environment which is capable of influencing its wellbeing. Organizations that are technologically fit and materially fit may not last the test of time without a high expansion strategy through resilient capacity. When resilient capacity of an organization increases, the firm's expansion also increases based on their linear relationship. It is on this note that this study recommends that;

1. The management of the manufacturing firms should choose align internal strategy and response rates as measures of resilient capacity

in order to achieve corporate expansion objectives.

2. The management of the manufacturing firms should enhance their internal strategy and adaptive capacity in order to be more resilient in achieving corporate objectives.
3. Management of manufacturing firms should inculcate the external strategies and response rates in order to gain knowledge of some inherent problems in the internal environment that has the tendencies of affecting their expansion motives.
4. Management of manufacturing firms should embrace external strategies and adaptive capacity to also be able to gain knowledge of the external problems in the environment most likely to affect their expansion objectives.

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